

Terms of Reference (TOR) for Expert Advisory Group (EAG) Members

Introduction

The Moving Minds Alliance (MMA) is dedicated to advocating for Early Childhood Development in Crises (ECDiC). The Expert Advisory Group (EAG) was established in 2024 to strengthen meaningful refugee participation and leadership within MMA, and to provide diverse perspectives and guidance from experts with lived experience of crisis and displacement. While the EAG's formal status remains advisory (see Section IV, Compensation), in practice its role has grown beyond formal advice-giving into active contributions to programme design, advocacy, communications and strategic initiatives across the Alliance — including advocacy messaging, disability inclusion work, webinar and meeting organisation, communications activities, and support to MMA's Research Fellowship Programme. The EAG should therefore be understood as an integrated part of the Alliance, not solely an external advisory mechanism to the Steering Committee.

This Terms of Reference outlines:

- The composition of the EAG and its approach to regional representation
- The roles, responsibilities and code of conduct for EAG members
- The support to be provided by the MMA Core Team (Secretariat)
- The process for compensation and invoicing
- The relationship between the EAG and the MMA Steering Committee

This TOR document serves as the framework for the engagement of EAG members with MMA. Each term of engagement is two years, renewable once by mutual agreement (see Terms of Engagement). This version of the TOR covers the term running from 30 October 2026 to 30 October 2028*.

* The term renewal is subject to the availability of funding and applicable MMA/IRC approval and payment processes.

I. Composition and Regional Representation

The EAG currently has a maximum membership of five experts. MMA will explore expanding the EAG to seven experts, subject to funding, to allow both national and global experts to join.

To ensure the EAG reflects both MMA's current focus countries and the wider diversity of contexts affected by crisis and displacement, the group will take a mixed approach to regional representation. Meaningful regional representation is particularly important as MMA expands its country-level coalition work:

- **Focus-country / regional seats:** a number of seats will be reserved for experts with lived experience connected to, or working closely with, MMA's current focus countries and their surrounding regions — namely Syria and the Arab world, Colombia and Latin America, and Nigeria and West Africa. These members will work closely with MMA's national coordinators in these countries.
- **Global seats:** the remaining seats will be open globally, prioritising experts from regions not currently well represented within MMA's membership or focus countries such as East Asia and East Africa, so that the EAG continues to bring in new perspectives and networks.

Where a focus-country seat cannot be filled by a qualified applicant from that specific country, MMA may fill it with an applicant from the surrounding region (for example, a candidate from elsewhere in Latin America for the Colombia-linked seat).

II. Roles and Responsibilities of the EAG Advisors

EAG members are expected to:

- **Participate Actively:** Attend and contribute to quarterly meetings (1.5 hours each)[1], monthly project team meetings, and the three-day, in-person annual meeting.
- **Prepare for Meetings:** Dedicate time to prepare for discussions and follow up on action points, totalling approximately two days per quarter (around 5 hours per month).
- **Provide Expertise:** Offer insight on lifting the voices of children and caregivers in displacement, enhancing coordination, and advocating for ECDiE.
- **Review and Recommend:** Assess and recommend strategies and policies for MMA, ensuring they reflect the needs and perspectives of affected communities.
- **Advise the Steering Committee:** Participate in biannual (twice-yearly) meetings with the MMA Steering Committee to review progress against the MMA strategy, flag gaps, and advise on strategic priorities such as membership, equitable partnerships and new working groups. Additional ad hoc meetings may occasionally be called where urgent, or emergency matters arise. The EAG's role in relation to the Steering Committee remains advisory: where the Steering Committee decides not to act on an EAG recommendation, it will give the EAG clear feedback and a reasoned justification.
- **Contribute to MMA initiatives:** EAG members may be self-selected or nominated lead or provide substantive input to particular workstreams or outputs, according to their expertise, interests and availability.

from a menu of opportunities offered by the Secretariat (for example, authoring or co-leading a strategic document, guide or campaign, or leading a project team output). Engagement is designed to be flexible: members are not assigned rigid roles, but choose where they can contribute most effectively, matched to their expertise and interests through an annual skills and expertise mapping exercise with the MMA Secretariat.

- **Advocate:** Represent MMA at global, regional and local advocacy events, where appropriate and feasible.
- **Build Visibility:** Support MMA's engagement and visibility within the communities and countries members represent, including through media and public engagement where appropriate.
- **Engage with Alliance Members:** Engage directly with MMA member organisations — beyond Secretariat-led initiatives — sharing expertise, tools, resources, lessons learned and good practice, and supporting members facing specific technical, advocacy or contextual challenges.
- **Support Local Actors:** Use lived experience and professional expertise to support local and refugee-led organisations working directly with refugee communities.

- **Collaborate:** Engage with other EAG members, the MMA Core Team, the Steering Committee and the Strategy Committee to ensure effective communication and collaboration.

Contribute: there are several tangible pieces of work that EAG members are expected to review and contribute to over their term. These currently include:

- Roll-out of an Ethical Engagement Guide for working with ECDiE RLOs, LLOs, caregivers and children affected by crisis and displacement
- Diversifying MMA membership by bringing in refugee-led and local networks working on advocacy for children or ECDiC.
- Supporting disability inclusion initiatives in focus countries
- Supporting the design and delivery of training for RLOs and LLOs in MMA's focus countries (Colombia, Nigeria and Syria), working alongside MMA's national and local coordinators now in post in these countries
- MMA's revision of united ECDiE advocacy messaging, development of new research and publications
- Supporting MMA's annual meeting preparations and RECONNECT meetings
- Supporting MMA's learning and knowledge-sharing platforms
- Contributing to MMA's communications activities
- Connecting MMA to different ECD actors in their regions (e.g. local, refugee-led, governmental actors)
- Sharing relevant information and opportunities on ECDiE in their regions (e.g. joint funding opportunities, policy discussions, advocacy events and forums)

While initially focused on the list above, the group's scope may expand to address emerging issues, evaluate progress, and offer insight on long-term strategic planning. The group's membership and focus areas may be adjusted periodically to ensure it maintains relevant expertise and can respond effectively to new challenges. The MMA Secretariat will work with EAG members to regularly assess and update the group's role and objectives, including through the skills-mapping exercise described above.

Estimated time commitment: to give applicants and members an indication of what the role involves, MMA estimates that core participation (quarterly and project team meetings, preparation and follow-up) typically involve around 15 hours per quarter (approximately 5 hours per month). Opting to lead or provide substantive input to workstreams or outputs requires additional time, which varies with the task [indicative estimate TBC]. Members should also plan for two Steering Committee meetings a year, occasional ad hoc meetings where urgent matters arise, and the three-day in-person Annual Meeting (plus travel).

Priority thematic areas for the next cohort

Building on feedback from Alliance members and the current EAG, the following are priority thematic areas for the next phase of the EAG's work, in addition to its core focus on lifting the voices of children and caregivers in displacement:

- **Disability Inclusion:** early screening and identification of children with disabilities; case management and referral pathways; inclusive education in humanitarian settings; advocacy for children with disabilities facing barriers to education and services.
- **Safeguarding and Child Protection:** child protection programming and safeguarding approaches, keeping children's wellbeing central to MMA's work.
- **Education and Wellbeing:** Education in Emergencies (EiE), Social and Emotional Learning (SEL), Psychosocial Support (PSS), and digital inclusion and equitable access to services.
- **Impact and Learning:** measuring the impact of MMA's initiatives and advocacy; developing clearer indicators and success measures; capturing lessons learned and evidence of change; using country-level coalition work to demonstrate outcomes and influence.

These areas will inform both the skills-mapping exercise for current and incoming members and the criteria used to recruit the next cohort (see the accompanying Role Description and Application Process).

III. Support from the Moving Minds Alliance

EAG Advisors can expect the following support from MMA:

- **Facilitation of Meetings:** MMA will arrange quarterly meetings and biannual Steering Committee meetings and ensure effective facilitation of discussions.
- **Travel and Logistics Subsidies:** MMA will provide subsidies to support travel and accommodation for the MMA Annual Meeting and other events where appropriate, and will aim to cover pre-approved expenses to participants in-person event, subject to MMA and IRC logistics processes.
- **Access to Resources:** Provision of relevant materials, resources and information to support advisors in their role.
- **Networking Opportunities:** Fostering connections with other experts, organisations and stakeholders within the ECDiE sector.
- **Building Capacities:** Opportunities for training related to ECDiE advocacy and leadership, specifically on advocacy and coordination.
- **Timely Communication on Payments:** MMA will be transparent about the timeline and process for honorarium and DSA payments, recognising that these are processed through IRC's internal finance systems and can take several weeks.

IV. Compensation and Process to Invoice for Honorarium

EAG members may receive an honorarium of up to USD 2,000 per year, normally up to USD 500 per quarter, in recognition of their time, expertise and participation in the EAG.

The honorarium recognises members' overall participation and contribution in an advisory capacity and is not calculated on an hourly, daily or individual activity basis. Payment is subject to the availability of funding and applicable MMA/IRC approval and payment processes. Honorarium arrangements may be reviewed in response to funding or programme developments, and MMA will provide as much advance notice as reasonably possible of any changes.

MMA values the expertise and perspectives that members bring to the EAG and is committed to recognising members' time and contribution fairly, through a process that is clear, consistent and proportionate.

Structure of the honorarium

The quarterly honorarium takes account of:

- Core participation: active participation in the EAG's scheduled meetings and associated preparation and follow-up, and participation in the annual in-person meeting, where applicable and reasonably possible.
- Additional contribution: substantive contributions beyond core EAG participation. These may include, for example, providing technical or strategic input to MMA work; contributing to or reviewing documents and publications; participating in relevant workstreams; representing MMA at external events or discussions; or facilitating relevant connections and knowledge exchange.

Members may take up additional contribution opportunities according to their expertise, interests and availability. The nature and extent of these contributions may vary between members and across quarters.

The honorarium payable will be determined based on the member's overall level of participation and contribution during the quarter, using a consistent internal assessment approach. No fixed monetary value is attached to an individual activity or contribution.

MMA may maintain a simple engagement record to support consistent and transparent administration of the honorarium. This may record participation and the nature and overall level of additional contribution but will not operate as an activity-based fee or rate schedule.

Payment process

- Participation: Members are expected to engage actively in the EAG in line with the role description, including participation in scheduled EAG meetings and reasonable preparation and follow-up. Participation in additional activities will be agreed with members according to their expertise, interests and availability.
- Payment documentation: Members may be required to submit an invoice or other payment documentation for administrative purposes. This should be submitted within 14 days of the end of each quarter, or by the deadline specified in MMA's payment request, to the contacts provided by MMA. Where a member is unable to meet the requested deadline, they should contact the MMA Secretariat as soon as possible to agree an alternative timeline, subject to applicable finance and funding deadlines.
- Approval: Quarterly honorarium payments are reviewed by the MMA Operations Officer and Senior Engagement Lead and approved by the MMA Director before payment is processed. The amount payable reflects the member's overall participation and contribution during the relevant quarter, up to a maximum of USD 500.
- Expenses: Where applicable, pre-approved expenses associated with in-person events are processed separately from the quarterly honorarium (see Section III).

V. Values and Code of Conduct

EAG members are expected to uphold the following values and adhere to the code of conduct:

- **Integrity:** Conduct themselves honestly and transparently in all dealings.
- **Respect:** Treat all members of the EAG, Steering Committee, Strategy Committee, MMA team, members and stakeholders with respect, valuing diverse perspectives and opinions.
- **Confidentiality:** Maintain confidentiality regarding sensitive and proprietary information shared within the group, and do not share it externally with any party.
- **Collaboration:** Foster an environment of collaboration, support and teamwork among EAG members and MMA staff.
- **Commitment to Equity and Inclusion:** Advocate for and embody principles of equity and inclusion, ensuring that all voices — especially those of affected communities — are heard, respected and prioritised.
- **Accountability:** Be accountable for your commitments and responsibilities, and for the impact of your contributions to MMA's mission, vision and purpose.
- **Values-oriented:** Be an MMA ambassador and advocate, committed to MMA's values of being innovative, transparent, strategic and inclusive.

Terms of Engagement

We recognise that unforeseen circumstances may occasionally prevent EAG members from attending quarterly meetings or other MMA events and engagements. In such cases, it is expected that the EAG member informs the MMA Core Team in advance. Members who are unable to participate in meetings remain responsible for staying informed by reviewing meeting notes and contributing to any actions and EAG activities outside of the meeting.

However, if an EAG member fails to attend two out of four quarterly meetings and does not meaningfully contribute to EAG activities offline without valid justification, MMA will first discuss the situation with the member and agree a way forward; if engagement does not improve, their membership may be revoked.

Term and renewal: each EAG term is two years. A member's engagement may be renewed once, for a further two-year term, by mutual agreement between the member and MMA, taking into account the member's continued interest, their contribution over the preceding term, and MMA's assessment of the group's composition and needs, including the regional representation approach set out in Section I.

APPLY

To submit your application, please complete the online application form:

<https://docs.google.com/forms/d/e/1FAIpQLSd1ZWdODmt3g6QCP-8YvIAAAhQ--a6pqWisP7kW4ZOFTDp9A/viewform?usp=header>