INEE By-Laws

Article I. Name

Section 1.01. The name of the organization is Inter-Agency Network for Education in Emergencies, commonly known and herein referred to as "INEE."

Article II. Mission, Vision, and Core Values

Section 2.01. Mission: INEE is an open, global network of members working together within a humanitarian and development framework to ensure all persons the right to quality, safe, and relevant education.

Section 2.02. Vision: INEE envisions a world where:

- All people affected by crisis and instability have access to quality, safe, and relevant education opportunities.
- Education services are integrated into all emergency interventions as an essential life-saving and life-sustaining component of humanitarian response and development assistance, contributing to resilient recovery and transformative growth.
- Governments and donors provide sustainable funding for education services and develop evidence-based, holistic policies to ensure crisis prevention, preparedness, mitigation, response, and recovery, integrating humanitarian response with long-term development.
- All education programs preparing for and responding to emergencies are evidence-informed, consistent with the INEE Minimum Standards, and accountable for quality and results.

Section 2.03. Core Values: The following represent INEE's guiding principles:
Education is a basic human right of all people affected by crisis and instability.

- Education protects during crises and lays a sustainable foundation for recovery, peace, and development.
- Education should be included in all humanitarian response.
- Education policy and services must be actively sustained and coordinated across the humanitarian-development continuum before, during, and in recovery from crises.
- Education, like other humanitarian and development endeavors, must adhere to clear standards of quality and be accountable for results.
- Crises, which can destabilize education, may be approached not only as urgent situations of immediate need but also as opportunities for positive change.

Article III. Functions

Section 3.01. Functions: INEE serves its members through community-building, convening diverse stakeholders, knowledge management, amplifying and advocating, facilitating and learning, and providing members with the resources and support they need to carry out their work on education in emergencies. All of INEE's work can be classified according to one or more of these functions.

- ***Community Building*** - INEE promotes and sustains the values of its members. By encouraging substantive and diverse participation, collaboration, and communication, INEE builds ties between members to promote an inclusive, mutually supportive EiE community.
- ***Convening*** - INEE brings stakeholders together across various domains to foster dialogue, influence positive change in policy and practice, advance research to build the evidence

base, and support the establishment of partnerships to address common challenges and work towards shared solutions.

- *Knowledge Management* - INEE acquires, filters, organizes, synthesizes, and disseminates relevant information to strengthen individual and institutional capacities.
- *Amplifying and Advocating* - INEE elevates the voices of the membership and promotes new, little-known, or little-understood ideas.
- *Facilitating and Learning* – INEE enables collective action to help members develop capacities and carry out their activities more efficiently and effectively.
- *Providing* – INEE enables collective action to help members develop capacities and carry out their activities more efficiently and effectively.

Article IV. Structure and Network Spaces

Section 4.01. Structure: INEE strives to be an open, flexible network with minimum formal structure, shared leadership, non-competitive membership, and strong inter-agency collaborative relationships, in order to play a facilitative as opposed to an operational role. INEE complements other more formal inter-agency mechanisms by convening and facilitating inter-agency gatherings, sustaining commitment, and strengthening collaboration for crisis prevention, education preparedness, emergency response, and post-crisis recovery. INEE provides a space that is safe for its members to discuss, plan, and collaborate on addressing common challenges and issues.

Section 4.02. Network Spaces: INEE members are part of a global community of practice that provides opportunities for engagement at many levels. Current identified network spaces include:

- *Steering Group* - The Steering Group serves as the strategic leadership of the network and supports the INEE Secretariat.
- *Secretariat* - The INEE Secretariat represents the network, facilitates and supports network activities, and coordinates network processes, systems, and projects.
- *Working Groups* - Working Groups consist of institutional members focusing on advocacy, policy, practice, research, and tool development. Membership is open to all agencies, but dependent upon an application and vetting process.
- *Language Communities* - INEE fosters collaborative resource development and knowledge-sharing in non-English languages. There are currently four Language Communities: Arabic, French, Portuguese, and Spanish.
- *Task Teams* - Task Teams consist of individuals carrying out the activities of member-identified topics.
- *Initiatives* - INEE leads inter-agency projects aimed at producing specific materials. INEE members are invited to contribute by submitting case studies, attending workshops, piloting materials, and providing feedback.
- *Policy Roundtables* - INEE convenes a broad range of actors to discuss and make recommendations around a particular policy issue.
- *Global Consultations* - INEE holds conferences approximately every four years for INEE members and partners to explore emerging issues, share experiences, and network with a broad range of actors from field, policy, and academic levels.
- *Website* - The website serves as the virtual home and public face of INEE, and the primary point of contact for members and other interested parties.
- *Listserv* - The listserv is the primary means of communication between the INEE Secretariat and members

- ***Workshops on INEE, the INEE Minimum Standards, Tools and Resources, etc.*** – Workshops are led and facilitated by the INEE Secretariat as well as INEE members.
- ***INEE Meet-ups*** - Meet-ups consist of open and informal global gatherings where INEE members and others can network, share experiences, and discuss relevant topics.

Article V. Membership

Section 5.01. Membership in INEE is open to all interested individuals and organizations who implement, support, advocate and study education in emergencies. To become an INEE member, complete the membership form on the INEE website.

Section 5.02. Individual membership in INEE involves no fee or obligation.

Section 5.03. The minimal service provided to members is access to the INEE email lists, through which INEE sends out regular messages of relevance to education in emergencies.

Section 5.04. Members may avail themselves of the tools and services of INEE and are encouraged to become more involved in the various groups and activities coordinated throughout the year.

Section 5.05. Members can contribute to INEE by sharing ideas, information, resources, staff and expertise, and by participating in INEE-facilitated activities.

Section 5.06. INEE also strongly encourages members to make their contact and organizational affiliation information available to the general INEE membership in order to enhance the community of practice. Members may choose to keep these details confidential.

Article VI – Governance

Section 6.01. Steering Group (SG) The purpose of the INEE Steering Group is to lead discussions around achieving results of the strategic objectives of the network and to ensure that INEE is managed effectively and financially sound. The SG has primary authority and responsibility on matters of strategic significance, on policy, and on management issues of importance to the functioning of the network. The SG delegates responsibility of day-to-day operations to the INEE Secretariat, and program priorities to Working Groups, Committees and entities which it may authorize to fulfill INEE's mission.

6.01.1. *Membership*
   i. Membership in the INEE Steering Group is on an institutional basis, with an individual representing each institution.
   ii. Steering Group members are senior representatives of institutions actively engaged in education in emergencies.
   iii. The INEE Director is also a permanent member of the Steering Group.
   iv. Steering Group members are not financially compensated by INEE for their service. Members will negotiate with their own organizations for the time and resources that are needed to provide proper oversight and support to INEE and Steering Group functions. Members will also seek to engage their own organizations.

6.01.2. *Size and Composition*
   i. The Steering Group will have a maximum of ten (10) members in addition to the INEE Director.
   ii. The Steering Group will be comprised of three UN agencies (UNESCO, UNHCR, UNICEF), the principal hiring agency of INEE Secretariat staff, three INGO agencies, three donor agencies, and the INEE Director.
   iii. The SG's composition and competencies of non-permanent members will be reviewed periodically by the SG linked to INEE Strategic Plan periods

6.01.3. *Term of Membership*

i.   The three UN agencies (UNESCO, UNHCR, UNICEF) have permanent membership on the Steering Group.

ii. The principal hiring agency is a permanent member of the Steering Group as long it remains the principal hiring agency.

iii. The INGOs and multilateral organizations serve a three-year term with the option to renew at the end of the first term for a total of six (6) year and must rotate off the Steering group at the end of two (2) three-year terms.

iv. Members are required to be off the Steering Committee for a period of two years before being eligible to reapply.

6.01.4. *Vacancies/Resignations/Absences/Terminations*

i.   Institutional member rotation vacancies will be filled following a formal call for applications of new members and an impartial vetting and selection process.

ii. When a vacancy on the board exists during the term of service, the Co-Chairs must receive nominations for new members from present SG members two weeks in advance of an SG meeting. These nominations shall be sent out to SG members with the regular board meeting announcement, to be voted upon at the next SG meeting. These vacancies will be filled only to the end of the particular SG member's term.

iii. Resignation from the SG must be in writing and received by the Co-Chairs.

iv. If an SG representative is unable to attend a meeting, he/she must send an alternate who has been briefed on key issues/decisions that need to be taken.

v.   An SG member shall be terminated from the board due to excess absences or more than one unexcused absence from SG meetings in a year. Excused absences include emergency response, family issues, illness, etc. An SG member may be removed for other reasons by a 2/3 vote of the remaining SG members.

6.01.5. *Financial Obligations*

i.   SG members are expected to help fund-raise for INEE.

6.01.6. *Institutional Steering Group Member Criteria* UN agencies, Multilateral, International Non-Governmental Organizations, and Local/Regional Non-Governmental Organizations should meet the following criteria in order to be eligible for membership on the INEE Steering Group:

i.   The institution must have demonstrated contributions to education in emergencies, chronic crises and early recovery;

ii. The institution will accept the responsibilities and duties indicated in the Terms of Reference with regard to human resource investments, time allocations, and financial commitments; specifically, these include:

iii. The institution will cover costs associated with membership, including travel and per diem costs for the institutional representative to attend meetings at strategic venues two times a year (meeting duration: typically two-four days) and communication costs;

iv. Allow the representative working time to complete collaborative/individual tasks (typically two days a month);

v.   If the primary representative is unable to attend the bi-annual meeting, the institution will send a secondary representative who has been briefed on key issues and decisions that need to be taken, and is able to make informed decisions and vote on behalf of the organization;

vi. All Steering Group members are required to contribute a minimum membership fee of $10,000 each year with no exceptions;

vii. Willingness to allow the representative to attend additional events on behalf of INEE, in order to promote and advocate increased support for education in emergencies and recovery;

viii. Use of every opportunity to promote the work of INEE and to influence decision-makers and donors to increase their support for education in emergencies and recovery

ix. Play a lead role in seeking funding for INEE projects, overhead, and recurring costs.

6.01.7. *Individual Steering Group Member Criteria* The INEE Steering Group members are expected to meet the following criteria:

i. Have direct knowledge and specific experience in education in emergencies, chronic crises and early recovery;

ii. Attend quarterly INEE SG meetings. In-person meetings will be held every 6 months, with shorter virtual meetings held in the interim.

iii. Take on specific responsibilities in sub-groups that may include:

    a. Working with one or two other members and INEE Secretariat staff on designated tasks (e.g. advocacy, fundraising, task team involvement, etc.);

    b. Preparing draft documents for discussion, chairing sessions at meetings, communicating with other Steering Group members and INEE Secretariat staff, and regularly offering thoughtful opinions on any of the strategic or operational areas of work;

iv. Attending events to ensure INEE presence, or representing the INEE Steering Group at high level meetings when the opportunity arises.

v. SG member responsibilities require up to 2 days per month.

vi. Additional shared responsibilities that Steering Group members may need to fulfill include:

    a. Hosting members of the INEE Secretariat for a minimum period of two years; providing necessary on-site administrative support for INEE Secretariat members as well as collegial working environment;

    b. Co-chairing the Steering Group for an agreed period of time.

Section 6.02. Officers

6.02.1. *Co-Chairs* - The Steering Group will be lead by two co-chairs;

6.02.2. *Selection* - The Co-Chairs will be selected for two-year terms on a rotation schedule determined by the INEE Director and may serve no more than one consecutive term.

6.02.3. *Role of Co-Chairs* - The Co-Chairs of the Steering Group chair the Steering Group meetings, oversee the performance of the INEE Director in close cooperation with the Human Resources department of the hiring agency, and act as the primary interface of the Steering Group with the hosting and hiring agencies on governance issues. At least one co-chair must be present for any quorum decision

6.02.4. *Absence of Co-Chair and/or Co-Chairs* - In a co-chair's absence an acting co-chair should be appointed. If the co-chair will be absent for more than a month then the position should be transferred to another SG member.

Section 6.03. Steering Group Roles and Responsibilities - Steering Group members have the following general roles and responsibilities:

6.03.1. Strategic and Programmatic Guidance

i. Formulate, review, communicate and oversee the achievement of INEE's Strategic Plan

ii. Participate in and approve the Strategic Planning Processes and Annual Strategy Reviews

iii.   Approve the INEE Working Group charters

iv.   Approve the Annual (calendar year) INEE Secretariat Work Plan

v.   Approve the establishment of initiatives and formation of new entities (For example, the formation of new Working Groups and Task Teams, National Chapters, National Contact people, MOE Community of Practice)

vi.   Determine the level and manner of engagement with opportunities that may advance the strategic objectives of INEE.

6.03.2. *Governance*

i.   Oversight of the mission, values, strategic plan and the bylaws

ii.   Oversight and support of the operational guidelines are delegated to the INEE Director and the INEE Secretariat

6.03.3. *Fiscal*

i.   Engage in a biannual review of the network's financial status and cash flow

ii.   Receive and assess/communicate financial information provided by INEE

iii.   Review and endorse INEE's annual budget

6.03.4. *Fundraising*

i.   Approve the fund-raising strategy to achieve the goals in the Strategic Plan and Annual Work Plans.

ii.   Actively support the INEE Director in fundraising efforts by advising on funding opportunities, facilitating introductions, and leading engagements as agreed with the INEE Director.

6.03.05 *Personnel*

i.   The SG must approve the creation of all new staff positions; a position cannot be advertised until it is approved. New positions proposals must be in accordance with the templates and HR protocols of the INEE hiring organizations and must include a rationale of the strategic benefit of the position.

ii.   The hiring of the INEE Director is done by the principal hiring agency in collaboration with the Steering Group.

iii.   The Steering Group participates in the annual review of the INEE Director in conjunction with the protocols of the hiring agency.

Section 6.04. Meetings

6.04.1. *Steering Group*

i.   The SG will hold a minimum of four meetings per year (quarterly).

ii.   Every six months, the meeting will be an in person-meeting (fall and spring)

iii.   Between each in-person meeting, a virtual SG meeting is held (winter and summer)

iv.   The INEE Director will convene the meetings and propose agenda items in consultation with the Co-Chairs.

6.04.2. *Other Meetings*

i.   Additional virtual meetings will be scheduled as needed.

ii.   The Co-Chairs and INEE Director will have minimally an annual hosting and governance conversation with the hiring/hosting agencies' Project Director and HR Director.

6.04.3. *Meetings by Remote Communication* If authorized by the Steering Group Members, and subject to such guidelines and procedures as the Members may adopt, any Member not physically present at a meeting of the Members may, by means of remote communication, participate in the meeting and be deemed present in person and vote at the meeting, whether such meeting is to be held in a designated place or solely by means of remote communication,

provided that the Co-Chairs or their delegate shall implement reasonable measures to provide each such Member a reasonable opportunity to participate in the meeting and to vote on matters submitted to the Members, including the opportunity to read or hear the proceedings in the meeting substantially concurrently with such proceedings and if any Member votes or takes other action at the meeting by means of remote communication, a record of such vote or other action shall be maintained.

6.04.3. *Notices of Meetings*
   i. Meetings may be held without notice if the time and place of such meetings have been previously fixed by the Members.
   ii. For any meeting for which the Members have not previously fixed the time and place, notice shall be provided to each Member not less than ten (10) days before any such meeting. Such notice may be given by personal delivery, mail, facsimile, electronic mail or other electronic communication, telephone, or in person.
   iii. Agenda and meeting materials will be distributed to Steering Group members prior to the meetings.

6.04.4. *Action Without a Meeting* Any action which may be taken at any meeting of the Members may be taken without a meeting, without prior notice and without a vote, if a consent in writing setting forth the action shall be signed by each Member and shall be delivered to the Co-Chairs.

Section 6.05. Quorums and Decision Making

6.05.1. *Quorum*:
   i. A quorum will consist of a simple majority of the Steering Group. No decision will be taken without quorum.
   ii. All substantive decisions are made with a minimum of a quorum, which includes at least six Steering Group members, at least one of which is a Co-Chair.

6.05.2. *Decision Making*
   i. As a general rule, decisions by the Steering Group should be made by consensus.
   ii. In the absence of consensus, decisions will be made by vote. Voting can be in-person scheduled meetings during meetings, or electronically, as needed; a record of the voting will be made.
   iii. The INEE Director has the casting vote for any split decisions in the Steering Group
   iv. As a general rule, voting will be by simple majority. However, a 2/3 majority is required for the following decisions:
       a. Addition of Steering Group members or termination of Steering Group membership
       b. Hiring and/or firing of the INEE Director
       c. Approval of the annual work plan and strategic plans
       d. Any decisions that affect the governance status of INEE including any decisions related to alteration of the terms of these by-laws.
       e. In special cases, the INEE Director, in consultation with the Co-Chairs, may indicate the need for a 2/3 majority of the vote on a specific agenda-item of the quarterly Steering Group meetings.
   v. In the case of necessary absence, a member may designate a proxy for a specific meeting and provide him/her with detailed instructions to cast any votes.

Article VII. Amendments

An international network for education in emergencies
Un réseau international pour l'éducation en situations d'urgence
Una red internacional para la educación en situaciones de emergencia
Uma rede internacional para a educação em situações de emergência
الشبكة العالمية لوكالات التعليم في حالات الطوارئ

Section 7.01. These by-laws and attachments may be amended by an affirmative vote of a 2/3 majority of the INEE Steering Group representatives.
  i.   The Steering Group will review the by-laws at a minimum of every 2 years
  ii. The Steering Group may review the by-laws if circumstances warrant

These by-laws were adopted at a meeting of the INEE Steering Group representatives of the Inter-Agency Network for Education in Emergencies (INEE) on October 27th, 2016.

INEE Steering Group Bi-Annual Meeting
Location: Copenhagen, Denmark
Date/Time: 27 October 2016; 10:40 a.m.