

INEE Guidance Notes on Teacher Compensation: A User's Guide for Ministries of Education

What are the INEE Guidance Notes on Teacher Compensation?

Developed in a widely consultative manner under the leadership of an interagency advisory group (INEE Secretariat, International Rescue Committee, Save the Children Alliance, UNESCO, UNHCR, UNICEF, Women's Refugee Commission), these Guidance Notes address this critical challenge to quality education by providing a framework for discussing the complex issues surrounding the compensation of teachers based on lessons learnt from practice around the world. The Guidance Notes are organised around and provide guidance on the following three themes:

- Policy and Coordination of Teacher Compensation
- Management and Financial Aspects of Teacher Compensation
- Teachers' Motivation, Support and Supervision as Forms of Non-Monetary Teacher Compensation

Why should Ministries of Education use the INEE Guidance Notes on Teacher Compensation?

In fragile contexts, situations of displacement and post-crisis recovery, Ministries of Education often struggle to provide teachers the salaries, stipends or non-monetary support they need, and must often rely on outside assistance to meet this need. As such, systems of compensation are often affected by insufficiencies and inconsistencies, which can contribute to a brain drain from the teaching force, civil unrest, exclusion of vulnerable children, school closure, and to situations in which children are not able to learn and are susceptible to exploitation. By using the INEE Guidance Notes as a framing tool, Ministries of Education can guide discussion and action aimed at improving coordination and collaboration to gain the support needed to maintain quality education within such difficult contexts.

How should Ministries of Education use the INEE Guidance Notes on Teacher Compensation?

Teacher compensation and support in fragile contexts, situations of displacement and post-crisis recovery can be improved through discussing, contextualizing and utilizing the Guidance Notes in the areas of:

- **Coordination and Collaboration:** by providing a framework for discussion and action at meetings with teachers, unions, development agencies and donors at local, regional and national levels.
- **Programming and Reporting:** by providing a framework for initial assessments and analyses of teacher compensation issues and by helping to guide the design of action plans.
- **Human Resource Capacity Building and Management:** by informing training and capacity building workshops for policy makers and practitioners, including teacher training institutions.
- **Knowledge Management:** by providing a framework for collecting and sharing good practices and lessons learned between ministries, departments and organizations at all levels.
- **Organizational Governance:** by informing the policies as well as the mission, vision, goals, and leadership of the ministry and departments.

Users of the Guidance Notes have shared the following lessons learnt for others planning to use them:

- Where possible, introduction, dissemination and use of the Guidance Notes should be done in an inter-departmental and -agency setting, such as meetings or conferences with other ministries, teachers groups and unions, development agencies or donors.
- Plan for ample time to discuss context-specific issues and the implications for how the good practices within the INEE Guidance Notes are applied.

How can I give feedback to improve the INEE Guidance Notes on Teacher Compensation?

INEE requests feedback on the relevance and applicability of these Guidance Notes in order to inform a future update; see the *Feedback Form* on the back of this letter. For more information, including talking points for introducing this topic and the Guidance Notes to various stakeholders, go to www.ineesite.org/teachercomp.

INEE Guidance Notes on Teacher Compensation in Fragile States, Situations of Displacement and Post-Crisis Recovery

FEEDBACK FORM

Thank you for sharing your experience using the INEE Guidance Notes on Teacher Compensation. This feedback will inform an update of and strategy for promotion of these Guidance Notes. **Please fill in this questionnaire and return it to the INEE Secretariat at info@ineesite.org¹.**

Date:
Name:
Organisation and job title:
Address:
Phone/fax:
E-mail:

1. Please list the ways in which you or your organization have used the INEE Guidance Notes on Teacher Compensation. Be as specific as possible and include the ways (if any) in which you adapted the Guidance Notes to your context and to the work of your project/ organization/ coordination structure etc.
2. What challenges have you encountered while using the INEE Guidance Notes on Teacher Compensation and how did you overcome or work around them?
3. Can you share any lessons learned and/or examples of good practice from your experience using the INEE Guidance Notes on Teacher Compensation? What has been the impact of using the INEE Guidance Notes to address teacher compensation?
4. Based on your experience, what additional information and/or tools would make the INEE Guidance Notes on Teacher Compensation more relevant and easily applicable to addressing teacher compensation issues?
5. Please provide any additional comments or feedback on the INEE Guidance Notes on Teacher Compensation:

¹ Additional information that you would like to share on the issue of teacher compensation, for example in the form of a longer case study, would be welcome and would be compiled and shared on the INEE website for wide readership. Contact: info@ineesite.org