



**BY-LAWS
OF
THE INTERNATIONAL FEDERATION OF SETTLEMENTS
AND NEIGHBORHOOD CENTERS, INC.**

1. MEMBERSHIP

- (a) Membership in the International Federation of Settlements and Neighborhood Centers, Inc. (henceforth IFS) is open to multi-purpose community-based organizations, federations of such organizations, and others (see membership categories in section 1 (d)) that subscribe to the IFS Certificate of Incorporation and pay the membership fees.
- (b) There shall be no restriction on the number of bodies from any country who may become a member of IFS.
- (c) Application for membership shall be dealt with by the Board of Directors but IFS shall have the right to review the membership of any organization and/or federation as laid down in the Certificate of Incorporation.
- (d) There will be three categories of members. The first are single/individual AFFILIATED organizations. The second are FEDERATIONS, defined as having 3 or more organizational members, and which can be local, regional, national, or international in focus. The third are ASSOCIATES (see below, [f]).
- (e) All full member organizations of FEDERATIONS will be considered as de facto non-voting members of IFS (unless they also become AFFILIATED organizations).
- (f) ASSOCIATE members are also welcome, including but not limited to individuals, friends, for-profit corporations, governmental units, other non-profit organizations and local or regional organizations that are connected via their Federation. They are non-voting members.

2. MEMBERSHIP FEES.

- (a) Payment of membership fees shall fall due on such date as the Board of Directors determines.
- (b) Any member unable to pay all or part of its fee at the due time must notify the Executive Director who will refer the matter to the Board of Directors for Consideration.
- (c) The Board of Directors shall have the power to waive payment of all or part of a member's fee for one year only, if it is felt that there is significant justification for doing so.
- (d) Any member not paying its fee for one year without the agreement of the Board of Directors shall cease to be a member of the Federation.
- (e) Membership fees will be determined by the Board of Directors according to the following: (1) AFFILIATED organizations will pay a fee based on the aggregate size of their budgets (2) FEDERATIONS will pay a fee based on size of budget and number of member organizations; (3) ASSOCIATES will pay a fee or contribute or be a member via their Federation.

3. PROCEDURES FOR NOMINATIONS AND ELECTIONS

(a) Member Representatives

In accordance with the provisions of the Certificate of Incorporation, each Affiliated Member is entitled to one representative and Federations to two representatives. The representatives may be changed at any time but notice of a change in representation at general meetings of the membership must be submitted in writing to the Executive Director two days prior to the General Assembly.

(b) Officers/Executive Committee

In accordance with the provisions of the Certificate of Incorporation, the Officers of IFS shall be elected at a meeting of the Board of Directors called for that purpose and shall consist of a President, Secretary, Treasurer and up to six Vice Presidents. The group of Officers will form an Executive committee. The Executive committee shall have a special responsibility for day-to-day governance such as risk management, financial oversight, and Human Resources. The Board of Directors are to decide about the Delegation of authority of the Executive Committee.

The President (or a designated officer) shall preside at IFS General Assembly and Board of Directors meetings.

(c) Board of Directors

In accordance with the provisions of the Certificate of Incorporation, the members of the Board of Directors shall be elected by IFS. Members who are appointed representatives of member organizations can be nominated for election to the Board of Directors. In case of vacancies, it is possible to fill them up with individuals that have specific professional skills relevant for good governance such as lawyers, accountants, activists and fundraisers.

The Board of Directors shall be composed of the following:

- There shall be no more than 40 voting members elected by the membership
- The immediate past president will serve as an ex-officio member for a four-year period immediately following the election of a new president
- Half of the Board members will be elected for a four-year term at each bi- annual general meeting of the members

Invitations to nominate Board members will be circulated to all members of IFS, by the Executive Director, at least two months before the date of the Federation Meeting at which the election will take place.

Nominations in writing must be received by the Executive Director before the meeting.

Nominations will be taken from the floor if the number received before the meeting is insufficient.

The Board of Directors may choose to nominate and elect a new member of the Board at a time other than the official meeting of IFS's General Assembly. This election would require a majority vote of the Board members and service would

begin immediately. At the next meeting of IFS's General Assembly, this vote by the Board must either be confirmed or denied.

At time of application, candidates for Board of Directors should present a summary description of their organization and their own professional biography or CV. They should describe any relevant content expertise pertaining to the UN Strategic Development Goals. In addition to their work history, they should address the ways that they intend to promote the strategic goals of IFS and address how their membership contributes to the geographic representation and demographic diversity of the IFS Board of Directors. It is a goal of the Board to encourage a balance of geographic interests and to promote Diversity, Equity and Inclusion in the composition of the board.

4. General Assembly MEETINGS

(a) Frequency of Meetings

In accordance with the provisions of the Certificate of Incorporations, IFS shall meet not less than once every two years. It shall be the responsibility of the Board of Directors to decide for such meetings.

(b) Notice of Meeting

At least two months' notice of a meeting shall be given to IFS Members by the Executive Director.

(c) Observers

Observers may, by invitation, attend meetings of IFS in a non-voting role.

5. MEETINGS OF DIRECTORS

(a) Frequency of Meetings

The Board of Directors shall normally meet a minimum of three times in each year. At least one of these meetings needs to be in person at an agreed upon location.

(b) Notice of Meetings

At least four weeks' notice of meeting shall be given by the Executive Director.

(c) Sub-Committees

The Board of Directors in accordance with the provisions of the Certificate of Incorporation may, from time to time, appoint sub-committees. The sub-committee shall keep records of all meetings and report to the Board of Directors.

(d) Removal of Elected Members

The Board of Directors shall have the power to unseat an elected member with or without cause by a two-thirds vote of the Board of Directors. Any Director who misses (in person or electronically) three consecutive meetings of the Board of Directors is automatically removed unless the Board acts to reinstate the member.

- (e) Vacancies on the Board of Directors
In the event of a vacancy occurring among the elected members for whatever reason, the vacancy shall be filled for the remainder of the original member's term by the Board of Directors.
- (f) Participation by Electronic Means (telephone, video conference, as examples) as is consistent with the laws of the State of New York.
Any one or more members of the Board of Directors or any committee thereof may participate in a meeting of the Board or such committee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.
- (g) Observers
Observers may, by invitation, attend meetings of the Board of Directors in a non-voting role.
- (h) A minimum of half of the Board of Directors, co-opted members not counted, must be present to constitute a quorum for the transaction of business. In addition, board meetings must include representation from at least three different countries.

6. FUNCTION OF THE EXECUTIVE DIRECTOR

The function of the Executive Director shall be that of manager and coordinator of IFS and its relationship with other agencies. The Executive Director shall prepare policy matters and carry out the administration of the Federation in consultation with the Board of Directors. The Executive Director shall provide reports to the Board of Directors on his/her work. Staff appointments shall be on the recommendation of the Executive Director and approved by the Board of Directors. The Executive Director cannot be member of the board.

7. SUBMISSION OF RESOLUTIONS TO THE FEDERATION

- (a) Resolutions from Members
Resolutions, which shall be in writing, may be submitted by member organizations for the consideration of IFS. Such a resolution shall be submitted at least two months before the date of the meeting at which it is to be considered. The resolution will be circulated to all members by the Executive Director at least four weeks before the meeting.
- (b) Resolutions from the Board of Directors
The Board of Directors shall have the power to submit resolutions to the Federation. These resolutions shall be circulated by the Executive Director to all members at least four weeks before the meeting.
- (c) Amendments
Amendments to resolutions may be sent in writing to the Executive Director before the meeting or they may be taken from the floor.
- (d) Seconders for Resolutions
Because of the geographical distances involved it is not essential to obtain a

formal seconder of a resolution before the meeting.

(e) Later Resolutions

Resolutions submitted later than the stipulated date may be considered by IFS if a majority vote so to do is obtained at the meeting.

8. PROCEDURE AT MEETINGS GENERALLY

Because of possible language difficulties, strict rules of debate will not be embraced at meetings. Members will be expected to conduct themselves in a reasonable manner and to show tolerance for the points of view of others.

9. VOTING PROCEDURE

(a) At General Assembly Meetings

Voting for elections, resolutions and amendments shall be by ballot. In the event of a tie the person chairing the meeting shall have a second or casting vote. Affiliated members shall be entitled to one vote each and Federations entitled to two votes each. Associated members have no vote. The President may ask the members if a vote can be taken by hand or voice vote, and if most members present approves this request, votes can be taken by one of these measures instead of by ballot.

(b) At Board of Directors Meetings

Voting at meetings of the Board of Directors shall be by a show of hands, by voice and/or ballot. In the event of a tie the person chairing the meeting shall have a second or casting vote. Each Board of Directors Member shall have one vote.

10. REGIONAL STRUCTURE

IFS shall support the development of regional structures in Europe, the Americas, Asia, Africa, Australia, and other regions as membership grows. The aim of the Regional Groups is to:

- coordinate and extend joint activities among community organizations throughout the Region.
- initiate the creation of new multi-purpose community-based organizations in the Region.
- promote meetings, exchanges and other relevant activities linking members in different countries within the Region.
- provide mutual aid and identify regional issues to bring to the attention of the IFS Board and membership.
- provide a mechanism for strengthening the diversity of IFS membership.

11. EQUAL OPPORTUNITY

- IFS shall strive to preserve and strengthen the basic character and identity of the organization by:
- giving all persons an equal opportunity to contribute to the benefit from IFS.

- defining open and clear processes for democratic decision-making and promoting mutual respect.
- taking active measures to prevent any one group from exercising dominance through outlook, values, language, etc.
- continually adapting policies and practices to reflect changes in the composition of IFS' membership, audience, and environment.

12. CONFLICT OF INTEREST

Members of the Board of Directors, members of Standing and Advisory Committees and management staff of IFS must conduct their personal affairs in such a manner as to avoid any possible conflict of interest with their duties and responsibilities as board or staff of IFS.

Any duality on the part of any member of the Board of Directors shall be disclosed to the Board of Directors and made a matter of record through an annual procedure and when the interest becomes a matter for Board of Directors action.

Any Board member having a duality of interest shall not vote or use his/her personal influence on the matter, and he/she shall not be counted in determining the quorum for the meeting. The minutes of the meeting shall reflect that a disclosure was made, the abstention from voting and the quorum situation.

Any new member of the Board of Directors will be advised of this policy upon entering the duties of his/her office.

A like standard shall apply to members of all Standing and Advisory Committees and management staff. All such policies shall also be applicable to any member of one's immediate family or any person acting on his/her behalf.

Board members, Committee members and Management Staff will be required to attest annually to their familiarity with IFS policy in this regard and to provide information concerning any possible conflict of interest so that disclosure may, if necessary, be made.

Whenever a conflict exists, the matter in question shall be disclosed at a regular meeting of the Board of Directors and reflected in the minutes of that meeting.

Specific Application of the General Policy

1. Financial Interests: "Financial interest" for this purpose shall mean any position as owner, officer, board member, partner, employee, or other beneficiary. A possible conflict of interest arises when a Board member, Committee member or management staff member holds a financial interest in or will receive any personal benefit from a business firm furnishing services, materials or supplies to the Agency. If the amount of business done by the Agency with any publicly held company has virtually no effect on the total results of such a company, "financial interest" shall not include the ownership of shares in a publicly held corporation.

2. Fund raising: a potential area of conflict arises when a Board member, Committee member or management staff member engages in fund raising for projects, programs or events similar to those conducted by IFS. Therefore, no Board member, Committee member or management staff member shall knowingly compete with IFS by raising funds for such projects, programs or events. In the matter of fund-raising, any time that a conflict arises between the needs of The Federation and a person identified above, those of IFS must prevail.
3. Use of IFS Services, Property or Facilities: Another area of potential conflict involves the use of IFS services, property, or facilities. When a Board member, Committee member or management staff member seeks staff assistance or the use of IFS property or facilities they should not expect that such assistance will be rendered to an extent greater than that available to a member of the public in similar circumstances or with similar needs. To the extent that extraordinary assistance is provided, there should be a clear understanding of how this assistance will benefit IFS.
4. Privileged Information: A Board member, Committee member, or management staff member must never use the information received while serving IFS if the personal use of such information would be detrimental in any way to IFS. Any actions that might impair the reputation of IFS must also be avoided.

13. MISCELLANEOUS

- (a) Books
There shall be kept at the office of IFS correct books of accounts of the activities and transactions of IFS, including a minute book, which shall contain a copy of the Certificate of Incorporation, a copy of these By-laws, and all minutes of meetings of the Board of Directors.
- (b) Fiscal Year
The fiscal year of IFS shall be the calendar year ending December 31.
- (c) Corporate Seal
The Corporation has no corporate seal.

14. INDEMNIFICATION

- (a) Indemnity Under Law
IFS shall indemnify and advance the expenses of each person to the full extent permitted by the New York Not-For-Profit Corporation Law as the same now exists or may hereafter be amended.
- (b) Additional Indemnification
 - i) IFS hereby agrees to hold harmless and indemnify each of its directors, officers, employees and agents (the Indemnitees) from and against, and to reimburse the Indemnitee for, any and all judgments, fines, liabilities, amounts paid in settlement and reasonable expenses, including attorney's fees actually and necessarily incurred, as a result of or in connection with any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, other than one by or in the right of the Corporation to procure a judgment in its favour, including an action, suit or proceeding by or in the right of any other corporation of any type or kind, domestic or foreign, or any partnership, joint venture, trust, employee benefit plan or other enterprise

for which the Indemnitee served in any capacity at the request of IFS, to which the Indemnitee is, was or at any time becomes a party, or is threatened to be made a party, or as a result of or in connection with any appeal therein, by reason of the fact that the Indemnitee is, was or at any time becomes a director or officer of

IFS or is or was serving or at any time serves such other corporation, partnership, joint venture, trust, employee benefit plan or other enterprise in any capacity, whether arising out of any breach of the Indemnitees fiduciary duty as a director, officer, employee or agent of such other corporation, partnership, joint venture, trust, employee benefit plan or other enterprise under any state or federal law or otherwise; provided, however, that no indemnity pursuant to this Section (b) shall be paid by IFS (i) if a judgment or other final adjudication adverse to the Indemnitee establishes that the Indemnitees acts were committed in bad faith or were the result of active and deliberate dishonesty and were material to the cause of action so adjudicated, or that the Indemnitee personally gained in fact a financial profit or other advantage to which the Indemnitee was not legally entitled; or (ii) if a final judgment by a court having jurisdiction in the matter shall determine that such indemnification is not lawful. The termination of any such civil or criminal action or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create any presumption that the Indemnitee acted in bad faith and/or was dishonest.

(ii) The obligation of IFS to indemnify contained herein shall continue during the period the Indemnitee serves as a director, officer, employee or agent of IFS and shall continue thereafter so long as the Indemnitee shall be subject to any possible claim or threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that the Indemnitee was a director or officer of IFS or served at the request of IFS in any capacity for any other corporation, partnership, joint venture, trust, employee benefit plan or other enterprise.

(iii) Promptly after receipt by the Indemnitee of notice of the commencement of any action, suit or proceeding, the Indemnitee will, if a claim in respect thereof is not to be made against IFS under this Section (b), notify IFS of the commencement thereof, but the omission so to notify IFS will not relieve it from any liability which it may have to the Indemnitee otherwise than under this Section (b). With respect to any such action, suit or proceeding as to which the Indemnitee notifies IFS of the commencement thereof:

- (1) IFS will be entitled to participate therein at its own expense; and,
- (2) Except as otherwise provided in the last sentence of this subpart (2), to the extent that it may wish, IFS jointly with any other indemnifying party similarly notified will be entitled to assume the defense thereof, with counsel satisfactory to the Indemnitee of its election so to assume the defense thereof, IFS will not be liable to the Indemnitee under this section (b) for any legal or other expenses subsequently incurred by the Indemnitee in connection

with the defense thereof other than reasonable costs of investigation or as otherwise provided in the last sentence of this subpart (2). The Indemnatee shall have the right to employ his or her own counsel in such action, suit or proceeding but the fees and expenses of such counsel incurred after notice from IFS of its assumption of the defense thereof shall be at the expense of the Indemnatee unless (A) the employment of counsel by the Indemnatee has been authorized by IFS in connection with the defense of such action, (B) the Indemnatee shall have reasonably concluded that there may be a conflict of interest between IFS and the Indemnatee in the conduct of the defense of such action, in each of which cases the fees and expenses of counsel for the Indemnatee shall be borne by IFS (it being understood, however, that IFS shall not be liable for the expenses of more than one counsel for the Indemnatee in connection with any action or separate but similar or related actions in the same jurisdiction arising out of the same general allegations or circumstances). IFS shall not be entitled to assume the defense of any action, suit or proceeding brought by or on behalf of IFS or as to which the Indemnatee shall have made the conclusion provided for in clause (B) of the preceding sentence of this subpart (2).

- (3) Anything in this Section 2 to the contrary notwithstanding, IFS shall not be liable to indemnify the Indemnatee under this Section (b) for any amounts paid in settlement of any action or claim effected without its written consent. IFS shall not settle any action or claim in any manner which would impose any penalty or limitation on the Indemnatee without the Indemnitees written consent. Neither IFS nor any such person will unreasonably withhold their consent to any proposed settlement.
- (4) In the event of any threatened or pending action, suit or proceeding which may give rise to a right of indemnification from IFS to the Indemnatee pursuant to this Section (b), IFS shall pay, on demand, in advance of the final disposition thereof, expenses incurred by the Indemnatee in defending such action, suit or proceeding, other than those expenses for which the Indemnatee is not entitled to indemnification pursuant to this Section (b). IFS shall make such payments upon receipt of (i) a written request made by the Indemnatee for payment of such expenses, (ii) an undertaking by or on behalf of the Indemnatee to repay such amount if it shall ultimately be determined that he is not entitled to be indemnified by IFS hereunder, and (iii) evidence satisfactory to IFS as to the amount of such expenses. The Indemnatee's written certification together with a copy of the statement paid by the Indemnatee shall constitute satisfactory evidence as to the amount of such expenses.

- (5) The rights to indemnification and advancement of expenses granted to the Indemnatee under this Section (b) shall not be deemed exclusive, or in limitation of any other rights to which the Indemnatee may now or hereafter be entitled under the Not-for-Profit Corporation Law of the State of New York, IFS' Certificate of Incorporation or otherwise under IFS' By-laws, as now in effect or as hereafter amended, any agreement, any vote of members or directors, any applicable law, or otherwise.
- (c) **Limitation**
No amendment, modification or rescission of this Article 13 shall be effective to limit any person's right to indemnification with respect to any alleged cause of action that accrues or other incident or matter that occurs prior to the date on which such modification, amendment or rescission is adopted.

15. AMENDMENTS TO THE BY-LAWS

The present By-laws may be amended by the Board of Directors in accordance with the provisions of the Certificate of Incorporation, subject to review by IFS' General Assembly. In any event they shall become effective immediately.