

## Terms of Reference

### INEE Working Group on Education and Fragility 2011- 2013

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#### I. Introduction

The Inter-Agency Network for Education in Emergencies (INEE) is a global open network of practitioners and policy makers working together within a humanitarian and development framework to ensure all persons the right to quality education and a safe learning environment in emergencies and post-crisis recovery. In early 2008, a Working Group on Education and Fragility was established within INEE as an inter-agency mechanism to coordinate diverse initiatives and catalyze collaborative action on issues relating to education and fragility. The group completed its three-year mandate at a final biannual meeting in March 2011.

At their biannual meeting in October 2010, the members of the Working Group took the decision to continue to focus on education and fragility via a reconstituted Working Group, the activities of which will build on the work of the first group and be aligned with the INEE Strategic Plan for 2011-2013.

INEE anticipates that the new Working Group will be formally established at a meeting in October 2011 with a two-year mandate from late 2011 to late 2013. A detailed work plan and budget for the Working Group will be finalised at the first meeting of the group. A transition team is currently in place to lead the process of formulation of a new group.

#### II. Goals and Objectives

The Working Group on Education and Fragility will be aligned with the INEE Strategic Plan for 2011-2013 and, as such, work towards achievement of the INEE goal that the provision of quality, safe and relevant education for all is strengthened in crisis and crisis-prone contexts through prevention, preparedness, response and recovery. Thereby, the goal and objectives of the Working Group are:

**Goal:** Contribute to crisis-sensitive education in fragile and conflict-affected contexts through inter-agency collaboration at global, regional and country levels.

**Objective 1:** Facilitate a learning space for dialogue and information sharing on education's role in state- and peacebuilding.

**Illustrative Activity:**

Develop a web portal for gathering and sharing materials, resources and knowledge on education's role in state- and peacebuilding.

**Illustrative Activity:**

Organize policy forums or other events or meetings to discuss specific sub-topics related to education's role in state- and peacebuilding.

**Objective 2:** Promote conflict-sensitive approaches to education in fragile contexts to influence decision-makers at all levels.

**Illustrative Activity:**

Develop/adapt tools and resources for the application of conflict-sensitive approaches to education.

Note: At its first biannual meeting (described below), the new Working Group will reconsider the name of the group – i.e. “education and fragility” – given its objectives and agreed work plan.

### III. Membership

The Working Group is voluntary and consists of members who have been identified as interested in and committed to the goals and objectives of the Working Group and which, through both their agency at large and chosen representative, demonstrate a potential contribution to achieving those goals and objectives. Member agencies will represent a range of organization types and may include: academic or research institutions; donor agencies or foundations; NGOs; UN agencies; governmental or ministerial organizations; etc. Membership will be determined via an open application process with a focus on ensuring member diversity in terms of type of agency; geographical placement; institutional scope; and experience and expertise as embodied by the representative.

Membership in the Working Group will be on an institutional basis, with a representative who is chosen based on their expertise and position within that agency. In committing to membership in the group, the agency commits to support its representative to participate in and contribute to Working Group activities for an average of two days per month and to support the representative's travel to each of the biannual meetings of the group. The agency will also commit to identifying and supporting an alternate representative who will work with the representative towards the activities in the group's work plan as needed and appropriate and attend any meetings that the representative cannot attend.

A key principle of the Working Group is engaged participation of all member organizations. While the normal “ebb and flow” of organizational time constraints and resource availability is recognized, it is expected that all members will contribute to the work of the group beyond attending meetings to the extent that they are able. Examples of contributions include active involvement in subgroups, hosting Working Group meetings, and contributing to Working Group events or publications. Inability to participate fully over a one-year long period should lead the organization to question the reasons for partial engagement and will trigger a dialogue between the chair(s) of the Working Group and the member agency about the appropriateness of the agency's continuing membership in the group.

## IV. Structures and Governance

The Working Group will operate under an agreed-upon work plan that will constitute the individual and joint activities that members will develop and carry out. The work plan will be accompanied by a budget and an external communications strategy or plan. Members of the Working Group will carry out the following tasks in collaboration with the Secretariat:

- Agree upon, develop and implement a work plan for the defined period of its mandate that is consistent with the objectives of the Working Group;
- Establish and assume responsibility within the Working Group for tasks and subtasks, defining the specific support role of the Secretariat, that will enable the completion of the work plan;
- Agree upon the allocation and sources of budgetary and other resources (from the total amount available) to specific tasks and sub-tasks; and
- Report on the utilization of resources to the Secretariat.

Progress towards fulfillment of the work plan will be reviewed at each meeting of the group and adjustments made to the work plan as necessary.

### Structures

#### **Leadership**

The Working Group will be led by a chair or co-chairs, elected by the members of the Working Group to serve for a one-year period of time. The role of the chair will be to work closely with the Secretariat to:

- facilitate the smooth-running and forward progress of the work of the Working Group;
- coordinate decisions related to Working Group activities based on a consensus model;
- develop, facilitate the implementation of, and monitor the work plan of the Working Group;
- develop and monitor the budget of the Working Group;
- ensure that any “representation” of the Working Group is representational; and
- make every effort to ensure fair and equal participation of every member of the Working Group;

As this position of chair does require a significant time commitment and willingness to pay attention to detail regarding the functioning of the Working Group, the agency from which the chair(s) comes must be agreeable to this designation and allow its representative to devote the additional time required.

#### **Consultative Committee**

The Consultative Committee will consist of the Working Group chair(s) and four or three (depending on whether there is a single chair—four, or two co-chairs—three) members of the Working Group that represent a range of the types of agencies participating in the Working Group; the Secretariat will serve as an ex-officio member of the Consultative Committee. The Consultative Committee will be elected by the membership and will serve as a support group and “sounding board” for the chair(s) and Secretariat, particularly between meetings. It will meet regularly as deemed necessary (e.g. every month or every other month) via conference call. Some aspects of the leadership role (see above) may be devolved to the Consultative Committee with the agreement of the Working Group as necessary and appropriate.

#### **Subgroups**

It is anticipated that much of the work undertaken by the group will be divided among subgroups of smaller numbers of members of the Working Group who will devote focused attention and inputs to the activities being led by that subgroup. Given that these subgroups will focus on specific activities or products, their lifespan will match the timeframe of completion of those activities/product; these subgroups are therefore not permanent in nature and may have a shorter life span than that of the Working Group. They will implement components of the agreed-upon Working Group work plan, will have a leader, and agree to clear membership and accountabilities.

## Governance

### **Decision-making**

The majority of decisions, technical and administrative, will be taken by the entire Working Group during biannual meetings of the Working Group based on a consensual model. Decisions will be included in the written minutes of the meetings. In situations where decisions are necessary between formal meetings, the chair(s) with the Consultative Committee will take decisions on behalf of the entire Working Group. These decisions will be communicated to the entire Working Group in writing in a timely fashion. Most day-to-day technical decisions will rest with the Secretariat under the overall guidance of the chair(s) and with support and input from the subgroups. Any decisions that have budget implications should be submitted to the chair(s) for determination as to how best take a decision (by the chair, the Consultative Committee, or the general membership), and in consultation with the INEE Director.

### **Meetings and Communication**

The Working Group will meet on a biannual basis over the period of its mandate. Regular meetings are meant to monitor and contribute to the work plan and objectives of the group as well as serve as a space in which members can share information across agencies and build partnerships. Biannual meetings will generally last two days, though in rare and exceptional cases the meeting may require an additional, third day. Each meeting will devote time to a) presentations and discussions on themes or topics of interest to the group and as relevant to the work plan; b) updates from members on relevant activities or initiatives in their agencies; and c) work plan updates and joint working sessions on work plan tasks or activities as appropriate. Meetings will emphasize knowledge and information sharing and, in so doing, directly contribute to the achievement of Objective 1 in terms of facilitating dialogue and information sharing on education's role in state- and peacebuilding. Additional side events to the meetings (e.g. consultations, roundtables, workshops, etc.) may be organized by the group as appropriate to contribute to its work plan.

In addition to two face-to-face meetings of the full Working Group each year, the Working Group will engage in regular communication via telephone conference calls and email between these meetings, facilitated by the Secretariat. Various groups within the Working Group, including the Consultative Committee and subgroups, will also communicate separately via conference calls and/or additional face-to-face meetings as needed.

### **Budget and Financing**

The Secretariat, in consultation with the chair(s) and the Consultative Committee, will develop 1) a financing plan and 2) a budget linked to the agreed-upon work plan—the latter for presentation to and approval by the Working Group. The budget should cover all costs of the Working Group, including those of the Secretariat. All contributions by Working Group members – both financial and in-kind – will be tracked by the Secretariat.

### **Reporting**

The Secretariat will report back updates to the full Working Group via monthly email communication as well as a review of work plan updates and achievements at each biannual meeting. At each meeting of the Working Group when progress on the work plan is reviewed, expenditures against the budget will also be presented for discussion.

The Secretariat will contribute to regular reporting on the Working Group's activities to INEE, including to the annual report, as determined by the INEE Director. Reports, including on budget and expenditures, will be drafted by the Secretariat, with consultation with the chair(s) and the Consultative Committee as needed. As part of the INEE Secretariat, the members of the Secretariat in service to the

Working Group will attend the biannual meetings of the INEE Steering Group on request by the INEE Director to provide updates on the Working Group.

## V. Staffing of the Working Group

Pending funding, the Secretariat staff for the Working Group will consist of two full-time posts – a Coordinator for Education and Fragility and a Deputy Coordinator for Education and Fragility. The Coordinator and Deputy Coordinator will work closely with the chair(s) and will both serve as ex-officio members of the Consultative Committee and any subgroups, depending on their assignments.

Together, the Coordinator and Deputy Coordinator (referred to also as the Secretariat) will work to achieve the following results:

- implement projects and decisions of the Working Group;
- facilitate collaboration and inputs from Working Group members as appropriate and possible on the majority of tasks and activities;
- build and convey consensus within the Working Group; and
- promote, deepen and enhance knowledge and work on issues of education and fragility within INEE and beyond.

The Coordinator for Education and Fragility will oversee management and coordination of the work plan of the Working Group on Education and Fragility and serve as a technical expert on education and fragility for the Working Group and within the network. The Deputy Coordinator for Education and Fragility will support to the operations of the Working Group on Education and Fragility by ensuring the day-to-day administration and project management of the Working Group's activities. Both the Coordinator and Deputy Coordinator will collaborate with the chair(s) of the Working Group as needed and appropriate.

As members of the Secretariat, the Coordinator and Deputy Coordinator are supported, supervised and managed by the INEE Director. The Coordinator serves as the supervisor and manager for the Deputy Coordinator as well as any other consultants or interns hired to facilitate the work of the Working Group. All core functions (e.g. communications, advocacy, promotion and fundraising) will be coordinated with the other Secretariat staff via the leadership of the INEE Director in order to ensure coherence and harmonization across activities. While the first responsibility of the Coordinator and Deputy Coordinator will be to contribute to the work of the Working Group, they will also collaborate as appropriate on other network activities as members of the broader INEE Secretariat.

### **Hiring and Hosting**

Hosting of the Secretariat for the Working Group will follow general INEE Secretariat hiring and hosting arrangements. Final decisions about hiring and hosting will be determined by the INEE Director in consideration of the value-added of the type of hosting agency and geographical location as well as facilitation of the necessary logistical and human resources arrangements. As is possible, Secretariat staff for the Working Group will be located strategically with access to a critical mass of relevant agencies and individuals, key stakeholders, Working Group members, and other members of the INEE Secretariat.