



**USAID**  
FROM THE AMERICAN PEOPLE



Dedicated To Increasing Equitable Access To  
Education In Areas Affected By Crisis And Conflict

**USAID Education in Crisis and Conflict Network (ECCN)  
Steering Group  
Terms of Reference  
May 8, 2017  
Draft 1**

**1. Background**

In 2014 the USAID E3/ED office launched a contract to support the development of a community of practice (later named the “USAID Education in Conflict and Crisis Network”) related to education in crisis- and conflict-affected environments (EiCC). The community of practice was to target USAID and its implementing partners, with the express goal of *improving equitable access to education for children and youth in these contexts*.

Several global EiCC communities of practice already exist. These include USAID Education in Crisis and Conflict leadership teams (DC, Missions), implementing partners, and EiCC networks and Steering Groups (such as INEE, UN groups, Education Cannot Wait, Education Above All, Sphere, World Bank communities such as the Hive, and others). Within this broader landscape of global EiCC communities of practice, the USAID ECCN will serve as a sub-community.

**2. USAID ECCN Vision**

The USAID ECCN is a forum for collaboration, networking, information and knowledge sharing that USAID and its implementing partners use to equitably increase access to education in crisis- and conflict-affected environments.

**3. USAID ECCN Statement of Values:**

- a. Collective sharing, transparency and accessibility: USAID ECCN is premised on the sharing of key tools and resources that can improve the practice of education in crisis and conflict affected environments.
- b. Valuing local partners’ voices: USAID ECCN strives to give voice to local partners (institutions, organization and individuals) issues, ideas and solutions.

#### **4. USAID ECCN Goal and Objectives**

**Goal:** USAID and its partners share and jointly develop knowledge and tools for policies, programming and practice that improve equitable access to education for children and youth in crisis-and conflict-affected environments.

#### **Objectives**

- a. USAID ECCN maintains systems and processes to facilitate the open and transparent exchange of information among participants.
- b. USAID ECCN generates, synthesizes and distills evidence, tools and guidance on improving policy, programming and practice.
- c. USAID ECCN proactively addresses the needs of local and international participants based in crisis and conflict affected countries.
- d. USAID ECCN maintains active relationships with other global EiCC communities of practice and networks to share information, identify areas of collaboration, and optimize comparative value.

#### **5. Participation in USAID ECCN:**

Participation in USAID ECCN is open to any institution with a current USAID agreement or sub-agreement to implement an education activity in a country affected by crisis and/or conflict. Participation in USAID ECCN is also open to any independent technical specialist, local and international researcher, and institution (including research and academic institutions) working to improve equitable access to education and/or associated with USAID education programming in a crisis and/or conflict-affected country. Eligible USAID ECCN participants who register with USAID ECCN will receive all relevant USAID ECCN communications and are eligible to participate in all USAID ECCN groups , as per each group’s requirements.

#### **6. USAID ECCN Bodies and Structure**

Please refer to annex 1 for a graphical representation of USAID ECCN.

#### **a. USAID ECCN Advisory Group:**

(1) Role:

The Advisory Group provides strategic advice and thought leadership to the USAID ECCN Support Team and USAID ECCN on how to add value to the wider EiCC community in the area of improved equitable access to education in crisis and conflict affected countries.

Advisory Group members have no decision-making or managerial authority within USAID ECCN.

(2) Composition and Selection:

The Advisory Group will be composed of 5 senior representatives from USAID and the wider EiCC community. Any senior international development professional with recognized and relevant expertise is eligible to serve on the USAID ECCN Advisory Group. Eligibility is not limited to those associated with USAID programs and is open to all nationalities. The term of service is three years with possible renewal. Advisory group members are selected by USAID and the USAID ECCN Steering Group by consensus, in consultation with USAID ECCN constituents.

(3) Service Requirements:

Advisory Group service requirements include the provision of strategic level advice through participation in occasional phone meetings, and physical attendance at two meetings in year 1, and one annual meeting thereafter. Advisory Group members will be provided a stipend and payment of travel costs.

**b. USAID ECCN Support Team:**

(1) Role and responsibilities:

The Support Team provides technical, organizational, communications and administrative support to (a) to the USAID ECCN and (b) technical support to USAID Washington, Missions and Bureaus in the following areas: evidence building and dissemination; guidance; theories of change; metrics and tools; tool testing and application; training and capacity building of education staff and others; and, overall support for knowledge sharing and development of the USAID ECCN. The Support Team will frame questions, foster discussion and gather input from USAID and the wider ECCN. In supporting the USAID ECCN, the Support Team contributes two representatives and one secretary to the USAID ECCN Steering Group. The Support Team has one vote on the Steering Group.

(2) Composition and Selection process :

The Support Team is led and managed by EDC and is composed of nine (9) members. These include a Project Director, Project Assistant, Conflict Specialist, M&E Specialist, Training Specialist, Protocols and Metrics Specialist, Research Manager, Senior Researcher, and Communications Specialist. Support team functions are determined by USAID; support team member selection is made by EDC and approved by USAID as per contract GS-10F-0406P/AID-OAA-H-14-00007.

### (3) Service Requirements:

Support Team level of effort and terms of service are determined by USAID as per contract GS-10F-0406P/AID-OAA-H-14-00007.

#### c. **USAID ECCN Steering Group:**

##### (1) Roles and responsibilities:

- Provide strategic direction for ECCN related to its annual work plan, activities and approach toward accomplishing ECCN's goal and objectives.
- Oversee the development of the ECCN annual work plan, in consultation with the ECCN Support Team and Knowledge Share Groups, in line with ECCN objectives, and including priority focus areas; learning and sharing strategies; and activities to support the Knowledge Share Groups.
- Review and revise as necessary this Terms of Reference to best support the goal, objectives, values and constituency of USAID ECCN.
- Coordinate, as necessary, the implementation of specific activities or development of deliverables as set out in the work plan.
- Serve as liaisons/monitors for Knowledge Share Groups to represent KSGs' activities and progress to the broader Steering Group and provide the KSGs with access to the Support Team and to the larger ECCN. (The liaison/monitor function is not a facilitation function.)
- Maintain regular communication with the Support Team on their role to support the Steering Group and the wider ECCN as laid out in this Terms of Reference, and provide feedback to the Support Team on their work.
- Represent USAID ECCN in the wider EiCC community of practice through conferences, virtual discussions and/or through opportunities for shared meetings, roundtables or other events.
- Promote ECCN programs, products, events and opportunities to engage within each SG member's individual network.

In cases where voting is required, each SG representative will have one vote, except for the Support Team, whose voting privileges are described in section 6.b.1.

##### (2) Composition and selection process:

The Steering Group is composed of 14-17 ECCN individual members from different categories as follows:

- USAID: 5 individuals -- two Bureau representatives; one Education in Crisis and Conflict Team representative; one at-large representative.

- At Large Representatives: 8 individuals, chosen from the broad community of USAID implementing partners that are currently implementing an education project in a crisis and/or conflict affected country. ABE ACCESS IDIQ Prime contract holders will receive priority consideration for 3 of the 9 spots.
- UN Agency Representative: 1 individual with current responsibilities related to ECCN priority areas.
- Research or Academic Institution: 2 individuals with demonstrated experience and research interests in EiCC.
- ECCN Fellow: 1 junior or mid-level professional working in the field of education in crisis and conflict
- ECCN Support Team: 2 representatives, the Support Team Director one other Support Team member (only one of whom votes).

At least 8 weeks before the start of a new term, USAID ECCN will post an open call for Steering Group members. Candidates should apply for appointment within one of the above categories. Candidates must demonstrate: experience with education in crisis or conflict; current and active engagement at the field level; a commitment to furthering the work of USAID ECCN; and willingness and ability to dedicate the required level of effort for SG members. Except for the first year, when candidates will be selected by the USAID Education in Crisis and Conflict team, candidates will be selected by the Steering Group.

All terms will be a minimum of two years, except for the first cohort. For the first cohort, a subset of Steering Group members will voluntarily step down after one year of service and a new group of Steering Group members will be selected to replace them, in an effort to insure that all SG members don't exit at the same time at the end of the standard 2 year term. No individuals can serve more than one term except for the USAID Education in Crisis and Conflict Team Lead or her/his designee; however, organizations can serve more than once. An organization cannot repeat representation for two consecutive terms.

### (3) Service Requirements:

Steering Group service requirements include the donation of at least 8 hours per month as needed to complete SG duties as set out in this TOR, plus attendance at 4 quarterly Steering Group meetings per year, with two 2-day meetings annually requiring physical presence and two, 1/2-day meetings conducted virtually. It is understood that USAID ECCN cannot pay Steering Group representatives for their time or travel costs associated with Steering Group business. The Steering Group will elect co-chairs, who will serve a two-year term. Chairs will convene and facilitate SG meetings and will liaise with Advisory Group and Support Group representatives as necessary.

Representatives may be asked to relinquish their seat on the Steering Group if they a) miss more than 2 consecutive Steering Group meetings (including both virtual and face to face); or b) do not contribute substantively to SG business for more than a 3-month period. Steering Group members may identify an alternate representative from their organization in cases where they are unable to attend an event in person. The designated alternate must be named in advance and will serve as a secondary point of contact in cases where a representative is unable to continue in his/her role on the Steering Group. If a Steering Group representative must step down, their organization can put forward another candidate who will be subject to the approval of the larger Steering Group.

d. **USAID ECCN Working Groups:**

(1) Role:

Working Groups are established to address priority topics and comprise a number of interested ECCN constituents. They may be *ad hoc* and short term, or they may exist for a longer period. Working Groups may be organized thematically or geographically. Short-term Working Groups will be called Task Teams to designate a more targeted and time-limited activity. In general, Working Groups may contribute ideas, research or expertise; review guidance and tools; organize workshops and training (in-country or, as available, online); and help with further dissemination of findings including producing short papers and presentations to share emerging knowledge.

(2) Composition and Selection:

Participation in Working Groups is open to all USAID ECCN participants. Any USAID ECCN member can form a Working Group.

(3) Service Requirements:

To be formally established under the USAID ECCN, Working Groups must: a) articulate a clear purpose/goal, progress and outcome indicators, and simple annual work plans; b) choose co-facilitators to manage the group and be the main contacts with the Steering Group liaison; c) have a designated liaison on the Steering Group; d) conduct an open recruitment for members; e) have at least 3 constituents to initiate a WG.

There are no minimum service requirements for Working Groups. However, WG constituents are expected to contribute the time needed to achieve the activities that the group has put forward in its work plan, which is part of the larger ECCN workplan.

**7. USAID ECCN Norms and Expectations of constituents**

a. **Decision-making:** All decisions of all USAID ECCN bodies shall be made on the basis of open discussion and, by consensus, whenever possible. When consensus cannot be reached, decisions will be reached by a simple majority vote, unless specifically stated otherwise elsewhere in this document. When and if necessary, the body leader (Chair, Facilitator, etc.) can employ Robert’s Rules of Order, attached as an annex to this document.

b. **Credit and Branding:**

USAID ECCN Products: Products (documents, tools, presentations, etc.) contributed by individual constituents or institutions for purposes expressly described in a USAID ECCN work plan, grant proposal or agreement, presentation proposal, or SG-, AG-, KSG-related email or meeting minutes, shall list the names of contributing individuals and/or the name or brand of contributing institutions (as the case may be) in alphabetical order. Products will bear USAID and USAID ECCN co-branding, as called for in EDC contract contract GS-10F-0406P/AID-OAA-H-14-00007, but will not bear any other institutional branding.

Individual constituent Products: Products (documents, tools, presentations, etc.) contributed by an individual constituent or constituents, and produced for purposes not expressly described in a USAID ECCN work plan, grant proposal or agreement, presentation proposal, or SG-, AG-, KSG-related email or meeting minutes, and not funded by USAID, shall indicate full credit and copyright to the individual constituents, with contributors’ names listed in alphabetical order. No USAID ECCN branding will be associated with the product.

Institutional constituent Products: Products (documents, tools, presentations, etc.) contributed by an institutional constituent or constituents, and produced for purposes not expressly described in a USAID ECCN work plan, grant proposal or agreement, presentation proposal, or SG-, AG-, KSG-related email or meeting minutes, shall list and give full branding, credit and copyright to the institutional constituents, with the name(s) of the institution(s) listed in alphabetical order. Individual authors will be named at the institution’s discretion. No USAID ECCN branding will be associated with the product.

c. **Communication**

Within Particular Bodies: All regularly scheduled meetings of USAID ECCN bodies will be listed on the USAID ECCN website calendar. Notes from formal meetings held by all bodies will be posted to the USAID ECCN website and emailed to all body constituents within two weeks of each meeting. Steering Group and Knowledge Share Group meetings are open to all USAID ECCN constituents who wish to sit in, as logistics allow, even if they are not formal constituents of the group. However, observers have no voting privileges or authority related to any group.

Between Bodies: The lead of each USAID ECCN body will prepare, every six months, a summary update of the body's work, and share this update with the USAID ECCN Support Team Communications Officer, to be shared with USAID ECCN constituents at large.

Between ECCN and the larger EiCC community of practice and public at large: The USAID ECCN Support Team will develop and actively maintain a ECCN website, which will serve as the primary communications vehicle between the larger EiCC COP and the public at large. In addition, the USAID ECCN Support Team will be responsible for managing additional and ongoing communications related to USAID ECCN. Additional communications modes and activities will be described annually in a USAID ECCN Communications Strategy that is linked to the annual USAID ECCN work plan and approved by the Steering Group.

- d. **Information Sharing:** Sharing of documents, tools, research or data produced through USAID education in crisis and/or conflict-related projects and related to the pursuit of USAID ECCN objectives and work plan activities will be made available to USAID ECCN by the USAID Education in Crisis and Conflict team, at its discretion, and posted to the USAID ECCN website. Sharing of information, tools, research or data produced without USAID support shall be at the sole discretion of the institution that supported this information.
- e. **Relation of ECCN-related work with USAID ECCN constituent work:** Any activity or work product specified in the USAID ECCN Work Plan will be accessible and available for use to USAID ECCN institutional or individual constituents, within the constraints of cost, time, or location.