



Resource Mobilization Strategy 2018 – 2021

September 2018



Table of Contents

Executive Summary.....	3
Background	4
The ECW Strategic Plan 2018-2021	5
Financial Targets and Requirements	5
Guiding Principles	7
Resource Mobilization Approach.....	8
1st Component: Engagement with donors	9
2nd Component: Diversify donor-base through private Sector partnerships	11
3rd Component: Develop innovative finance approaches	12
4th Component: Advocacy and Communications	13
5th Component: Develop Capacity for Resource Mobilization	14
Key Support Mechanisms for the Implementation of RM Strategy	15
Resource Mobilization Plan (Outline).....	17

List of Tables

Table 1: Total funding required per number of children reached	5
Table 2: Resources to be rasied for Multi-Year Resilience Programmes.....	6
Table 3: Indicators and targets for Resource Mobilization.....	19
Table 4: Action plan to operationalize RM strategy	20

Executive Summary

ECW is a new global fund dedicated to supporting education in emergencies and protracted crises. Among its five core objectives, it was created to generate additional funding for the sector. This is spelled out in ECW Strategic Plan 2018 – 2021¹, Strategic Objective #2 on “Increase Financing for Education in Crises”. This entails mobilizing resources to be channeled directly through ECW as well as leveraging additional resources at country level through joint multi-year programmes facilitated by ECW. ECW’s Gender Strategy, the forthcoming approach to Innovative Financing, and the ECW Advocacy and Communications Strategy are relevant to the RM strategy.

ECW’s Resource Mobilization Strategy is part of institutional building efforts for the Fund. It explores sustainable ways of mobilizing resources for education First Responses and Multi-Year joint programmes in emergencies and protracted crisis - resources that provide predictable, sufficient, and multi-year funding in line with the agreed targets, both globally and in-country.

The RM Strategy adopts an action-oriented approach. It can be practically translated into plans, while allowing ECW enough agility to seize new opportunities and to exercise wide outreach to all potential partners and financing opportunities. Furthermore, the RM strategy is a stepping stone for ECW to develop its internal RM capacity and gather enough data and analysis over the next 3-4 years to further refine its approach and structure. It is designed as a living document of dynamic learning and may undergo periodical revisions and/or updates. In doing so, it will gradually align the approach to emerging EIE needs and priorities; new trends in donor funding; experiences and knowledge of other funds; and, ECW’s strategic direction.

The RM strategy includes two main resource mobilization modalities; 1) at the global level the ECW Trust Fund: to support the First Response window, Multi-Year Resilience programs’ seed-funding and the Acceleration Facility; 2) at the country level, to support Multi-Year Resilience programmes through in-country resource mobilization against predictable joint programmes, also supported through resource mobilization efforts at the global level.

These two modalities entail a set of components that can be used as ingredients to develop relevant resource mobilization action that is efficient and effective. These components include activities to strengthen engagement with donors by deepening existing partnerships and establishing new ones, diversifying sources of funding to include the private sector and International finance institutions, promoting innovative finance mechanisms, and, where applicable and possible, generating national cost-sharing (bearing in mind the constraints of countries in conflict).

These fundraising and partnership building components are complemented by three enabling factors: a) communications and advocacy to ensure strong visibility and effective outreach and an ECW structure that is fit for purpose to engage with a wide network of partners; b) specialized staff and evidence-based instruments and approaches to offer solutions to donors, implementing partners, communities and impacted children and adolescents; and, c) an RM plan that can serve to guide ECW RM work annually.

ECW RM strategy is led by values and guiding principles to ensure ECW’s resource mobilization work remains aligned with its vision, mission, and strategic objectives. Further, the strategy also includes a set of supportive mechanisms to ECW RM efforts. Some are embedded in the governance of ECW at the HLSG, the ExCom, the civil society advocacy group, and the functions level within the secretariat; while others derive from the broader ECW community (partners, individuals and institutions), who are committed to the Education in Emergencies and protracted crises and to ECW’s success as a model catalytic fund.

Background

By adopting the Sustainable Development Goals in 2015, 193 Heads of States made a pledge to the world's children and youth of free, equitable and quality primary and secondary education by 2030. The World Humanitarian Summit in 2016 reminded world leaders that without scaling up action and funding to reach those affected by crisis, the world will fall far short of achieving Sustainable Development Goal 4 (and, consequently, other SDGs).

Following years of dialogue and advocacy, ECW was launched in 2016 at the World Humanitarian Summit as a new global catalytic fund with the aim of delivering SDG4 in emergencies and protracted crises. ECW offers a new way of working: joining up humanitarian and development work of governments, UN agencies, civil society, academia, private sector and communities to deliver a more collaborative, agile, rapid and sustainable response to education in crisis. The decision to establish ECW was made on the premise that:

- There was a high-level political commitment to ensure access to quality education for all children and youth, including those left farthest behind in emergencies and in protracted conflicts;
- The need to bridge humanitarian and development action (humanitarian-development nexus) had become an urgent necessity, requiring partners to join forces to deliver the SDGs;
- There was a growing interest from donors to explore joint and innovative mechanisms to finance education;
- There was a growing universal consensus – supported by evidence - that education, especially for girls and women, is central to preserving the dignity of people and the resilience of communities, especially when human security and livelihoods are shattered.

Indeed, today it is increasingly recognized that education is an essential foundation for the realization of human rights and gender equality, poverty reduction, conflict prevention, achieving peace and security, improving public and global health, food security and climate action. It is virtually impossible to progress in any of these areas unless nations are literate and empowered with skills and tools enabling them to exercise good governance, entrepreneurship and peaceful co-existence.

As a global fund for education in emergencies and protracted crises, ECW provides resources to partners on the ground in conflict and natural disasters. These can be allocated in a flexible, swift and responsive manner to accelerate and support the response in immediate crises alongside medium term recovery and towards long term development. These resources are provided on condition of certain education outcomes to ensure ECW's investments support access, gender equality and equity, continuity, protection and quality. ECW's funding modalities also aim to catalyze systemic changes to improve the efficiency of the delivery of education in emergencies in line with key outcomes that emerged out of the World Humanitarian Summit (WHS), and which are embedded in the five core strategic objectives of ECW:

1. Inspire political support to education in crises
2. Increase financing for education in crises
3. Improve joint planning and responses
4. Strengthen capacity to respond
5. Improve accountability

Against this background, the ECW Resource Mobilization Strategy builds on the following:

- a) The ECW value added (i.e., the Fund's unique value in the overall education in emergencies financing architecture)
- b) The ECW Strategic Plan 2018 – 2021;
- c) The ECW Gender Strategy, 2018 – 2021;
- d) The ECW Advocacy and Communications Strategy (under development);

- e) The ECW Operational Model and capacity to build partnerships, deliver, monitor, report and evaluate resources spent;
- f) The High-Level Report on Humanitarian Financing (from the WHS 2016).

The ECW Strategic Plan 2018-2021

ECW's first Strategic Plan, 2018-2021 was endorsed in April 2018 by the ECW High Level Steering Group (HLSG). The Plan steers the “New Way of Working” in the humanitarian-development nexus. With humanitarian speed (i.e., respond faster) and development depth (i.e., sustainable and continuous education), ECW aims at financing quality and inclusive education for 8 million children and youth aged 3-18 years in emergencies and protracted crisis by 2021. With less bureaucracy and more accountability, it seeks to remove redundancy and achieve more at the local level and strengthen learning outcomes. In doing so, ECW plans to lay the foundation for a collective endeavor to reach by 2030 the 75 million crises-affected children and youth who up to now, have fallen between the cracks of the aid system.

One of ECW's central commitments is to catalyze significant additional resources to support access, quality, continuity, protection, equity and gender equality. To reach the ECW targets, **it is estimated that a total of US\$1.84 billion will be required over the period 2018-2021.**

To meet this financial target, ECW engages with government donors, the private and philanthropic sectors, development banks and applies innovative financing. This engagement is done through a three-pronged approach: (1) it raises resources for the ECW global fund at central level; (2) leverages resources for ECW-facilitated joint programmes at country level; and (3) advocates for increased global and national resources for the education response in emergencies and protracted responses.

Resources Mobilized

After one year of being operational, as of 31 March 2018, ECW had already increased the global share of humanitarian funding going to EiE by 0.2 percentage points with the Fund's investments reaching more than 650,000 children in 14 crisis-affected countries.²

Signed contributions from donors to ECW from inception until March 2018 totaled US\$172 million. In addition, in 2018 Norway and Sweden have announced new pledges, while Netherlands, and Germany indicated their intention to make contributions. Further discussions are ongoing with other donors and foundations.

Financial Targets and Requirements

Table 1: Total funding required per number of children reached (000)

	2017	2018	2019	2020	2021
Number of Children Reached	0.4	1.0	2.1	5.0	8.9
Total Funds required for investment	50.0	114.4	240.0	559.5	999.5
Funding gap/RM Needs	-	54.1	230.9	551.7	999.5

² ECW results report April 2017 – March 2018

As mentioned above, the financing requirements for ECW can be divided into financing raised for the global Fund (detailed below) and financing leveraged for ECW-facilitated joint programmes in-country:

ECW Global Fund:

- (a) **The First Emergency Response Window (FER)** responds to the most immediate and urgent needs at the onset or escalation of a crisis. These funds are delivered rapidly within eight weeks of the declaration of the emergency as described in further detail in the Country Investment Section of the ECW Strategic Plan. The size of each grant under this window depends on the overall education requirements for the emergency. ECW is expected to fund, on average, 25 per cent of education needs. To this end, funds under this window are unrestricted and a minimum reserve fund should be continuously replenished to maintain preparedness in the face of sudden-onset and escalating crises.
- (b) **Multi-Year Resilience Joint Programme Window (MYRP)** responds to protracted crises situations. MYRPs address the humanitarian/development divide at country level and create conditions for strengthening learning outcomes. ECW's global budget offers seed funding and encourages international donors and domestic investments towards well-aligned objectives, which can sustain and safeguard education outcomes during a humanitarian response unto recovery, linking relief and development interventions. Seed funding generally ranges between 15-25% of the total needs under the multi-year program, depending on preexisting gaps, availability of funds at the global level, and readiness for complementary funding to engage at the country level.
- (c) **Acceleration Facility Window** aims to advance the delivery of high-quality education services by making targeted investments in global and regional public goods to improve education preparedness, planning and response in sudden-onset and protracted crises. It makes up 5% of the ECW annual resource availability.

In-Country Financing for Multi-Year Resilience Programs:

The ECW 2018-2021 Strategic Plan identifies 25 priority crisis countries, approved by the High-Level Steering Group in April 2018 (Annex 2 of ECW Strategic Plan). Following the July, 2018, Executive Committee meeting, a decision was made to focus on launching 11 priority MYRP until end of 2019.

The MYRPs serve as a key vehicle for resource mobilization, as the MYRPs provide a predictable multi-year framework for financing education in protracted crisis. To encourage and initiate these programs, ECW provides seed-funding to complement existing resources and attract new ones – in cooperation with in-country partners - over a period of 3 to 4 years. To ensure that these programs have the needed scale and impact, ECW needs to mobilize resources and investments from public and private partners at country level to augment the direct contribution made by ECW at the global level.

The table below summarizes the resources that need to be mobilized ECW.

Table 2: Resources to be raised for Multi-Year Resilience Programmes (MYRP)

	2018	2019	2020	2021	Total
Number of MYRP	6	5	7	7	25
Seed Resources invested by ECW in MYRP	97	118	152	273	640
Resources leveraged at country level	15	83	366	684	1,148

Guiding Principles

ECW pursues a resource mobilization strategy consistent with the fund's objectives and core functions as outlined in the ECW Strategic Plan 2018-2021. It also complies with the Core Responsibilities of the Agenda for Humanity as laid down by the World Humanitarian Summit in 2016, and is guided by the SDG4, Quality Education and the Oslo Consolidated Principles for Education in Emergencies and Protracted Crises, 2015. More specifically, ECW Resource Mobilization Strategy is guided by the following principles:

Principle 1: Needs Driven - Rapidly meet the financial needs to provide children and youth in crisis access to quality education and protection. By removing redundant processes and working with a speedy approvals process in its governance structure, and by maintaining a lean and field-oriented ECW Secretariat that is connected to in-country actors and the humanitarian architecture, ECW is able to move fast and bridge the funding gap in EiE by delivering early and cost effective results to restore education in the midst of crises.

Principle 2: Additionality - Bring additional financing to education in emergencies and protracted crises. ECW catalyzes new, untapped resources through new partners and private sector, while also strengthening the existing resources, which makes up the ECW governance structure dedicated to EiE. At the global level, this introduces a catalytic approach inclusive of a wide range of sources and mechanisms to contribute to bridging the funding gap for EiE. At the in-country level, ECW brings both humanitarian and development actors under joint Multi-Year Resilience programs, provides catalytic seed funds, encourages additional funds from in-country donors, and builds synergy with existing and ongoing efforts towards more collective outcomes.

Principle 3: Agility with Accountability – Mobilize funding towards results through an agile governance structure that combines low transaction costs with effective fiduciary management and accountability. ECW's Secretariat facilitates monitoring of due diligence and management of risks while reducing redundant bureaucracy. ECW is committed to remain efficiently staffed to reduce managerial and communication overhead, while at the same time providing cross-functional, responsive and integrated services to partners at the global and in-country levels. In ensuring accountability, ECW safeguards the integrity of both affected populations and partners by safeguarding policies and codes of conduct at the global and local levels, and by promoting the protection of local populations from all forms of sexual exploitation and abuse.

Principle 4: Building National Capacities - Mobilize funds to Invest in local and national partners to increase preparedness and mobilize community support to respond to emergencies. National partners are the most crucial actors in ensuring the continuity of education outcomes while transitioning to recovery in protracted crises. By leveraging the humanitarian coordination architecture, ECW works directly with the Education Ministry co-chairing the Education Cluster Working Group or Refugee Coordination mechanisms. ECW facilitates for the Local Education Groups to engage in the humanitarian coordination system (strengthening the humanitarian-development nexus). Furthermore, ECW makes the needed investments to enable capable partners in the field who have community legitimacy, solid capacity and experience to deliver, have wide outreach, and comply with the Harmonized-Approach-to-Cash-Transfer-Framework (HACT).

Principle 5: Equity and gender equality – Mobilize funding to prioritize equity and gender equality and reinforce protection in crisis given the additional challenges to inclusion during humanitarian emergencies. ECW-facilitated education programmes are crisis-sensitive and address the impact of the crisis on equitable access, learning and completion of schooling for girls and boys. As a cross-cutting theme in all interventions, gender equality implementing partners are reminded to work closely with other actors addressing poverty, protection, employment, displacement, and human insecurity to ensure a well-integrated and sustainable approach to human development for all including girls and disabled children and youth in protracted crises.

Principle 6: Linking education in emergencies (EiE) to the broader SDG Agenda 2030 and regional development agenda – Establish links between EiE and other emergency response sectors as well as the overall Agenda2030 framework given the key role of education as a supporting foundation to the achievement of all Sustainable Development Goals. As such, ECW’s RM efforts also include exploring partnership opportunities with regards to the linkages between EiE and protection, gender equality, livelihoods, resilience and peace and security.

Resource Mobilization Approach

The ECW Resource Mobilization approach and its diverse components draw on the High-Level Panel Report on Humanitarian Financing (WHS 2016), best practice tested by established donors, partner UN agencies, international civil society organizations, and global funds managed by International and regional financial institutions. The RM activities under each component in this document will be detailed in the RM annual workplans.

The below components and their respective activities offer ECW the flexibility to raise funding from multiple sources, and using several approaches to capture all possible opportunities for securing the needed funds for EiE at the Global and in-country levels.

Resource mobilization to replenish ECW at the Global Level serves to provide the needed resources for the First Response modality in crisis, the acceleration facility, and seed funding to cover 10-20% of the total value of Multi-Year Resilience Programs. *Seed funding aims to enable ECW to influence joint analysis, programming and costing at the inception stage, to contribute to activities, to drive joint monitoring and reporting during the implementation stage, and to encourage further investment at in-country level. Seed funds also serve to enable in-country partners to kick-start both implementation and their in-country resource mobilization efforts – notably by engaging potential donors from the outset of the MYR planning process and throughout implementation.* Global ECW resources are mainly mobilized by engaging ECW’s existing and new bilateral and multilateral donors, and gradually, the private sector investments and innovative financing.

As for resources mobilized to finance in-country programs, the Multi-year response process presents a promising instrument for leveraging funding. **The MYRPs offers the donors the following advantages:**

- **Humanitarian-Development Nexus** translated into programming at field-level, including both humanitarian and development actors and plans working in tandem
- **Coordination and Cooperation** among host-governments, UN agencies, NGOs and civil society, communities and private sector through one Joint Programme/Plan.
- **The New Way of Working** put in practice against the World Humanitarian Summit commitments and the UN Secretary-General’s Reform and Agenda 2030 in crisis contexts
- **Strategic positioning**, stronger potential for resource mobilization and predictable financing, and strengthened delivery on **Education in Emergencies** based on collective outcomes.
- Greater opportunities for **cross-sectoral and holistic approach to EiE.**

MYRP in targeted countries present two additional opportunities for resource mobilization:

- a) As country-level partners come together to develop joint multi-year plans and programs, they are expected to progressively align already existing or planned in-country resources behind the joint MYRR . These funds may come from governments, donors, the private sector or financial institutions; co-financing is expected to progressively increase as they realize the additional value of aligning the MYRP including reducing duplication, lowering costs, achieving better results, increasing sustainability, improving visibility, building partnerships and/or learning.

- b) ECW raises new and additional resources that donors and partners invest to secure access to quality education in a particular crisis and are motivated to do so by the convincing case for investment that the MYRP presents, the advocacy efforts that helped increase awareness and commitment to MYRP outcomes, and/or the new opportunities for bridging with development investments that are now more feasible in a multi-year operation.

Therefore, the Seed funding coming into the MYRP from the ECW fund are expected to enable the attraction of a diverse group of donors and increase the likelihood of reaching targets for bridging the finance gap for EiE in that specific context. The resources provided by donors to ECW will include the development of a global public goods (joint analysis, development, monitoring and evaluation of evidence-based multi-year programs) and provide seed funds to kick-start MYPPs implementation.

1st Component: Engagement with donors

ECW's RM efforts are informed by the analysis of funding trends and public funding sources in terms of development and humanitarian assistance to education in emergencies. It is also linked to sectors linked to ECW's role in catalyzing education outcomes in terms of equity and gender-equality, protection, life skills and employability. ECW will engage with its current donors to determine the potential for deepening existing partnerships. ECW will also identify prospective donors who have not yet contributed to ECW's investments but who have an interest and/or the capacity to invest in education in emergencies both from a humanitarian and/or a development perspective. These will be prioritized for outreach and engagement to discuss partnership opportunities.

Deepen ECW's Partnership with Existing Donors: To date, the generous contributions of established donors, especially existing or potential members of ECW's High-Level Steering Group (HLSG), has enabled ECW to get off to successful start mobilizing \$172 million (as of 31 March 2018) out of which \$87 million has been invested in 16 crisis-affected countries as of May 2018.

ECW will maintain a strong relation with its current donors, including discussions on opportunities for deepening existing partnership – both in terms of volume of funding and multi-year commitments/predictability of funding. In situations where a particular donor has more than one potential “funding arm”, such as different funding envelopes for humanitarian and development programmes, ECW will ensure to engage with both sides, in view of strengthening the humanitarian – development nexus both at capital level and field level.

As ECW continues to build its investment case and promote country-level solutions, the continued support of existing donors will be essential. This is to ensure that sufficient resources are available to plan for medium-term results in a predictable and continuous manner. It applies especially for setting in motion multi-year programmes in protracted crisis, further enabling ECW to build up credible and sustainable opportunities for new donors and resource-bases.

Reach Out to New Donors: As several important contributors to humanitarian and development assistance are not yet part of ECW's donors, ECW seeks to widen its outreach, especially to new potential donors like Finland, Japan, Switzerland, the Arab Gulf countries, the BRICS (Brazil, Russia, India, China and South Africa) and others. The potential support of these donors to education in emergencies will help ECW to diversify and strengthen the global response to EiE. Many of these donors are already offering valuable support to education through their national agencies and direct engagement in crisis countries. Their strengthened contribution to ECW as a global platform for education can bring about new South-South partnerships and shared experiences to advance the global and universal agenda for financing EiE.

ECW is also eager to strengthen its partnership with International Financial Institutions (IFIs), including the World Bank Group, the Islamic Development Bank Group, other multilateral and regional development banks, and national development banks with international objectives, who are regarded by ECW as critical

development partners to address the priorities under SDG4 and the interlinked goals under the 2030 agenda on Gender, poverty and human security. At the country level where ECW is engaged, the fund also seeks to leverage the expertise and resources of IFIs by collaborating on analysis, assessments and planning, as well as program implementation towards shared outcomes in child and youth education under the different MYRs.

In addition, as in the case of Arab Gulf countries, and regional Development Banks in Africa, Asia, south America, and Europe, many of the potential donors for ECW (at global and in country levels) often have a shared history and culture with many of the countries in fragile states that face chronic and protracted developmental and humanitarian crises. In addition, many of the countries in crisis are also member states in regional cooperation councils and multilateral regional institutions. This element of solidarity, if well invested, is an important driver for future regional stability. A global and collective initiative like ECW offers this regional solidarity a platform for exchange of good practices, experiences, and knowledge.

Action:

- Effectively **presenting ECW's added value and approach to the donor's community**, and clarify its financing models at global and in-country levels, as well as share lessons learnt and good practice. In its RM plan, ECW will organize regular bilateral presentations and donor round-tables discussion for Permanent Missions to the UN in New York and in Capitals, and enhance its outreach.
- **Strengthen Donor engagement in financing EiE.** ECW mobilizes key donor states to increase their engagement with the HLSG of ECW, so to ensure inclusion and engage them in the evolution and build-up of ECW. In addition, ECW will conduct rapid mappings on the range of global leadership fora, inter-governmental processes and high level events that mobilize multiple global partners at political levels to identify opportunities for ECW engagement and EiE advocacy;

Encouraging donor engagement by establishing special awards, prizes, and ways to recognize donors who safeguard humanity, promote inclusion, promote SDG4. An example would be Her Humanity Award for encouraging girls' education.

Advocating and working closely with Civil Society Groups and coalitions to put the education, human security, and the future of boys, girls and youth in crisis at the top of world leader agenda's in the G7, G20, European Union, Gulf Cooperation Council (GCC), and others; to pledge sufficiently and continuously to finance education in crisis countries.

- **Active fundraising for EiE:** organizing RM missions and branding tours to donor capitals in Canada, USA, EU, UK, and the Gulf States to advocate and negotiate higher allocations from humanitarian and development budgets to the delivery of education in emergencies and protracted crisis.
- **Organizing replenishment and pledging moments/events for Education in Crisis and Conflict.** ECW and partners will organize a major pledging event ideally before mid-2019. Meanwhile, ECW and partners will also organize mini-pledging events at the margin of significant moments such as the United Nations General Assembly week.
- **Explore Opportunities for engagement at a Regional level:** the nature of many crises today resulting from armed conflict or threatened human security can develop into transboundary crises with significant spillover effect, often impacting large groups of communities becoming refugees and other host communities for considerable periods of time. Such crises require responses that

can strengthen the resilience of people, including through education for boys, girls and youth, but at a regional level to address systematic vulnerabilities and focus on directly addressing the needs of affected populations rather than governments or political regimes.

Applying this approach where relevant means advocating at a regional level and allowing donors the opportunity to earmark and commit resources at a regional level (targeting several communities and countries) and as such address challenges that go beyond the geographic boundaries of one country. The Syrian Crisis, Africa's migrant crisis (the death journeys), Lake Chad Basin (or even addressing needs in the entire Sahel of Africa area) the Palestinian refugee crisis, the Venezuela refugee crisis and others are all examples that call for regional action. ECW being a fund with agile response and financing modalities can by nature of mandate, legally framework, and operational capacity have a comparative advantage in such context.

- **Organize opportunities for replenishment and pledging around thematic areas** related to education in Crisis – Focus themes such as girls education, young women skills building and empowerment, protection and security for children and schools, and others.
- **RM at Country level:** Ensuring the in-country actors or partners of MYR are fully engaged in resource mobilization at country-level – given their ownership of the MYR and thus compact with ECW in receiving funds. This entails engaging with in-country donors at the outset of MYR development, rapid mapping of co-financing opportunities, organize consultations with donors at the country-level and in capitals in relation to particular MYRs, develop RM plans for MYRs as part of each program design, and work through country or region specific advocacy campaigns (e.g. NLG and UNRWA's Dignity is priceless) to highlight needs and build commitment; and inspire new campaigns for major crisis when its missing.

2nd Component: Diversify donor-base through private Sector partnerships

Develop Partnerships with the private sector including foundations, philanthropic ecosystems, businesses and high-net worth individuals: The private sector can play a central role in mobilizing resources at the global and in-country levels. Establishing public-private partnerships for education in emergencies is a concept that still requires work and investment. Finding ways for humanitarian and development actors to work collaboratively and jointly with the private sector requires practical models for broader adoption and scalability. As a global platform for collective outcomes, ECW seeks to invest, through its support for innovation and its in-country investments, to develop models, systems, processes and tools to sustain private-sector engagement in education in emergencies. For the strategic development of partnerships with the Private Sector during the RM strategy period, ECW looks towards:

- **Engage actively with Private Sector communities** that can potentially engagement in and advocate for EiE, including the contribution of knowledge, services, assets, and financial resources at the global and in-country level. This requires from ECW to map out the different opportunities for partnering and engaging with the main private sector groups, federations and coalitions.
- **Develop the systems, procedures and governance needed** for managing and mobilizing potential income and contributions from individual-giving, businesses and foundations.
- **Reach out to foundations and businesses** in the Arab and Islamic world that are driven by strong philanthropic and solidarity drives and have an appetite to positively influence the wellbeing of vulnerable communities in their regions;

- **Engage global and national private sector in co-financing MYR** Mapping of co-finance opportunities with the private sector is part of the MYR development process.

3rd Component: Develop innovative finance approaches

Innovative Finance is imperative to secure *more financing*, additional to existing funds from bilateral donors (innovative sources of financing) and *better financing* by improving the efficiency and effectiveness (or value for money) of ECW projects and programs (innovative financing instruments).

Innovative finance is a dynamic yet evolving field with groundbreaking initiatives, multiple approaches and a range of instruments. Finding the right approach and initiative – tailored to ECW’s mandate, risk management and expertise - is critical to ensure success. Innovative finance offers opportunities to complement income mobilized through donors. It will position ECW more broadly within the priorities of key donors, many of whom have pioneered and supported innovative financing initiatives, and are convinced of the potential role for public-private partnerships in social service delivery in humanitarian crisis.

For innovative financing to contribute to ECW’s strategic goals and operational success, it is pursued strategically, from identification of new opportunities, to prioritization, implementation and mainstreaming:

- a) Identification and curation of opportunities: ECW uses a range of tools to identify new innovative financing approaches: Mapping/landscaping of existing innovative finance ideas; innovation challenges to crowdsource ideas; and expert consultations.
- b) Prioritization of promising approaches: Prioritization takes into account alignment with the ECW Strategic Plan 2018-2021, fit with EiE financing challenges, and technical and political feasibility.
- c) Incubation and implementation is highly context specific and requires flexibility. Nonetheless, incubation and implementation will follow two principles: Adaptive and agile: Design, development, and implementation will be pursued through rapid cycles of planning, action, reflection and revision to foster learning from both success and failure. Evidence driven: Evidence will define the design of the implementation and lead to pivoting from the original idea, if necessary.
- d) Integration and Mainstreaming: The goal, in the long run, is to develop financing initiatives that are integrated and mainstreamed within ECW core operations. This could be, for example through developing a new sustainable financing source, better managing the contingency funds of the First Response Window, or introducing a new modality for multi-year investments.

Action:

ECW prioritizes four financing challenges which were identified over the last year. As innovation requires an adaptive approach, agility and continual learning, ECW will review and potentially amend these periodically, at least once a year.

- **Resource Mobilization of additional, predictable and sustainable funds:** The current focus is on generating new ideas. To do so, ECW is launching a Resource Mobilization Challenge in June 2018. ECW is seeking proposals for bold ideas to help address billion-dollar finance gap for education in emergencies and protracted crises. Ideas should be substantive and have the potential to raise at least US\$50 million per year continually (or US\$100 million total once, if a onetime effort).

In parallel, ECW will explore resource mobilization opportunities related to Islamic Finance as the High-Level Report on Humanitarian Financing (WHS 2016) highlighted the enormous potential for the contribution of Islamic social finance to support people living in crisis and offer solutions to the global humanitarian financing problem. ECW is planning to explore partnerships with various Islamic financial institutions working to address the issue of how waqf (endowment) and zakat

(mandatory alms-giving) and other instruments such as sukuk bonds (which are similar to impact investing) can be channeled effectively and efficiently to meet education needs in crisis.

Finally, ECW will explore various forms of crowdfunding in particular related to new technologies.

- **Changing Financing Modalities:** EiE often requires financing that helps manage delivery risk and bring together and empower different financing and implementation partners. Financing can help structure these partnerships, create modalities that suit different types of actors, and tie financing more closely to progress towards achieving collective outcomes.

ECW explores impact bonds as they lend themselves to investments in education in emergencies. ECW will either lead a coalition of funders and pay for outcomes, or pre-finance interventions and take on the risk of achieving outcomes; the latter for more innovative, risky and less proven interventions. ECW considers “Cash for Learning Bonds” that would go beyond encouraging school attendance and finance cash transfers and accompanying supply side interventions to produce vital learning outcomes. ECW also considers to facilitate crowdsourcing outcome funds from individuals – potentially accompanied by matching grants.

- **Increased concessional loans, collaboration with IFFEd, and access to MDB funding:** Concessional finance can contribute to education outcomes in Middle Income Countries (MICs) struck by refugee influx, natural disaster, or sub-national conflict. ECW will collaborate with IFFEd and MDBs to increase access concessional finance for EiE.
- **Unpredictable and volatile funding needs for first response:** Unpredictability and high volatility of annual funding needs pose a severe financing challenge for ECW. Addressing funding peaks requires prearranging funding that is three times larger than the annual average. EiE requires prearranged, quick access to capital. ECW explores developing intelligent financing strategies to respond to events that cannot be planned for ahead of time through contingent finance, parametric insurance, access to capital and risk transfer to the markets.

4th Component: Advocacy and Communications

A comprehensive Advocacy and Communications Strategy is also part of the ECW Strategic Framework for the period 2018 – 2021 and will aim at supporting the Fund in achieving its core strategic objectives as well as the collective education outcomes in the five priority areas identified for ECW’s investments. ECW’s advocacy and communications work will be closely related to resource mobilization efforts to support effective engagement with existing and potential donors as well as key influencers.

Components of the Advocacy and Communications Strategy supporting resource mobilization efforts will include engagement and outreach targeting the following audiences:

- Existing donors
- Potential public donors
- Private sector
- Member States and their constituents/specific publics
- Media and the wider general public
- Humanitarian and development aid stakeholders
- Digital influencers

Communication objectives and key messages geared at the various audiences will focus on addressing the following issues:

- Raise awareness on the scope of needs (evidence-based messaging)
- Raise awareness on ECW's unique value and complementarity as a new funding mechanism for education in emergencies and protracted crises
- Demonstrate the case for investment in education in emergencies including through linkages with other key issues and global priorities (gender equality, protection, livelihood and employability, youth empowerment, resilience, climate action, peace and security, the UN Development System Reform, the Sustainable Development Goals/Agenda 2030, etc.)
- Showcase ECW's investments results and success stories
- Provide visibility to ECW donors
- Ensure transparency and accountability of ECW investments

The Advocacy and Communications Strategy will include a mix of tactics and channels to be used to disseminate messages and reach objectives, including:

- A range of information and advocacy products to be rolled out by the ECW Secretariat
- Public campaigning, including through the use of digital media
- Private advocacy and lobbying
- Media relations
- Public Advocacy
- Building and strengthening alliances, in particular building on the global advocacy movement that led to the creation of the ECW Fund and the fundamental nature of ECW as a partnership among donors, aid agencies, the private sector and civil society organizations
- ECW Advocates, Goodwill Ambassadors and Champions

The Advocacy and Communications Strategy will include a series of performance indicators to ensure progress can be evaluated and monitored.

5th Component: Develop Capacity for Resource Mobilization

As ECW further scales up its operations, it aims to continue developing the capacity of its Secretariat to remain fit for purpose. In this regard, strengthening and further developing ECW's advocacy, communication and resource mobilization structure and capacity is a critical priority to steward relations with existing donors and foster partnerships with new ones, while simultaneously advancing on innovative finance and diversifying sources of future funding from the private sector and foundations.

This is especially crucial given ECW's autonomous status from the hosting organization with regards to resource mobilization and advocacy, as well as the responsibility of ECW's governance mechanisms and the ECW Secretariat in these two key areas. Following the hosting review report prepared by Mokoro in March 2018, "the heavy lifting and strategizing [for resource mobilization] will need to be from within ECW and its governance structures. ECW must be properly skilled to succeed in this competitive task." Considering the targets aspired for in the ECW Strategic Plan 2018-2021, resource mobilization success will be at the heart of ECW's eventual impact.

As such, ECW is committed to implementing one of the main recommendations of the hosting review report which is to provide an adequate number of qualified staff/human resources to ensure sufficient attention is paid to the resource mobilization strategy and fundraising.

Actions:

- Develop the RM plan and use it as a guide to determine financial and human resources needed for successful implementation.
- Develop the RM structure and processes for ECW to fulfill the 5 outlined focus areas in this strategy

- Identify capacity gaps and staffing requirements to make the RM structure fully functional
- Mainstream RM across ECW governance structure and within the ECW Secretariat; thus, strengthen linkages and coordination among ECW functions (Strategic planning, knowledge production, innovation, advocacy, communication, partnerships, Resource mobilization, delivery, monitoring & reporting, and evaluation).

Key Support Mechanisms for RM Strategy

ECW High-Level Steering Group (HLSG): The HLSG is composed of the former British Prime Minister and UN Special Envoy for Education, Mr. Gordon Brown, Development Ministers, Heads of Agencies and Civil Society. It provides ECW's strategic direction, including its resource mobilization and financial sustainability. The HLSG champions the work of ECW and reaches out to traditional, new and emerging donors to advocate for higher allocations for education in crisis and highlights the role of the ECW fund as a vehicle for guiding context-specific solutions in targeted crisis countries and regions.

ECW Executive Committee (ExCom): The Committee is comprised of representatives of bilateral donors, crisis-affected governments, education cluster co-leads Save the Children International and UNICEF, UNHCR, UNESCO, the UN Office for the Coordination of Humanitarian Assistance (OCHA), GPE, NGOs, and private sector and private foundations. The ExCom supports ECW by providing the needed technical and financial oversight as well as ensuring that the fund is operating in line with the strategic direction from the HLSG. This highly diverse representation of members who have a very wide outreach and presence in the field in crisis regions and countries, coupled with in-depth knowledge of ECW plans and approach in targeted countries, offers ECW valuable support in reaching out at global level and in building partnerships at the country level, especially for multi-year resilience programs that require high synergy with ongoing programs (implemented by member agencies and NGOs at the country level); and in-country financing, which is prioritized by the members of the cluster and bilateral donors actively involved in the sector at the country level. In addition, the ExCom members provides wide platforms to give visibility to ECW visibility and resource mobilization through communications, events and media outreach for ECW.

ECW Advocacy Group: The advocacy group supporting and working with ECW is led by Save the Children and co-led by Plan International. It includes a number of active civil-society partners such as the Global Campaign for Education-US, the Jesuits Refugee Services (JRS), World Vision, Their World, and others who are strong advocates for education, gender equality and protection in crisis, and support ECW in many aspects related to communications, advocacy and resource mobilization. Civil society advocates on behalf of underserved groups and vulnerable populations to end exclusion, prevent violence, and promote peace where the wellbeing of vulnerable groups, women and children is being threatened. Furthermore, they assertively reach out to donors to advocate for increasing support and the share of funding for education in emergencies, and simultaneously, promote the role of ECW as a new fund to facilitate and guide collective outcomes at the country level. Such support entails strategic advocacy moments, such as global conferences and major regional and country-level events, which are opportunities to highlight ECW work and can serve as platforms to advocate for ECW's approach and even asks from specific donors or for specific crisis situations.

Mainstreaming resource mobilization across the different functions within the ECW Secretariat: The HLSG Chair and the ECW Director play a central role in advocacy and resource mobilization for EiE, working with HLSG and ExCom members to establish platforms, outreach and access to senior political influencers and decision makers.

The ECW Secretariat has a broad and diverse set of highly qualified experts and advisors in education, relief-development, protection, refugee affairs, planning, research, innovative finance, livelihoods, empowerment, gender, protection, human rights, advocacy and fundraising, covering a wide spectrum of developmental and humanitarian priorities. Furthermore, they are continuously communicating and in dialogue with partners and humanitarian and development actors in the different regions that have crisis,

as well as with key officials in capitals to facilitate technical and financial engagements with partners. They also carry out critical functions in monitoring and reporting, financial management, and the other needed measures to increase resource mobilization capacity within ECW.

Communication and ECW Visibility: As a new fund, the visibility of ECW is a high priority and key requirement for success. Telling the story of ECW is central to the overall advocacy and communications strategy of ECW. ECW explores and maximizes various opportunities to systematically promote donor visibility, including through events, publications and social media outreach emphasizing ECW supported results. This entails improving and expanding ECW digital and social media, including the development of the ECW website as a key portal for ECW public engagement especially with donors. ECW is in the process of expanding its social media platforms to capture key opportunities for delivering key messages at wider outreach, and disseminating attractive and quality tailored digital assets. The advocacy and communications strategy and plan are under development to provide guidance on delivery mechanisms, messaging and distribution of these assets.

ECW will continue to produce key documents and communication products – annual report, articles, infographics, lessons learnt related publication, and other products that are compelling and emphasize results, human interest stories and donor visibility. In addition, the annual results report will integrate these elements and used as a critical advocacy tool. ECW will also targeted visibility through particular media action (for example, op-eds, articles in mainstream print and broadcast media, and interviews with media outlets), including as support for critical moments such as high-level visits to capitals, high-visibility events and online campaigns.

Partnership with International Finance Facility for Education (IFFEd): ECW will collaborate closely with IFFEd when Low and Middle Income Countries (LMICs) experience emergencies such as natural disasters, influx of refugees, or subnational crises. First, ECW would provide funding in the near term to address immediate and medium-term education needs in emergencies and protracted crisis. Second, in the medium term, collaboration could involve the following: (i) ECW through its multiyear funding will tie its grants to IFFEd/Multilateral Development Banks (MDB) funding which in turn could leverage MDB lending for education in emergencies and protracted crisis and, (ii) ECW will help mobilize the UN and multilateral humanitarian system and other actors and support coordination of the humanitarian-development response to facilitate IFFEd/MDB-financed interventions on the ground. This will enable a coordinated and comprehensive approach that supports the national education system in managing the crisis and transition to recovery and reconstruction. Third, in the long term, IFFEd could build on the joint programs built in the medium-term, in collaboration with GPE, to provide long-term funding to sustainably address reconstruction and development of the education sector in crisis-affected countries.

REACT Platform: In 2018, the Global Business Coalition for Education launched the Rapid Education Action (REACT) to record private sector contributions and assets that can be deployed for education should an emergency take place in different regions of the world. One of the priorities for REACT is to support and shoulder the ECW programmes in countries with this additional support from the private sector, thus offering a new, collaborative, and innovative model to restore education in crisis. REACT will identify needs from the field through ECW in country programmes and ECW partners, especially UN agencies, international and national NGOs, and match these needs with the contributions of the member private sector partners. Tens of companies have signed up to REACT since the launch, offering to provide support to education crisis. Consultancy companies come forward to offer time and brainpower on the practical problems holding back education provision. Technology companies are offering significant in-kind support such as tablets and access to digital learning platforms for those hit by crisis. Recognized global brands are offering digital tools for students to support learning on the ground, while some have pledged tents and shelter for schools.

UN Department for Public Information (DPI): The mission of DPI is to promote global awareness and understanding of the work of the United Nations, and more specifically to build support and advocate for peace, development and human rights for all, including education of children and youth in crisis. DPI has global presence through regional offices and undertakes its mission through radio, television, print, the Internet, video-conferencing and other media tools. As such, the Partnership with DPI offers a

powerful platform for advocating for EiE through its well-established divisions for news and media, communications, and outreach.

Global partnership for Education (GPE): Global partnership for Education (GPE): GPE is the partnership and fund that aims to strengthen education systems in developing countries through the development of national sector plans, or transitional sector plans in fragile contexts, to dramatically increase the number of children who are in school and learning. The work of GPE focuses on ensuring the continuous development of education following recovery towards sustainable development, and during conflict and crisis, to minimize the impact on the education system, complementing the efforts of Education Cannot Wait (ECW) in emergencies and protracted crisis. The GPE facilitated national education sector plans and transitional sector plans provide the other end of the bridge between humanitarian response plans and early recovery interventions in the education sector, as ECW facilitates joint education

plans that bridges the humanitarian-development gap. So, while ECW improves the speed of response in emergencies, coordination, financing continuity and predictability from the humanitarian side, especially for communities caught in armed conflict, disaster affected, as well as refugees and displaced populations, GPE works to support sovereign governments and government in crisis to strengthen and increase systemic capacity and to mitigate and absorb the negative impact of the ongoing crisis on systems.

GPE and ECW are currently working together and planning cooperation to provide complementary and integrated responses in several countries such as Yemen, Bangladesh, Uganda, and Syria; with each fund and partnership utilizing its own comparative advantages and areas of strength to ensure that needs in education are met in each country. In recognizing the value of ECW as a new fund to bridge the gap in the number of children and youth reached in crisis, GPE has formally offered to support ECW in the areas of Resource Mobilization, including in planning, coordination, donor meetings, and advocacy. During the ECW Strategic plan period 2018-2021, the group of governments and agencies leading both funds are expecting the two funding mechanisms, GPE and ECW, to continue to strengthen complementarity, also taking into account the complementarity and added value provided by the International Financing Facility for Education (IFFED).

ECW Global Goodwill Ambassadors and Champions - Individuals (including young people) who have substantial reach and influence over the public, policy makers and /or donors. Goodwill Ambassadors and Champions can be artists, business people, journalists, activists, humanitarians, civil servants, politicians or members of the affected population. Global Goodwill Ambassadors and Champions advocacy and engagement are essential in ensuring that the education priorities of children and youth in crisis are at the forefront of media, discussions and decision-making in relation to these crises. They promote EiE and the role of ECW and in-country partners in their private and public communications, as well as delivering key messages at key events or through Public Service Announcements Op-Eds, social media or other means.

Local cost-sharing: Contributions from governments and the local private sector in countries where ECW funds a Multi-Year Resilience Program are essential to complement in-country resource mobilization efforts. These contributions, financial or in-kind, will deepen local and national responsibility and are essential to build national ownership and ensure sustainability and continuity. Local engagement in supporting ECW Multi-Year Resilience Programs will also enhance the prospects for youth economic and social integration and participation.

Resource Mobilization Plan

The performance of ECW Resource mobilization function will be monitored against the established targets and indicators for RM in Table 4

The RM plan will have five focus areas outlined and detailed in the RM action plan in Table 5

Focus area (1a): Deepen Existing Partnerships

Focus area (1b): Develop New Partnerships

Focus area (2): Diversify Donor Base: Private Sector

Focus Area (3): Innovative Finance

Focus area (4): Communication and Advocacy

Focus area (5): Build ECW's Capacity for Resource Mobilization

Table 3: Indicators and targets for Resource Mobilization

Focus Area	Indicators	Targets			
		2018	2019	2020	2021
Area (1a) Deepen Existing Partnerships (ECW governance members)	Traditional bilateral and EU donors' share of ECW's Global Fund and funds leveraged in-country	95.0%	93.0%	92.0%	87.0%
	Contribution of traditional bilateral and EU donors to ECW's Global Fund (US\$ million)	51.4	214.7	507.5	869.5
Area (1b) Develop New Partnerships	Emerging donors' share of ECW's Global Fund	5.0%	6.0%	7.0%	10.0%
	Emerging donors' contribution to ECW's Global Fund (US\$ million)	2.7	13.8	38.6	99.9
Area (2) Diversify Donor Base to Private Sector	Share of the private sector and foundations in ECW's Global Fund	0%	1.0%	1.0%	0.5%
	Private sector and foundations' contribution to ECW's Global Fund (US\$ million)	0	0.54	2.3	29.9
Area (3) Innovative Finance	Share of innovative finance mechanisms in ECW's Global Fund	0%	0%	0.2 %	0.3%
	Innovative finance mechanisms' contribution to ECW's Global Fund (US\$ million)	0	0	11.0	25.5

Table 4: Action plan to operationalize RM strategy

Focus area	Tasks required	Responsible person/entity	Priority Level	Required resources to accomplish task	Timeline													
			Scale 1-10		2018		2019				2020				2021			
					Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Area (1a) Deepen Existing Partnerships																		
Area (1b) Develop New Partnerships																		
Area (2) Diversify Donor Base to Private Sector																		
Area (3) New Finance Mechanisms																		
Focus area (4): Communication and Advocacy																		
Focus area (5): Build ECW's Capacity for Resource Mobilization																		

