

## INEE By-Laws

### Article I. Name

The name of the organization is Inter-agency Network for Education in Emergencies, commonly known and herein referred to as “INEE.”

### Article II. Definition, Vision, Mission, and Guiding Principles

**Section 2.01. Definition of Education in Emergencies:** Education in emergencies (EiE) refers to the quality, inclusive learning opportunities for all ages in situations of crisis, including early childhood development, primary, secondary, non-formal, technical, vocational, higher, and adult education. EiE provides physical, psychosocial, and cognitive protection that saves and sustains lives. Common situations of crisis in which EiE is essential include conflicts, protracted crises, situations of violence, forced displacement, disasters, and public health emergencies. EiE is a wider concept than “emergency education response,” which is an essential part of EiE.

**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. 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 2.04. Guiding Principles:** Along with the [INEE Statement on Anti-Racism and Racial Equity](#), INEE’s [Guiding Principles](#) frame INEE’s work and actions. INEE’s Guiding Principles are aligned with the [Universal Declaration of Human Rights](#), [Humanitarian Principles](#), [Sustainable Development Goal 4](#), [the UNICEF Core Commitments for Children in Humanitarian Action](#), and the [Global Compact on Refugees](#). A summary of INEE’s Guiding Principles is the following:

- Adhere to global commitments
- Focus on holistic lifelong learning, including livelihoods
- Support displaced populations
- Promote preparedness, sustainability, coordination, and system strengthening
- Support active community participation.

### Article III. Functions

**Section 3.01. Functions:** INEE serves its members through six main functions. 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 Resources and Support** - INEE mobilizes and disseminates resources, materials, and opportunities that support members' work and respond to their demands.

#### **Article IV. Structure**

INEE strives to be an open, flexible network with minimum formal structure, shared leadership, non-competitive membership, and strong inter-agency collaborative relationships, to play a facilitative as opposed to an operational role. INEE's work is supported by a lean network Secretariat to facilitate collective action by members toward shared goals and sectoral priorities. Members come together to do so in Secretariat-coordinated network spaces that are safe for members to discuss, plan, and collaborate on addressing common challenges and issues.

#### **Article V. Membership**

**Section 5.01.** Membership in INEE is open to all interested individuals who implement, support, advocate and study education in emergencies. To become an INEE member, potential new members complete the membership form on the INEE website, which is reviewed by the INEE Secretariat to ensure alignment with INEE's vision, mission, and guiding principles before approval.

**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 to enhance this global 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 and provide guidance for achieving results related to INEE’s strategic priorities 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.

**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 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 to become increasingly engaged with INEE and support its work.

**6.01.2. Size and Composition**

i. The Steering Group will have a maximum of twelve (12) members in addition to the INEE Director and other *ex officio* members.

ii. The Steering Group will be comprised of three UN organizations with permanent membership status (UNESCO, UNHCR, UNICEF), the principal hiring organization of INEE Secretariat staff, five non-governmental organizations, two of which must be regional or national organizations or networks, three funding entities, the INEE Director, and any other *ex officio* members the SG invites to join.

iii. In recognition of key partnerships and strategic alliances, the INEE SG may also invite organizations that are integral to the EiE sector to hold *ex officio* membership on the SG in addition to the other twelve (12) members. *Ex officio* membership, “by virtue of office or position,” is reserved only for such organizations and invitations are extended upon the endorsement of the INEE SG until the end of the Strategic Framework period in which the invitation is made, renewable by the SG for a successive Strategic Framework period at their discretion. Invited organizations appoint their representative(s). *Ex officio* members hold all the obligations, rights, and privileges as all other SG members save for voting on any matters referred to the SG for decision, representing INEE at high-level meetings, and serving as an SG Co-Chair. *Ex officio* members are also exempt from the requirement of an annual contribution to INEE, although encouraged to contribute.

iv. The SG’s composition and competencies of non-permanent members will be reviewed periodically.

**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 non-governmental organizations and funding entities serve three-year terms with the option to renew at the end of the first term for a total of six (6) years and must rotate off the Steering Group at the end of two (2) three-year terms. Rotating members are required to be off the Steering Group 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 Steering Group exists during the term of service, the Co-Chairs must receive nominations for new members from present SG members two weeks in advance of the next SG meeting. These nominations shall be sent out to SG members prior to the meeting to be voted upon. These vacancies will be filled only to the end of the departing SG member's term.

iii. Resignation from the SG must be in writing and received by the Director and SG 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 Steering Group 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 fundraise for INEE for INEE projects, overhead, and recurring costs.

ii. All Steering Group members are required to contribute a minimum membership fee of \$10,000 annually, or however much higher as the SG may determine for themselves and with consideration to reasonable time to implement the change. Regional and national nongovernmental organizations unable to meet this requirement due to financial constraints may in consultation with the SG Co-Chairs come to agreement on a more equitable contribution, whether financial, in-kind, or other. SG Co-Chairs also retain the option to, with the agreement from the INEE Director and only in extraordinary circumstances, waive the membership fee for an organization.

#### **6.01.6. Institutional Steering Group Member Criteria**

i. The institution must have demonstrated contributions to education in emergencies.

ii. The institution will accept the responsibilities and duties indicated in these by-laws with regard to human resource investments, time allocations, and financial commitments.

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 up to two times a year (meeting duration: typically two-four days) and communication costs.

iv. The institution will allow the representative working time to complete collaborative/individual tasks

(typically two days a month).

v. If the primary representative is unable to attend a Steering Group 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 in good faith.

vi. The institution will allow the representative to attend additional events on behalf of INEE, in order to promote and advocate increased support for education in emergencies.

vii. The institution will use 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.

#### **6.01.7. Individual Steering Group Member Criteria**

i. Each SG member must have direct knowledge and specific experience in education in emergencies.

ii. Each SG member must be able to attend quarterly INEE SG meetings, including up to two semiannual in-person meetings as determined by the majority of SG members, including *ex officio* members, as well as additional virtual meetings, as needed. Advanced notice of not fewer than 5 calendar days for virtual meetings and not fewer than 30 calendar days for in-person meetings shall be given by the INEE Director and/or Steering Group Co-Chairs. If authorized by the Steering Group members, and subject to such guidelines and procedures as they may adopt, any SG member unable to be physically present at an in-person meeting may still participate in the meeting through remote communication and be deemed “present” and capable of actively participating and voting as necessary.

iii. Each SG member must take on specific responsibilities in committees that may include:

- a. Working with one or two other members and INEE Secretariat staff on designated tasks (e.g. advocacy, fundraising, etc.);
- b. Preparing draft documents for discussion;
- c. Chairing sessions at global or regional meetings, events or forums; and
- d. 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. In consultation with the INEE Director, Steering Group members may be asked to attend events to ensure INEE presence or represent the INEE Steering Group at high level meetings when the opportunity arises.

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

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

- a. Hosting members of the INEE Secretariat; providing necessary on-site administrative support for INEE Secretariat members as well as a collegial working environment;
- b. Co-chairing the Steering Group for an agreed period of time.

vii. All information shared and discussed within the Steering Group meetings must be treated as confidential, unless otherwise stated or directly related to an assigned task. Views expressed by any SG member during the execution of their SG responsibilities, especially those regarding sensitive issues and/or third-party organizations, shall not be made public formally or informally by any other SG member to ensure frankness of discussion and a cooperative working context for all.

**Section 6.02. Steering Group Co-Chairs:** The Steering Group will be led by two co-chairs.

**6.02.1. Selection**

The Co-Chairs will be selected by a simple majority of the SG for a two-year term on a rotational schedule and may be extended by one additional term based on Steering Group approval.

**6.02.2. 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.

**Section 6.02.3. Absence of Co-Chair and/or Co-Chairs**

Should a co-chair be temporarily unable to fulfill the obligations of the co-chair role, an acting co-chair should be appointed by the majority of the SG until the co-chair is again able to take on the role. If the co-chair is unable to fulfill the obligations of the co-chair role for more than 3 months then the position should be transferred to another SG member permanently.

**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 Framework
- ii. Participate in and approve the Strategic Framework Planning Processes and Annual Strategy Reviews
- iii. Approve the Secretariat's annual costed work plan, including expected network space outputs supported by the Secretariat, taking into account the need for flexibility to respond to emerging issues in the sector and that work planning is dependent on member engagement in its development
- iv. Approve the establishment of initiatives and formation of new network spaces
- v. Determine the level and manner of engagement with opportunities that may advance the strategic objectives of INEE

**6.03.2. Governance**

- i. Maintain oversight over the vision, mission, guiding principles, strategic framework, and the by-laws
- ii. Oversee and support through operational guidelines as necessary and appropriate the work of the INEE Director and the INEE Secretariat
- iii. Engage in regular review of the network's financial status and cash flow across all host organizations

**6.03.3. Fundraising**

- i. Approve the fundraising strategy to achieve the Strategic Priorities in the Strategic Framework
- 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

#### **6.03.4 Personnel**

- i. Approve INEE's annual staffing and organizational chart, including new positions as may be necessary, contingent upon successful fundraising
- ii. Support the selection and hiring of the INEE Director done by the principal hiring host organization
- iii. Through the Steering Group Co-Chairs, participate in the annual review of the INEE Director in conjunction with the protocols of the hiring host organization (The Steering Group Co-Chairs may elicit input from other Steering Group members)

### **Section 6.04. Decision Making**

#### **6.04.1. Quorum**

- i. The quorum for formal meetings is a simple majority of all the Steering Group members, inclusive of the INEE Director and *ex officio* members.
- ii. The quorum for all decisions is at least seven voting Steering Group members, at least one of which is a Co-Chair, plus the INEE Director.
- iii. Any action which may be taken at any meeting of the SG members may also be taken without a meeting, prior notice, or vote if consent in writing setting forth the action shall be signed by each voting SG member and delivered to the SG Co-Chairs.

#### **6.04.2. Decision Making Process**

- i. Decisions by the Steering Group should be made by consensus whenever possible. SG members are obligated to work cooperatively and in good faith to try to reach consensus.
- ii. In the absence of consensus, decisions will be made by simple majority vote. Voting can be conducted in-person or virtually during scheduled meetings, or electronically over email, as needed; the vote count will be recorded and made available to all SG members.
- iii. The INEE Director shall cast the deciding vote for any evenly split votes in the Steering Group.
- iv. A 2/3 majority is required for the following decisions:
  - a. Addition of Steering Group members or termination of Steering Group membership
  - b. Voicing support for or objection to the proposed hiring of a new INEE Director to the applicable host organization
  - c. Expressing a lack of confidence in the INEE Director to the applicable host organization
  - d. Approval of the Strategic Framework
  - e. Any decisions that affect the governance status of INEE, including any decisions related to alteration of the terms of these by-laws
  - f. 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 a Steering Group meeting.
- 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**

**Section 7.01.** These by-laws and attachments may be amended by an affirmative vote of a 2/3 majority of voting INEE Steering Group members.

**Section 7.02.** The Steering Group will review the by-laws at a minimum of every 2 years, but may review the by-laws at any time if circumstances warrant.

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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.

The second version of the INEE by-laws was reviewed and revised at the INEE Steering Groups biannual meeting on November 14th, 2018 (UNESCO Headquarters, Paris, France).

The third version of the INEE by-laws was reviewed and revised through virtual means on 20 December 2022.