

Strategy Committee Term of Reference

Purpose

The Strategy Committee (the “SC”) of the Global Polio Eradication Initiative (GPEI) is an executive committee set up by the Polio Oversight Board (POB) to oversee the management and execution of the GPEI Strategic Plan, and is accountable for the achievement of programmatic objectives.

Duties

The SC will perform the following responsibilities:

Advisory

Prepare, with appropriate inputs, and present to POB:

- The long term strategic priorities and Program plans for GPEI.
- Program progress, including KPIs, and key challenges.
- Program risks and risk mitigating strategies.
- Strategic and Program changes with substantial impact on resources for consideration and approval.
- Decision papers for POB deliberations and approval.
- POB’s communication engagement and strategy.

Oversight

- Management Groups (MG) support: provide clarity on TORs and outputs, timely feedback on information provided, and escalation path for decision-making, as well as feedback on performance of the Management Groups.
- Provide executive oversight to program management and implementation teams, monitor program risks and risk mitigations activities.
- Ensure alignment of Management Groups, and regional arms of implementation agencies on semi-annual program priorities, targets and milestones
- Ensure GPEI resource allocation is aligned with program priorities
- Communication narrative of GPEI program
- Ensure expenditures are within authorized annual budget and/or overall budget space.
- Prepare, with inputs from the Finance Management Team (FMT), the annual Program budgets, financial expenditure and resources requirement reports.

Decision-making

Review and approve:

- Proposed changes in allocation between GPEI annual budget lines¹ exceeding 10%.
- Proposed changes in the GPEI annual budget of up to 10% ²
- Changes resulting in flexible budget lines in any year being reduced by > 10%
- Adequacy of risk mitigation measures
- GPEI program narrative, communication and advocacy plan
- MGs priorities and work plans
- GPEI-funded projects proposed by the Polio Research Committee (PRC)
- Decision papers prepared by the MGs to be presented to the SC or POB.

Outputs

- Annual update to GPEI Strategic Plan, including program priorities
- Semi-annual Program progress report and program priorities, to the POB.
- Quarterly risk assessment reports, to the POB.

¹ Immunization activities, Surveillance & response capacity, Poliovirus containment, Core functions & infrastructure

² Such proposed changes need to have no impact on overall 2013-18 GPEI budget

- Monthly meeting minutes decisions, updates to the POB (to be archived).
- Decision papers, as required, for discussion and approval at POB.
- Contribution to FAC reports on program budgets, financial expenditure and resources requirements

Composition

The SC will comprise of the following five decision makers:

- The SC will have one Chair (the “Chair”), appointed for a two (2) year term. The POB can renew the Chair’s tenure for an additional two (2) years.
- WHO Director of Polio program as SC Chair and the ‘GPEI Leader’ for next 2 years
- The Rotary representative to the SC is appointed as vice-Chair for the initial 2-year term.
- Four Heads of Polio Programs in the other core partner agencies
- A segment of the regular SC meetings/calls will be open for the Chairs of the Management Groups to attend.
- The Chairs of the Management Groups may also be required to participate in the SC when the topic warrants it.
- The SC Chair may consider assigning SC members as “executive liaisons” to the Management Group (1 executive liaison per Management Group, if required) to facilitate communication between SC and MGs.
- Regional and/or Country program leads and subject matter experts will be invited as requested by the SC Chair.

Member selection

The five Heads of Agencies will propose the member from their respective agencies to the POB for appointment.

Secretariat and Support

The SC will have a full time person to provide secretariat support (the “secretariat”). The secretariat will:

- Compile agenda for the Committee meetings in consultation with members of the SC and MG Chairs.
- Collect and prepare documents for the SC meetings, as required by the agenda.
- Organize logistics for conference calls, or in-person meetings.
- Take minutes and circulate for comments, schedule follow up meetings and discussions as required by the SC.
- Act as the knowledge management focal point for the SC and archive all relevant documents, decisions and memos (archive TBD)
- The secretariat can be contracted out; it should ideally be managed from/located in the Chair’s agency.
- Liaise with the POB secretariat to assist in POB meeting preparation and provide inputs into POB call topics

In addition to the aforementioned secretariat duties, SC members should have access to sufficient staff support to fulfill their responsibilities on the committee

Operating mode, Rhythm of Business

Meetings

- The SC will organize fortnightly meetings, via teleconference or video conference. The meetings will be attended by decision making members of the committee and by observers.
- To better transparency and improve communication, the SC Agenda will be circulated to the MG Chairs 1 week in advance; SC meetings notes will also be shared with MG Chairs.
- The SC will organize quarterly in-person meetings, at a location of their choosing.
- A quorum will be reached when 3/5 of the SC members are present.

- The number of observers and additional agency representatives at meetings will be kept at a minimum; request for extra attendees to be cleared by Chair

Decision making

- Decisions will be made by consensus. Observers will not have decision making rights
- When consensus cannot be reached, decisions will be escalated to the POB for resolution.

Accountability

- The SC will report to, and be ultimately accountable towards, the POB.
- The Chair will report to the POB, at each regular meeting, all actions the SC has taken since the last POB meeting.
- All proposals made by the SC that are beyond its mandate and scope of delegated decision authorities will be submitted to the POB for consideration and decision.

Limits of authority

By delegation from the POB, the SC is authorized to:

- Appoint Chair and Co-chair of MGs
- Approve MG ToRs and annual workplans.
- Approve resource allocation for MG workplans.
- Approve up to 10% above a planned annual GPEI budget, provided that the budget increase is offset by corresponding decrease in other budget years, so as to not impact the 2013-18 GPEI Strategic Plan budget.
- Any resource requirement that would either results in an annual GPEI budget deviating by more than 10% from the POB-approved plan, or that would impact the 2013-18 GPEI Strategic Plan budget will be escalated to the POB for approval.

Approval

These Terms of Reference has been approved by the Polio Oversight Board in its meeting on 27 February 2015. These ToR will be reviewed annually or at discretion of the POB or the SC Chair.

Strategy Committee (SC)

