

INEE Guidance Notes on Teacher Compensation: A User's Guide for NGOs and UN Agencies

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 NGOs and UN Agencies use the INEE Guidance Notes on Teacher Compensation?

In fragile contexts, situations of displacement and post-crisis recovery, NGOs and UN Agencies offer critical support in the design, implementation, monitoring and evaluation of educational policies and programmes. By discussing, incorporating and utilizing the INEE Guidance Notes, NGOs and UN Agencies can improve internal policies and programs as well as inter-agency collaboration and coordination in relation to teacher compensation issues. Such action will minimize the insufficiencies and inconsistencies of teacher compensation across the sector, thereby minimizing factors 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.

How should NGOs and UN Agencies 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, incorporating and utilizing the Guidance Notes in the areas of:

- **Coordination and Advocacy:** by guiding internal, inter-agency and community-based discussion, coordination, and advocacy on teacher compensation issues.
- **Programming and Reporting:** by informing initial assessments as well as the criteria for the design, implementation, monitoring and evaluation of tools and programmes which address teacher compensation issues.
- **Human Resource Management:** by informing training and capacity building workshops for policymakers and practitioners grappling with the issue of teacher remuneration and support.
- **Knowledge Management:** by providing a framework for collecting and sharing good practices and lessons learned internally and with partners.
- **Organizational Governance:** by informing the policies as well as the mission, vision, goals, and leadership of the organization.

Users of the Guidance Notes have shared the following lessons learnt:

- Where possible, introduction, dissemination and use Guidance Notes should be done in an inter-agency setting, such as an education cluster meeting or sector coordination meeting.
- 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