



Inter-Agency Network for Education in Emergencies
 Réseau Inter-Agences pour l'Éducation d'Urgence
 La Red Interagencial para Educación en Situaciones de Emergencia

Strategies for NGOs

Applying the INEE Minimum Standards for Education in Emergencies, Chronic Crises and Early Reconstruction

Holding Ourselves Accountable

The Inter-Agency Network for Education in Emergencies (INEE) is a global, open network of NGOs, UN agencies, donors, practitioners, researchers and individuals from affected populations working together within a humanitarian and development framework to ensure the right to education in emergencies and post-crisis reconstruction. Since its inception in 2000, INEE has expanded steadily and currently has over 1,300 members representing a diverse array of organizations around the world. Members are committed to implementing the *Minimum Standards for Education in Emergencies, Chronic Crises and Early Reconstruction*, which were developed with the participation of over 2,250 individuals from more than 50 countries. The INEE Minimum Standards are a tool for policy formulation, program development, implementation, monitoring and evaluation. They are also a useful tool for advocacy. They represent the first step toward ensuring that education initiatives in emergency situations lay a solid and sound foundation for post-conflict and disaster reconstruction. The following checklist for Non-governmental Organizations (NGOs) articulates a variety of suggested actions that organizations can utilize when applying the INEE Minimum Standards internally and in inter-agency work. Please note that these are sample actions only; not all apply to all levels of the various NGOs or all types of NGO staff.

Actions for NGO agency institutionalization of the INEE Minimum Standards

- ✓ **Policies and Procedures:**
 The INEE Minimum Standards are incorporated into policies, tools and procedures

Action Points

Board

- ✓ The INEE Minimum Standards are presented to and endorsed by the institution's Board within emergency and education policy.

Headquarters

- ✓ Emergency response, education and protection policies explain why the agency endorses the INEE Minimum Standards, their complementarity to existing policies, and how they will be applied;
- ✓ Policy is disseminated to staff and partners at all levels, as appropriate;
- ✓ HQ senior staff and regional and country directors regularly express support for the application of the INEE Minimum Standards.

And/or Country Offices

- ✓ Vision statements and strategic plans reflect and agency commitment to promote and use the INEE Minimum Standards;
- ✓ Formats for assessment, project proposals and design, monitoring and evaluation tools, and reporting formats incorporate the INEE Minimum Standards;
- ✓ Emergency (and/or education, protection) manuals incorporate the INEE Minimum Standards;
- ✓ Logistics (procurement and prepositioning) procedures reference the INEE Minimum Standards.



Human Resource Management:

The INEE Minimum Standards are integrated into agency-wide staff development

Action Points



Headquarters

- ✓ The INEE Minimum Standards are included at all stages of recruitment procedures for education, emergency and protection staff/consultants and for Country and Regional Directors in countries affected by or vulnerable to conflict and disaster:
 - Job descriptions and Terms of Reference, including projected performance indicators, reference the INEE Minimum Standards;
 - Candidates are asked questions on the INEE Minimum Standards in interview(s);
- ✓ An agency-wide INEE Minimum Standards Focal Point is appointed internally to drive and monitor organization-wide commitment to and application of the INEE Minimum Standards in policies, procedures and programs. At a minimum, this Focal Point submits bi-yearly, written (brief) reports to:
 - Colleagues (HQ, country and regional offices), updating them on the INEE Minimum Standards process, including requests for completed evaluation forms, additional resources, translations, etc;
 - the INEE INEE Minimum Standards focal point about institutional progress;
- ✓ The INEE Minimum Standards handbook is distributed to all field and regional offices with the INEE cover letter and feedback form as well as a letter from the President/Director/Head of Office, urging staff to familiarize themselves with the handbook and consider ways in which it could be used in their location (including working with partners);
- ✓ Senior agency management and representatives from emergency response teams attend INEE Minimum Standards promotion and/or training workshops;
- ✓ INEE Minimum Standards handbook is available for all staff, including in district, country and regional offices, and implementing partners at these levels;
- ✓ The INEE Minimum Standards trainings are incorporated into regional, emergency and

technical unit conferences. A comprehensive annual training schedule is developed and budgeted to ensure that trainings reach as many regions as possible and are not reduced to *ad hoc* sessions;

- ✓ When visiting country programs, HQ technical staff and emergency response team members conduct INEE Minimum Standards trainings. This should be written into their job descriptions.

And/or Country Offices

- ✓ Staff performance is evaluated against achieving the objectives of the INEE Minimum Standards. Depending on the programme activities and individual ToRs, one parameter for measuring staff performance can be the fulfillment of relevant indicators;
- ✓ Staff orientations and trainings include a session on the INEE Minimum Standards. At the least, orientation briefings refer to the INEE Minimum Standards and a copy of the handbook is provided;
- ✓ Bi-yearly internal briefings, lunch discussions, workshops, etc. are held to familiarize staff with the process, product and updates on implementation;
- ✓ The INEE Minimum Standards are on the agenda (and update given) at education section, emergency, protection and other relevant meetings;
- ✓ Staff of implementing agencies and other stakeholders are included in trainings;
- ✓ Non-operational departments are briefed on the INEE Minimum Standards (ie: Press, Communications, Finance).

- ✓ **Knowledge Management:**
The INEE Minimum Standards are integrated into agency-wide knowledge management processes

Action Points

- ✓ Information and lessons learned from the INEE bi-yearly reports on promotion and use of the INEE Minimum Standards and case studies from the evaluation process are incorporated into agencies' larger policy, research and learning initiatives and any learning groups that exist internally;
- ✓ These are also promoted on Learning Web, intranet and internet;
- ✓ The INEE Minimum Standards are downloaded on all computers, especially laptops headed out to the field.

Projects and Programs:



The INEE Minimum Standards are applied in assessment, data analysis, project design, implementation, monitoring and evaluation

Action Points



Headquarters

- ✓ HQ Technical units hold meetings with regional management teams to consider their specific needs and opportunities for using INEE Minimum Standards.

And/or Country Offices

- ✓ Preliminary assessments reflect INEE Minimum Standards;
- ✓ Programs are designed and monitored against selected standards and indicators in the INEE Minimum Standards;
- ✓ Programs are evaluated against achieving the objectives and standards of the INEE Minimum Standards and if standards and/or indicators cannot be achieved in the current context, this is explained in program reports and proposals;
- ✓ Emergency and/or education projects include a budget line for INEE Minimum Standards dissemination, training and learning from practice;
- ✓ INEE Minimum Standards are incorporated into broader work and action plans at the country and regional level;
- ✓ INEE Minimum Standards program implementation is discussed bi-yearly during country and regional meetings;
- ✓ Country directors show leadership on INEE Minimum Standards application in response and preparedness.