

## SHAPING THE AGENDA: STRATEGIC ISSUES AND RECOMMENDATIONS TO GUIDE THE FUTURE OF THE NETWORK

An in-depth analysis was undertaken from January-May 2014 to consider the strategic future of the network in the context of the INEE 2014 Global Consultation. Following is a summary of the key strategic issues highlighted in the report based on interviews conducted and questionnaires collected from 77 key informants. INEE is grateful to Professor Dr. Mary Mendenhall and her graduate students at Teacher's College, Columbia University (New York, NY, USA) for undertaking this study.

### **Strategic Issue #1: Governing, Leading and Sustaining the network**

*How can INEE improve its governance structure in order to enhance the functionality and sustainability of the network?*

Issues	Challenges/Implications
Unclear network governance structure due to lack of clarity regarding roles, responsibilities and division of labor across different positions within network.	<ul style="list-style-type: none"> <li>➤ Lack of clarity of roles may lead to governance issues such as micromanagement, confusion about accountability, and lack of responsiveness due to absence of institutionalized feedback loop.</li> </ul>
Need to leverage sustainable funding for the network that can ensure the scope and quality of INEE's work.	<ul style="list-style-type: none"> <li>➤ Resource constraints influence responses and initiatives that INEE can support and facilitate.</li> <li>➤ Disproportionate emphasis on fundraising within INEE Director's terms of reference may distract efforts from other strategic responsibilities.</li> <li>➤ Potential increased fundraising role for Steering Group; potential for funding from non-traditional/new donors.</li> </ul>



**Strategic Issue #2: Positioning INEE and Linking Humanitarian Relief and Development through Education**

*How should INEE adapt to the changing and complex field of Education in Emergencies, which increasingly spans the humanitarian relief-development spectrum? Additionally, what will INEE's value added be to this new emerging space?*

Issues	Challenges/Implications
<p>Changing landscape and emerging issues continuously widen the scope of both the EiE field and the INEE network.</p>	<ul style="list-style-type: none"> <li>➤ INEE's strengths (in advocacy, policy influence, capacity building, knowledge sharing and collaboration) position it well to address emerging trends.</li> <li>➤ Changing context requires regular re-evaluation of the relevance of INEE's structure, including Task Teams and Working Groups, with respect to emerging issues and adaptation of existing approaches, such as tool development and dissemination.</li> </ul>
<p>Tensions within the network regarding a broad vs. narrow scope of Education in Emergencies</p>	<ul style="list-style-type: none"> <li>➤ A narrow definition of 'emergencies' risks isolating Education in Emergencies to only humanitarian response and prevents creation of useful synergies across the relief-development spectrum.</li> <li>➤ Broadening the scope of INEE's mandate may dilute INEE's leadership and convening role if expansion efforts aren't well coordinated</li> </ul>
<p>Need to expand and strengthen partnerships with other organizations working towards similar goals.</p>	<ul style="list-style-type: none"> <li>➤ Balance the need for local level partnerships with INEE's focus on global collaboration.</li> <li>➤ Partnerships must be built on clear understandings of INEE's role to avoid duplication of efforts and resources.</li> </ul>



**Strategic Issue #3: Expanding the Evidence Base, Influencing Policy Change and Advocating for the Right to Education**

*What role can INEE play to fill the research and evidence gaps within the field? How can the network use that research to drive and promote advocacy messages in order to ensure the right to education in all contexts?*

Issues	Challenges/Implications
Urgent need to expand the evidence base for Education in Emergencies.	➤ Current lack of evidence inhibits fundraising, policy influence, advocacy and professionalization of the field.
Shaping the advocacy agenda for the right to education at the global level.	➤ Network is well-placed for a more robust and proactive advocacy agenda. INEE could use the post-2015 development agenda as an opportunity for proactive advocacy within its limited resources
Influencing policy change within Education in Emergencies.	➤ Focus on policy is necessary to stay relevant across prevention-preparedness-response-recovery dimensions. ➤ Network is positioned to influence policy at global, country and local levels through unique nature and broad-based membership.



**Strategic Issue #4: Sharing Knowledge and Strengthening Capacity in Education  
Across the Relief-Development Spectrum**

*What role should INEE play in knowledge sharing and capacity development in education  
across the humanitarian relief-development spectrum?*

Issues	Challenges/Implications
Defining INEE's role in capacity building to reconcile expectations among members.	<ul style="list-style-type: none"><li>➤ Misunderstandings of INEE's role in knowledge management vs. implementation create challenges for capacity building (e.g. in follow-up to trainings).</li><li>➤ Need to balance global, standardized tools with contextualized, multi-lingual tools.</li><li>➤ Insufficient capacity building of practitioners may reduce the impact of INEE's tools, which makes strategic partnerships for training at the field level crucial.</li></ul>
Creating an inclusive communication strategy by improving dissemination and new types of knowledge mobilization.	<ul style="list-style-type: none"><li>➤ An inclusive strategy must involve academic and field experts in order to respond to emerging issues like climate change.</li><li>➤ Failure to respond to changing needs through an adaptable communication strategy may result in knowledge gaps, stagnation of practices and duplication of work.</li></ul>
Minimizing overlap with other organizations while strengthening INEE's role as a knowledge-sharing forum.	<ul style="list-style-type: none"><li>➤ Need for greater collaboration between similar organizations/initiatives to take advantage of synergies while avoiding duplication of effort.</li></ul>



**Strategic Issue #5: Developing, Engaging and Communicating with Members**

*How can INEE better develop, engage and communicate with a diverse network of members?*

Issues	Challenges/Implications
<p>Lack of regional- and country-level engagement has created a dominance of membership from Global North and the English language in the network</p>	<ul style="list-style-type: none"> <li>➤ Financial, capacity and technological constraints hinder active engagement with diverse stakeholders at country and local levels; INEE is not currently structured to engage local stakeholders.</li> <li>➤ Insufficient diversity of membership challenges the legitimacy of INEE as a representative global network.</li> <li>➤ Need to take advantage of diverse backgrounds to create resources and evidence.</li> <li>➤ Inability to provide tools and resources in languages other than English limits INEE’s global impact and its ability to respond to new trends.</li> </ul>
<p>Poor communication and technology concerns.</p>	<ul style="list-style-type: none"> <li>➤ Need to make the INEE website more user-friendly.</li> <li>➤ Insufficient communication within membership limits INEE’s impact as a convener for sharing knowledge and expertise in the field. Need for channels of communication between and among members.</li> <li>➤ Need to find innovative ways of communicating with stakeholders without internet access.</li> </ul>
<p>Low member participation and volunteer structure</p>	<ul style="list-style-type: none"> <li>➤ Diverse views regarding member engagement (e.g. between the need for broad member engagement vs. enabled volunteer groups).</li> <li>➤ Need for global engagement and diverse expertise by INEE within its resource constraints to prevent a divide between “receivers” and “contributors” of resources.</li> <li>➤ Diverse opinions about members’ roles and responsibilities, and respective responsibilities of the Secretariat versus members.</li> <li>➤ Need to institutionalize a stronger feedback loop between Secretariat, Steering Group and general membership.</li> </ul>