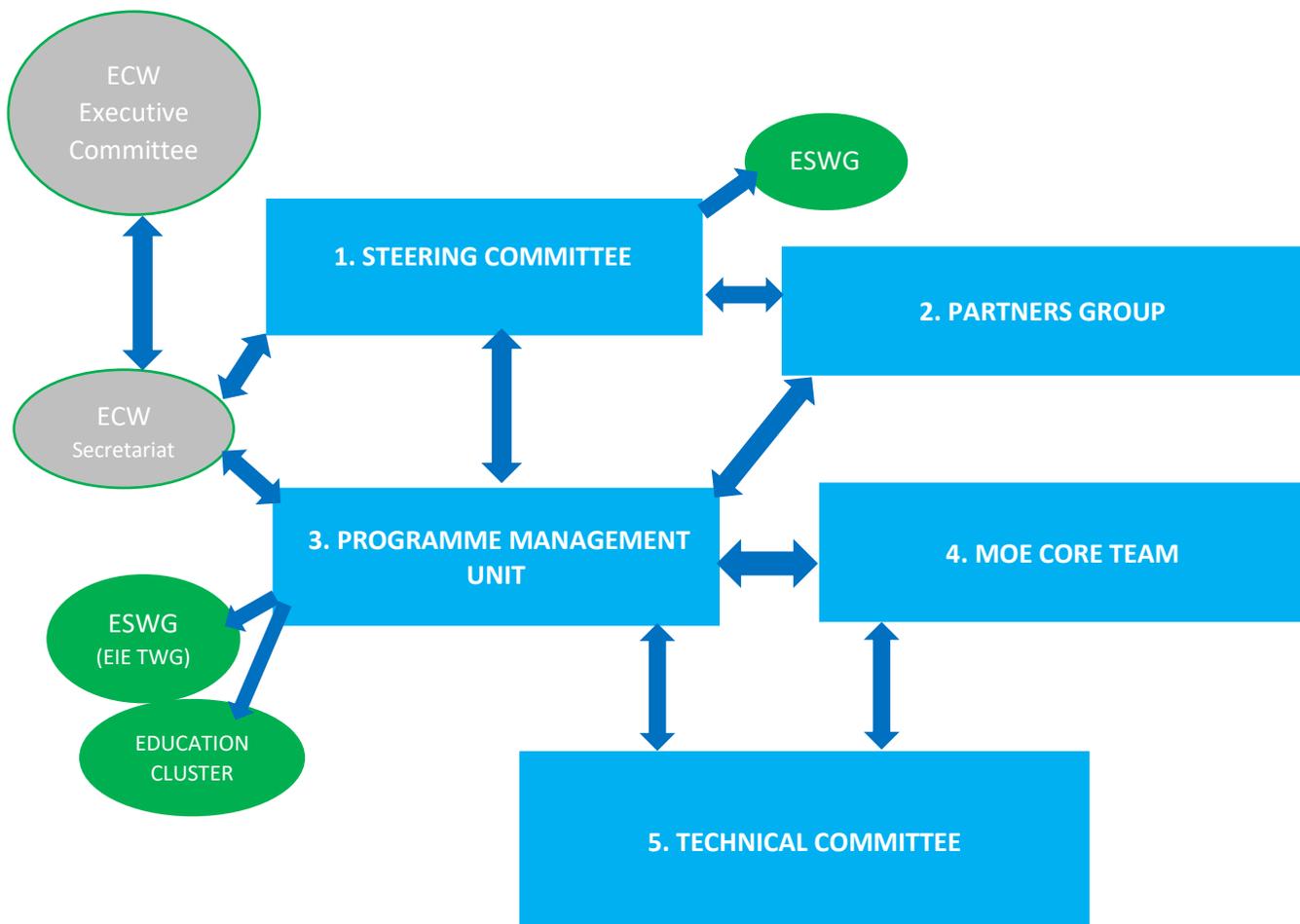


EDUCATION CANNOT WAIT/MULTI-YEAR RESILIENCE PROGRAMME (ECW/MYRP) FOR THE STATE OF PALESTINE 2019-2021 Governance Structure & Terms of Reference

ORGANOGRAM



Notes:

- The five bodies (in blue) of the Palestine MYRP governance structure are 1. the Steering Committee (SC), 2. the Partners Group (PG), 3. the Program Management Unit (PMU), 4. the MoE Core Team (MoE CT), and 5. the Technical Committee (TC).
- The ECW Executive Committee (in gray) at the global level is not part of the MYRP governance structure in Palestine but is the global decision-making body that oversees all operations. The global level ECW Secretariat (in gray) is not part of the MYRP governance structure; however, it carries out the day-to-day ECW activities on the global level and has communication with the Steering Committee and the PMU Programme Manager.
- The Education Sector Working Group (ESWG), the ESWG Education in Emergencies (EiE) Thematic Working Group (TWG) and the Education Cluster (all 3 in green) are not part of the MYRP governance structure; however, they receive information and regular updates from the MYRP and are involved in coordination and provision of technical advice and support where relevant. The Education Cluster Coordinator is a member of the Steering Committee (SC).

Sequence of the meetings:

- PMU and MoE Core Team meet monthly before the Technical Committee meeting to plan and prepare together.
- Technical Committee meets monthly, last Tuesday of the month.
- Partners Group meets minimum twice a year, one week before the Steering Committee meeting to discuss issues needing attention of the Steering Committee.
- Steering Committee meets minimum twice a year.

1. STEERING COMMITTEE (SC)

Composition

The Steering Committee is a high-level advisory, advocacy, coordination and resource mobilisation entity co-chaired by the Minister of Education and the UN Resident Coordinator. Membership includes: 2 donor representatives (Norway for the first year and DFID), representatives of the 5 MYRP partners (SAVE, UNDP, UNESCO, UNICEF, and UNRWA), 7 representatives from the MoE: Deputy Minister, Assistant Deputy for Administrative and Financial Affairs, Assistant Deputy for Buildings and Supplies, Assistant Deputy for Educational Affairs/Head of Curriculum Center, Director General of International and Public Relations, Director General of Field Follow Up, and Director General of Counselling and Special Education; 1 representative from a Palestinian civil society organization, the Education Cluster Coordinator and the PMU Programme Manager. Other development partners, including the ECW Secretariat, can be invited to the Steering Committee meetings as observers as per need.

Responsibilities

- Provide guidance and advice on the strategic direction of the MYRP, aligned to MoE and other key strategies, on adherence of activities to standards of best practice and support of effectiveness, harmonization and mainstreaming.
- Review and advise on the overall MYRP delivery and implementation progress of MYRP, including through review of key management and programme documents such as the organogram/ToRs and annual work plans developed on the technical level and agreed by the Technical Committee.
- Consider ideas and issues raised by different stakeholders and recommend how the requirements of stakeholders are met by MYRP results and help balance conflicting resources and priorities.
- Advocate to inspire political commitment and strengthen capacity and resource mobilisation and allocation to MYRP priorities to bridge the funding gap. Leverage additional funding to support the MYRP interventions and outcomes and to scale up to additional locations.
- Support coordination and collaboration between humanitarian and development partners.
- Report bi-annually on strategic issues to the ECW Secretariat.
- Advise and consult the wider education community in Palestine through the ESWG and the Education Cluster on the MYRP progress, ensuring that key stakeholders and beneficiaries are actively participating and having their voices heard in the ongoing development of the MYRP strategic direction.
- Engage and consult with the wider donor community to ensure harmonisation and streamlining of planned interventions with existing and forthcoming donor activities in Palestine (this is specifically the responsibility of the 2 donor representatives on the SC).

Meetings and Communication

The Steering Committee meetings will be held twice a year, or more frequently if required. The meeting agenda will be drafted and shared with the participants at least two weeks ahead of the meeting along with the invitation. A minimum of 50% of Steering Committee members are required for the meeting for the recommendations to be valid. The PMU Programme Manager will facilitate communication between the Steering Committee and the ECW Secretariat as well as the other governing bodies.

2. PARTNERS GROUP (PG)

Composition

The Partners Group is a high-level entity constituted of the Heads of Agencies of the 5 MYRP partners (SAVE, UNDP, UNESCO, UNICEF, and UNRWA). The PMU Programme Manager will participate in the meetings but not as a member.

Responsibilities

- Oversee progress on implementation of the MYRP and ensure accountability for results and disbursed funds at the respective agency level.

- Discuss issues of collaboration and harmonization between the 5 MYRP partners and ensure adherence to the principles set by the MYRP in this regard.
- Address and resolve any strategic and programmatic issues raised in the implementation of the MYRP by the 5 partners.
- Provide guidance to implementers of the programme and ensure effectiveness, harmonization and mainstreaming.
- Lead resource mobilization process to support the MYRP interventions and outcomes and to scale up to additional locations.
- Discuss and agree on some of the agenda points that need to be brought to the attention of the Steering Committee.

Meetings and Communication

The Partners Group meetings will be held at least twice a year, one week prior to the Steering Committee meetings. The Partners Groups can also decide to call for ad hoc meetings to address urgent agenda points. The PMU Programme Manager will facilitate the organization of these meetings as well as communication between the Partners Group, the ECW Secretariat, the MoE MYRP Core Group and the Technical Committee.

3. PROGRAMME MANAGEMENT UNIT (PMU)

The MYRP is managed by UNICEF as the MYRP lead grantee and the overall grant manager responsible and accountable for the delivery of results and for the fiduciary and risk management. A Programme Management Unit (PMU) is set up and hosted in the UNICEF Palestine Office, East Jerusalem. The PMU is constituted of a team of 4: Programme Manager; Monitoring, Evaluation, Accountability and Learning (MEAL) Officer; Monitoring & Evaluation Officer (Compliance), and a Senior Programme Budget Associate. In addition, the Gender Adviser of Save the Children is an extended member of PMU as she has been allocated time to support the ECW partners in gender mainstreaming. The PMU Programme Manager will lead, manage and supervise the PMU and report to the UNICEF Deputy Representative, rather than to the Education Section, to ensure a direct line to UNICEF management and preserve a firewall between the PMU and UNICEF's technical/implementing role as one of the 5 MYRP partners.

Responsibilities

- Lead and manage the ECW/MYRP investment for the State of Palestine, including planning, quality assurance, monitoring, evaluation and reporting, in close coordination with the MoE MYRP Core Team.
- Provide strategic and technical guidance to the MYRP partners.
- Assume overall coordination of the MYRP interventions and its governance structure.
- Lead, manage and coordinate the MYRP advocacy and communication efforts.

More specifically:

- Undertake routine programme and financial management and oversight.

- Lead and coordinate implementation of MYRP interventions by 5 MYRP partners and ensure coherence, integration, synergy and harmonization.
- Coordinate with the MoE MYRP Core Team and engage with the Technical Committee on the MYRP planning, implementation, monitoring and reporting.
- Establish in coordination with the Technical Committee on the annual work plans and set priorities in line with the overall MYRP work plan.
- Lead and manage monitoring and evaluation exercises and reviews and take required action to achieve results in coordination with the Technical Committee.
- Monitor risks and communicate bottlenecks and issues arising with the implementation process in a timely manner.
- Ensure timely preparation and submission of deliverables and programmatic and financial reports.
- Provide technical guidance and operational support to MYRP partners and other stakeholders.
- Organize technical discussions and capacity development activities on programmatic interventions that need harmonization, mainstreaming and scaling up in coordination with the Technical Committee.
- Strengthen knowledge production and sharing in relation to the diverse MYRP interventions.
- Position the MYRP effectively within the education sector infrastructure, ensuring alignment between different frameworks and actors working in education (ESWG, EiE TWG of the ESWG, Education Cluster).
- Coordinate fundraising efforts for the MYRP with guidance and on behalf of the Steering Committee and the Partners Group.
- Maintain effective relations with MYRP partners to ensure smooth implementation and management of interventions.
- Update the ECW Secretariat on a systematic basis.
- Coordinate and facilitate the diverse meetings of the MYRP governance structure.
- Prepare communication and advocacy strategies.
- Manage the development and dissemination of communication and advocacy materials.
- Ensure agreed communication protocols are followed.

4. MOE CORE TEAM (MoE CT)

The MoE Core Team represents the Ministry in the programmatic management and coordination of the MYRP. It includes the following officials: Director General for International and Public Relations, Director of Educational Research and Development Center, Field Follow Up Manager, Planning Manager and International Relations Officer.

Responsibilities

- Coordinate with the PMU on the MYRP planning, implementation, monitoring and reporting.
- Facilitate coordination within MoE with the internal MoE technical committee, providing a link between the MYRP Steering Committee and the Technical Committee in administrative and technical issues at the MoE level.

- In coordination with MoE's internal technical committee, support availability of education sector information in relation to MYRP interventions and facilitate and advise on the MYRP assessments, data collection, monitoring at the school level, data collection tools and other M&E activities.
- Facilitate technical discussions and capacity development activities, in coordination with the internal MoE technical committee on programmatic interventions that need harmonization, mainstreaming and scaling up.
- Engage during the Steering Committee and Technical Committee meetings as needed.
- Coordinate with the PMU Programme Manager on the MYRP communication and advocacy strategies.

5. TECHNICAL COMMITTEE

Composition

- The Technical Committee is co-chaired by a representative of the MoE Core Team and the PMU Programme Manager.
- From the MoE, the members include 14 officials from the following Directorate Generals: International & Public Relations; Field Follow Up; Planning; Supervision and Educational Qualifying; School Health; Counselling and Special Education; Buildings; Assessment, Evaluation & Examination; Vocational Education; Educational Research & Development Center, and Gender Unit.
- Membership also includes a maximum of 2 technical experts from the 5 MYRP partners (Save the Children, UNDP, UNESCO, UNICEF, UNRWA) and the PMU team.

Responsibilities

- Support the production and review of MYRP technical documents such as work plans, assessment tools, monitoring frameworks, terms of reference and reports.
- Support the implementation of MYRP activities in line with the MYRP work plan, monitoring and results frameworks, and risk mitigation measures.
- Facilitate monitoring and timely submission of MYRP periodic and final programmatic and financial reports.
- Review and agree on the different agencies' technical methodologies, guidelines and manuals and follow up on updates, improvements, standardization, harmonization and mainstreaming of MYRP activities.
- Oversee and agree on the technical vetting processes of submitted proposals and expressions of interest by implementing partners, ready for reporting to the Steering Committee.
- Support implementing partners in mainstreaming cross-thematic issues such as gender, disability inclusion, protection and accountability to affected population.
- Review and agree on the progress updates and challenges to be presented in the Steering Committee meetings.

Meetings and Communication

The Technical Committee meetings will be held monthly on the last Tuesday of each month. The meeting agenda will be drafted and shared with the participants one week ahead of the meeting. The meeting minutes will be reviewed by the Committee members before sharing with the Steering Committee and the Partners Group. The PMU Programme Manager will facilitate communication between the Technical Committee and the ECW Secretariat as well as the other governing bodies of the MYRP.

