



Reimagining Early Years Crisis Response

Strategy

2025-2030



Moving Minds Alliance is a multi-stakeholder alliance advocating for early childhood development in every crisis response, leveraging the strengths of diverse actors from the local to the global.

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► Group photo taken at the Moving Minds Alliance 2024 annual meeting in Nairobi

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We also acknowledge the invaluable contributions of the core team: Lola Ayanda, Nour Jarrouj, Sarah Ul haq, and Victoria Murphy, whose insights, commitment, and collaborative spirit helped shape this strategic vision.

This strategy is not a static document, it is a living framework that will evolve in response to emerging needs, opportunities, and the voices of those we serve.

On behalf of the Moving Minds Alliance,

Katie Murphy

Interim Director & Co-chair



Vision

We envisage a world in which families and communities affected by crisis can nurture the wellbeing and development of their young children and uphold their rights.

Mission

We advocate for better outcomes and equity for young children affected by crises everywhere.



Moving Minds Alliance

Values



Strategic



Inclusive



Innovative



Transparent



► ©Matabishi Narukako, Kakuma Vocational Centre, Kenya

Shared Purpose

We are a multi-stakeholder alliance advocating for early childhood development in every crisis response, leveraging the strengths of diverse local and global actors to unlock financing, promote policy change, and strengthen leadership across the ecosystem of early childhood development in crisis actors.

Long-term Goal

Young children and their caregivers have their holistic needs met locally, sustainably, and equitably.

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Strategic Context & Rationale



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Strategic Context and Rationale



The global humanitarian landscape is undergoing profound transformation, marked by a convergence of escalating crises and diminishing resources. Several key trends define the current strategic environment:



Acceleration of Crises:

Conflicts, climate-related disasters, pandemics, and economic instability are occurring with increasing frequency and intensity. These overlapping emergencies, often referred to as a polycrisis, are placing unprecedented strain on humanitarian systems.



Funding Shortfalls:

Despite growing needs, international humanitarian funding is declining. Donor fatigue, shifting geopolitical priorities, and economic pressures have led to significant gaps between humanitarian appeals and actual funding received.



Erosion of Global Solidarity:

There is a noticeable retrenchment from long-standing global norms of cooperation and shared responsibility. Commitments to multilateralism and international humanitarian law are being challenged, weakening the collective response to crises.



UN at 80 – A Critical Juncture:

As the United Nations approaches its 80th anniversary, questions are being raised about its ability to adapt to today's complex global challenges. Calls for reform and revitalisation of the multilateral system are growing louder.



Children at the Epicenter:

Children are disproportionately affected by these crises, facing heightened risks of malnutrition, displacement, exploitation, and interrupted education. Yet, they are often underrepresented in strategic planning and funding allocations.

In light of the complex global environment impacting humanitarian and development efforts, the process of creating MMA's Strategic Framework faced numerous challenges. Nevertheless, MMA's leadership remained dedicated to adapting to a rapidly changing landscape by actively engaging with member perspectives and engaging in self-reflection. This dedication has culminated in a new Strategic Framework that aims to address the current state of Early Childhood Development (ECD) in Crisis and Disaster Contexts and humanitarian response within a transforming global order.

The recent upheavals in the


humanitarian and development sectors, particularly following the closure of USAID and reduction of Official Development Assistance (ODA) to fund geo-political interests, has shifted the paradigm and undermined long-established norms of global support that have guided - in particular - Western democracies and organisations since World War II. While the system promoting these commitments had significant flaws, including the perpetuation of post-colonial and inequitable global power dynamics (as illustrated in MMA's Humanitarian Systems Map), these abrupt changes will likely lead to severe repercussions for the most marginalised children and communities.

Additionally, it is crucial to recognise that geo-political factors will greatly influence the priorities of traditional political donors, who will likely align their funding with their political and security interests. This alignment could further complicate the response to crises in vulnerable regions, as donors may prioritise strategic geo-political objectives over humanitarian needs.

Nonetheless, to enhance advocacy efforts for young children affected by crisis, MMA commissioned research that tracked international funding flows to ECD in crisis, identified shortfalls, and equips advocates and policymakers with the evidence needed to push for stronger, more consistent, and more equitable investment in the youngest children living through crisis.¹

¹**Left Behind: The Funding Gap for Young Children in Crisis - Moving Minds Alliance**

This strategy responds to such changes by advocating for a more equitable distribution of global resources, including power and enhanced accountability to crisis affected populations so that they can assume their rightful place as key stakeholders shaping policies and financing intending to benefit their children. Designed to be future proof, this strategy diversifies the stakeholders required for success. The Objectives and Strategic Priorities focus on:

- 
- Brokering and prioritising relationships and partnerships by Fostering an enabling environment of key actors for ECD in crisis so that any stakeholder able to finance and influence crisis response is networked into MMA 's work.
 - Reimagining crisis-response by Accelerating innovation in crisis response through locally-led ECD in crisis advocacy so that communities shape the system we want to see in our fragile global system.
 - Resourcing those closest to crises to research and share best practices by Generating and promoting uptake of knowledge for policy change, enabling donors and decision-makers.

With these forward-looking and systems-focused Strategic Priorities, MMA is well-positioned to advocate for the needs of young children and their caregivers in a fragile and rapidly evolving global environment.

Moving Minds Alliance:

Our journey to date

In 2017, a philanthropic collaborative established the Moving Minds Alliance to advocate for nurturing care to be prioritised for young children in every crisis response. In line with the catalytic role of philanthropy, the foundations used their initial investments to unlock additional funding from stakeholders, including the World Bank. However, they soon recognised that to support sustainable systemic change, they would need to engage a more diverse range of members within the Alliance.

So in 2020, Moving Minds transformed from a donor collaborative to a multi-stakeholder alliance, with members rallying behind its first advocacy strategy. This strategy focused on influencing actors to bring about change in three target areas: donor financing; the humanitarian coordination system (including both actors and the diverse networks within this system); and building and strengthening national and inclusive multi-stakeholder ECD platforms.



Significant progress was made in the first two areas and in particular, influencing policy agendas for children affected by crisis. For example:

- ▶ Financing was unlocked from the US Government and key USG policies were influenced, including the Global Child Thrive Act;
 - ▶ The French Humanitarian Strategy prioritised child protection, including access to education in emergencies as a cross-cutting and systematic priority
-
- ▶ Catalysing new sources of World Bank funding to support early learning in fragile, conflict and violence-affected countries;
 - ▶ Engaging OCHA and securing written commitments to ECD in high-level humanitarian policy.
-
- ▶ UNICEF led strategic advocacy efforts at the local level which were successful in securing high level of commitment from the Government of Uganda for Early Childhood Development, passing the Early Childhood Care and Education policy and a costed strategy to support its implementation, though funding remains limited.



Despite this significant progress, during MMA's 2022 annual convening, members highlighted the crucial topic of making progress at local and national levels. Many also questioned how to meaningfully engage and support local organisations as stakeholders within the Alliance. A systemic analysis of the humanitarian system was commissioned to better understand the factors that enable and prevent more effective localised ECD in crisis within humanitarian response. This identified potential new leverage points that could bring about change, which subsequently informed a new Theory of Change. Following these developments, new working groups and structures were introduced to organise the work of MMA. These included a new Expert Advisory group, membership of which comprises individuals with expertise derived from both lived and professional ECD in crisis experience. The Research Forum was taken 'in house' managed by a new Knowledge Management Lead.



² As defined by the World Health Organisation, UNICEF, World Bank, and partners, nurturing care comprises five essential and interrelated components for optimal child development: good health, adequate nutrition, safety and security, responsive caregiving, and opportunities for early learning.

However, these efforts were not sufficient to address the ongoing lack of conceptual clarity nor solve key challenges in understanding how to successfully pursue localisation through a globally-focused advocacy alliance, particularly given the specific focus on advocacy for early childhood development in emergencies. It became apparent that the sector-level changes recommended by the ToC, were beyond the scope of influence of the MMA and that a more targeted ToC was required.

Work began in June 2024 to address these issues and to facilitate the development of a new strategy that reflected the aspirations and abilities of members, whilst respecting, leveraging and building upon past strategic undertakings.





MMA Strategy Journey

Moving Minds Alliance

Visible Strategy Work

- ▶ Vision-Mission-Shared Purpose
- ▶ Goals-Strategic Priorities-Objectives

Invisible Strategy Work

- ▶ Seek Advocacy Strategy (2020)
- ▶ Annual Meeting Call for Localisation (2022)
- ▶ Humanitarian System Map (2023)
- ▶ Systems-level ToC (2023)
- ▶ ECDiE Background Research (2024)
- ▶ Internal/Member Listening (2023)
- ▶ External Expert Listening (2024)
- ▶ Consultations with RLO/LLO (2024)
- ▶ Network Stakeholder Analysis (2024)
- ▶ Regional Networks Analysis (2024)
- ▶ SWOT (2024)
- ▶ Shared Purpose Workshops (2024)
- ▶ Working Group Observation (2024)
- ▶ Working Group Lead Data Collection (2025)
- ▶ MMA River Exercise - discovering members motivation (2025)
- ▶ Crisis Advocacy Paper (2025)
- ▶ Localisation Paper (2025)
- ▶ Hosting Paper (2025)
- ▶ Field Disruption(2025)

Background research on the field of ECD in crisis as well as a **stakeholder mapping** were undertaken to augment the learning generated through the humanitarian systems analysis. The former identified that there are growing areas and regions of the world where the humanitarian system does not reach and that rapid advancements in digital technologies being created and used by those present on the ground. The latter generated deeper insights into the complex ecosystem in which MMA operates, identifying a diverse range of coalitions, alliances and networks within the ECD in crisis advocacy space and a saturation of players in the field.

The MMA was given numerous opportunities to engage with these new insights in the run-up period to the 2024 Annual Meeting held in Nairobi, Kenya, and during the meeting itself. Members were engaged in a range of listening exercises to

gauge their interests and aspirations to continue working together, to what end and how. This produced significant amounts of data that has been used to inform the development of the Strategic Framework.



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- ▶ Dr. Hiba Mohammed Kassir | MMA research fellow, presenting her research focused on The Impact of the Economic Crisis and Displaced on the Early Screening of Developmental Difference at the 1st Annual Conference on Mental Health and Early Childhood Development

Theory of Change

Our Theory of Change entitled **“Beating the Odds for Young Children in Crisis”** is predicated on the belief that, because services for young children and their caregivers in crisis situations rarely meet the holistic ECD needs of young children, MMA works to collaboratively advocate for early childhood development in every crisis response by strengthening the ecosystem of actors, leveraging diverse local and global actors, and generating actionable insights to unlock financing, promote policy change, and strengthen leadership across the ecosystem of ECD in crisis actors.

We champion and are committed to being child-centred and community based. While the MMA is not a service delivery organisation, all our efforts (in advocacy, research development, and engagement) will be rooted in the needs and lived experiences of children, caregivers, and communities in crisis. Visualised below, the ToC clearly outlines the ways in which the MMA Secretariat, members, partners, and collaborators will work to achieve impact.



BEATING THE ODDS FOR YOUNG CHILDREN IN CRISIS: MMA'S THEORY OF CHANGE FOR IMPACT

WHY DO WE NEED ECD ADVOCACY IN CRISIS SITUATIONS?

Services for young children, their parents or caregivers in crisis situations rarely meet the holistic early childhood developmental needs of young children.

WHAT UNITES US?

We advocate for early childhood development in every crisis response, leveraging the strengths of diverse local and global actors to unlock financing, promote policy change, and strengthen leadership across the ecosystem of ECD in crisis actors.

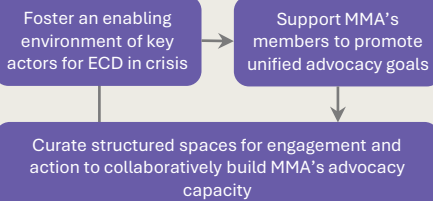
HOW DO WE BELIEVE THAT CHANGE WILL HAPPEN?

We believe that by strengthening our collaboration, focusing on key advocacy areas rooted in locally-led approaches, and generating actionable knowledge for policy, we can holistically meet the needs of children, caregivers, and communities in crisis everywhere.

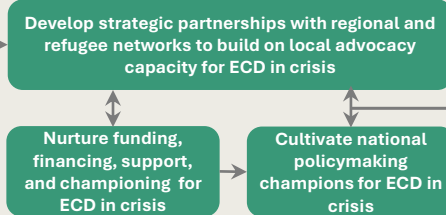
WHAT WILL WE DO TO ACHIEVE CHANGE?

Our change strategy relies on member engagement, project-focused working groups, and collaborative knowledge sharing to drive policy change. We ensure that early childhood is prioritized in every crisis response, adopting systems change principles to drive the work forward.

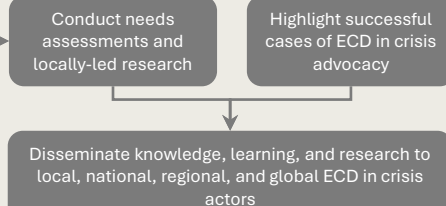
FOSTER AN ENABLING ENVIRONMENT OF KEY ACTORS FOR ECD IN CRISIS



ACCELERATE INNOVATION IN CRISIS RESPONSE THROUGH LOCALLY-LED ECD IN CRISIS ADVOCACY



GENERATE AND PROMOTE THE UPTAKE OF RELEVANT KNOWLEDGE AND INFORMATION FOR POLICY CHANGE



WHAT WILL OUR IMPACT BE?

We will work to strengthen, align, and influence the ecosystem of ECD in crisis actors to make change happen for children and their caregivers in crisis everywhere.

The Alliance is more capable to collectively advocate for impact at multiple levels

Increased ability for local actors to jointly coordinate and advocate for ECD in crisis response

Increased engagement from relevant actors (donors, governments, local actors) for ECD in crisis-affected contexts

The Alliance provides evidence to support pathways to policy change for ECD in crisis

The ecosystem of ECD actors is strengthened, aligned, and influential

More equitable partnerships, policies, and funding for ECD in crisis across multiple levels (local, national, regional, global)

Increased integration and coordination of locally-led ECD priorities into crisis response

YOUNG CHILDREN AND THEIR CAREGIVERS HAVE THEIR HOLISTIC NEEDS MET LOCALLY, SUSTAINABLY, AND EQUITABLY

STRATEGIC PRIORITIES

INTERVENTIONS AND ACTIVITIES

MEDIUM-TERM OUTCOMES

LONG-TERM OUTCOMES

As we move from left to right, the MMA's sphere of influence becomes more limited - our work becomes collaborative and interconnected with actors in the ecosystem, and we start to see results

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Strategic Framework



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To further elaborate on the identified priorities in the ToC, this section details the strategic goals of the MMA, including our outcomes and modalities for change.



Strategic Goal and Priorities

Our goal is to strengthen and re-imagine crisis response to best meet the needs of young children through the following strategic priorities:

Priority 1	Priority 2	Priority 3
<p>Foster an enabling environment of key actors for ECD in crisis</p> <p>To do this, we will:</p> <p>Broker and convene partnerships and foster collaboration among diverse stakeholders</p>	<p>Accelerate innovation in crisis response through locally-led ECD in crisis advocacy</p> <p>To do this, we will:</p> <p>Facilitate structured spaces to re-imagine crisis response and reflect on each actor’s role. For example, balancing the need for increased local leadership with the value of ongoing INGO involvement.</p>	<p>Generate and promote the uptake of relevant knowledge and information for policy change</p> <p>To do this, we will:</p> <p>Enable knowledge production that is contextually relevant and co-created with communities with lived experience.</p> <p>Identify and showcase best practices</p> <p>Contribute to information sharing to support swift collaborative advocacy and resource mobilisation*</p>

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Moving from Priorities to Outcomes



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Moving from Priorities to Outcomes



The outcomes have been developed for the actions the Secretariat will undertake. The membership will then supplement these outcomes with specific targets, decisions and audiences they seek to influence with the advocacy that alliance members will pursue. The Secretariat will be more involved in specific components of the advocacy work, particularly on the communications side

where the team is strong and has strategic foresight. The Secretariat will take a more active role in coordinating membership activities, supporting efforts by aligning them with advocacy priorities and ongoing initiatives. A delicate balance of support and direct action will be reached through each objective, driven by the membership, supported by the Secretariat, and informed by the new Strategic Priorities.

Strategic Priority 1: Foster an enabling environment of key actors for ECD in crisis

Objective	Outcomes
<p>We will achieve this by</p> <ol style="list-style-type: none"> <i>Brokering and convening partnerships and fostering collaboration among diverse stakeholders</i> <i>Strengthening the quality of collaboration between MMA's diverse member and stakeholder constituencies</i> 	<p>Membership: MMA will have grown and diversified its membership year on year, engaging:</p> <p>Child-focused strategic stakeholders from across the nurturing care spectrum committed to ECD in crisis as a priority issue within their advocacy (e.g. The Alliance for Child Protection in Humanitarian Action)</p> <ul style="list-style-type: none"> Refugee and locally-led regional / global networks involved in crisis response for families with young children Relevant networks and organisations working in the humanitarian response field. (eg. START Network, tech innovation orgs) <p>Strategic partnerships: MMA will have developed strategic partnerships, underpinned by MOUs, with key stakeholders including:²</p> <ul style="list-style-type: none"> Global and regional ECD networks, which have mainstreamed ECD in crisis as an advocacy priority and with which MMA collaborates on ECD in crisis advocacy Refugee and locally-led regional / global networks involved in crisis response for families with young children Influential stakeholders, including funders, that have committed to increasing financial and non-financial support for ECD in crisis, including for locally-led actors

Objective	Outcomes
	<p>Engaged collaborators: MMA will increase engagement with the number of stakeholders from outside of the ECD ecosystem, that recognise ECD in crisis as a cross-cutting issue affecting their constituencies and have prioritised it within their advocacy including</p> <ul style="list-style-type: none"> • private sector, diaspora groups and other funders • municipal and national governments, • networks and organisations representing the health and wellbeing of families with young children that are impacted by crisis but focus on another topic (agriculture, textile factories etc) <p>Convening: MMA will have strengthened the ECD in crisis advocacy community through implementation of a diverse array of virtual and IRL convenings designed to:</p> <ul style="list-style-type: none"> • Foster the participatory and engagement of members and non-members • Strengthen the quality of collaboration between MMA's diverse member and stakeholder constituencies • Enhance non-members ECD in crisis knowledge of and commitment to ECD in crisis advocacy

²Potential content for Strategic Partnerships MOUs with ECD regional and refugee-led regional / global networks.

Through these partnerships, MMA has:

- Strengthened the ECD in crisis advocacy ecosystem, developing connections between local- and refugee-led ECD in crisis advocacy stakeholders, country offices, national policymakers, regional and global policy platforms, decision-makers and donors.
- Strengthened the participation of locally-led actors in ECD in crisis crisis response and co-ordination
- Amplified the voices of affected communities and children, ensuring that their perspectives are used to shape relevant national, regional and global policies



Strategic Priority 2: Accelerate innovation in crisis response through locally-led ECD in crisis advocacy

Objective	Outcomes
<p>We will achieve this by facilitating structured spaces to re-imagine crisis response and reflect on each actor's role. For example, balancing the need for increased local leadership with the value of ongoing INGO involvement</p>	<p>MMA will have supported innovation to accelerate locally-led advocacy for ECD in crisis:</p> <p>Child-focused strategic stakeholders from across the nurturing care spectrum committed to ECD in crisis as a priority issue within their advocacy.</p> <ul style="list-style-type: none"> • MMA's INGO members have increased the quality and quantity of their partnerships with refugee-led and locally-led partners and exemplify good partnership practices • MMA will have strengthened coordinated advocacy with all actors in the ECD in crisis ecosystem to address the full continuum of decision-makers and influencers • MMA will have increased engagement, development and uptake of tools and data-sharing mechanisms that are co-developed with a wider range of stakeholders including communities with lived experience (including an interactive map and searchable database of global, regional, national ECD in crisis stakeholders.) • MMA will have secured commitments to increased investments for locally-led and nationally-led ECD in crisis from key stakeholders (including national and donor governments and innovative finance actors)

Objective	Outcomes
	<ul style="list-style-type: none">MMA will have identified and mainstreamed emergent mission critical issues such as climate, and new ways of working, including IF, use of tech and data through the membership and wider ECD in crisis advocacy community.Where crises emerge, and MMA members are present and engaged, MMA will have rapidly mobilised members and engaged stakeholders active in that geography (including journalists) to promote awareness and uptake of relevant ECD in crisis advocacy and other resources by wider stakeholders

Strategic Priority 3: Generate and promote the uptake of relevant knowledge and information for policy change

Objective	Outcomes
<p>We will achieve this by:</p> <ol style="list-style-type: none"> 1. Enabling contextually relevant knowledge production co-created with communities with lived experience. 	<ul style="list-style-type: none"> • MMA will have enhanced the body of quality evidence and learning on contextually relevant ECD in crisis generated by local researchers and other stakeholders
<ol style="list-style-type: none"> 2. Identifying and showcasing best practice 	<ul style="list-style-type: none"> • MMA, in partnership with the ECD regional networks and other partners, will have convened learning and knowledge exchanges between national / regional researchers and knowledge partners and national / regional / global policy makers and decision makers to promote update of contextually relevant evidence and learning • MMA will have showcased innovations in ECD in crisis leadership, programmes, resourcing and advocacy innovations by diverse stakeholders • MMA will have published and promoted awareness of its annual Nurturing Futures journal which harnesses diverse perspectives (including journalists), evidence and learning on ECD in crisis

Objective	Outcomes
3. Contribute to information sharing to support swift collaborative advocacy and resource mobilisation	Where MMA members are present and engaged in crises, they will contribute to sharing of developments impacting ECD through MMA infrastructure and fora.



► © Leani Kibingila, House of Hope Community Eco camps Initiative, Kakuma Refugee Camp, Kenya

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Looking forward



Moving Minds Alliance



Looking forward

Given the evolving donor financing landscape and the urgent need for actors like the MMA to advocate for a more equitable system responsive and accountable to communities affected by crises and displacement, MMA is committed to a fundamental shift. Its new strategy will see MMA shift its donor advocacy away from its traditional donor-country-focused approach to advocacy centered on local actors in crisis-affected areas. It will seek to strengthen direct collaboration with local governments and field-based donors to mobilise resources more efficiently and effectively. Future areas of research to be commissioned by MMA will include identification of financial resources that could potentially be leveraged to support ECD in crisis that are held regionally, including in regional development banks, and nationally, by governments supported by the World Bank for example.

This fundamental strategic shift aligns with MMA's second strategic priority to accelerate innovation and new ways of working in crisis response. MMA will achieve this by reaching out across the membership to develop and / or engage and / or mobilise local and national advocates who can mobilise and lead advocacy campaigns for ECD in crisis. Whilst more needs to be

done to understand and unpack potential modalities, it is envisaged that this may be achieved through strategic engagement and partnerships with regional and national ECD and Refugee-led networks. Working through these existing structures, MMA can resource innovative and locally-driven advocacy and link the local to global.

Collaborating to Deliver the Strategy



To deliver our strategy, alliance members will collaborate across three workstreams:

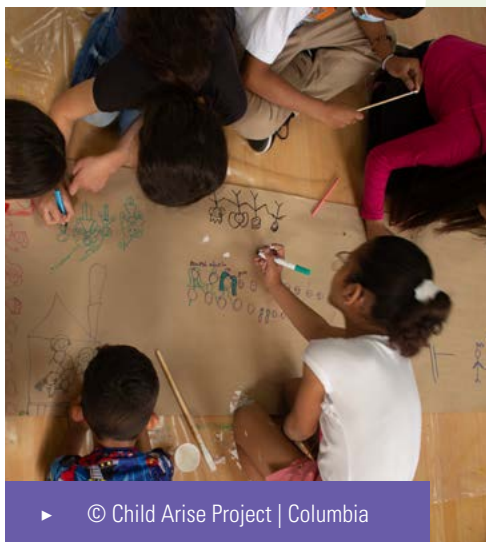
1. Advocacy Project Teams

To effectively deliver on our strategic priorities (SP1–SP3), we have structured our work across three dedicated advocacy project teams. Each team is aligned with specific focus areas to ensure clarity of purpose, accountability, and cross-functional collaboration.

- Project Team 1: Ecosystem & Partnerships
- Project Team 2: Local to Global Advocacy & Resource Mobilisation
- Project Team 3: Knowledge & Impact



- Project Team 1: Ecosystem & Partnerships



This team leads efforts under Strategic Priority 1, focusing on fostering an enabling environment for Early Childhood Development (ECD) in crisis contexts. Their responsibilities include developing a diversification strategy to engage a broad range of actors, such as private sector, local organisations, and governments, and facilitating platforms that elevate local and national voices in global discussions. They also create tools and guidance to support MMA members in strengthening partnerships with local and refugee-led ECD organisations, align advocacy messaging, and promote learning and collaboration across the membership. Additionally, the team maps current member activities and initiates cross-sector partnerships with networks in gender, nutrition, education, mental health, climate, and health.

- Project Team 2: Local to Global Advocacy & Resource Mobilisation



► © Kakuma Vocational Centre
Bits and Maker Space | Kenya

Focused on Strategic Priority 2, this team accelerates innovation in crisis response through locally-led advocacy and strategic resource mobilisation. They lead the development of a diverse funding strategy, craft compelling advocacy messages on the value of ECD in crisis, and build partnerships with refugee and ECD networks to strengthen national advocacy capacity. The team identifies and engages champions across sectors in East Africa and the Levant, produces advocacy materials such as policy briefs, and facilitates policy dialogues at national and regional levels. They also connect national advocacy efforts with global donors and manage any dedicated funds for member-led innovation and collaboration.

- Project Team 3: Knowledge & Impact



- ▶ © MMA led a systems-thinking workshop on humanitarian response strategies in Moldova at the 2024 ISSA Conference | Bulgaria



Driving Strategic Priority 3, this team focuses on generating and promoting the use of knowledge to influence policy and practice. They lead local and refugee-led research initiatives, including the 'heat map' and other needs assessments, and develop strategies for research uptake to support advocacy. The team is responsible for collecting and sharing case studies and human-interest stories, translating complex evidence into accessible formats, and identifying effective dissemination channels. They also organise learning exchanges, such as roundtables, webinars, and an online research library, to ensure that insights are shared and applied across the ecosystem.

2. Research Forum on Young Children and Emergencies

The Research Forum was established to foster collaboration and knowledge-sharing among researchers and practitioners. In line with a deeper role in ECD in crisis advocacy under the 3 objectives of this strategic priority, the Research Forum:

- ▶ Enables contextually relevant knowledge production co-created with communities with lived experience.
- ▶ Identifies and showcases best practice in ECD in crisis programming, policy, and advocacy
- ▶ Contributes to information sharing to support swift collaborative advocacy and resource mobilisation

As part of our strategic planning, the Forum will additionally:

- ▶ Improve the quantity, quality, and relevance of research, information, and resources on young children in emergencies;
- ▶ Continue to foster collaboration with practitioners, researchers and policy-makers; and
- ▶ Inform and influence policy and practice in the ECD in crisis space.

These goals will be implemented while ensuring reference to the other Strategic Priorities of **1) Building ECD in crisis advocates and 2) Accelerating innovation by prioritising research from the Low and Middle income countries, facilitate partnerships and work to support evidence-based change.**

3. Communications Hub

The Communications Hub serves as a dynamic, collaborative space where member organisations of the Alliance come together to co-create and align on communications efforts that amplify the collective voice and impact of the movement. Rooted in the principles of cocreation, inclusivity, and strategic alignment, the Hub plays a central role in advancing the implementation of the Alliance's Communications Strategy.

Through regular virtual convenings, the Hub facilitates the joint development of campaign and event concepts, messaging frameworks, and storytelling approaches that reflect the diversity and strength of the Alliance. Members collaborate on shared campaigns, coordinate media moments around key global and regional events, and design strategic communications interventions that elevate ECD in crisis settings on the global agenda.

Beyond campaigns, the Hub acts as a knowledge-sharing platform, where members exchange tools, templates, and resources, and offer peer support. This includes sharing media contacts, social media toolkits, branding assets, and lessons learned from past communications efforts. The Hub also supports capacity sharing with local organisations and journalists by hosting skill-building sessions on topics such as advocacy journalism, ethical storytelling etc.



Conclusion

With this new set of forward-thinking and systems-focused strategic priorities, objectives and defined outcomes, the Moving Minds Alliance aims to respond to the needs of young children and their caregivers in fragile and rapidly changing global environment.

Moving Minds Alliance

- ▶ Omar shows his hip-hop dance moves during a session facilitated by **Camps Breakerz** Gaza strip. Camps Breakerz, offer dance classes to children and young people, providing a creative outlet and a way to cope with the challenges of living in a conflict zone.



- ▶ The Right to Play even in Gaza/Palestine. © "Nafs" for Empowerment | Arab Network for Early Childhood

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Photo: 8-year-old Ana Victoria photographed in Colombia as part of the **Child Arise Project**. She left Venezuela when she was just a few days old. Her parents said, "We walked for months looking for work and food. Sometimes we found work, sometimes we didn't." After 8 years living in Colombia, they still lived in a pay-per-day hotel where they shared a tiny, dark room. **[Read the Blog](#)**



The Moving Minds Alliance is hosted by the International Rescue Committee, a 501(c)(3) not-for-profit organization, EIN number 13-5660870.

Website: movingmindalliance.org

Linkedin: [Moving Minds Alliance](#)

X: [MovingMindsECD](#)

Youtube: [MovingMindsAllianceECD](#)

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