



# SUMMARY GUIDE TO DEVELOPING EDUCATION CLUSTER STRATEGIES

An Education Cluster Strategy is a consultatively developed document that outlines the Cluster's approach and operational plan for responding to an emergency. All Education Clusters should have a Strategy in place that guides partners in their implementation of an effective, timely, and quality emergency response. Although there are important similarities and overlaps, the Education Cluster Strategy is different from the Humanitarian Needs Overview (HNO) and Humanitarian Response Plan (HRP). The HNO and HRP provide general and summarized inter-sectoral needs, priorities and plans, while the Education Cluster Strategy will be much more comprehensive in terms of the education sector's needs, priorities and plans. The inter-sector and Education Cluster documents should inform one another; for more information on how to sync the two processes see the full [Guide to Developing Education Cluster Strategies](#).

In addition to the document itself, the strategy development process is equally, if not more, important as it will bring together Cluster partners and key stakeholders around a single, unified analysis and understanding of needs and coordinated plan for best meeting those needs.

The Education Cluster Strategy development process is based on four principles: **Consultation**, **Evidence**, **Harmonization** and **Alignment and Continuity**. These principles will ensure that the plan is collaboratively developed, needs-based, coordinated, and aligned with other education sector and inter-sector humanitarian and development plans.

This Summary Guide shows the six steps to developing an Education Cluster Strategy. It is a companion to the full [Guide](#), providing an overview and identifying quick entry points for the guidance; for each step in the process you will find detailed, practical tips and guidance in the full [Guide](#). There are also easy-to-use checklists, templates and tools to help you throughout the Strategy development process in the [Strategy Package](#):

The steps outlined below can be expanded or compressed depending on your circumstance: you may be working in a rapid onset emergency and have only a few weeks (or even days) to produce a Cluster Strategy, or you may be working in a protracted crisis where you are developing a multi-year strategy over a number of months. In almost all cases you will not be starting from scratch, and many of the components of the Strategy can be drawn from preexisting materials. Whatever the emergency context you are working in, remember:

- Review this summary and relevant parts of the Strategy [Guide](#) before you start; issues of alignment, continuity and planning for transition should be considered from the outset.
- Plan ahead as much as you can
- Make full use of preexisting materials – HRP, Contingency Plans, previous Strategies, agency documents
- Identify and use the expertise around you – your partners, other experts and stakeholders
- Use the tools and templates available in the [Strategy Package](#) – copy/paste and don't start from scratch
- Reach out to the Global Education Cluster if you need help ([help.edcluster@humanitarianresponse.info](mailto:help.edcluster@humanitarianresponse.info)).
- You can do it!

# EDUCATION CLUSTER STRATEGY DEVELOPMENT PROCESS





## ACTIONS

**Introduce the Strategy process and establish a Strategy Task Team**

**Review existing Strategy support materials**

**Create a Cluster Strategy Workplan and timeline**



## ACTIONS

**Conduct a secondary data review and needs assessment**

**Conduct stakeholder surveys on needs and capacity**

**Calculate the People-in-Need of education in emergency assistance**

**Draft a Needs Overview**

**Plan for ongoing gathering of evidence and needs analysis**



## CONSIDER...

Brief all Cluster partners and key stakeholders on the process and rationale for Strategy development. Having an inclusive and engaged team to lead the Strategy development process is crucial for ensuring quality inputs, strengthened process and a final product with greater ownership and relevance. Consider file and data management and how documents will be shared, stored, version-controlled.

Preparation is key, even if you are very short of time; reviewing guidance and existing materials will save you time in the long run. You do not have to start from scratch.

This will help you break down the process, map out what needs to be done in the time available, and divide responsibility for the components of the strategy.



## CONSIDER...

Data and evidence will form the foundation of the Strategy and response. Like the Strategy Guide and Package, an entire Needs Assessment Guide and Package is available for you to use.

If time does not allow for a needs assessment or in order to fill data gaps, these surveys can help provide a quick understanding of needs and partners' capacity to meet those needs.

Quantifying the number of PiN of education in emergencies assistance is both a science and an art. The Guide and PiN Rationale Template will help you identify potential sources, determine population types and transparently calculate PiN.

Summarizes all evidence, analysis, and key information relating to needs and priorities of the affected population into a single document.

Emergency contexts and needs evolve, so it is important to note the Cluster's approach to and plans for ongoing evidence collection and analysis.



## STRATEGY PACKAGE RESOURCES

- [Education Cluster Strategy PPT Presentation](#)
- [Section 1.1 of the Strategy Guide](#)
- [Strategy Task Team ToR Template](#)

- [Section 1.2 of the Strategy Guide](#)
- [Strategy Guide and Package](#)
- [Accountability Checklist](#)
- [Localization Checklist](#)
- [Inter-Sector Checklist](#)

- [Section 1.3 of the Strategy Guide](#)
- [Strategy Workplan Template](#)



## STRATEGY PACKAGE RESOURCES

- [Section 2.1 and 2.2 of the Strategy Guide](#)
- See resources in [Needs Assessment Package](#)

- [Section 2.3 of the Strategy Guide](#)
- [Survey of Needs Template](#)
- [Survey of Capacity Template](#)

- [Section 2.4 of the Strategy Guide](#)
- [PiN Rationale Template](#)

- [Section 2.5 of the Strategy Guide](#)
- [Education Cluster Needs Overview Template](#)

- [Section 2.6 of the Strategy Guide](#)



## ACTIONS

# 3. PLAN A HARMONIZED RESPONSE



## CONSIDER...



## STRATEGY PACKAGE RESOURCES

**Prioritize: Determine the geographic and operational scope of the response**

Based on evidence, define and justify the geographic and programmatic areas for prioritized response. Do this in consultation with key stakeholders including Cluster partners, national government, OCHA, other Clusters, donors, etc.

- [Section 3.1 of the Strategy Guide](#)
- [Inter-Sector Checklist](#)

**Draft a Response Framework**

Guiding the entire response, the Response Framework is the heart of the Strategy; it outlines the Cluster's objectives and prioritized activities with indicators and contextualized standards. It will provide a set 'menu' from which Cluster partners can select pre-defined interventions.

- [Section 3.2 of the Strategy Guide](#)
- [Response Framework Design Tool](#)

**Conduct a Response Framework stakeholder survey and workshops**

Consult with stakeholders on the drafted Response Framework to ensure it is appropriate and to increase ownership and buy-in. You can do this by first conducting a survey and then, if time allows, workshops for finalization.

- [Section 3.3 and 3.4 of the Strategy Guide](#)
- [Response Framework Stakeholder Survey Template](#)
- [Response Framework Workshops: Checklist, Agenda, PPT, Handout templates](#)

**Harmonize partner projects**

Use the agreed-upon priorities and Response Framework to help partners develop harmonized projects. Conducting a peer review of partner project plans and proposals also helps ensure harmonization.

- [Section 3.5 of the Strategy Guide](#)
- [Partner Project Peer Review Template](#)

**Calculate the Cluster's caseload and financial requirement**

Using the PiN and aggregated partners' target projections, determine the Cluster's overall target figures as well as the costs and funding requirements to meet those targets.

- [Section 3.6 of the Strategy Guide](#)

**Consider how to operationalize the Response Framework**

Highlight key challenges and how these may be overcome; the opportunities, strengths; and emerging trends or innovations that could improve collective action

- [Section 3.7 of the Strategy Guide](#)



## ACTIONS



## CONSIDER...



## STRATEGY PACKAGE RESOURCES

# 4. ENSURE ALIGNMENT AND CONTINUITY

**Align strategy with other plans**

It is the responsibility of the Cluster to ensure its Strategy is aligned with other emergency and development plans.

- [Section 4.1 of the Strategy Guide](#)
- [Alignment Matrix](#)

**Plan for transition and recovery**

Thinking about transition and recovery as you develop your Strategy helps to ensure continuity of both the functions of the Cluster and the response activities it coordinates.

- [Section 4.2 of the Strategy Guide](#)



## ACTIONS

### Develop monitoring tools

Usually an Education Cluster Monitoring Tool will be used to capture response data. It should be developed with participation from the Strategy Task Team and finalized in consultation with the wider body of Cluster partners.

### Develop a monitoring plan

The Strategy should clearly outline: who should be reporting, when and at what frequency, how should reports be submitted, how are reports consolidated and shared.



## CONSIDER...



## STRATEGY PACKAGE RESOURCES

- [Section 5.1 of the Strategy Guide](#)
- [Education Cluster Monitoring Tool \(ECMT\)](#) in the [Global Education Cluster Toolkit](#)
- [Section 5.2 of the Strategy Guide](#)
- Monitoring Plan Table and Information Flowchart on the [Education Cluster Strategy Template Graphics](#) file



## ACTIONS

### Draft the Strategy

If you have followed the steps above, most of the hard work is done, and now you just need to input the content into the Strategy Template.

### Consult with stakeholders: finalization

Do a final round of consultations, sharing the draft Strategy in its near final format.

### Consider communication and advocacy plans

Depending on your context you may need to identify key targets to ensure the Strategy is well communicated and any key issues requiring focused advocacy are addressed.

### Plan Strategy review/update

Don't finalize your Strategy without prior agreement on a review and update process.

### Complete GEC evaluation and lessons learned form

Tell us the good, the bad and the ugly about your Strategy preparation process. This will help us improve these tools and capture lessons learned for others.



## CONSIDER...



## STRATEGY PACKAGE RESOURCES

- [Section 6.1 of the Strategy Guide](#)
- [Education Cluster Strategy Template](#)
- [Education Cluster Strategy Template Instructions](#)
- [Education Cluster Strategy Template Graphics](#)
- [Section 6.2 of the Strategy Guide](#)
- [Education Cluster Strategy PPT Presentation](#)
- [Section 6.3 of the Strategy Guide](#)
- [Section 6.4 of the Strategy Guide](#)
- [Section 6.5 of the Strategy Guide](#)
- [GEC evaluation survey](#)

# KEY LINKS AND RESOURCES

The [INEE Minimum Standards](#) is the foundational tool for the full [Guide to Developing Education Cluster Strategies](#), and we strongly advise you to refer to and reference them in your strategy development process.

The [Strategy Package](#) sits within the broader [Global Education Cluster Toolkit](#). It contains the full [Strategy Guide](#), which provides detailed guidance and practical tips on each step in the Strategy development process; this Summary is a condensed version of the full [Guide](#).

For guidance on the actual compilation of the Strategy document, refer to the [Education Cluster Strategy Template](#) and accompanying [instructions](#) and [graphics files](#) found in the [Strategy Package](#).

The [Strategy Package](#) also contains additional tools and resources for each step in the Strategy development process.

Please also reference the Global Cluster's [Needs Assessment Package](#) within the [Global Education Cluster Toolkit](#), particularly when you are working on Step 2: gathering evidence and determining need.

For further support or guidance on Strategy development, contact the Global Education Cluster [help.edcluster@humanitarianresponse.info](mailto:help.edcluster@humanitarianresponse.info).