NON-GOVERNMENTAL ORGANIZATIONS

STEERING COMMITTEE TERMS OF REFERENCE

Attached within this pack please find the complete set of Terms of Reference for the NGO Steering Committee. This includes Terms of Reference for the following positions:

- Chair
- Vice Chair
- EC Representative
- Governance and Ethics Representative
- Secretary
- Membership

Please ensure that you have familiarized yourself with the Terms of Reference before submitting your application. Please note that all applicants must be members of PMNCH.
1. Background
PMNCH is the world’s largest alliance for women’s, children’s and adolescents’ health (WCAH), bringing together over 1,000 partner organizations across 192 countries, grouped into 10 constituencies spanning from governments to United Nations agencies, to health-care professionals, youth-led institutions, NGOs and others. PMNCH provides a multistakeholder platform allowing diverse organizations to align objectives, strategies and resources, and to amplify evidence for action to support the attainment of the Sustainable Development Goals (SDGs), including through universal health coverage and primary health care. The PMNCH 2021-2025 Strategy offers huge opportunities to shape more effective global action for Women’s Children’s and Adolescents’ Health (WCAH) by aligning in support of a shared agenda, and to use that agenda to drive measurable progress, with a particular focus on the most vulnerable populations. As the world navigates its way out of the COVID-19 pandemic, the importance and value of strong health systems, of well-resourced health-care professionals and of economic safety nets for the most vulnerable will be better appreciated. PMNCH has issued a global seven-point Call to Action, which captures many of the priorities women and adolescents have been telling partners they need from health and social protection services and calls on governments to strengthen political commitment, policies and financing to protect and promote the health and rights of women, children and adolescents during the COVID-19 response and recovery. The Call to Action enables PMNCH constituencies and partners to engage in joint efforts with coordinated information, messaging and to leverage the potential of one another to advocate for continued access to essential and quality care for sexual, reproductive, maternal, newborn, child and adolescent health.

The NGO constituency of PMNCH accounts for two thirds of its members, and civil society members extend across nearly four of the ten PMNCH constituencies and are central to PMNCH’s ability to deliver on its mission and vision. CSOs and youth have a significant role to play in engaging at all three levels (global, regional and country) in ensuring financial and policy priorities for WCAH are responding to the greater demands of communities. This represents a significant opportunity for the PMNCH NGO constituency to come together with common positions, strategies and messages, acting together through joint efforts to demand greater accountability and action. The PMNCH NGO Steering Committee, leading the PMNCH’s largest constituency was launched in 2021 to harness the power of the CSOs and youth through a partnership-centric approach by enabling its membership to deliver collectively more than each could deliver alone.

2. Purpose
The overarching purpose of the PMNCH NGO Steering Committee is to provide guidance, technical assistance and support to the PMNCH secretariat to support optimal NGO led advocacy and accountability for improved WCAH at national, regional and global levels. The Steering Committee provides direction to
facilitate the engagement of NGOs within PMNCH to fully leverage their skills and expertise and actively collaborate with PMNCH partners to achieve global and country-driven development WCAH goals and targets.

3. Objectives
The PMNCH NGO Steering Committee enables and empowers the membership of the NGO constituency to align efforts in support of the PMNCH 2021 - 2025 Strategy and the COVID-19 Call to Action by bringing together NGO at national, regional, and global levels, to ensure their contributions and needs are heard through a unified voice.

The objectives of the Steering Committee include contribution towards:

1. Strategic decision making for WCAH at all levels (global, regional and country) by coordinating and amplifying the perspectives and inputs of NGOs;
2. Enabling access to information, resources and tools to enhance for meaningful participation NGOs in advocacy, decision-making, implementation and accountability measures for WCAH;
3. Collective advocacy and accountability towards commitment mobilization and implementation; and
4. Providing NGOs and PMNCH secretariat with guidance on best practices with respect to the meaningful engagement and role of NGOs.

4. Roles & Responsibilities
The PMNCH NGO Steering Committee provides leadership in coordinating the constituency’s contribution towards the PMNCH 2021–2025 Strategy, its Theory of Change and the Results Framework through its annual workplan which includes the strategic engagement with the other constituencies.

This section outlines the detailed roles and responsibilities of the Steering Committee towards achieving the stated objectives.

1. Strategic decision making for WCAH at all levels (national regional, global) by coordinating and amplifying the perspectives and inputs of NGOs:
   - By acting as a liaison between the broader constituency members and the various governance structures, including the PMNCH Board, Executive Committee, Standing Committees, other constituencies, and the Secretariat;
   - By providing strategic feedback on draft documents and other engagement with the PMNCH Secretariat;
   - By advocating for NGO priorities and interest at all levels (global, regional and national), specifically opening opportunities for NGO engagement, advocacy and accountability in relevant processes at the global, regional and national levels; and
   - By supporting NGOs with different backgrounds and interests, to speak with a coordinated and representative voice, including meaningful engagement with other PMNCH constituencies.

2. Enabling access to information, resources and tools to enhance for meaningful participation NGOs in advocacy, decision-making, implementation and accountability measures for WCAH:
   - By holding regular consultations with a members of the PMNCH NGO constituency to ensure that the Steering Committee adequately represents diverse interests and perspectives, with special attention to those representing youth organizations and marginalized communities.
(e.g. LGBTQIA+ rights advocates, disability rights advocates, racial justice rights advocates, and advocates representing the rights of underrepresented people - refugees, people living with HIV/AIDS, etc.) to ensure the outflow of information from the coordination group to a broad set of actors;

● By advising the PMNCH and partners on the types of technical assistance, support and guidance NGOs need to strengthen advocacy, policy development and implementation, monitoring and accountability, and the mechanisms by which these tools can be disseminated;

● By ensuring management and distribution of relevant materials, reports, analyses, tools related to WCAH to facilitate evidence-based advocacy; and

● By leveraging the potential of the PMNCH Communities of Practice (CoP) that will support the constituency and the Steering Committee to drive partner engagement, inclusion and participation.

3. **Collective advocacy and accountability towards commitment mobilization and implementation:**
   ● By facilitating the implementation of the PMNCH Call to Action Campaign plan through support for high level political advocacy, community and constituency engagement and media engagement;
   ● By developing common advocacy priorities and tools based on feedback from the wider constituency membership on key PMNCH developments and issues;
   ● By facilitating stakeholder engagement, cross-learning, and knowledge sharing through direct-outreach to constituency members and potential members;
   ● By regularly communicating with NGOs working on WCAH; tracking partner activities; facilitating coordination between partners to ensure alignment and complementarity (esp. in commitment making countries); and
   ● By facilitating annual assessments to determine how PMNCH NGO constituency engagement can be improved.

4. **Providing NGOs and PMNCH secretariat with guidance on best practices with respect to the meaningful engagement and role of NGOs**
   ● By documenting NGO engagement with PMNCH to inform PMNCH activities and programmes; and
   ● By working with the Standing Committees of PMNCH to provide guidance on how to better involve NGOs at the country level to better engage in the development, implementation and monitoring of government-led efforts for WCAH.
   ● By ensuring the PMNCH online platform is responsive to constituency needs.

5. **Membership and operations**
   a. **Composition and leadership**
   The Steering Committee is a 10-member group of individuals who represent their respective organizations, including 4 representatives from low and middle income countries, 2 youth representatives, 2 specialists in advocacy and communications, and 1 representative from a marginalized community (e.g. LGBTQIA+ rights advocates, disability rights advocates, racial justice
rights advocates, and advocates representing the rights of underrepresented people (refugees, people living with HIV/AIDS, etc.). These members will select among themselves an EC representative, Chair, Vice-Chair and secretary of the NGO constituency, and a representative to the Governance and Ethics Committee. **At least one of the leadership positions will be occupied by a representative of a youth led organization.**

The Steering Committee Leadership is responsible for setting the overall agenda and direction of the workplan of the Steering Committee. They will be responsible for driving consensus and representing the Steering Committee and the PMNCH NGO Constituency. The Vice-Chair will be responsible to support the Chair and be delegated leadership responsibilities in the absence of the Chair.

The term of office for the Chair and Vice-Chair shall be three years, renewable once; renewal to be staggered to maximize learning and consistency.

**b. Selection Criteria**

Membership on the Steering Committee is organizational, although membership consideration is based on both individual (proposed representative) and organizational characteristics. Steering Committee member organizations are selected based on commitment to follow issues, available time, technical expertise, and representation of the broad and diverse civil society spectrum, and access to country-level coalitions and networks. Member profiles will include representatives from CS and youth-led organizations at the global, regional and national level that have been substantially engaged around the SRMNCAH+N. Specific attention is paid to maximizing inclusivity and diversity of regions, issues, constituencies, age, gender, race and ethnicity, and achieving a balance between types of organization for example, advocacy and service-delivery organizations and candidates professional background (medical and non-medical). Terms of members are **for three years.**

**c. Time commitment**

The time commitment for the Steering Committee Leadership is expected to be in the range of estimated at 10% FTE (up to half day per week). This time commitment may be composed, in part, from support staff within their organizations. These are not paid or reimbursable positions.

**d. Working Modalities**

Steering Committee members are **expected to participate in all Steering Committee calls** (1 hour each), which generally occur every month through teleconferences, unless traveling or out of the office. The Steering Committee will be in regular contact through email exchanges. Additional meetings (if required) will be scheduled at the discretion of the Steering Committee Leadership but in consultation with Steering Committee members. Steering Committee members are also expected to review draft documents and recommendations, act as resource persons for the broader constituency membership, participate in CSO webinars, and support information-sharing and communication about the PMNCH-relevant CS and youth engagement at global, regional, national, and sub-national levels. Members are expected to attend 80% of meetings and cannot miss more than 3 consecutive meetings.
e. Decision-making

Decision-making at the Steering Committee is based on consensus or in the absence of a consensus, on the majority perspective of Steering Committee members who are present in meetings and calls. Items for discussion among the steering group are sent ahead of any meetings. Anyone who is not present for a meeting or teleconference is invited to express their views via email. Given the complexity of the call-in system, silence on any issue will be interpreted as agreement with the majority view expressed.
Terms of Reference
Chair of NGO Steering Committee
Three year term starting in January 2022

The Chair of the NGO Steering Committee should be a senior representative and leader within their organization, as well as within their field, with sufficient leverage to influence global health policy debate. They are highly knowledgeable and committed to sharing ideas about the pivotal role of CS in WCAH issues, including those related to financing, policy, data, innovation, service delivery, leadership, accountability and equity. They are committed to engaging strategically, equitably and ethically at the global, regional and country levels to advance PMNCH goals and objectives.

Roles and Responsibilities

The Chair of the NGO Steering Committee will be responsible for:

- Proactively conveying, chairing and leading, engaging and consulting with NGO constituents through appropriate channels and forums to collect input, analyze the range of views, and drive towards consensus.
- Representing and articulating the consolidated views of constituents during EC (when applicable); representing the outcome of constituency meetings; and speaking during the EC (when applicable) exclusively from a constituency perspective, not an individual or organizational perspective, unless explicitly declared otherwise.
- Establishing communication mechanisms in line with the PMNCH’s new digital approach to interact with and disseminate information to the constituents in a timely manner and organize regular meetings with their constituency as appropriate.

Experience

The Chair of the NGO Steering Committee should have:

- Experience in chairing and leading decision-making bodies composed of diverse stakeholders.
- Proven advocacy and negotiation skills.
- Proven skills in organizing and facilitating discussions, building consensus.
- Strategic planning, implementation, and problem-solving expertise.
- Openness to work in a digital space and adopt inclusive means of communication in line with PMNCH Digital Platform approach.
- Experience and expertise in defining long term strategies based on evidence and best practices.
- Expertise in one or more of the following areas: Maternal, Newborn and Child health, Sexual and Reproductive Health and Rights and/or Adolescent health and well-being through a CS lens.
- The expected time commitment of the Steering Group Chair is approximately 15-20% FTE (i.e., up to a day per week).
The NGO Steering Committee Vice Chair will support and act on behalf of the Chair as needed. They will follow up with the PMNCH Secretariat on implementation of agreed NGO SC decisions and action points, stimulate recruitment of new members, and participate in various PMNCH committees, sharing the task with the Chair.

Competencies should be similar to those listed for the NGO SC Chair, and have been listed below for ease of reference.

**Roles and Responsibilities**

The Vice Chair of the NGO Steering Committee will be responsible for supporting the Chair by undertaking the following roles:

- Proactively conveying, chairing and leading, engaging and consulting with NGO constituents through appropriate channels and forums to collect input, analyze the range of views, and drive towards consensus.
- Representing and articulating the consolidated views of constituents during EC (when applicable); representing the outcome of constituency meetings; and speaking during the EC (when applicable) exclusively from a constituency perspective, not an individual or organizational perspective, unless explicitly declared otherwise.
- Establishing communication mechanisms in line with the PMNCH’s new digital approach to interact with and disseminate information to the constituents in a timely manner and organize regular meetings with their constituency as appropriate.

**Experience**

The Chair of the NGO Steering Committee should have:

- Experience in chairing and leading decision-making bodies composed of diverse stakeholders.
- Proven advocacy and negotiation skills.
- Proven skills in organizing and facilitating discussions, building consensus.
- Strategic planning, implementation, and problem-solving expertise.
- Openness to work in a digital space and adopt inclusive means of communication in line with PMNCH Digital Platform approach.
- Experience and expertise in defining long term strategies based on evidence and best practices.
- Expertise in one or more of the following areas: Maternal, Newborn and Child health, Sexual and Reproductive Health and Rights and/or Adolescent health and well-being through a CS lens.

Each Constituency Vice Chair is expected to be in the range of estimated at 10% FTE, (up to half a day per week) of time to fulfil its functions. This time commitment may include both the work of the Constituency.
Vice Chairs themselves and of the support staff they may have within their own organisation in support of their role.
Purpose of the Executive Committee (EC)

The primary role of the Executive Committee is to govern operations and ensure PMNCH realizes its mission. The Executive Committee oversees the work of three standing committees: (1) Governance and Ethics; (2) Strategic Advocacy; and (3) Partner Engagement in Countries.

In addition, the EC oversees the development and implementation of PMNCH’s Strategic Plan and links the budget to operational planning so that financial goals are realistic. In terms of implementation, the EC ensures outcome indicators and performance targets are in place and monitors their progress.

Roles and Responsibilities

The EC Representative will work with the EC to:

- Approve the annual progress report and financial report.
- Oversee the work of three Standing Committees: Governance and Ethics; Strategic Advocacy; and Partner Engagement in Countries), each with its own Terms of Reference, inclusive of adolescent/youth co-chairs and diverse leadership and partner representation.
- Secure adequate funding (resource mobilization) and ensure safeguards to monitor the effective use of funds for the operation of PMNCH.
- Make recommendations to the host organization on the appointment and performance review of the Executive Director.
- Ensure effectiveness of the Board by approving qualified and committed Board members (recommended by the GEC and respective constituencies).
- Educate Board members to serve effectively, and engage in regular assessments and Board development.

Experience

The EC Representative should have

- Experience in chairing and leading decision-making bodies composed of diverse stakeholders.
- Proven advocacy and negotiation skills.
- Proven skills in organizing and facilitating discussions, building consensus.
- Strategic planning, implementation, and problem-solving expertise.
- Openness to work in a digital space and adopt inclusive means of communication in line with PMNCH Digital Platform approach.
- Experience and expertise in defining long term strategies based on evidence and best practices;
• Expertise in one or more of the following areas: Maternal, Newborn and Child health, Sexual and Reproductive Health and Rights and/or Adolescent health and well-being through a CS lens

The time commitment for the EC representative is expected to be in the range of 10-15% FTE.
Terms of Reference
Governance and Ethics Committee Representative
Three year term starting after October 2021

Purpose of the Governance and Ethics Committee (GEC) Representative

The GEC aims to improve governance effectiveness of PMNCH, ensuring inclusive, value-based and positive collaboration, oversee nomination processes, and address governance questions that may arise. The GEC also aims to ensure the highest ethical standards are maintained.

Roles and Responsibilities

The NGO GEC Representative will work with the GEC to:

• Evaluate the governance practices and structures of PMNCH to ensure that PMNCH’s governance supports the effective and efficient achievement of PMNCH’s mission and strategic plan.
• Review the composition of the Board, Executive Committee and Standing Committees to ensure that they reflect the appropriate balance of independence, sound judgment, specialization, technical skills, diversity, fundraising and development ability, geographic representation, and other desired qualities.
• Ensure the effective implementation of PMNCH’s policies on unconscious bias, ethics and conflict of interest policies, and the development and maintenance of a culture of ethics.
• Evaluate the performance of the Board and committees.

In addition, the GEC representative is expected to:

• Attend each GEC meeting and contribute their expertise to support the role of the Committee effectively.
• Review GEC documents and provide feedback on behalf of the NGO Constituency
• Avoid placing (and avoid the appearance of placing) their own self-interest or that of the NGO Constituency above that of the work of the GEC.
• Report to the NGO Steering Committee on the outcome of GEC meeting.

Experience

The GEC Representative should have

• Proven advocacy and negotiation skills.
• Proven skills in organizing and facilitating discussions, building consensus.
• Strategic planning, implementation, and problem-solving expertise.
• Experience working with NGOs in one or more of the following areas: Maternal, Newborn and Child health, Sexual and Reproductive Health and Rights and/or Adolescent health and well-being
The time commitment for the NGO GEC representative is expected to be in the range of 10% FTE.
Terms of Reference
Secretary NGO Steering Committee
Three year term starting after October 2021

The NGO Steering Committee Secretary will support coordination and logistical support to the NGO SC. In particular the role of the Secretary will be to support the Chair in ensuring the smooth functioning of the NGO Steering Committee meetings.

Roles and Responsibilities

The Secretary is responsible for liaising with the NGO SC Chair and PMNCH Secretariat to:

- Ensure that notice of a meeting is given within a reasonable time frame, and that quorum is achieved.
- Circulate any papers to be discussed as well as copies of the agenda to all members.
- Ensure meetings are effectively organised and that meeting minutes are circulated promptly.
- Ensure that all follow up actions have been delegated to the relevant people.
- Provide support to ensure that follow up actions have been undertaken within the desired timeframe.

Experience and Skills

In addition to having extensive experience in NGO led advocacy and accountability for improved WCAH at national, regional and global level, the Secretary will also need to be methodical with a good attention to detail. Please refer to the list below for competencies needed:

- Well organised and methodical.
- Able to deal promptly with correspondence, and take accurate notes of meetings by synthesizing key discussion points and by highlighting action points.
- Work effectively with the Chairperson, as well as members from the SC.

The time commitment for the Secretary is expected to be in the range of 10% FTE.