
Selection of

SO Partner Co-Conveners, Steering Groups and Communities of Practice

19 April 2016

Purpose

This note is to update members of the Executive Committee (EC) on the nominations process and next steps for the selection of the SO Partner co-Conveners, Steering Groups and Communities of Practice, and to share the ToRs that have been updated based on the electronic feedback received from EC members thus far.

The EC is asked to:

- **note this information on and approve the revised nominations process and implications in the revised TORs (Annex I);**
- **agree the proposed lists of 4 SO Steering Groups, in order for them to select co-Conveners.**

Background

Since the EC met on 23 March 2016 and agreed the ToRs, partners and constituencies have made both formal and informal requests for amendments to the details of the ToRs. These have been flagged in writing with the EC but not discussed. Following the EC meeting on 14 April, a few EC members provided feedback electronically, which is reflected in the following points for adjustment and reflected in track changes in the ToRs (Annex I).

Way Forward

The Secretariat proposes a pragmatic approach in order to move forward, and proposes that the ToRs, as well as the actual membership, be reviewed at the 19th Board meeting in Q4 2016. The revised ToRs reflect the original principles and incorporate some minor adjustments as follows:

Principles

In the different iterations of the ToRs since February 2016, there have been different numbers and balance of partners occupying various roles. The following principles have under pinned these varied proposals:

- Balance across the Partnership's different constituencies
- Encouraging engagement of all (or most) constituencies
- Ensuring links to the Board, and also to the realities of partners in country
- Securing a manageable size for the advisory and leadership structures

Adjustments

- Each constituency will have no more than 4 partners on each SO Steering Group
- Given the ongoing Governance Strengthening Process, which will influence the constituency structures and membership, the following Partners can be assigned to a Steering Group without adding to a constituency ceiling:
 - UNF
 - EoSG
 - IPU
 - Countdown 2030

Comment [FH1]: Not sure I understand why these are been given special treatment?

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- There will be a limit of 18 partners on each SO Steering Group. This allows for a number that is manageable and efficient discussions. This also respects the structural difference with the Communities of Practice
- Two to Four co-Conveners for each SO Steering Group, from different constituencies and at least one co-Convener is a Board member. For pragmatic purposes, it may be wise to elect a coordinating co-Convener, but this is left to each of the SO Steering Groups.
- SO Steering Groups should aim for representation from all constituencies, and have representation from at least 50% of constituencies (four constituencies) on each SO Steering Group
- No individual partners should be represented on more than 50% of the SGs; there is no limit to representation on Communities of Practice.

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The Secretariat has reflected the above principles in the ToRs (Annex I) in track changes.

Selecting the SG Members and co-Conveners

Based on the above principles, the Secretariat has filtered the nominations received thus far and will propose lists of SO Steering Group members (inclusive of potential co-Conveners). The secretariat is reaching out to constituencies that are under/represented as well as reaching out to Constituency Chairs where more than 4 per have not been adequately represented and the Secretariat may need to proactively approach partners to facilitate expression of interest.

Once the SG Members have been agreed by the EC, the 4 SO SGs will meet electronically (or by telephone) to select their co-Conveners, by the end of April 2016. The proposed SO Co-conveners will be submitted to the EC for their approval.

Given that this process has evolved substantially over the past 4 months, and nominations to participate in SGs continue to be received, the EC is invited to review this process, along with the revised ToRs, and the implementation of the Partner-centric approach at the time of the Board in Q4 of 2016. This will allow for reflections on lessons learnt for possible adjustment in 2017.

PMNCH Strategic Objective (SO) Partner Co-Conveners and Steering Group Members*Terms of Reference*Agreed at EC meeting, 23 March 2016**1. Background**

- At the 17th Partnership Board meeting, 13-14 October 2015, Lusaka, Zambia, the full 2016 to 2020 Strategic Plan was presented and shortly afterwards adopted by the Board for implementation from 2016 onwards. The Strategic Plan identifies priority targets that the Partnership will work on during the first 5 years of the Global Strategy and identifies the following Strategic Objectives to aim to achieve these:
 - SO 1: Prioritize Engagement in Countries
 - SO 2: Drive Accountability
 - SO 3: Focus Action for Results
 - SO 4: Deepen Partnership
- Informed by the Strategic Plan, the Partnership's three year (2016 to 2018) Business Plan provides the framework for costed annual Work Plans that outline the activities and deliverables that will be undertaken by Partners, and supported by the secretariat, to achieve the results in the Business Plan, and hence deliver the Strategic Plan.
- These ToRs describe the role of the Strategic Objective (SO) Partner co-Conveners, Steering Groups and the broader Communities of Practice. It also outlines the approach to appoint these partners who will work with the secretariat SO Managers to advise and lead prioritisation of the annual work planning process, implementation and reporting, as well as to identify opportunities to work across SOs.
- Following the Board Retreat, 1-2 March 2016, the TOR have been updated to reflect the clearer role of the co-Conveners as well as to introduce the role of the Steering Group members and the Community of Practice, and how these various partners are supported by the SO Manager in the secretariat. The changes also reflect a greater leadership role of the partners to plan and deliver the Partnership's work.
- In addition to the SO structures, an advisory group will be established to advise and guide the new Communications Team. The structure and responsibilities for this advisory group will be modelled on the SO Steering Groups.

Comment [FH2]: Not sure I understand this. Why do we need an advisory group when we have a Communication Team? Advocacy and Communication Team.

2. Rationale

The rationale for adopting the Partner co-Conveners, Steering Group Members and Community of Practice for the 4 SOs is to:

- Advance the Partner-centric nature of the Partnership
- Enhance Partner country engagement in, and impact of the work of, the Partnership
- Align to the strategic objectives of the Partnership, which include deepening partner engagement, building inclusion of a broad and diverse range of partners, whose skills and expertise can build the work of the Partnership
- Provide leadership and guidance to the work planning process to respond to the ~~post-2015~~ Agenda 2030 landscape.

3. Main responsibilities

The main responsibilities of the SO Partner co-Conveners and Steering Group members are **proposed** as follows:

Co-Conveners (two ~~three~~ four per SO)

- **Work Planning Process:** Provide leadership and guidance (facilitated by the secretariat SO Manager) on the design and delivery of annual work plans to achieve the results identified in the Business Plan.
- **Budgeting:** Provide guidance to the SO Manager on the priorities, management, and tracking of the work plan budget (within the ceiling set in the Business Plan).
- **Implementation:** Advise the Board and/ or Secretariat as appropriate on the delivery mode to be used for implementation, for example: i) partner institutions; ii) through an open RFP process; iii) invitation for proposals from specific specialists; or iv) Partnership Secretariat staff.
- **Risk Mitigation:** Identify relevant assumptions, risks, and mitigations as they apply to the work plans.
- **Stakeholder Engagement:** Identify opportunities for engagement and share responsibility for maintaining communication with Partners across the constituencies, and for involving stakeholders beyond the Partnership as required.
- **Resource Mobilization:** Advise the SO Manager on areas where resource mobilization is needed and support these efforts.
- **Reporting:** Contribute to quarterly reporting on progress, and any particular challenges, in delivering the SOs to the Partnership's Executive Committee and/or Board.

Steering Group Members (up to ~~16~~ 18 per SO)

- **Propose to the EC the co-Conveners** to lead Partner engagement in the SO Leadership
- **Advise and support** the co-Conveners by providing guidance to the design, delivery and prioritisation of the **annual workplan** to achieve the results identified in the Business Plan
- **Implementation:** Act as a regular advisory group to advise the SO co-Conveners and Manager on progress with implementation
- **Stakeholder Engagement:** Contribute to communication with partners across the constituencies, and for involving stakeholders beyond the Partnership as required.
- **Create Impact:** promote the work of the member's organization
- **Resource Mobilization:** **Advise and s**Support the SO co-Conveners and Manager with resource mobilization efforts.
- **Risk Mitigation:** Identify relevant assumptions, risks, and mitigations as they apply to the work plans.

Community of Practice (no size limit)

- **Advise the EC on the selection of the SO Steering Group** if more than ~~16~~ 8 nominations are received. If the Community of Practice receives insufficient nominations, the Executive Committee may select SO Steering Group members.
- **Support and advise the SO Steering Group** by providing inputs to the design, delivery and prioritisation of the **annual workplan** to achieve the results identified in the Business Plan

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- **Implementation:** In alignment with co-conveners and Coordinating Group contribute in any way possible to the design, Act as an occasional advisory group to comment on progress and with implementation of the work plan.
- **Stakeholder Engagement:** Support communication with partners across the constituencies, and for involving stakeholders beyond the Partnership as relevant or required
- **Resource Mobilization:** Advocate for and support resource mobilization efforts.

NB In advance of the co-Conveners and Steering Group being selected, the wide group of partners that have self-nominated to the Community of Practice will guide and advise the Secretariat SO Manager on the design and prioritisation of the annual workplan for 2016.

4. Structure

The main aspects of how the SO Partner co-Conveners will organize are as follows:

- **SO Leadership Groups:** In alignment with the four strategic objectives identified in the 2016-2020 Strategic Plan endorsed by the Board, there are four SO Leadership Groups and one Communication Team:
 - SO 1 Group: Prioritize Engagement in Countries
 - SO 2 Group: Drive Accountability
 - SO 3 Group: Focus Action for Results
 - SO 4 Group: Deepen Partnership
 - Communication: crosses all SOs, and will have an advisory group
- **Co-Conveners:**
 - Two-~~Three~~Four, to be proposed by the Steering Group for agreement by the Executive Committee
 - Maximum of one SO Partner Co-Convenor per constituency
 - At least one SO Partner Co-Convenor must be a Board member
 - Able to contribute 4-8 hours per month
- **Steering Group:**
 - Up to ~~sixteen~~eighteen, to be proposed by the Community of Practice for agreement by the Executive Committee
 - Maximum of ~~two~~four Partners per constituency
 - No individual partners should be represented on more than 50% of the SGs. Although can be on all CoPs.
 - Aiming at representation from all constituency, at least 50% of constituencies are represented
 - The following Partners can be assigned to a Steering Group without adding to a constituency ceiling: UNF, EoSG, IPU and Countdown
 - Able to contribute 2-4 hours per month
- **Membership Duration:** Initial term durations will be for two years to establish momentum and constituency with the group. Membership term is renewable and rotation off the group will be staggered to ensure continuity. There is no limit on duration of membership of the Community of Practice.

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Comment [FH3]: Rethink.

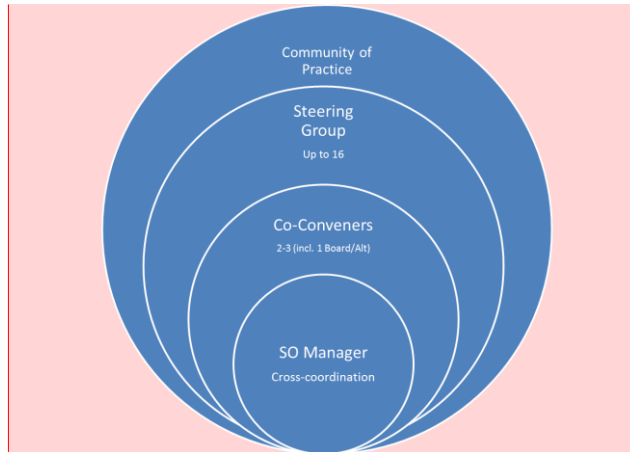
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- The following diagram shows the interaction among members of the SO Partner leadership groups:



Comment [FH4]: Should we not keep SO Manager on the outside, and indicate that he/she has relationship with all the others.

5. Operations

- **Selection:** Board Members and Partnership members at large are invited to self-nominate and express interest. Partners should identify individuals within their organisation who have appropriate levels of availability and technical expertise to provide quality input to advance delivery of the SO. Each SO will seek an optimal balance based on skills, experience, technical expertise, availability, and other representational factors, including gender and geographical balance. The proposed SO co-Conveners and Steering Group members will be communicated to the Executive Committee for their agreement; once approved SO leadership members will be named in communications (including the website).
- **Selection criteria**
SO Partner Co-Conveners should be/ have:
 - currently active and working on the continuum of care for women's, children's and adolescents' health;
 - substantial networks at regional and/or global levels with the relevant constituency, and/or a leadership role and substantial responsibility within a partner country;
 - skills, experience and expertise relevant to the SO of interest; and
 - willingness and ability to afford the time and resources required for the SO leadership work.
- **Time commitment:** It is expected that SO Partner Co-Conveners will dedicate four to eight hours per month to attend the monthly meetings (virtual in most cases) and review documents, with Steering Group members being available to provide around half that level of input. The level of input will not be even across the year; a surge of requests for input can be anticipated at the time of work planning. All members will receive relevant content electronically one week prior to each meeting.
- **Meetings.** The SO Leadership Groups of co-Conveners and Steering Group will meet frequently during the work planning period via teleconference or in person whenever possible. The meetings will be convened by the SO Manager and all meetings will be minuted by the Secretariat. We expect quarterly coordination meetings of the SO Steering

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Group and Secretariat SO Managers to review and report on progress, as well as to ensure cross SO work is addressed.

- **Facilitation & Administrative Support.** The SO Partner Co-Conveners will be supported by the Partnership's Secretariat SO Manager on all administrative matters, including ensuring members have access to documents, collating comments from the group, scheduling meetings, minutes of meetings, etc.-
- **Conflict of Interest.** Potential conflicts of interest must be declared by SO Partner Steering Group at the beginning of each meeting, in line with the conflict of interest policies pertaining to the Partnership. Any members with a conflict of interest should remove themselves from any resource decisions taken in respect of those projects.
- **Out of pocket expenses and remuneration.** The SO Partner co-Conveners and Steering Group members will not be remunerated for their time, but any reasonable out of pocket expenses (e.g. should travel be required for an in-person meeting) will be reimbursed through standard WHO expenses and per-diems policy and as indicated in the Board manual. In exceptional cases, for example if requested by a partner government from a high burden and resource constrained country, adolescents and youth, or a local CSO, a small honorarium may be available to cover communications costs and to cover staff time to contribute; this will not exceed one day per month of an individual's salary. Incurring expenditure will be carried out in line with WHO rules, which will be sought through approval of the SO Manager.
- In exceptional cases, for example if requested by a partner government from a high burden and resource constrained country, a youth or adolescent, or a local CSO, a small honorarium may be available to cover communications costs and to cover staff time to contribute; this will not exceed one day per month of an individual's salary. In exceptional cases, for example if requested by a partner government from a high burden and resource constrained country, a youth or adolescent, or a local CSO, a small honorarium may be available to cover communications costs and to cover staff time to contribute; this will not exceed one day per month of an individual's salary.
- **Reporting:** The SO Partner Co-Conveners will be accountable to the Executive Committee, and will submit a written update to the Executive Committee on a quarterly basis, and may be called upon, from time to time, to present on priority topics at the Executive Committee meetings.

Nomination Form

for Partner engagement in Strategic Objectives as:

Co-Convener, Steering Group and Community of Practice Members

Constituency	
Organization	
Name	
Contact information	

	Please note your interest in any of the following roles
Strategic Objective • SO 1: Prioritize Engagement in Countries • SO 2: Drive Accountability • SO 3: Focus Action for Results • SO 4: Deepen Partnership • Communication Advisory Group	SO1 _____ SO2 _____ SO3 _____ SO4 _____ Communication _____
Please describe how you are currently active and working in the field of sexual, reproductive, maternal, newborn, child or adolescent health or a related area.	
What networks do you engage with at regional or global levels?	
What skills, experience and expertise do you bring to the SO of interest?	
Are you able to provide 4 to 8 hours per month for the SO leadership work?	Yes/No Additional comments: _____
Please write a paragraph summarising your profile and/ or attach a CV.	
What would be your particular interest in the selected SO or Communication Advisory Group?	