

## **Executive Committee Paper: ECW Strategy Note to Guide Discussion**

The HLSG has agreed that the ECW strategy development process should start in September 2017, to be completed by April 2018. Since its launch in May 2016, ECW has started country investments through four multi-year programmes and seven crisis responses; launched a programme to improve coordination of education in crises globally; developed operations, governance and results frameworks; recruited a Director and Secretariat staff; and raised \$113 million financing.

ECW will reflect on the first 18 months of operation to inform the first ECW strategy, which will set out ECW's priorities, objectives and deliverables for the next three years of operation up to April 2021, situated within a strategic context of education in crisis and ECW's added value.

This note for discussion outlines the potential *content* of the strategy, indicating the key issues to be addressed, and a proposed *process and timeline* for the strategy development. **We welcome the Executive Committee's comments on this, and any early views to steer the strategy.**

### **Content**

#### ***Executive Summary***

#### ***Context & strategic positioning***

- **Context of education in crisis globally** – the environment in which ECW is operating.
  - Summary – outlining the context in which ECW operates (eg. emergencies and crisis settings); pulling together work from ECW design papers and updating in light of recent developments and ECW's operating experience (landscape of needs and interventions; research & evidence on what works; current funding landscape; capacity of local actors; global, regional and country level infrastructure for education in crises)
- **ECW's strategic positioning** – Why we need a global fund for education in crises. ECW's value-add. E.g.:
  - Global Goal: SDG4, address \$8.5bn financing gap, reach 75m children by 2030
  - ECW's unique role in global architecture: eg. focus and technical capacity on emergencies and protracted crises; comprehensive humanitarian-development approach; strong connection to the field; leveraging the multilateral system (humanitarian, development and political) at headquarters and country level; complementarity with other funds and agencies
  - Global position: eg. delivering WHS commitments, supporting UN/multilateral reform, advancing understanding of what works

- **ECW lessons learned and adaptive approaches** – Reflecting on our experience to date with ECW operations, governance, investments, and delivery of results, as well as how ECW is already changing and adapting. Eg: Secretariat shift towards more field engagement to develop programmes with partners, and towards higher-level leveraging of government and multilateral system in-country. Highlight ECW’s role as an evidence-based organisation, built on global best practice but nevertheless testing, iterating and improving as it progresses.

### **Objectives and priorities for next 3 years**

- **Key objectives** – What ECW will achieve over the next 3 years, with indicative performance indicators.
  - How ECW will deliver on its five core objectives: Inspire political commitment; Joint planning and response; Generate and distribute new funding; Strengthen capacity; Improve accountability, data, evidence and research to improve delivery of education in crises globally.
  - How ECW will reposition education as a central sector to achieving conflict prevention, crisis mitigation, post-crisis reconstruction, bridging relief and development, and realizing the SDGs in emergency and crisis affected countries.
- **Priorities and programme areas for next 3 years:** What ECW will prioritise over the next 3 years and in what order, to deliver on the objectives above. Consider key 2/3 things to focus on transforming. Points below indicate areas to consider.
  - **Inspiring political commitment and influencing the international & multilateral system for education in crises**
    - At global level: supporting delivery of humanitarian reform commitments; supporting multilateral/UN reform; leveraging UN system as key deliverable of World Humanitarian Summit; raising profile of education in crises – how, who, where, measurement; how we engage non-traditional donors, private sector and civil society organisations
    - At country level: what shifts we want to see, how we are going to work differently to leverage high-level government, donor, multilateral system
  - **Joint planning and response: bridging humanitarian-development gap**
    - What it means to align with the multilateral coordination architecture in emergencies and crisis and strengthen collaboration, coordination and partnerships including through joint programming
    - What this means in practice and how we will achieve it – eg. Given existing difficulties of cooperation and bridging, more ECW staff time dedicated to facilitating country assessments and development of comprehensive programmes (link to objective above)
    - What this means for our own programming of First Response and Multi-Year programmes in particular, and how we link to other funds and programmes
  - **Country delivery & results** – Setting out what and where ECW will deliver at country level, taking into account existing investments, with sample performance indicators for education. Decisions required on:
    - Breadth vs depth (number of countries and sequencing)
    - Countries/crises (most need/ forgotten crises/ geographical focus /crisis type)

- Thematic area (eg. protection/ access/ teacher capacity / building govt role and systems/ quality of learning)
- Recipient groups (eg refugees, girls, adolescents)
- **Resource mobilization and innovative financing**
  - ECW resource mobilisation targets for next 3 years, how we will raise them, bringing in new partners and non-traditional donors
  - How the REACT database and GBC-Education will contribute
  - Focus on ECW's resource mobilisation, but also highlighting wider financing needs for education in crises and developing global public goods to support this
- **Strengthening capacity**
  - ECW approach to working with government and local organisations - how we will build government systems in crisis; how we will engage, fund and build capacity of local NGOs
  - How will we strengthen coordination structures in the field – eg. Cluster, working groups
  - Strategy for innovative financing and working with private sector
- **Improving data, evidence and understanding of what works**
  - ECW approach to improving data, information-sharing, research and evidence on education in emergencies – how we will use the Acceleration Facility
  - Identify which 2-3 areas we will seek to make significant progress in over 3 year

### ***Programme Framework and Delivery***

- **Programme Framework for next 3 years:**
  - Outputs, Outcomes, Monitoring Benchmarks, Global Performance Indicators (at Country Level and at Global Level), Annual Performance Indicators and Targets – building on existing investments and aiming to develop these further
- **Operations and management to deliver**
  - Management arrangements
  - Any changes to the governance or operational models – eg. Amendments to FR, MY and AF window operating guidelines
- **Monitoring and Evaluation** - ECW vision for measuring impact and accountability for delivering results
- **Assumptions, risks and mitigation** – strategic risks to ECW achieving its objectives and how we will mitigate these. Approach to risk frameworks and management – how we will use this at fund level and in countries.

***Resources required to deliver this strategy*** – human, financial, political

***Annex: Results and Resource Framework***

A **Communications plan** (separate from the strategy itself) will set out how the strategy will be launched and communicated globally and at country level – eg. Speech/event by HLSG members and ECW Director, social media, events in the field, detail on website, communication with coordination groups in-country etc.

### **Strategy development process**

The strategy process will be led by the ECW Director and Secretariat, with support from external consultants, and with support from the Strategy Task Team. It will be highly consultative and inclusive, with input from experts and stakeholders throughout the fields of education, humanitarian action, conflict and displacement, and innovative partnerships and financing – including but not limited to local beneficiary governments, international and national civil society, donors, multi-laterals, private sector, universities, and other actors. The process will engage the Executive Committee at regular intervals, and will be approved by the HLSG.

The outline timeline of the process proposed is as follows:

- July-August 2017:
  - Strategy Task Team established and starts to engage in preparatory work
  - Consultant(s) recruited to start background preparations and initial consultations, and to develop a more detailed process (workshops, country visits, drafting process, decision points)
  - Full TOR for the strategy process developed and approved by ExCom
- September 2017: HLSG approves TOR for full strategy process
- September 2017-January 2018: Full strategy development and consultation process, including 2-3 larger workshops for all relevant stakeholders, country & organisational visits and consultations, section drafts for comment, and monthly meetings of the Task Team to review
- January 2018: first draft of strategy for further consultation and refinement
- March 2018: Executive Committee's no objection to strategy and communication plan
- April 2018: HLSG approves strategy and communications plan