



Ministry of  
Education & Training  
Cayman Islands Government



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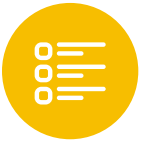
March 2026

# Early Childhood Assistance Programme (ECAP) Funding

An investment in your child's future

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[gov.ky/education](http://gov.ky/education)



# Table of Contents

<b>Policy Details</b>	<b>03</b>	<b>The Designated Third Party on Behalf of the Parent/Legal Guardian</b>	<b>13</b>
		Early Childhood/Therapeutic Settings	13
<b>Introduction</b>	<b>04</b>	ECAP Reviewers	14
Aims	04	The Oversight Committee	14
Policy Statement	04	The Appeal Committee	14
Statutory Framework	04		
The Purpose of ECAP	05		
		<b>Fiscal Accountability</b>	<b>15</b>
<b>Criteria For Funding</b>	<b>06</b>	Disbursement Process	15
Extenuating Circumstances	07	Register and Attendance Data	15
Financial Hardships	07	Internal Controls for Fiscal Accountability	15
<b>Application Process</b>	<b>08</b>	<b>Data Protection</b>	<b>16</b>
Decision Making	08		
Appeal	09	<b>Review &amp; Approval of the ECAP Policy</b>	<b>17</b>
<b>Funding</b>	<b>10</b>	<b>References</b>	<b>18</b>
Disbursement of Funding	11		
Discontinuation of Funding	11	<b>Appendices</b>	<b>19</b>
Availability of Funds	11	<b>Appendix 1: Financial Means Testing Criteria</b>	<b>20</b>
		<b>Appendix 2: Extenuating Circumstances Chart</b>	<b>21</b>
<b>Roles and Responsibilities</b>	<b>12</b>	<b>Appendix 3: Financial Hardship's Household Expenses Chart</b>	<b>22</b>
The Minister for Education & Training or Delegate	12	<b>Appendix 4: Required Documentation</b>	<b>23</b>
The Ministry of Education & Training	12	<b>Appendix 5: Review Process</b>	<b>24</b>
The Parent/Legal Guardian	13	<b>Appendix 6: Risk Register for the Early Childhood Assistance Programme</b>	<b>25</b>



# Policy Details

**Policy Name:** Early Childhood Assistance Programme (ECAP) Funding

**Policy Code:**

**Produced in:** February 2018

**Last Reviewed in:** March 2025

**Current Review Date:** March 2026 Revisions

**Last Review Approved by:**

**Next Review in:** June 2027 (to be approved prior to the 2028-2029 budget being set)

**Policy Retired in:**

**Cross References:**

This policy should be cross-referenced with the following:

The Education Act (2024 Revision)

The Education Regulations (2024 Revision)

ECAP Guidance Document

National context drivers for this ECAP policy as outlined in the Government Strategic Policy Statement 2026-2028.

## Policy Statement 2026-2028

**Broad Outcome 1:** Education, Immigration and Workforce Development: Strong Education and Immigration Systems that Support a Highly Skilled and Adaptable Caymanian Population:

**Specific Outcome 1:**

Ensure equitable access to a quality, well-rounded education system at all stages of learning.

**Key Projects and Initiatives Review Preschool Subsidy**

**Programme:** conducting a review of the Early Childhood Assistance Programme (ECAP) subsidy for eligible families.



# Introduction

In its commitment to build a world-class early childhood care and education system, the Ministry of Education & Training provides ECAP funding to ensure that all qualifying Caymanian children 3 years of age as of September 1st to reception age can attend an early childhood setting. This mandate to offer eligible Caymanians support for their children to access early childhood settings aligns with research findings from the Noble Laureate and economist James Heckman (2017). In his research on the benefits of investing in the early years, he stated, “Every dollar spent on high quality, birth to five programs for disadvantaged children delivers a 13% per annum return on investment”. James Heckman further stated, “Access to quality early childhood education for disadvantaged families is essential for a thriving economy – and produces gains that span multiple generations.” Hence, investing in childcare is a social impact investment with a two-generation effect. The parents can grow their income and improve skills while the child receives nurturing care and education to succeed in life and learning.

Considering the economic findings, it's clear that the Early Childhood Assistance Programme (ECAP) funding is a social impact investment that can generate positive social impact alongside financial returns while providing access to early childhood education for vulnerable Caymanian children and their families, leading to better long-term outcomes.

## Aims

This policy aims to set the parameters, requirements, and obligations of those administering the distribution of the ECAP Funding and to:

- ✔ Provide a clear set of criteria for the process of qualifying for funding
- ✔ Stratified process for the application criteria and decision-making
- ✔ Provide a clear process for disbursement of funding
- ✔ Allow for better fiscal accountability, ensuring that all documents and records are rigorously maintained

## Policy Statement

Through the ECAP Funding, qualifying Caymanian children will have access to early childhood care and education, which lay the foundation for future learning and better long-term outcomes.

## Statutory Framework

### The Education Act (2024 Revision) states:

The Minister shall make provision, within available resources, for:

- (a) the promotion of early childhood care and education, and
- (b) the regulation of early childhood care and education centres; and may subsidize by way of grant or by any other means, schemes that facilitate attendance at early childhood care and education centres [settings]

Part 11, Section 22 (1)

### The Education Act (2024 Revision) also states:

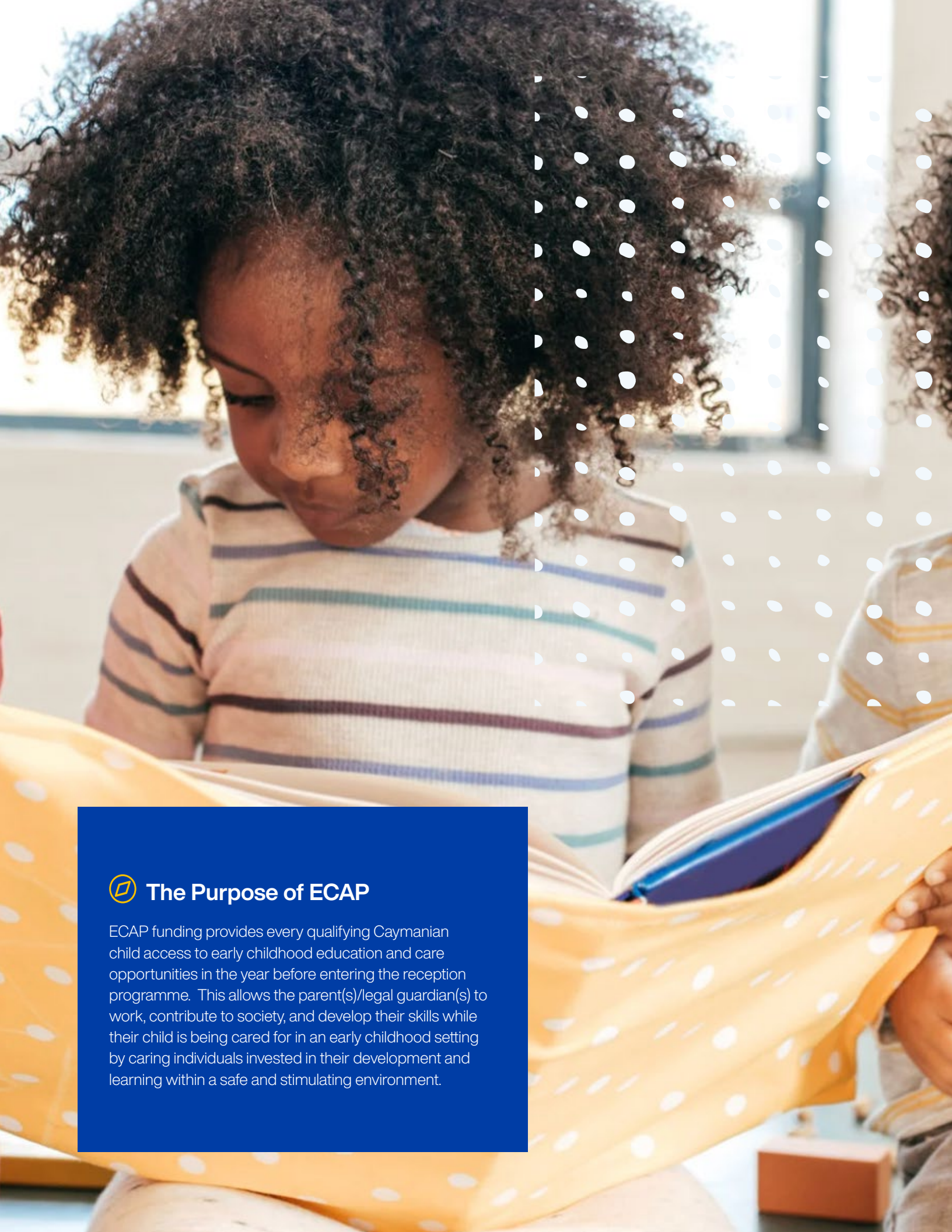
The Minister may make grants to persons providing education so that provision may be made for them in respect of the special needs of persons not of compulsory school age.

Part 12, Section 37 (2)

### The Education Act (2024 Revision) further states:

The Minister may enter into agreements with such persons as the Minister may consider appropriate for the provision by them of education suitable to the special education needs of persons not of compulsory school age.

Part 12, Section 37(3)



## The Purpose of ECAP

ECAP funding provides every qualifying Caymanian child access to early childhood education and care opportunities in the year before entering the reception programme. This allows the parent(s)/legal guardian(s) to work, contribute to society, and develop their skills while their child is being cared for in an early childhood setting by caring individuals invested in their development and learning within a safe and stimulating environment.



# Criteria For Funding

## There are three eligibility criteria for ECAP funding:

1

The child must be Caymanian.

2

The child must be 3 years old before September 1st of the given year.

3

The total household income (excluding employee health insurance and pension contributions) must fall within the most current financial means testing criteria (Appendix 1). Personal expenditure is not considered during the means testing process. The number of dependents is required to determine financial means testing.

## There are three additional routes where ECAP funding may be considered to be approved:

4

Parent(s)/legal guardian(s) who are clients of the Department of Financial Assistance (DFA) with a current decision letter may be eligible for full funding based on availability of the budget.

5

Parent(s)/legal guardian(s) applying for funding that do not meet the eligibility criteria of age and/or income must meet criteria for an extenuating circumstance and submit the required documentation for the selected extenuating circumstance (Appendix 2). When an extenuating circumstance exists, the burden of proof is on the parent or legal guardian of the child. Evidence proving the existence and effects of the circumstances on the family will be required.

6

Parent(s)/legal guardian(s) who are above the financial means testing ceiling rate with three-year-old Caymanian children (prior to September 1st of the academic year) that are able to prove an expense-to-income ratio of 90% based on the most current financial hardship's household expenses chart listed in Appendix 3 may be eligible for basic funding based on availability of the budget. When a financial hardship exists, the burden of proof is on the parent or legal guardian of the child. Evidence proving the existence of the hardship will be required.

## Extenuating Circumstances

Should a family be found to have an extenuating circumstance, according to the current extenuating circumstances chart (Appendix 2), the Oversight Committee, Appeals Committee, Minister for Education & Training, or Delegate will have the authority to:

- ✔ Consider expenditure directly related to the extenuating circumstance, when means testing the parent(s)/legal guardian(s). Determination of the expenses to be considered must be clearly documented with the reason(s) and the amount (as outlined in the Reviewer's Guidance Document).
- ✔ Consider approving funding for a child not of ECAP age but under compulsory school age. Must be clearly documented with the reason(s) (as outlined in the Reviewer's Guidance Document).

- ✔ Consider disregarding the ceiling rate on the financial means testing criteria for the total household income, up to a maximum of 15%, with extenuating circumstances documented and justified. The number of dependents must be considered when deciding on a funding category. Must be clearly documented with the reason(s) (as outlined in the Reviewer's Guidance Document).
- ✔ Consider approving funding for a set period within the current ECAP period. Must be clearly documented with the reason(s) (as outlined in the Reviewer's Guidance Document).
- ✔ Allocate the funding to therapeutic institutions registered and in good standing with their registering bodies that provide early childhood group services for children with additional learning support needs. This decision must be documented during the review process.

## Financial Hardships

Should a family, with a child that is ECAP age (3 years old prior to September 1st of the funding period), total monthly income exceed \$5,500, the Oversight Committee, Appeals Committee, Minister of Education & Training, or Delegate will have the authority to:

- ✔ Consider approving basic funding when evidence is provided to show the expense to income ratio is at or above 90% (as outlined in the Reviewer's Guidance Document).

- ✔ Calculate the family's monthly expenses in line with the current financial hardship's household expenses chart (Appendix 3) verified against the documented evidence of expenses.
- ✔ Consider approving funding for a set period within the current ECAP period. Must be clearly documented with the reason(s) (as outlined in the Reviewer's Guidance Document).





# Application Process



Parent(s)/legal guardian(s) or a designated third party must complete the online application with the necessary documentation (Appendix 4) uploaded and the declaration signed.



Parent(s)/legal guardian(s) applying for funding for an additional funding period must submit a new ECAP application.



The application is open from April 1st and closes March 31st the following year.

## Decision Making

- ✓ The Early Childhood Care and Education Unit (ECCE) will process the submitted application and documentation per the Ministry Data Protection Policy and Guidance.
- ✓ Applications are reviewed in line with the flow chart (Appendix 5)
- ✓ Applications will be considered in a fair and impartial process.
- ✓ Applications will be verified for all requirements.
- ✓ Decisions are made based on the criteria set out in this policy, considering the child's age, right to be Caymanian, number of dependents, and family income.
- ✓ The family will be means tested using the total household income (employee health insurance and pension contributions are deducted) according to the most current financial guidelines (Appendix 1) to help determine eligibility for funding. Personal expenditure is not considered during the means testing process, unless the family is applying for funding through the financial hardships category.
- ✓ Clients of DFA are not means tested through ECAP as DFA has means tested the applicant to determine eligibility as a client.
- ✓ Applications for a child who is the responsibility of the Government as determined under current, relevant legislation are not means tested.
- ✓ Applications with extenuating circumstances may be considered based on the most current extenuating circumstances chart (Appendix 2) and will be reviewed by the oversight committee and, when necessary, the appeals committee.
- ✓ Applications with financial hardships may be considered based on the most current financial hardship's household expenses chart (Appendix 3) along with the evidence presented and will be reviewed by the oversight committee and, when necessary, the appeals committee.
- ✓ Once a decision is made, the applicant will be notified of the decision via email.
- ✓ Upon receiving the decision, applicants will accept or appeal the decision.

# Appeal

Upon receiving the decision letter, the family has the right to appeal the process if they believe their application was not considered fairly or if extenuating circumstances are not initially presented. **Appeal Process:**

1

## Appeal Submission

- ✓ Families have 30 calendar days from the date of the decision letter to submit an appeal.
- ✓ Appeals must be submitted online through the applicant's ECAP application.
- ✓ The appeal must clearly state the reason for appealing the decision and include any new or supporting documentation.

2

## Review and Investigation

- ✓ The Appeals Committee will review the appeal and supporting documents.
- ✓ The Appeals Committee may contact the family for further clarification or request additional information.
- ✓ If necessary, the Appeals Committee may investigate the circumstances further.

3

## Appeal Decision

- ✓ The Appeals Committee will decide on the appeal within 30 calendar days of receiving it.
- ✓ The family will be notified of the decision in writing via the online portal.
- ✓ If the appeal is denied, the decision letter will explain the reasons for the denial.



All appeals will follow the appeals process outlined above and in accordance with further guidance found in the Applicant and Reviewer's Guidance Document.

In cases where the appeals committee's decision is contested, the Minister for Education & Training or the Minister's delegate will make the final decision on such appeals.





# Funding

The adequacy of funding will be reviewed in line with the two (2) year budget cycle. The funding amount for each category is based on the average monthly fee at the time of budget preparation and approval for the upcoming 2-year budget cycle. The funding amounts are set for the 2-year cycle and unable to increase as setting fees increase during the time period.

Funding may be awarded as:

## 50%

### Basic Funding

A base contribution of at least 50% of the average monthly costs of the educational institution providing early childhood care and education in the Cayman Islands.

- ✓ Financial hardships category may be capped based on budget availability.

## 75%

### Supplementary Funding

An amount greater than Basic Funding of at least 75% of the average monthly costs of the educational institution providing early childhood care and education in the Cayman Islands.

## 100%

### Full Funding

Covers 100% of the monthly cost of the educational institution providing early childhood care and education in the Cayman Islands.

- ✓ Vulnerable Caymanian children of families that are clients of DFA will be considered for full funding. The registration fee for the setting will also be considered to be funded for these families.
- ✓ DFA will cover uniform costs and food vouchers for these children.
- ✓ Full funding may be capped based on budget availability.



## Disbursement of Funding

- ✓ Once funding has been granted and accepted by the applicant, the early childhood settings will be contacted by email to inform the setting of the level of funding and the funding period.
- ✓ The funding period is from September 1st to August 31st of the given academic year.
- ✓ From September to August, the centre will receive payments directly on behalf of the parent(s)/guardian.
- ✓ From September to June, at the beginning of each month during the ECAP period, funds are paid directly to the early childhood setting which the child attends.
- ✓ For July and August payments will be processed following the receipt of the first ECAP register for the month to confirm the child's summer attendance. Funds are paid directly to the early childhood setting which the child attends.
- ✓ If the total amount due to the early childhood setting is less than the approved funding for the child, only the amount due will be paid to the early childhood setting.
- ✓ If the total amount due to the early childhood setting is more than the approved funding amount for the child, only the total amount awarded to the child will be paid to the early childhood setting, and the parents/legal guardians must make arrangements with the institution for the remainder of the monthly fee.
- ✓ Supplementary and basic funding may be distributed to registered therapeutic settings offering group sessions when the benefit of the setting is outlined in the statement from the health/therapeutic specialist. This will be approved by the oversight committee or the appeals committee.
- ✓ Funds will only be distributed to early childhood settings or therapeutic settings in good standing with their registration/licensing board and those that meet the minimum requirements as deemed necessary by the Education Council and other entities that support the establishment of safe learning environments.
- ✓ When a child's funding is approved after the funding period has begun, the first month's funding will be prorated from the date the funding was approved. The amount will be prorated based on the number of weekdays in the month divided by the amount funded multiplied by the number of days the child attended once funding was granted. The ECCE Unit will inform the child's Early Childhood Setting of the prorated amount and the payment period it will be received.
- ✓ When a family willingly withdraws a child from the setting, payment will continue for the withdrawal period, as stated in the early childhood settings withdrawal policy, which is capped by the Ministry of Education & Training at 30 days.
- ✓ When a child is asked to leave the early childhood setting without notice, the ECAP funding will cease immediately for that early childhood setting.

## Discontinuation of Funding

Funding may be discontinued immediately for the following reasons:

- ✗ Extended unexcused absence of the child in the early childhood setting he/she is registered to attend of more than three weeks
- ✗ It is discovered that the applicant submitted misleading or dishonest information during the application process



### Availability of Funds

Although the Ministry of Education & Training always prioritizes the child's best interest, funding can only be allocated subject to budget constraints and availability.



# Roles and Responsibilities



## The Minister for Education & Training or delegate shall:

- ✓ Approve the ECAP Policy
- ✓ Grant Final approval on monthly ECAP payments



## The Ministry of Education & Training will:

- ✓ Establish and appoint ECAP Reviewers yearly in line with the terms of reference this includes the:
  - ✓ Review Team
  - ✓ Oversight Committee
  - ✓ Appeals Committee
- ✓ Manage public relations regarding ECAP to ensure information is accessible to the community targeting Caymanian families with 3-year-old children
- ✓ Ensure the online application is accessible to all applicants
- ✓ Provide support to applicants as needed when accessing the online application
- ✓ Process all applications and provide outcomes within the established timelines
- ✓ Email/phone parents/legal guardians for outstanding documentation while application is active
- ✓ Grant access to Reviewers, Oversight Committee and Appeals Committee members for the term of their appointment once Data Protection training is complete
- ✓ Terminate access to Reviewers, Oversight Committee and Appeals Committee members once the term of their appointment is completed or earlier if the individual leaves their post
- ✓ Ensure applications are reviewed and documentation is in place for the Oversight and Appeal Committee to review
- ✓ Coordinate the meeting(s) of the Oversight and Appeal Committee and assign applications to the members
- ✓ Take minutes of the Oversight and Appeal Committee meetings
- ✓ Communicate decisions in writing via email regarding applications to parents/legal guardians and relevant early childhood settings
- ✓ Maintain an ECAP Risk Register (Appendix 6)
- ✓ Manage the ECAP Online Platform
- ✓ Maintain ongoing records for the ECAP fund
- ✓ Monitor and report to the Ministry of Education & Training Chief Officer on the overall performance and operation of ECAP at least twice per year
- ✓ Manage and distribute the ECAP fund/payments in a timely and consistent manner
- ✓ Monitor and verify payments against the online application system
- ✓ Track and assess budgetary allotment for the availability of funds for ECAP at a minimum quarterly
- ✓ Maintain a communication system for the sole purpose of ECAP related communication
- ✓ Educate parent/guardian regarding choosing an early childhood setting and the ECAP fund process
- ✓ Inform educational institutions of the discontinuation of funding
- ✓ Inform parents/guardians if a settings registration status changes, which impacts funding, to advise that funding can be transferred to another ECCE provision.
- ✓ Update ECAP guidance documents every two years
- ✓ Ensure early childhood settings payment declarations and required documents are on file before funding is disbursed
- ✓ Follow data protection processes as laid out in the Data Protection Act for all personal data submitted in an application
- ✓ Update the Data Protection Impact Assessment (DPIA) every two years
- ✓ Gather and analyse data pertaining to ECAP at a minimum of twice per year
- ✓ Retain and delete data according to the Ministry of Education and Training's Operational Disposal Schedule



## The Parent/Legal Guardian will:

- ✔ Complete and submit an ECAP application with all required documents via the ECAP Online Platform, which includes signing a declaration form
- ✔ Complete and submit an ECAP application with all required documents via the ECAP Online Platform, which includes signing a declaration form
- ✔ Reach out to the ECCE Unit to seek support if needed in accessing the ECAP Online Platform for support with the application
- ✔ Be aware that Data for ECAP refers to the personal data submitted, which may include personal and sensitive data for the child, parent, and other family members
- ✔ Respond to requests for outstanding documentation in a timely manner (within 7 calendar days of receiving the request)
- ✔ Register the child in an early childhood setting
- ✔ Update the application and provide the required documentation to support any extenuating circumstances or other that may need to be considered when processing the application
- ✔ Remove the child from an early childhood setting which is not registered with Education Council or is no longer registered with Education Council and transfer the children to a registered setting
- ✔ Be informed of the early childhood setting's policy regarding notification to withdraw attendance how this impact approved ECAP funding
- ✔ Inform the ECCE Unit 30 calendar days prior to their child changing settings by choice
- ✔ Inform the ECCE Unit as soon as possible and no more than 5 working days after being informed that the child is no longer allowed to attend the setting
- ✔ Inform the ECCE Unit as soon as possible when the child has a lengthy excused absence and/or unexcused absence for more than 3 days
- ✔ Update ECAP and [ecap@gov.ky](mailto:ecap@gov.ky) and access the ECAP application to update information and advice on changes in circumstances, such as child moves/changes in early childhood settings
- ✔ Play an active role in supporting their child's learning journey and the family's growth and development



## The Designated Third Party on Behalf of the Parent/Legal Guardian will:

- ✔ Complete and submit an ECAP application with all required documents via the ECAP Online Platform, which includes a declaration form signed by the child's parent/legal guardian
- ✔ Reach out to the ECCE Unit to seek support if needed in accessing the ECAP Online Platform for support with the application
- ✔ Be aware that Data for ECAP refers to the personal data submitted, which may include personal and sensitive data for the child, parent, and other family members
- ✔ Respond to requests for outstanding documentation in a timely manner (within 7 calendar days of receiving the request)



## Early Childhood/Therapeutic Settings will:

- ✔ Keep an accurate record of information regarding children receiving ECAP funding and inform the ECCE Unit of any changes that impact their funding
- ✔ Be knowledgeable of the ECAP Guidance for Settings Supporting Early Childhood Care and Education
- ✔ Complete an online application for ECAP Registers stating your ECCE Setting name, contact information, a copy of your withdrawal policy/procedures and sign the declaration form
- ✔ Submit ECAP registers monthly in line with the given timeframes via the online platform
- ✔ Inform the ECCE Unit when a child has an unexcused absence for 3 or more consecutive days
- ✔ Inform the ECCE Unit when a child no longer attends the setting as soon as possible and no more than 5 working days after being informed when a child no longer attends the setting and/or the family has given notice of the last day of attendance
- ✔ Provide quality, age-appropriate learning experiences that cater to the needs of the young children in their care
- ✔ Maintain registration in good standing with their registering/licensing boards (the Education Council, Early Childhood Care and Education Unit, and other entities that oversee the provision of care, safety, health, and education of young children)
- ✔ Display registration standing to keep parents/guardians informed
- ✔ Provide the Ministry of Education & Training with other necessary information to support the ECAP payment process as required



## ECAP Reviewers will:

- ✔ Be officially appointed by the Ministry of Education & Training as a reviewer through an appointment letter
- ✔ Commit to a one-year term from April to April to attend meetings and review forms as needed
- ✔ Adhere to the Data Protection Act, Terms of Reference, and Confidentiality form for the ECAP fund
- ✔ Attend Data Protection Training annually
- ✔ Become familiar with this Policy and all other ECAP documents
- ✔ Sign a confidentiality form, respecting the confidentiality of all forms and information presented to them
- ✔ Review applications presented to them fairly and impartially in a confidential environment
- ✔ Seek additional information if needed to assist in the decision-making process in line with the consent provided
- ✔ Inform the Early Childhood Care and Education Unit when they need to terminate their appointment prior to the end of the term of commitment



## The Oversight Committee will:

- ✔ Be officially appointed by the Ministry of Education & Training as an oversight committee member through an appointment letter
- ✔ Commit to a one-year term from April to April to attend meetings and review forms as needed
- ✔ Adhere to the Data Protection Act, Terms of Reference, and Confidentiality form for the ECAP fund oversight committee
- ✔ Attend Data Protection Training annually
- ✔ Become familiar with this Policy and all other ECAP documents
- ✔ Sign a confidentiality form, respecting the confidentiality of all forms and information presented to them
- ✔ Review oversight applications presented to them fairly and impartially in a confidential environment
- ✔ Attend meetings to discuss the applications
- ✔ Seek additional information if needed to assist in the decision-making process in line with the consent provided
- ✔ Inform the Early Childhood Care and Education Unit when they need to terminate their appointment prior to the end of the term of commitment



## The Appeal Committee will:

- ✔ Be officially appointed by the Ministry of Education & Training as an appeals committee member through an appointment letter
- ✔ Commit to a one-year term from April to April to attend meetings and review forms as needed
- ✔ Adhere to the Data Protection Act, Terms of Reference, and Confidentiality form for the ECAP fund appeal committee
- ✔ Attend Data Protection Training annually
- ✔ Become familiar with this Policy and all other ECAP documents
- ✔ Sign a confidentiality form, respecting the confidentiality of all forms and information presented to them
- ✔ Review appeal applications presented to them fairly and impartially in a confidential environment
- ✔ Attend meetings to discuss the applications
- ✔ Seek additional information if needed to assist in the decision-making process in line with the consent provided
- ✔ Inform the Early Childhood Care and Education Unit when they need to terminate their appointment prior to the end of the term of commitment





# Fiscal Accountability



## Disbursement Process

### Funding Approval

- ☑ Ensure all funding approvals are based on the established criteria as laid out in this policy.
- ☑ Verify that the required documentation is complete and accurate.
- ☑ Conduct a thorough review of the applicant's eligibility for funding, including means testing and consideration of extenuating circumstances.

### Payment Calculation

- ☑ Accurately calculate the funding amount based on the approved funding level and applicable guidelines.
- ☑ Ensure that any necessary adjustments or proration are applied correctly.
- ☑ Verify that the calculated amount aligns with the approved funding for the specific child.

### Payment Processing

- ☑ Issue payments directly to the early childhood setting on time, following the established payment schedule.
- ☑ Maintain accurate records of all disbursements, including the date, amount, and recipient.
- ☑ Reconcile payments against approved funding levels and reports from the online platform to ensure accuracy.



## Register and Attendance Data

### Data Collection

- ☑ A system is in place for collecting accurate and up-to-date register and attendance data for each child receiving ECAP funding.
- ☑ Early childhood settings use standardized data collection methods and formats.
- ☑ Require early childhood settings to submit regular attendance reports to the ECCE Unit via the online platform.

### Data Verification

- ☑ Regularly verify the accuracy of register and attendance data to ensure consistency and completeness.
- ☑ Cross-reference attendance data with other relevant information (e.g., funding approvals, child records).
- ☑ Identify and address any discrepancies or inconsistencies in the data.

### Payment Reconciliation

- ☑ Reconcile attendance data with ECAP payments to ensure that payments are aligned with actual attendance.
- ☑ Identify any overpayments or underpayments and take immediate corrective action as necessary.
- ☑ Maintain clear documentation of reconciliation processes and findings.



## Internal Controls for Fiscal Accountability

### Segregation of Duties

- ☑ Ensure that individuals responsible for approving funding, processing payments, and reconciling data have separate roles and responsibilities.

### Regular Reviews

- ☑ Conduct regular reviews of the disbursement and approval processes to identify and address potential weaknesses.

### Documentation and Record Keeping

- ☑ Maintain clear and comprehensive documentation of all financial transactions and attendance records.

### Periodic Audits

- ☑ Conduct periodic internal and external audits to assess internal controls' effectiveness and identify areas for improvement.



# Data Protection

The Ministry of Education & Training will comply with the provisions of the Data Protection Act (2021 Revision) and operate in accordance with the Data Protection Principles. All employees involved in the ECAP processes will receive annual refresher training on data protection.

The Ministry of Education & Training will process the Early Childhood Assistance Programme (ECAP) application form based on the personal data/sensitive personal data relating to all persons on the application

willingly provided by the applicant, including those collected from third parties. Under the Data Protection Act, the Ministry of Education & Training is the data controller to process ECAP applications and manage ECAP. The Ministry of Education & Training will also process the personal data/sensitive personal data received to prevent fraud and protect public funds, comply with legal obligations, and for other legitimate purposes that are set out in the Ministry's privacy notice.





# Review & Approval of the ECAP Policy

Approval Deadline

**Before March 31, 2026**

Give sufficient time for review

## To be reviewed by:

**Deputy Chief Officer**

Recommended / Not Recommended

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**Chief Officer**

Recommended / Not Recommended

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Approved by:

**Minister for Education & Training**

Approved / Not Approved

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Comments:

# References

## Heckman (2017)

**Early Childhood Education: Quality and Access Pay Off** [online]

Available at: [https://heckmanequation.org/wp-content/uploads/2017/01/F\\_Heckman\\_Moffitt\\_093016.pdf](https://heckmanequation.org/wp-content/uploads/2017/01/F_Heckman_Moffitt_093016.pdf) (Accessed February 2025)

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## Heckman (2020)

**Investing in early childcare and education produces significant economic returns** [online]

Available at: [https://heckmanequation.org/wp-content/uploads/2020/11/F\\_Heckman\\_FFN\\_OnePager\\_110320.pdf](https://heckmanequation.org/wp-content/uploads/2020/11/F_Heckman_FFN_OnePager_110320.pdf) (Accessed February 2025)

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**Lifecycle Benefit of an Influential Early Childhood Program (13% ROI)** [online]

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Available at: <https://heckmanequation.org/> (Accessed February 2025)

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## Heckman (2017)

**There's more to gain by taking a comprehensive approach to early childhood development** [online]

Available at: [https://heckmanequation.org/wp-content/uploads/2017/01/F\\_Heckman\\_CBAOnePager\\_120516.pdf](https://heckmanequation.org/wp-content/uploads/2017/01/F_Heckman_CBAOnePager_120516.pdf) (Accessed February 2025)

# Appendices



Number of Dependents	Total income		
	Less than \$3,500 per month	\$3501 – 4,500 per month	\$4,501 – 5,500 per month
1	Supplementary	Basic	Basic
2	Supplementary	Supplementary	Basic
3	Supplementary	Supplementary	Supplementary
4 or more	Supplementary	Supplementary	Supplementary

- ✓ **Basic Funding:** a base contribution of at least 50% of the average monthly costs of the educational institution providing early childhood care and education in the Cayman Islands.
- ✓ **Supplementary Funding:** an amount greater than Basic Funding of at least 75% of the average monthly costs of the educational institution providing early childhood care and education in the Cayman Islands.
- ✓ **Full Funding:** Covers 100% of the monthly cost of the educational institution providing early childhood care and education in the Cayman Islands.
  - ✓ Vulnerable Caymanian children of families that are clients of DFA will be considered for full funding. The registration fee for the setting will be funded for these families.
  - ✓ DFA will cover uniform costs and food vouchers for these children.
  - ✓ Full funding will be capped based on budget availability.

## Appendix 2

## Extenuating Circumstances Chart

At times, families who do not qualify under the financial means testing experience additional challenges, preventing them from affording the cost of early childhood care and education. Consideration may be given for the following extenuating circumstances when supporting documentation is presented.

Extenuating Circumstances	Documents Required <i>(please tick all items submitted)</i>
Health issues and/or conditions, including mental health, of a parent/legal guardian which affects the earning capacity of one or both parent(s)/legal guardian(s)	<input type="checkbox"/> Signed and dated letter/certificate from medical doctor/professional stating the period of time the person is unfit to work
Health issues and/or conditions of a parent/legal guardian or dependent that affects the expenditure of the family	<input type="checkbox"/> Signed and dated letter/certificate from a medical doctor stating that the person requires medical care . <input type="checkbox"/> Affidavit detailing monthly expenses incurred by the family related to health issues or conditions.
Family emergency/traumatic event	<input type="checkbox"/> Written statement from partnering agency such as DES, DCFS, FRC, Counselling Services <input type="checkbox"/> Other relevant documentation
Death of one financially contributing parent/legal guardian within the past 9 months	<input type="checkbox"/> Death certificate
Current incarceration of a financially contributing parent(s)/legal guardian(s)	<input type="checkbox"/> Court Order or Documentation from Court OR <input type="checkbox"/> Documentation from Prison OR <input type="checkbox"/> Affidavit
Domestic Abuse	<input type="checkbox"/> Written statement from partnering agency such as DCFS, FRC, Counselling Services or Related Professional
Job loss of a financially contributing parent/legal guardian due to termination within the past 6 months	<input type="checkbox"/> Termination letter dated within the past 6 months <input type="checkbox"/> Confirmation of Registration as a Job Seeker with WORC
Acquisition of additional dependents within the past 6 months	<input type="checkbox"/> Court order <input type="checkbox"/> Death certificate of biological parent(s)/legal guardian(s) <input type="checkbox"/> Birth certificate
Adult dependent(s), 18 years old and above, who are unfit to work	<input type="checkbox"/> Affidavit stating the circumstances and detailing funding which the family provides for adult dependent(s)
Multiple Children of the Same Age: Multiple birth / Children born within 12 months to the same parents/legal guardians	<input type="checkbox"/> Birth certificates of children
Parent/legal guardian is a full-time student	<input type="checkbox"/> Current confirmation of status as a full-time student from the educational institution
Parent/legal guardian is participating in a registered or Government approved course of study with the intention of securing employment	<input type="checkbox"/> Current confirmation of courses and time frame of study from the entity providing the course of study/ programme
Child, ECAP being applied for, has a special educational needs/disability	<input type="checkbox"/> A signed and dated statement from a qualified professional outlining the nature of the SEN / Disability and the benefit of attending an Early Childhood Setting If total household income is above \$5,500 KYD upload an affidavit detailing monthly expenses incurred by the family directly related to the special educational needs/disability <input type="checkbox"/>
Dependent, a child, with special educational needs/disability that affects the expenditure of the family	<input type="checkbox"/> A signed and dated statement from a qualified professional outlining the nature of the SEN / Disability AND <input type="checkbox"/> Upload an affidavit detailing monthly expenses incurred by the family directly related to the special educational needs/disability
Reception age child, with additional needs, requires a phased transition into a Government Reception Programme class during the academic year	<input type="checkbox"/> A signed and dated statement from a qualified professional outlining the additional needs of the child. <input type="checkbox"/> A signed and dated transition plan developed between the settings, parent/legal guardian(s)/legal guardian(s) and professional(s) <input type="checkbox"/> Proof of registration in a Government Reception Programme

Information in regards to your extenuating circumstance will be asked to be further explained on the application form.

*\*\*Note that further documentation may be requested when the application is reviewed by the Oversight Committee\*\**

## Appendix 3

## Financial Hardship's Household Expenses Chart

Item	Amount Considered <i>(Maximum Amounts)</i>	Frequency
Accommodation	Proof of Expenses for accommodation as follows:	
	<b>Item</b> <i>*must be the current address</i>	<b>Documentation</b> <i>*within the last 30 days</i>
	<b>Mortgage or rent</b>	Mortgage Statement Rental Agreement
	<b>Home/Property Insurance</b>	Policy and Receipt of Payment
	<b>Content Insurance</b>	Policy and Receipt of Payment
	<b>Strata Fees</b>	Certificate of Payment
		Monthly
Food	Up to \$850.00 <i>(more than one person in the household)</i>	Monthly
Utilities – Electricity & Water	Up to \$600.00	Monthly
Utilities – Propane	Up to \$110	3 times per year
Utilities – Phone Bill	Up to \$50 <i>(per adult in the household to a maximum of 2 adults)</i>	Monthly
Utilities – Internet	Up to \$100	Monthly
Transportation	Up to \$100	Monthly
Child Care	\$600 per child	Monthly
Health Insurance	Health insurance related costs for a child with Special Needs will be considered	Monthly

Information in regards to your extenuating circumstance will be asked to be further explained on the application form.

*\*\*Note that further documentation may be requested when the application is reviewed by the Oversight Committee\*\**

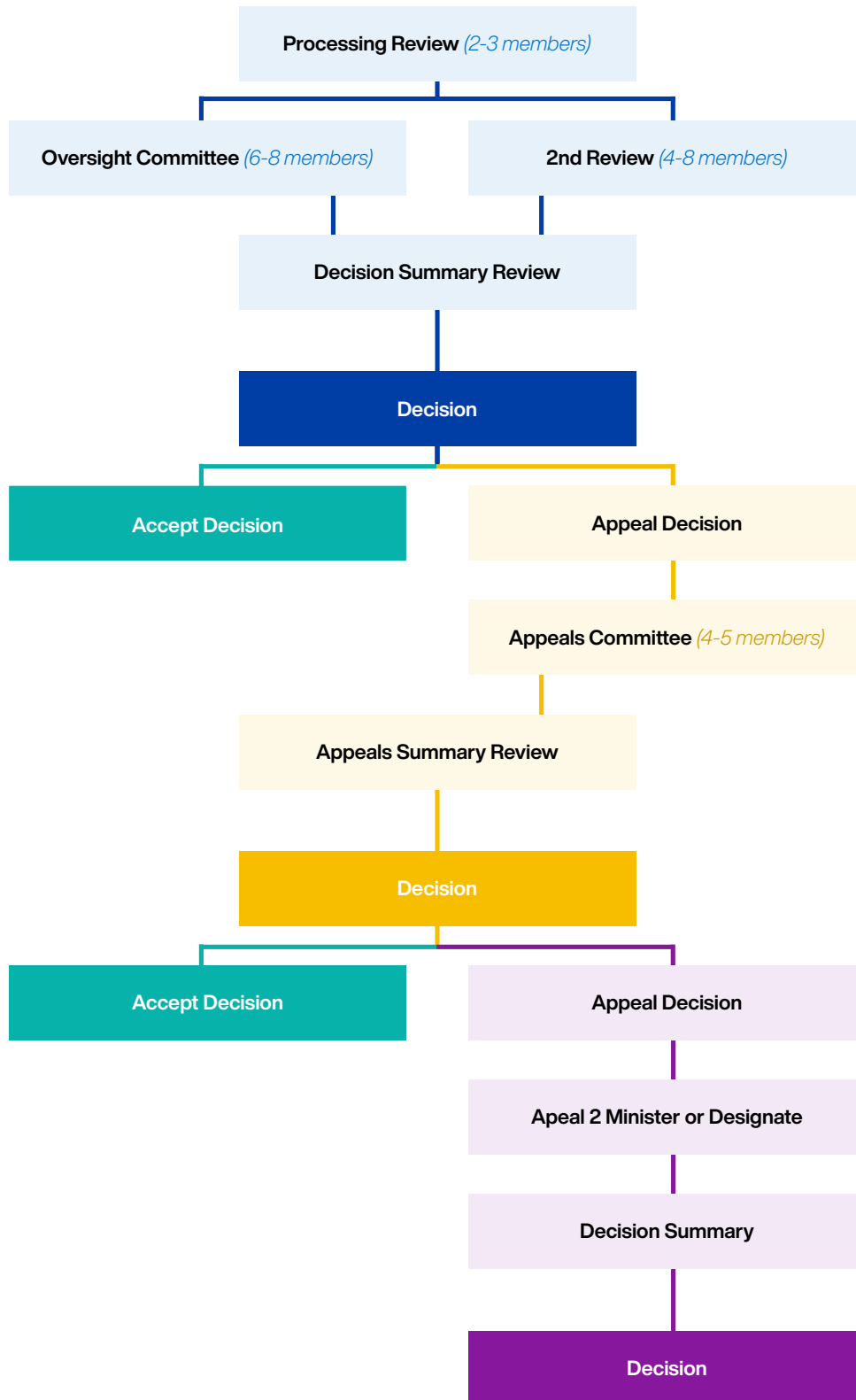
## Appendix 4

## Required Documentation

Proof Required	Documents accepted as proof
<b>Child's Age</b>	<ul style="list-style-type: none"> <li>Child's birth certificate</li> </ul>
<b>Immigration Status</b>	<ul style="list-style-type: none"> <li>Official letter issued by Workforce Opportunities &amp; Residency Cayman (WORC) acknowledging the child's right to be Caymanian</li> </ul>
<b>Government Issued ID</b> <i>(required for each parent)</i>	<ul style="list-style-type: none"> <li>Driver's License, <u>OR</u></li> <li>Passport Picture Page <u>OR</u></li> <li>Voter's ID, <u>OR</u></li> <li>National ID</li> </ul>
<b>Legal Guardianship</b> <i>(where applicable if the child resides with someone other than his/her parents)</i>	<ul style="list-style-type: none"> <li>Court order detailing legal guardian, <u>OR</u></li> <li>Written documentation from Department of Children and Family Services detailing legal guardian</li> </ul>

Proof Required	Documents accepted as proof	
<b>Income (required for each parent)</b>	<b>Employed</b>	<ul style="list-style-type: none"> <li>Job letter detailing salary earned indicating the frequency of payments along with Pension and/or Health Insurance payments/ deductions dated within one month of submission date of the ECAP application</li> </ul>
	<b>Unemployed</b>	<ul style="list-style-type: none"> <li>If unemployed and fit to work –parent/legal guardian must register with Jobs Cayman and provide a screenshot of their profile page</li> <li>If unemployed unfit to work- parent must submit a signed and dated letter/certificate from a medical doctor/professional stating the period of time the person is unfit to work.</li> </ul>
	<b>Self-employed</b>	<ul style="list-style-type: none"> <li>Affidavit dated within one month of the submission date of the ECAP application written by self-employed parent stating that he/she is self-employed, the nature of the business and the average annual salary earned, <u>AND</u></li> <li>Trade &amp; Business License for the business(es) owned or registration with the relevant body (if applicable)</li> </ul>
	<b>Other Income</b> <i>(includes maintenance payments, financial assistance, stipend, and/or property rental)</i>	<ul style="list-style-type: none"> <li>Complete court order for child maintenance.</li> <li>Affidavit completed by contributing parent to show the monthly amount received.</li> <li>Letter from Department of Financial Assistance or other agency explaining financial support received and the expected duration of that support.</li> <li>Current rental agreement or receipts for payment collected.</li> <li>Other relevant documentation.</li> </ul>
	<b>Outside the Labour Force</b>	<ul style="list-style-type: none"> <li>Currently incarcerated – signed and dated document from court or appropriate agency</li> <li>Stay at home parent – affidavit written by parent explaining the decision for parent to stay at home</li> <li>Retired – monthly pension payment dated within one month of submission date of the ECAP application</li> <li>Other - relevant documentation</li> </ul>



Risk Exposure: ■ Low ■ Medium ■ High ■ Extreme

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Risk ID	Risk Title	Risk Description	Type of Risk	Process	Inherent Risk Likelihood	Inherent Risk Impact	Risk Exposure	Risk Owner	Mitigation Description <i>Stakeholders to determine the control for this cell</i>	Control Category	Type of Control
1	<b>Budget:</b> Approved funding exceeds the budgeted amount.	Approved applications exceed the funds budgeted for the budget cycle.	Financial	Process	3 Possible	3 Moderate	9-Medium	ECCE ECAP	<ul style="list-style-type: none"> <li>Track the number of approved applications alongside the budget.</li> <li>Build into the report a month-by-month spend/projection to monitor the budget monthly.</li> </ul>	Preventive	Manual
2	<b>Application:</b> Applicant uploads more information than is requested on the application form.	Gathering more information than required, unnecessary personal and sensitive data exposed.	Compliance	Process	2 Unlikely	3 Moderate	6-Medium	ECCE ECAP Communications	<ul style="list-style-type: none"> <li>Reaffirm the necessary documents through social media and PR campaigns, and address it in the FAQ section.</li> <li>Display data protection principles at Help Sessions.</li> <li>Reviewer training to ensure requests are only made for what is needed</li> <li>Applicant is able to request support via phone, email and in person when completing an application.</li> </ul>	Preventive	Semi Automated
3	<b>Reviewers:</b> Reviewers no longer employed by the Ministry of Education & Training and remain on the online platform.	Data breach if the reviewer's access to Survey Monkey Application (SMA) is not immediately disabled as they can access the platform.	Operational	People	1 Highly Unlikely	3 Moderate	3-Low	ECCE ECAP HR	<ul style="list-style-type: none"> <li>SMA will be moving to a two-step verification. Exited employees will not be able to complete the two-step verification process to access the site.</li> <li>Reviewers will be removed from automations to manual assignments.</li> <li>The appointment letters include a reminder for employees to notify the ECCE Unit if they can no longer perform their duties.</li> <li>The ECCE Officer for ECAP will monitor the Reviewer Excel spreadsheet monthly, with termly checks by SPAM ECCE.</li> <li>ECCE will provide HR with the list of ECAP reviewers upon appointment.</li> <li>HR will notify the ECCE Officer promptly of any reviewer transfers or exits from the Ministry.</li> </ul>	Preventive	Automated
4	<b>Approval Process:</b> Applications approved for funding that do not meet criteria.	Lack of trust in the system. Loss of trust from the community. Funding provided to those that are not eligible.	Compliance	Process	3 Possible	2 Minor	6-Medium	ECCE ECAP	<ul style="list-style-type: none"> <li>Set internal controls require two reviewers for applications meeting specific criteria and three reviewers for oversight and appeals. A meeting will also be part of this process.</li> <li>Decision summaries are included in the review process to monitor compliance with the Policy and Guidance.</li> <li>Review stages have built-in automated alerts to verify eligibility. Additionally, the reviews have built-in automatic calculations to reduce the likelihood of human error.</li> </ul>	Preventive	Semi Automated

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Risk ID	Risk Title	Risk Description	Type of Risk	Process	Inherent Risk Likelihood	Inherent Risk Impact	Risk Exposure	Risk Owner	Mitigation Description <i>Stakeholders to determine the control for this cell</i>	Control Category	Type of Control
5	<b>Processing Timeframe:</b> Applications not processed in the given timeframes.	Applicants not informed of decisions on time. Loss of trust from the community. Not living the CIG values.	Compliance	Process	2 Unlikely	3 Moderate	6-Medium	ECCE/ECAP	<ul style="list-style-type: none"> <li>✓ Track vacation times of reviewers and ensure that reviews are assigned to staff who are working.</li> <li>✓ Monitor the review section weekly to ensure that reviews are moving through the stages. Communicate with the reviewers to provide support.</li> </ul>	Detective	Manual
6	<b>Applicants Submit Incorrect Information:</b> Applications approved based on the incorrect/false information presented.	Applications that may not meet criteria receive funding.	Fraud	Process	3 Possible	4 Major	12-High	ECCE/ECAP	<ul style="list-style-type: none"> <li>✓ Declaration form includes a statement to verify that all information submitted is true and accurate and quotes the penal code.</li> <li>✓ The submitted information requirements include validation, such as affidavit, and verification from third parties on official company letterheads, accompanied by signatures.</li> <li>✓ The consequence of providing false information is that funding will be discontinued if discovered.</li> </ul>	Preventive	Manual
7	<b>Fund Disbursement:</b> Delayed payments to the receiving ECCE Settings.	Loss of trust from the early childhood settings. Settings may be unwilling to take the risk and not accept children approved for ECAP.	Operational	Process	1 Highly Unlikely	4 Major	4-Medium	ECCE/ECAP	<ul style="list-style-type: none"> <li>✓ Payments are processed in line with the Ministry's Finance Department's guidelines.</li> <li>✓ Calendar reminders have been set for the ECCE team. All members must sign the declaration form at the start of the funding period to confirm their understanding of the annual payment cycle, which are payments in January, July, and August.</li> </ul>	Preventive	Semi Automated
8	<b>Payment:</b> Errors in the calculations of payments to Vendors.	Payments received by the settings may be incorrect. The budget may be impacted by payments over the actual amount. Budget predictions may be impacted by payments under the actual amount.	Operational	Process	1 Highly Unlikely	3 Moderate	3-Low	ECCE/ECAP Finance Unit	<ul style="list-style-type: none"> <li>✓ Payment reports are compared to the data in the ECAP online platform</li> <li>✓ Additional verification: Two senior management team members (SMT) randomly verify and cross-check 5 (each) child's payments.</li> <li>✓ Payment claims are completed in an Excel file with auto calculations prior to final sign-off by four SMT.</li> <li>✓ Additional validation is performed by the finance unit when processing payments.</li> </ul>	Preventive	Semi Automated
9	<b>Overriding Controls:</b> Overriding of procedures that contradict the ECAP policy and guidance.	Loss of trust from all stakeholders.	Compliance	Process	1 Highly Unlikely	5 Extreme	5-Medium	ECCE/ECAP	<ul style="list-style-type: none"> <li>✓ The online portal is built in line with the policy and guidance.</li> <li>✓ Appointment letters are signed with the terms of reference and confidentiality forms.</li> <li>✓ Multiple levels of review have been implemented to ensure procedures are adhered to.</li> </ul>	Preventive	Manual
10	<b>Data Protection:</b> Negligence to the Data Protection Act and Principles.	Personal data and personal sensitive data is at risk. Loss of trust from applicants, parents and legal guardians.	Compliance	Process	2 Unlikely	5 Extreme	10-High	ECCE/ECAP DPM	<ul style="list-style-type: none"> <li>✓ Review Data Protection during the annual induction meeting.</li> <li>✓ Data protection annual refresher training through the Civil Service College</li> <li>✓ Track reviewers to ensure they complete data protection training.</li> <li>✓ ECAP Register declaration to include a statement that ECAP information is confidential.</li> <li>✓ The Ministry is guided by the CIG's Privacy Framework and the internal Privacy Notice, which outline the protocols for the protection of Data Subject Rights.</li> </ul>	Preventive	Manual

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11	<b>Data Breach:</b> Data collected in the application process is used by Vendor or shared in contradiction to the collection process.	Personal data and personal sensitive data is at risk. Loss of trust from applicants, parents and legal guardians.	Compliance	Process	1 Highly Unlikely	5 Extreme	5-Medium	ECCE ECAP DPM	<ul style="list-style-type: none"> <li>Vendor Risk Management (VRM): Onboarding through pre-engagement screening to filter vendors based on GDPR relevance, data handling practices, and risk tiering (e.g., assessing data volume, sensitivity, and location) before formal engagement.</li> <li>Document Evidence Review: Evaluate the vendor's data privacy policies and security certifications (e.g., ISO 27001, SOC 2) to confirm adherence to GDPR requirements.</li> <li>Contractual Safeguards (DPA): Integrate tailored GDPR clauses, including Data Processing Agreements (DPAs) and Standard Contractual Clauses (SCCs), explicitly defining the processor's liability and security obligations before contract execution.</li> <li>Remediation and Approval: Validate that vendor controls meet acceptable risk levels. If discrepancies are found, require risk remediation or implement additional safeguards before the vendor is allowed to go live.</li> </ul>	Preventive	Manual
12	<b>Technology:</b> Technical difficulties for applicants/families using the online platform.	Applicant, parents and legal guardians become frustrated and stop trying. Applications incomplete and a lost opportunity for funding. Loss of trust in Government's support and SPS priorities.	Technological	Technology	5 Highly Likely	4 Major	20-Extreme	ECCE ECAP	<ul style="list-style-type: none"> <li>Training Sessions: Conduct specialised training for key agencies to support users effectively.</li> <li>Multi-Channel Support: Offer help via phone, WhatsApp, email, and scheduled sessions for quick query resolution.</li> <li>Local Assistance: Provide in-person support for complex issues that can't be resolved remotely.</li> <li>Resource Library: Create and share guidance documents, FAQs, and video tutorials to empower users.</li> <li>Escalation Protocol: Develop a support pipeline with eGov to resolve authentication issues swiftly.</li> <li>Quality Assurance: Implement pre-release testing to ensure functionality and reduce technical issues at launch.</li> </ul>	Preventive	Manual
13	<b>System Failures or Downtime:</b> SMA or eServices systems fail or experience a downtime.	Applicants unable to apply for ECAP funding.	Technological	Technology	3 Possible	2 Minor	6-Medium	ECCE ECAP eGov CO SMA Comms	<ul style="list-style-type: none"> <li>Planned Downtime Notification: Use traditional and social media to inform the public of scheduled maintenance, including expected downtime duration for user planning.</li> <li>Unplanned Outage Response: Upon detecting an unplanned outage, immediately activate a communication plan, notifying the public through all available channels (social media, website, SMS) to ensure transparency.</li> <li>Provide regular updates during the incident to reassure stakeholders, even if there's no new information. A final notification will be sent once systems are fully restored.</li> </ul>	Preventive	Manual
14	<b>Change of Government Priorities:</b> Every four years there is a general election. If/when there is a change of Government there is a risk that ECAP will no longer be a priority.	Families with low income may lose access to early childhood care and education. Previous approved families with younger children may be counting on applying for ECAP.	Strategic	People	2 Unlikely	4 Major	8-Medium	ECCE ECAP CO ADCO	<ul style="list-style-type: none"> <li>Leverage data collection to provide a robust evidence base, ensuring the justification for sustained ECAP funding and mitigating the risk of budget reductions.</li> <li>Stakeholder Communication: Maintain open channels with civil servants (permanent staff) who remain in place even when elected officials change.</li> <li>Advocacy Coalitions: Join networks to collectively lobby for policies that protect social sector funding from political volatility.</li> <li>Align with National Plans: Ensure ECAP directly supports national child protection or education strategies, making it harder for a new government to justify cuts.</li> </ul>	Preventive	Manual

**CIG / Ministry of Education (MOE) / EGA 1 - CORE: ECCE - Early Childhood Services**

Risk ID	Risk Title	Risk Description	Type of Risk	Process	Inherent Risk Likelihood	Inherent Risk Impact	Risk Exposure	Risk Owner	Mitigation Description <i>Stakeholders to determine the control for this cell</i>	Control Category	Type of Control
15	<b>Funding Cuts:</b> The budget may not be able to support the funding for ECAP. Over reliance on Government funding.	ECAP funding may be decreased or stopped. Children may no longer be able to access the setting.	Strategic	Process	2 Unlikely	4 Major	8-Medium	ECCE ECAP Finance consultation CO/ADCO	<ul style="list-style-type: none"> <li>Strengthen Financial Management &amp; Cost Control: Funding is monitored monthly.</li> <li>Budget modifications are implemented on a two-year cycle, with approvals obtained before the cycle begins.</li> <li>Potential funding reductions can be managed by tracking the maximum number of approved applications that the budget can accommodate and by appropriately closing the application period.</li> </ul>	Preventive	Manual
16	<b>Raising ECCE Setting Fees:</b> Each year the monthly fees are increasing in the private sector.	The funding model of 50%, 75% and 100% of the average monthly fee is impacted every two years. This may not be sustainable.	Strategic	Process	3 Possible	4 Major	12-High	ECCE/ECAP ADCO	<ul style="list-style-type: none"> <li>Financial Oversight and Accountability by requiring schools to share detailed accounts to ensure government funds are not being diverted into excessive profits or non-essential administrative costs.</li> <li>Quality and Market-Linked Increases: Future fee uplifts to be made conditional on early childhood settings meeting specific quality thresholds or performance standards, ensuring that higher costs are justified by improved educational outcomes and market rate value.</li> </ul>	Detective	Manual
17	<b>ECAP Build and Management:</b> The SMA platform is mainly managed by one ECCE Officer. The skill set to build the programme is not distributed beyond the ECCE Officer and ITC Intern.	If the individuals leave the organization, the skill set will be lost. SMA will need to be contracted to train other persons.	Operational	People	2 Unlikely	4 Major	8-Medium	ECCE ECAP ADCO HR	<ul style="list-style-type: none"> <li>Transfer of knowledge through documenting the system architecture, deployment procedures, and steps for troubleshooting.</li> <li>Cross-training and redundancy by upskilling team members, and establishing developmental performance objectives, and facilitating skills sharing among cross-departmental users.</li> <li>Ensure that replacement/recruited personnel are provided with sufficient transition time to receive training on the platform.</li> </ul>	Preventive	Manual
18	<b>Child Funded at Weak Settings:</b> ECAP is provided to children to attend a registered setting. The OES judgement is not a factor.	Children receiving Government funding access settings with different levels of quality ranging from excellent to weak.	Strategic	Process	3 Possible	3 Moderate	9-Medium	ECCE ADCO	<ul style="list-style-type: none"> <li>Peer Collaboration: Form networks for early childhood settings collaboration to share best practices, data, and specialised staff resources.</li> <li>Strengthen Governance and Leadership: Appoint new leaders with a clear, narrow set of objectives. A strong governing body should challenge the leadership team to ensure accountability.</li> <li>Data-Driven Analytics: Use data to pinpoint specific learning gaps. Perform progress reviews and implement intervention strategies in cooperation with relevant cross-departmental teams.</li> </ul>	Preventive	Manual
19	<b>Lack of spaces at ECCE settings:</b> ECAP is provided to children to attend a registered setting. Spaces are limited in most districts other than West Bay.	ECAP funding may be awarded to a child and the family may not be able to find a place to enroll the children.	Strategic	Process	3 Possible	3 Moderate	9-Medium	ECCE ECAP EI Registration DES	<ul style="list-style-type: none"> <li>Mainstream inclusion through adaptation of nursery schools, ultimately increasing the number of available places and fostering an inclusive learning environment like EEPS and upcoming TMPS.</li> <li>Public-Private Partnerships with private institutions or commercial sponsors to provide additional resources, equipment, or even managed placements for sponsored children.</li> <li>Temporary Expansions through interventions such as portable classrooms, to meet immediate spikes in demand while permanent solutions are developed.</li> <li>Staggering start and finish times or implementing morning and afternoon shifts.</li> </ul>	Preventive	Manual

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Risk ID	Risk Title	Risk Description	Type of Risk	Process	Inherent Risk Likelihood	Inherent Risk Impact	Risk Exposure	Risk Owner	Mitigation Description <i>Stakeholders to determine the control for this cell</i>	Control Category	Type of Control
20	<b>ECAP funding vs Setting Fees:</b> ECAP funding of supplementary and basic does not cover the entire monthly fee at some settings.	Families may not be able to afford the difference between the settings monthly fee and the ECAP amount funded, thus the child may not be able to access the setting.	Financial	Process	3 Possible	3 Moderate	9-Medium	ECCE/ECAP DFA	<ul style="list-style-type: none"> <li>Operational Alignment: Partnering with the Department of Financial Assistance (DFA), existing frameworks to ensure efficient identification and enrollment of up to 30 low-income children to receive one-time full funding paid by the ECAP program.</li> </ul>	Preventive	Manual
21	<b>Inclusion (Unreached):</b> Families in some districts/constituencies may not be aware of ECAP.	Families unaware of ECAP may benefit from the funding.	Reputational	People	3 Possible	3 Moderate	9-Medium	ECCE/ECAP Comms Supporting Agencies and Units/Offices	<ul style="list-style-type: none"> <li>Continue media campaigns, outreach to churches, work with staff at constituency offices.</li> </ul>	Preventive	Manual
22	<b>Economy Stability:</b> ECAP funding is means tested for the most part. It is dependent on the Economy being stable.	In the event of an economic downturn, there may be job loss or decline in disposable income which will increase the number of applicants. There is a high risk that the budget would be drained and ECAP would be unsustainable.	Strategic	Process	2 Unlikely	4 Major	8-Medium	ECCE/ECAP Finance consultation	<ul style="list-style-type: none"> <li>Implementing multi-year sensitive forecasting to ensure early detection of financial risks and enhance stability in planning.</li> <li>Public-Private Partnerships (PPPs): Collaborate with businesses and non-profits to share risks and utilize private sector expertise.</li> <li>Maintain a robust database to identify the most vulnerable for prioritising funding.</li> </ul>	Preventive	Semi Automated
23	<b>Single Vendor Dependency:</b> ECAP funding is hosted on Survey Monkey Application (SMA).	Should SMA cease operations, discontinue a specific feature, or the Ministry makes a strategic decision to develop a local online platform, there would be a significant risk of losing both historical and current application data.	Technological	Technology	1-Highly Unlikely	1 Minimal	1-Low	ECCE/ECAP SMA eGov Comms	<ul style="list-style-type: none"> <li>During vendor selection and onboarding, exit strategies are evaluated, including the right to access and adequate transition plans.</li> <li>Data structured in open standard formats to enhance the efficiency of future migration processes.</li> <li>Build and sustain a relationship to ensure that price negotiations are fair and free from financial exploitation.</li> </ul>	Detective	Manual
24	<b>Disasters/ Unknowns:</b> ECAP funding is currently run in a democratic society.	If there were a man-made or natural disaster ECAP funding may be impacted. Children may not be able to attend the settings. Families may need to shelter at home, with little respite and access to resources. There may be safeguarding concerns.	Strategic	People	2 Unlikely	5 Extreme	10-High	ECCE/ECAP ECCE Settings	<ul style="list-style-type: none"> <li>Remote Engagement: Use virtual sessions and social media to re-establish care processes and maintain daily routines when physical attendance is impossible.</li> <li>Family Support and Respite Communication Plans: Create two-way communication channels to provide families with clear logistics and support during isolation.</li> <li>The ECAP funding continues ensuring provision of essential support to children affected by the disaster.</li> </ul>	Preventive	Manual



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