

INEE Strategic Plan: 2011-2013

The Inter-Agency Network for Education in Emergencies (INEE) is a global open network of practitioners and policy makers working together within a humanitarian and development framework to ensure all persons the right to quality education and a safe learning environment in emergencies and post-crisis recovery. INEE is comprised of over 5,000 individual members working in a wide range of organizations, from more than 130 countries, including national and international NGOs, UN agencies, donor agencies, government ministries and academic institutions.

The INEE Strategic Plan 2011-2013 represents a collaborative shaping of the network's future. Members, stakeholders, agencies, partners, the INEE Steering Group and Secretariat have all come together to map out the strategies and priorities for the network in the coming three years. This Plan is underpinned by INEE's long-standing vision, mission, guiding principles and values, while it also was designed around one strategic goal and three outcomes. The goal of the Strategic Plan is:

The provision of quality, safe and relevant education for all is strengthened in crisis and crisis-prone contexts through prevention, preparedness, response and recovery.

To meet this goal, INEE, its members and partners will work together to bring about the three outcomes of the plan which have evolved out of the previous strategic plan (2008-2010), an extensive background analysis, and a series of consultative workshops, and will take forward the successes that INEE has had in the past. The three outcomes, which will be reached through implementation of the seven core initiatives, are:

Outcome 1: Strengthened commitment, collaboration and partnerships within the INEE network

- Core Initiative 1.1: Increase and deepen engagement between Steering and Working Group member agencies and country or regional stakeholders through creating and supporting Strategic Country Partnerships
- Core Initiative 1.2: Expand membership of under-represented constituencies and strengthen participation and engagement of all INEE partners and members
- Core Initiative 1.3: Strengthen collaboration of INEE members through Task Teams, Language Communities, Working Groups and other strategic initiatives

Outcome 2: Enhanced knowledge and capacity within and beyond the INEE network

- Core Initiative 2.1: Strengthen capacity and knowledge of members and stakeholders on contextualization, application and institutionalization of all INEE tools, including the INEE Minimum Standards
- Core Initiative 2.2: Expand the evidence base, and improve knowledge generation and sharing among members, stakeholders, donors and policy-makers

Outcome 3: An enabling environment for strengthening education in crisis and crisis-prone contexts is promoted, and policy-makers and other stakeholders are influenced

- Core Initiative 3.1: Increase visibility, awareness and resources for education in emergency prevention, preparedness, response and recovery
- Core Initiative 3.2: Facilitate policy development, policy dialogue and advancement on quality, safe and relevant education and thematic issues

Through the process of developing the Plan, INEE has identified five Key Strategic Directions, integrated throughout the Plan, that articulate a new phase for INEE. The first of these, a shift from primarily a response mandate to consistently addressing prevention, preparedness and recovery as well, is the most salient and reflects developments in humanitarian and development contexts. The other key strategic directions include commitment to: deeper engagement with country-level stakeholders and members; prioritizing thematic issues; emphasizing a robust evidence base; and ensuring effective resource mobilization for education in emergencies.

Implementing the INEE Strategic Plan

Managing the implementation of the Plan will be done through measuring and reporting against the main indicators conveyed for each of the core initiatives. In addition, the Plan provides guidance and a framework for the Steering Group and Secretariat to develop annual work plans that remain responsive to member's needs and a dynamic humanitarian context.

Cost of INEE 2011-2013 Strategic Plan

Outcome 1: Strengthened commitment, collaboration and partnerships within the INEE network	Total: \$373,326
• Core Initiative 1.1: Supporting Strategic Country Partnerships \$154,814	
• Core Initiative 1.2: Expanded membership of under-represented groups \$67,320	
• Core Initiative 1.3: Task Teams, Language Communities, Working Groups \$151,210	
Outcome 2: Enhanced knowledge and capacity within and beyond the INEE network	Total \$ 653,656
• Core Initiative 2.1: Contextualization, application and institutionalization of all INEE tools, including the INEE Minimum Standards \$585,684	
• Core Initiative 2.2: Expansion of the education in emergencies evidence base \$67,972	
Outcome 3: An enabling environment for strengthening education in crisis and crisis-prone contexts is promoted, and policy-makers and other stakeholders are influenced	Total \$285,557
• Core Initiative 3.1: Increase visibility, awareness and resources for education in emergency 197,633	
• Core Initiative 3.2: Facilitate policy development, dialogue and advancement \$97,444	
Total Annual Cost	\$1,312,539