



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 United Nations Agencies

### 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 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 United Nations (UN) agencies 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 UN agencies or all types of UN staff.

#### **Actions for UN 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 team 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

*INEE Working Group on Minimum Standards, October 2006  
For more information, go to [www.ineesite.org/standards](http://www.ineesite.org/standards)*

## 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

- ✓ Emergency and education projects include a budget line for INEE Minimum Standards dissemination, training and learning from practice;

- ✓ A regional and/or country office level INEE Minimum Standards Focal Point is appointed to drive and monitor regional- and/or country-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 the agency-wide INEE Minimum Standards Focal Point;

- ✓ At the initiative of the INEE Minimum Standards regional/country office Focal Point and/or appropriate technical unit, cross-departmental discussions, including education, protection and emergency section/departments, are convened on the possible use of the INEE Minimum Standards;

- ✓ The INEE Minimum Standards are incorporated into broader education and emergency strategies and action plans;

- ✓ Country directors show leadership on incorporating the INEE Minimum Standards in country-specific preparedness plans;

- ✓ Preliminary assessments and data analysis reflect INEE Minimum Standards and indicators;

- ✓ Programs are designed and monitored against selected INEE Minimum Standards and indicators;

- ✓ INEE Minimum Standards program implementation is discussed bi-yearly during country and regional meetings;

- ✓ Programs are evaluated against achieving the objectives and standards of the INEE Minimum Standards;

- ✓ If standards and/or indicators cannot be achieved in the current context, this is explained in program reports and proposals;

- ✓ INEE Minimum Standards sensitization and training are extended to affected populations and communities.



## **Actions for Inter-Agency Coordination using the INEE Minimum Standards**

## Action Points

- ✓ The INEE Minimum Standards are systematically introduced and referenced in coordination, sectoral and Cluster meetings;
- ✓ A country- or regionally-based learning focal point is established with the role of capturing learning, distributing information and feeding outputs back into the larger INEE Minimum Standards process;
- ✓ Joint assessments are conducted utilizing the INEE Minimum Standards, increasing consistency and equity in outputs (quality and quantity) across area of service provision;
- ✓ Agreement is obtained on indicators for joint monitoring (including what data should be collected, how, frequency, and methodology) based on INEE Minimum Standards and relevant humanitarian principles;
- ✓ Joint sectoral programming decision are made based on the INEE Minimum Standards;
- ✓ Memoranda of Understanding between agencies refer to the use of the INEE Minimum Standards as a framework;
- ✓ Local good practice examples of INEE Minimum Standards application are shared amongst agencies;
- ✓ Agencies jointly share INEE Minimum Standards with government bodies and work with the government to determine how INEE Minimum Standards could inform national response policy and practice;
- ✓ Agencies and government use the INEE Minimum Standards as a tool in the formulation of Provincial and /or National Disaster Preparedness and Response plans;
- ✓ Agencies undertake a joint periodic evaluation of progress relative to INEE Minimum Standards application.