

JIPS' Governance

1. Background

JIPS is a not-for-profit, interagency service set up in Geneva in 2009 at the request of the United Nations' Inter-Agency Standing Committee (IASC). JIPS' governance structure and its TOR have undergone several iterations since its establishment. This current governance document is the result of JIPS' most recent evaluation conducted in 2023 covering the strategic period 2021-2023, and a subsequent review of JIPS' governance which draws on the Good Governance Code¹ and its dimensions of analysis, alongside consultation with the current members of its Executive Committee (ExCom)². It was validated by that membership and came into effect as of 25/06/2025.

2. JIPS' Purpose

To provide technical and capacity development services to actors collaborating in the generation and analysis of displacement data and help translate the resulting evidence into actions that advance effective durable solutions for Internally Displaced Persons (IDPs) and other displacement-affected populations.

3. JIPS' Governance Structure

JIPS operates legally under the auspices of the Danish Refugee Council (DRC). Operating as an independent interagency service, JIPS has a two-tiered governance body consisting of:

3.1. Co-Hosts

Their broad responsibility is to jointly ensure the overall effective governance and administrative management of JIPS with a particular focus on effective decision-making, risk, and control. They lend their organisational infrastructure to enable JIPS to function accountably and with minimal risks.

3.2. Executive Committee

Their broad responsibility is to support JIPS define and achieve its organisational purpose, with a focus on its continued relevance, funding, interagency coordination, service quality, advocacy, and communications.

¹ Charity Good Governance Code: <https://www.charitygovernancecode.org/en/front-page>

² JIPS' Executive Committee established in 2014 consists of DRC, UNHCR, IDMC/NRC, UNDP, UN-Habitat, OCHA, and the Special Rapporteur on the Human Rights of IDPs.

JIPS is headed by a staff member, the Head of JIPS, whose responsibility is to ensure the sustainable and compliant running of JIPS. They are answerable to the Co-Hosts and are a non-voting member of the Executive Committee (ExCom), with administrative support duties.

The Executive Committee is chaired by a Chair and a Co-Chair.

4. Broad Roles & Responsibilities

4.1. Co-Hosts

Co-Hosts are ultimately accountable for JIPS with a specific focus on the following key areas:

4.1.1. Organisational Purpose

Ensuring that JIPS' purpose remains clear and relevant via strategic development, periodic review, and effective strategic monitoring and performance management.

4.1.2. Leadership

Ensuring that JIPS is effectively managed, and that JIPS has effective governing members on its ExCom who provide it with strategic leadership, in line with JIPS' aims and values, and add value to JIPS.

4.1.3. Decision-Making, Risk, and Control

Ensuring that JIPS has the administrative infrastructure, including up-to-date, functioning policies, procedures, systems and tools, and effective delegation, control, and risk-monitoring to operate legally, compliantly, and effectively. Via these systems they ensure that decision-making processes are informed, rigorous, and timely.

4.1.4. Governing Body Effectiveness

Ensuring appropriate structures and processes are in place to ensure the effective governance of JIPS, including up-to-date Terms of Reference (TORs) which clearly define roles and responsibilities for all including the Chair and Co-Chair.

4.1.5. Accountability, Equality, Diversity & Inclusion

Ensuring transparency in JIPS' governance, purpose, work, and achievements, and that the principles of participation, diversity, equality and inclusion are mainstreamed in the practices of the governing body and JIPS' operations.

These roles and responsibilities are articulated via a separate memorandum of understanding between Co-Hosts.

4.2. Executive Committee

The Executive Committee provides support and advice to JIPS in the following key areas:

4.2.1. Organisational Purpose

Strategy – Contribute to the development of, and endorse JIPS' strategies and evaluate JIPS' impact, outputs and outcomes on an ongoing basis: reviewing annual reports, evaluations, and other documents presented to members.

Communications – Help identify relevant key stakeholders, platforms, and workstreams with which JIPS should seek to engage and raise awareness of its work and its value at the global and national levels (including within and external to their own organisation).

Coordination – Identify opportunities, particularly within own organisations, to promote synergies and complementarities with JIPS' work and facilitate collaboration and partnerships with JIPS at the national and global levels.

Fundraising – Support JIPS to identify and attract relevant funding to promote its sustainability.

Advocacy – Help amplify JIPS' advocacy efforts, in particular where they align with their organisation's own advocacy objectives and strategies.

Service Quality – Act as a technical sounding board for JIPS regarding its current and proposed interventions to further the quality of outputs and considering potential for impact, funding availability, and contextual factors.

4.2.2. Governing Effectiveness

Collaborate with other ExCom members to ensure a transparent selection, appointment, and review process for members of JIPS' Executive Committee, which considers whether it promotes appropriate standards of ethics and integrity, equality, diversity and inclusion, as well as the skills, knowledge, and experience needed to support JIPS' work.

4.2.3. Accountability, Equality, Diversity & Inclusion

Advise and support fellow ExCom membership and JIPS staff to advance their approach to accountability, diversity, and participation.

A specific TOR outlining the roles and responsibilities of the Executive Committee is elaborated in the Annex 1 to this document.

4.3. Chair and Co-Chair

The role of the Chair and Co-Chair of the Executive Committee's is to provide leadership to the ExCom and help ensure its effectiveness. This includes having agreed priorities and a productive and inclusive culture.

The Chair and Co-Chair are elected by the ExCom every 2 years. A specific TOR outlining their roles and responsibilities is elaborated in Annex 2 to this document.

4.4. Head of JIPS

The Head of JIPS is appointed via an open and competitive recruitment process, reports directly to the Co-Hosts, and is line-managed by a senior member of personnel in DRC's Strategy, Programme, and Results Department (SPR). The roles and responsibilities of this position are outlined in more detail in a separate job description, which is reviewed and updated periodically by Co-Hosts as part of their oversight duties.

The Head of JIPS is a non-voting member of the Executive Committee and works closely with ExCom members to achieve the objectives of the role and advance JIPS' work. The Head of JIPS is responsible for ensuring effective oversight and implementation in the following areas:

4.4.1. Risk Management processes

4.4.2. Grant & Budget Management

4.4.3. People Planning & Management

4.4.4. Collaboration with JIPS' Governance members to Support Effective Organisational Operation and Governance

4.4.5. Strategy Development, Dissemination and Implementation

4.4.6. Business Development Processes

4.4.7. Programme Quality & Management

5. Membership

5.1. Selection & Appointment Process

5.1.1. JIPS' Co-Hosts are de facto the organisations that assume legal and financial responsibility for JIPS. Until such time as this is reviewed or altered, these organisations are the Danish Refugee Council (DRC) and the United Nations Office of the High Commissioner for Refugees (UNHCR).

5.1.2. The ExCom shall comprise a minimum of 5 and a maximum of 12 members, including the Co-Hosts and the Head of JIPS, who have permanent membership while fulfilling their respective duties.

5.1.3. Members can be organisations or individuals.

5.1.4. The composition of JIPS' ExCom membership shall consider the skills, knowledge, experience, and diversity needed to support the organisation's purposes effectively. A list of selection criteria is provided in Annex 4 accordingly.

5.1.5. In order to select new members, a formal, rigorous, and transparent procedure will be followed, which includes the following steps:

- i. Identification of the need for additional members via an Executive Committee meeting, which is agreed in line with the established decision-making process and recorded in the meeting minutes.
- ii. Review by the ExCom of the skills it has and needs, and confirmation of the TOR and selection criteria for new ExCom membership, along with strategizing about the method of member identification.
- iii. Advertising the membership vacancy widely with consideration for sourcing the skills needed.
- iv. Short-listing of member candidates against objective criteria and considering the benefits of diversity.
- v. Recommendations made by current ExCom members based on merit.
- vi. Voting by current members.
- vii. Response to selected candidate(s) approving their new membership and request to sign the ExCom Code of Conduct.
- viii. Written acceptance of membership received from the individual or organization.

5.1.6. In the case of organisational membership, individual representatives shall be formally named and nominated to sit on the Executive Committee via an official letter from a senior representative of the organisation. This should include any relevant supporting documentation requested by the ExCom to demonstrate the nominee's competence (e.g. CV). The nominee must then be endorsed by ExCom in line with its decision-making procedures outlined in section 6.

5.2. Review, Renewal, and Ending Membership

5.2.1. The approach to membership should balance the need for continuity with the need to refresh the governing body. This involves the following process:

- i. Once new members accept to become members of the ExCom, membership lasts for 3 years and may be renewed considering the points raised in point 3 below and following a vote by current members.
- ii. If an ExCom member has served for more than nine years, their reappointment is:
 - a. subject to a particularly rigorous review and takes into account the need for progressive refreshing of the governing body;
 - b. explained in JIPS' annual report.
- iii. The governing body reviews its own performance, including that of the Chair and Co-Chair. These reviews might consider the governing body's balance of skills, experience, and knowledge, its diversity, how the governing body works together, and other factors that affect its effectiveness.
- iv. The membership selection criteria elaborated in annex 4 shall be reviewed and updated as part of JIPS' periodic review process to ensure that the governance body continues to be effective.

5.2.2. Governing members may resign at any time by giving as much notice as possible, and preferably at least three months.

5.2.3. In the case that an ExCom member is found in breach of the Code of Conduct outlined in section 7, the ExCom may decide to expel an individual member or member organisation's representative in line with decision-making protocols outlined in 6.1.

6. Decision-Making & Meeting Fora

6.1. Decision-Making

6.1.1. Decisions regarding JIPS' day-to-day operations shall be governed by the scheme of delegation and decision-making structures set out in DRC's procedures and policies.

6.1.2. Governance-related decision-making will be through consensus as much as possible. Attendance at ExCom meetings can be fulfilled remotely if physical attendance is not possible. Members who are unable to participate during a meeting may provide input electronically in advance of, or following the meeting to the chair and co-chair. In the rare instances when a consensus cannot be found, decisions can be taken by a two-thirds majority of the quorum. A quorum requires the presence of at least fifty percent plus one of the current members.

6.1.3. The ExCom may set up a procedure to facilitate decision-making between meetings on an electronic basis, if urgent.

6.1.4. As long as they continue to be legally and financially liable for JIPS, Co-Hosts can veto decisions as a last resort but should ensure that efforts have been made to build consensus first.

6.1.5. Any member of the ExCom, who may have a perceived or actual conflict of interest in any matter that may arise from the work of the ExCom, shall recuse him/herself from that issue voluntarily or upon the motion of another member of the ExCom. Should there be any contention, the ExCom shall proceed to a vote (without the concerned ExCom member) that may or may not exclude the said JIPS ExCom member from decision-making on the matter at hand.

6.1.6. Joint decision-making and conflict resolution between Co-Hosts shall be addressed via relevant clauses outlined in their joint MOU.

6.2. Meeting Fora

6.2.1. To ensure the time of governance members is allocated efficiently and in the best interests of JIPS' governance, different meeting fora shall be established for different purposes and their membership agreed according to the skills and experience required.

6.2.2. The meeting fora and membership of each is outlined in Annex 3 to this document and should be reviewed and updated periodically by ExCom members to ensure continued relevance, efficiency, and effectiveness for JIPS.

1. At a minimum, ExCom members should meet every 4 months / once per trimester.

2. Meetings will be chaired and co-chaired by an ExCom member. The Head of JIPS cannot chair meetings but can support chairs in their role with related administrative tasks.
3. Attendance of 50% of members +1 is required for the quorum. Quorum is required for any meeting to be recognized as an authorized meeting and for the recommendations or resolutions of such meetings to be valid.
4. Meetings with a quorum will minute any decisions as “final decision” whereas non-quorum meetings will minute decisions as “unofficial advice”.

7. Code of Conduct

7.1. All members of JIPS governing structure agree to abide by JIPS' Governance Members' Code of Conduct (see Annex 5) and promote ethics and probity through their behaviour.

7.2. In the event that there is a reported or actual breach of the Code of Conduct by an Executive Committee member, they will be asked to meet with JIPS' Co-Hosts in order to discuss their suitability for the role.

7.3. In the event that a breach is deemed to be of a serious nature and conflicting with members' own organisational code of conduct, a report may be made to that organisation's code of conduct reporting mechanism.

7.4. In the case that the breach concerns one of the Co-Hosts, the complaint may also be referred to the Co-Hosts' own organisational code of conduct mechanism.

7.5. The ExCom should review its Code of Conduct at 3-year intervals or as appropriate.

8. Dissolution

The co-hosts in joint agreement with the wider Executive Committee may dissolve the organisation if they decide that it is necessary or desirable to do so. To be effective, a proposal to dissolve the organisation must be passed at a special meeting by a two-thirds' majority of the quorum in line with the decision-making procedures outlined in section 6.2 of this document.