
The 2013-2015 Strategic Plan for the INEE Working Group on Minimum Standards and Network Tools provides a guiding framework and general direction for the priorities, initiatives and work-planning around the INEE Minimum Standards and network tools. It is in line with INEE’s long-standing vision, mission, guiding principles and values and complements the overall INEE Strategic Plan.

The INEE Working Group (WG) exclusively focused on the creation, promotion and capacity development on the INEE Minimum Standards between 2003 and 2011. This was necessitated first by the lack of a comprehensive tool providing guidance on Education in Emergencies (EiE)—thus the development of the INEE Minimum Standards—and later by the need to promote and train Education in Emergencies practitioners on the Standards. The current Strategic Plan, however, presents an expansion of the focus of the WG activities and priorities to all INEE tools: the INEE Minimum Standards, INEE Pocket Guides to Gender, Inclusive Education and Supporting Learners with Disabilities, INEE Guidance Notes on Teaching and Learning, Safer School Construction and Teacher Compensation, INEE Peace Education Program and INEE Toolkit.

This shift reflects the commitment of the WG members and the INEE Secretariat to quality, relevant and safe education for all in crisis, crisis-prone and development contexts. To achieve quality education, one needs to fully consider all aspects of education. The INEE tools cover a wide spectrum of issues within the education sector and, used together, they can inform, facilitate and positively impact the achievement of quality education for all, providing helpful guidance and strategies for education practitioners, policy makers and researchers. Moreover, the tools reflect the principles of the INEE Minimum Standards, and complement and build on each other. Therefore, to better support INEE members and partners working on quality education, the WG will focus on the promotion, use and assessment of all INEE tools.

Furthermore, the WG will expand its focus to working in prevention, preparedness, response and development contexts. This is a change from the more narrow focus on emergency response and recovery phases, which were the WG’s focus in its early years. This shift reflects the evolution of the Education in Emergencies field to work beyond the acute emergency phase as well as the applicability of all INEE tools for prevention, preparedness and development.
Finally, the WG will leverage the engagement and contributions of all WG members as well as the entire INEE membership in achieving the goal of this Strategic Plan. To do this, WG members will lead on activities while the INEE Secretariat will facilitate the progress on the activities. Emphasis will be given to establishing and maintaining sustainable use of the tools at country level.

The process of developing the Strategic Plan represents a collaborative effort of the WG and demonstrates the highly consultative nature of INEE. It serves the network, its members and stakeholders in several ways:

- by providing the WG and Coordinator for Minimum Standards and Network Tools with guidance on addressing the most current and relevant issues critical to strengthening the use and application of the INEE Minimum Standards and network tools;
- by conveying to users, supporters, policy-makers and donors the WG’s approach, methods and priority issues in relation to the INEE Minimum Standards and network tools for the next three years, as well as a basis for measuring impact and efficacy of resources utilized.

**Structure of the INEE Working Group**

The WG consists of 20+ institutional members elected for a 2-year period. The WG is led by 2 Co-Chairs, elected by the WG members for the duration of one year. The Operations SubGroup, which provides guidance on issues related to fundraising and WG member engagement, consists of six members—the 2 WG Co-Chairs, 2 WG members, INEE Coordinator for Minimum Standards and Network Tools and the INEE Director. For further information, see the [TOR for the WG](#).

For the implementation of each WG activities, the WG will form small teams of WG members and identify a focal point to lead the activity. The WG and its activities are facilitated by the INEE Coordinator for Minimum Standards and Network Tools, in close collaboration with the WG Co-Chairs (see Coordinator TOR). Funding permitting, the Coordinator is supported by Deputy Coordinator, consultants and interns.

**Underlying Principles of Work**

During the Strategic Planning consultations, consensus emerged around a number of key issues and principles of work. In operationalizing the Strategic Plan, the INEE Working Group on Minimum Standards and Network Tools will embrace the following principles:

- **Focus on prevention, preparedness, recovery and development**: despite the INEE Minimum Standards being developed for use in all stages, the Handbook was predominantly used in acute emergencies in the first years of the Handbook’s life. However, in the 2012 INEE Minimum Standards Assessment, the majority of the respondents indicated using the Standards in preparedness, recovery and development stages and least in acute emergencies. Reflecting this shift in usage, as well as the evolution of the EiE sector to more work before and after emergencies and linkages with the development phase, the WG will support the use of the Standards and other network tools beyond acute emergencies. The WG will also work to
promote and enhance the use of the Standards in development contexts while fully supporting the MOE national education strategies. This is consistent with the overall INEE Strategic Plan and represents a shift from an emphasis on education in response to crises to education along the spectrum of phases—from prevention, preparedness and disaster risk reduction, response, recovery through to development.

- **Country-level focus**: since the beginning of the WG’s work in 2003, much progress at international and regional levels has been made on the application of the INEE Minimum Standards. In the implementation of this Strategic Plan, the WG will focus on strengthening the application of the tools at a country level as a means to achieve sustainable use of the tools. Country-level work is now at the center of the three-year strategy. The WG is committed to working more closely with country-level actors, INEE members, partners, stakeholders, including the IASC Education Cluster members. This focus reflects a gap in the usage of the Standards identified during the INEE Minimum Standards Assessment process. In order to foster long-term and substantive application of the Standards and other network tools, the WG will employ technical assistance and innovative methods to reach users at the country-level.

- **Engagement of the entire INEE membership**: in implementing this Strategic Plan, the WG will harness the engagement of the 7,500 INEE members. Wherever possible and appropriate, the WG will seek the members’ feedback and participation in key activities. The WG will also seek out a more steady flow of information on how members are engaging with the INEE Minimum Standards and other network tools.

- **WG member engagement**: the implementation of this Strategic Plan is carried out by the WG with support from the INEE Coordinator for Minimum Standards and Network Tools. Specific activities that contribute to the implementation of the Strategic Plan are prioritized by the WG every six months at the WG meetings.

- **All INEE tools**: while the INEE Minimum Standards are the foundational tool of the network and the central focus of the work, the WG also works to advance the promotion, use and assessment of the other INEE tools.

- **Conflict-sensitive approaches to education**: the WG recognizes that in some circumstances, education may impact key drivers of fragility and may contribute or exacerbate instability, tensions and conflict. The INEE Minimum Standards are a useful resource for practitioners and policymakers working on conflict-sensitive approaches to education. The WG will collaborate with the INEE WG on Education and Fragility to ensure proper linkages.

- **Collaboration with all entities within the INEE Secretariat**: the WG is committed to communicate and collaborate effectively and substantively with all entities within the INEE
Secretariat, namely the WG on Education and Fragility, the INEE Language Communities, the Nairobi Knowledge Hub, the INEE Task Teams and the INEE web team. This ensures cross-fertilization within the INEE Secretariat, better internal coordination and no duplication of efforts. In addition, the WG sees this collaboration, and particularly the linkages with the WG on Education and Fragility, as a learning opportunity. Information on cross-Secretariat collaboration will be shared periodically.

- **Engagement with the IASC Education Cluster:** the WG will engage with the IASC Education Cluster at global level on advocacy and policy issues and at country level on promotion and application of the tools. For more information on the relationship between INEE and the Education Cluster level, please see the INEE Strategic Plan.

- **Innovation and Technology:** while keeping previous good practices going, the WG will search for and employ innovative methods of advancing the application of the INEE Minimum Standards and the other network tools. Furthermore, the WG will employ technology, such as videos, podcasts, webinars, e-learning modules, blogs etc., to support the implementation of this Strategic Plan, whenever appropriate. While technology does not replace the in-person interactions between INEE Secretariat, WG members, INEE members and partners, employing appropriate technology will allow the WG to reach a wider audience.

- **Global initiatives and frameworks:** The WG will ensure that its work is informed by global education debates and actions with regards to the provision of quality education up to the 2015 MDG target year and Post-2015. A number of high level global initiatives have been established towards the achievement of the MDGs – namely: Education First, Post 2015 Development Agenda, Education Cannot Wait, Learning Metrics Task Force and the International Task Force on Teachers for Education For All. The alignment and reflection of global initiatives will be at both strategic and operational levels as appropriate, in order to ensure that INEE works strategically whilst keeping the clear mandate of the WG in mind.

**Goal and Strategic Objectives**

The WG’s goal is to **enable quality, safe, and relevant education for all in crisis, crisis-prone and development contexts.** To achieve this goal, the WG will support policy-related work as well as country-level programming in prevention, preparedness, response and development contexts by providing technical support, capacity development, advocacy and guidance on the application of the INEE Minimum Standards and network tools. The goal will be achieved through the following strategic objectives:
GOAL: To enable quality, safe, and relevant education for all in crisis, crisis-prone and development contexts.

Objective 1.
Support education policy and programming in prevention, preparedness, response and development at the national level through the sustainable use of the INEE Minimum Standards and network tools.

Objective 2.
Facilitate research, evaluation and knowledge-sharing on good practices in education in emergencies informed by the INEE Minimum Standards and network tools.

Objective 3.
Advocate for the recognition, provision and resource mobilization for Education in Emergencies through the INEE Minimum Standards and network tools.

Suggested Activities

Possible activities and initiatives contributing towards the WG’s goal and objectives are suggested below. At each WG meeting, the WG will decide on specific projects and activities to be implemented in the six months following the WG meetings and identify WG members as focal points to lead the activities. Similarly, at each WG meeting, the WG will review the progress towards achieving the goal and objectives set out in this Plan. The yearly progress on the implementation of this Strategic Plan will be reflected in the INEE Annual Reports.

Strategic Objective #1: Support education policy and programming in prevention, preparedness, response and development at the national level through the sustainable use of the INEE Minimum Standards and network tools.

- Contextualizations, translations, adaptations of the INEE Minimum Standards and other network tools
- Trainings, TOTs, introductory workshops, application visits on the INEE Minimum Standards and other network tools
- Partner-led initiatives on Education in Emergencies substantially structured around or incorporating the INEE Minimum Standards and other network tools
- Technical support for the use and institutionalization of the INEE Minimum Standards and other network tools; internal promotion of the INEE tools among WG and SG members
- Support for organizational capacity development on EiE and the INEE Minimum Standards
- Promotion of the use of the INEE Minimum Standards and network tools beyond the emergency response phase; Engagement with MOEs to align existing national strategies with INEE Minimum Standards.

Strategic Objective #2: Facilitate research, evaluation and knowledge-sharing on good practices in education in emergencies informed by the INEE Minimum Standards and network tools.
- Assessments of the usage of the INEE Minimum Standards and network tools
- Case studies on Education in Emergencies, the INEE Minimum Standards, gender responsive education, application of INEE tools
- Convening of INEE panels at key conferences (e.g. CIES, UKFEIT etc)
- Facilitation of research related to the use of the INEE Minimum Standards and network tools at a country- or institutional level and Education in Emergencies and on bridging the gap between relief and development
- Engagement with Education Cluster Coordinators at country level to support use of INEE tools
- INEE website content update related to INEE Minimum Standards and network tools; information and knowledge management

**Strategic Objective #3: Advocate for the recognition, provision and resource mobilization for Education in Emergencies through the INEE Minimum Standards and network tools.**
- Advocacy with donors and governments for the development and improvement of education sector plans and policies on disaster risk management and EiE
- INEE Policy Roundtable and INEE Global Consultation
- Contribution to global advocacy efforts led by INEE Steering Group, INEE WG on Education and Fragility, and INEE partners (e.g. Education Cluster) at the global level (UNSG Initiative on Education, Rio+20 Education for Sustainable Development, schools under attack)
- Contribution to advocacy statements, policy debates, position papers, and initiatives
- Partner-led initiatives to advocate for DRR and EiE with MOEs
- Implementation of the Sphere-INEE Companionship Agreement

**Monitoring and Evaluation**

A Monitoring and Evaluation system will be developed to track the progress of the WG toward achieving the goal. At each WG meeting, the WG members will identify priorities for the following 6 months and update accordingly the M&E system. In addition, the INEE Coordinator for Minimum Standards and Network Tools will periodically update the INEE-wide Dashboard M&E system in place.

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For the most current information on the implementation of the Strategic Plan (2011-2013) and an updated M&E system, please contact the INEE Coordinator for Minimum Standards and Network Tools at minimumstandards@ineesite.org. You may also visit the INEE website at www.ineesite.org/standards and the INEE Toolkit at www.ineesite.org/toolkit.