

# POLIO | GLOBAL ERADICATION INITIATIVE

## Governance Review Implementation Plan *January 2021*



Rotary



BILL & MELINDA GATES foundation



# Governance Review Implementation - Overview

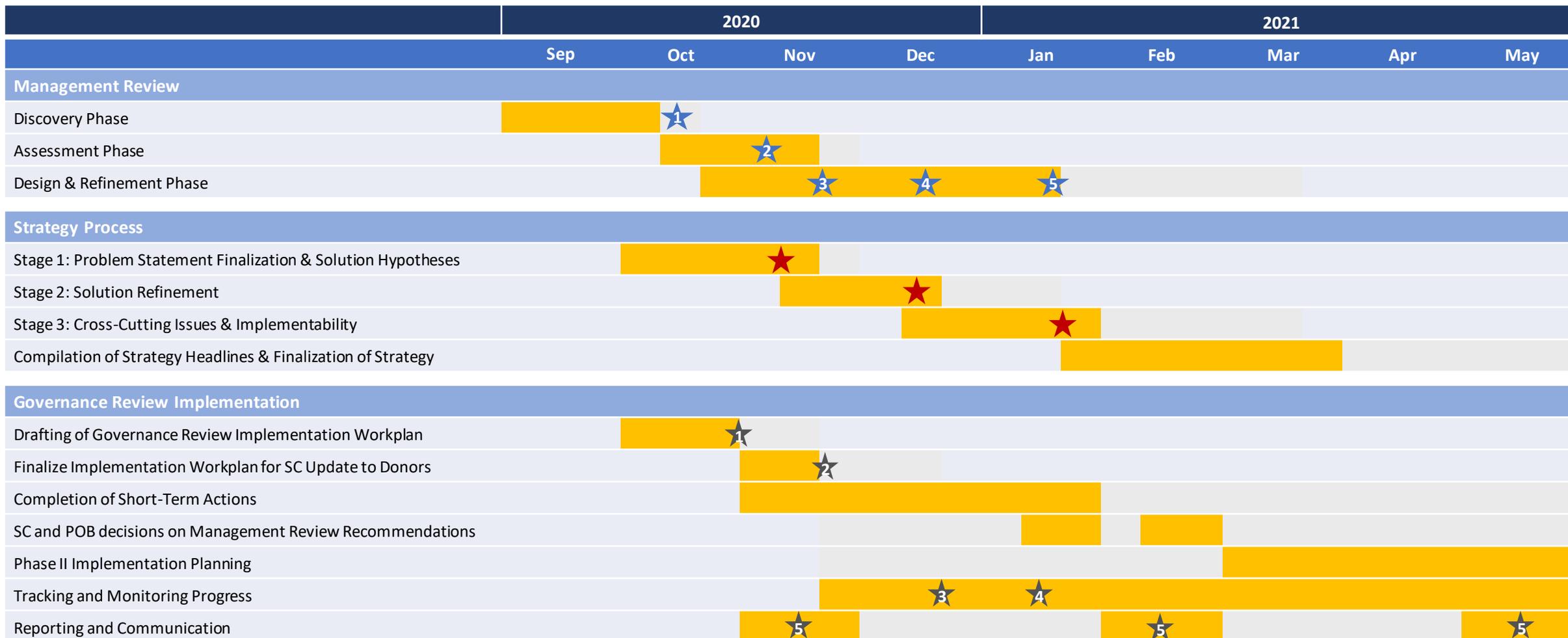
**Background:** In response to donor and stakeholder feedback as well as the program’s evolving needs and challenges, the GPEI undertook a governance review. It reflects GPEI’s commitment to a culture of change aimed at improving the programme's accountability, transparency, country engagement and ownership.

**Scope:** Undertake a GPEI management review, implement specific actions to improve information management and communication, and achieve a revised governance model.

## Progress:

- **Since April 2020 (ongoing):** Initial implementation of short-term actions identified in March
- **July 2020:** Finalization of the governance review
- **August 2020:** Formal GPEI commitment to engage in a course of action aiming at an improved governance model. The POB requested the SC to develop a workplan outlining next steps
- **September 2020:** Engagement of external expertise to conduct the management review
- **October 2020:** Allocation of dedicated capacity to support planning, implementation and monitoring, directly reporting to the SC
- **October SC Retreat:** SC endorsed the Governance Review Workplan and Timeline. In line with donors’ feedback, proposed SC and POB decision timelines have been moved up by one month
- **November 2020:** SC update to donors on the governance review implementation
- **December 2020:** SC agreed on the implementation of additional short term actions

# Integrated GPEI Processes: Anticipated Timeline through May 2021



★ **MR Deliverables:** 1 = Project Charter; 2 = Assessment Summary; 3 = Preliminary Design Recommendations; 4 = Final Structure; 5 = Implementation Outline & TORs

★ **Solution Working Group Working Session**

★ **Governance Review Implementation Deliverables:** 1 = Draft plan presentation at 27 Oct SC Retreat; 2 = SC Update to Donors, Nov; 3 = written update to POB; 4 = SC update; 5 = quarterly updates to GPEI and stakeholders

# Governance Review Implementation – Decision Process

## Management Review Recommendations – For POB decision by February 2021:

- Revised GPEI structure
- Updated Terms of Reference (POB, FAC, SC)

## Short Term Actions - For Strategy Committee decision by May 2021:

- SC has reviewed and endorsed a series of short term actions in December 2020, related to:
  - Alternating management and strategic SC meetings
  - Facilitating stakeholders engagement in strategic discussions
- Process is underway for additional actions for SC review by May 2021, including:
  - GPEI website upgrade
  - GPEI 101 tutorial publication

# Implementation Plan: Stakeholder Engagement

	<i>Actions</i>	<i>Owner</i>	<i>Timeframe</i>	<i>Key upcoming next steps/ decisions</i>	<i>Recent Progress</i>	<i>Status</i>
Evaluate expansion of SC and POB membership	<i>Conduct an internal review of the POB, FAC and SC terms of reference to ensure that all groups are adhering to agreed-upon roles and responsibilities</i>	Camber	By Jan 2021 POB decision by Feb 2021	<ul style="list-style-type: none"> <li>ToRs reviewed and updated as part of management review</li> <li>SC action: SC review and recommendation of updated ToRs</li> <li>POB action: decision on updated ToRs</li> </ul>	<ul style="list-style-type: none"> <li>ToRs review underway as part of management review</li> </ul>	On-track
		TBD	Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation Plan: Plan outlined to communicate and implement any operational changes coming out of updated ToRs</li> </ul>		Not Yet Started
	<i>Engage external expertise to explore possible governance models for the POB and SC that consider expansion</i>	Camber	By Jan 2021	<ul style="list-style-type: none"> <li>Consult outside governance expertise recommended by SC</li> <li>Recommendations incorporated into management review findings and presented to SC</li> </ul>	<ul style="list-style-type: none"> <li>Camber incorporating governance expertise feedback into recommendations</li> </ul>	Complete
	<i>Implement governance model based on recommendations</i>	SC/ POB	POB decision by Feb 2021	<ul style="list-style-type: none"> <li>SC action: review and endorsement of final recommendation on potential expansion of SC and POB</li> <li>POB action: decision on potential expansion of SC and POB</li> </ul>		On-track
Increase active engagement with endemic and outbreak regions	<i>Review current level of engagement with regional and country teams and identify communication and relationship gaps</i>	Camber/ Structure & Accountability WG	By Jan 2021 SC decision by Jan 2021	<ul style="list-style-type: none"> <li>Identification of communication and relationship gaps and present findings as part of management/strategy reviews</li> <li>SC action: SC review of findings and decisions on way forward</li> </ul>	<ul style="list-style-type: none"> <li>Underway as part of management review &amp; strategy process</li> </ul>	On-track
	<i>Develop a rolling 12 – 18 month engagement plan between POB/SC members and regions and countries</i>	TBD	Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation Plan: based on findings, outline who will own, develop, implement and track 12 - 18 month engagement plan</li> </ul>		Not Yet Started

# Implementation Plan: Strategy Committee

	<i>Actions</i>	<i>Owner</i>	<i>Timeframe</i>	<i>Key upcoming next steps</i>	<i>Recent Progress</i>	<i>Status</i>
Reorient management and strategic roles of the SC	<i>Set up alternating management and strategic meetings</i>	SC Secretariat	SC decision by Nov 2020	<ul style="list-style-type: none"> <li>Establish a planning schedule for strategic discussions</li> <li>SC action: Confirm model and cadence of donor participation</li> </ul>	<ul style="list-style-type: none"> <li>SC agreed to publish SC monthly updates, to establish SC monthly planning and a regularly updated GPEI dashboard</li> <li>SC agreed to plan SC strategic discussions on a monthly basis</li> </ul>	Complete
	<i>Set up an SC PMO: identify the key functions, resources needed and ToRs</i>	Camber	By Jan 2021 POB decision by Feb 2021	<ul style="list-style-type: none"> <li>Identify key functions of PMO and resources needed, draft ToRs and put forward recommendation on set up</li> <li>SC action: SC review of findings and recommendation on way forward</li> <li>POB action: final decision on recommendation</li> </ul>	<ul style="list-style-type: none"> <li>Underway as part of the management review</li> </ul>	On-track
		TBD	Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation Plan: plan outlined to define resources and operationalize recommendations</li> </ul>		Not Yet Started
	<i>Facilitate stakeholders' engagement in strategic discussion</i>	SC/ POB Secretariats	By Nov 2020	<ul style="list-style-type: none"> <li>Invite donors / endemics participate to December POB meeting</li> <li>SC to communicate regular updates to donors and stakeholders on strategy development and governance review implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>FCDO participation in SC retreat</li> <li>SC update to donors took place on 20th Nov 2020</li> <li>Open POB meeting 18th Dec 2020</li> <li>SC agreed to donors' participation in SC strategic discussions</li> </ul>	Complete
SC/POB Secretariats		Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation Plan: implementation plan informed by decision on SC/ POB expanded membership. Cadence for engagement outlined and operationalized.</li> </ul>		Not Yet Started	
Establish an independent SC chair	<i>SC recommended that the programme will not introduce an independent SC Chair at this time, however SC would like to outline potential options</i>	Camber	By Jan 2021 POB decision by Feb 2021	<ul style="list-style-type: none"> <li>Present perspectives on the potential introduction of an independent chair</li> <li>SC action: Review options and make proposal to POB</li> <li>POB action: final decision on recommendation</li> </ul>	<ul style="list-style-type: none"> <li>Underway as part of the management review</li> </ul>	On-track
		TBD	Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation Plan: plan outlined to implement approved recommendation</li> </ul>		Not Yet Started



# Implementation Plan: Management

	<i>Actions</i>	<i>Owner</i>	<i>Timeframe</i>	<i>Key upcoming next steps</i>	<i>Recent Progress</i>	<i>Status</i>
Reassess the risk and audit roles of the FAC	<i>FAC included as part of the management review (SC recommendation)</i>	Camber	By Jan 2021 POB decision by Feb 2021	<ul style="list-style-type: none"> <li>ToRs reviewed and updated</li> <li>Recommendation FAC ToRs presented to SC as part of management review</li> <li>SC action: SC reviews and recommends updates to FAC ToRs</li> <li>POB action: decision on FAC role and ToRs</li> </ul>	<ul style="list-style-type: none"> <li>Underway as part of the management review</li> </ul>	On-track
	<i>Consider that the FAC is focused only on finances and not overall program accountability and risk</i>	SC	Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation plan: Plan outlined to communicate and implement any operational changes coming out of updated ToRs</li> </ul>		Not Yet Started
Conduct review of management groups	<i>Contract an external consulting company to conduct a management review of groups reporting to the SC</i>	SC	Oct 2020	<ul style="list-style-type: none"> <li>Contract management review consultant</li> <li>Outline timeframe and deliverables for management review</li> </ul>	<ul style="list-style-type: none"> <li>Camber engaged and management review kicked off 1 Oct 2020</li> </ul>	Complete
	<i>*Clarify roles and responsibilities for all GPEI groups at the global level (not country level) including the HUB</i> <i>*Update the management structure diagram to include all relevant GPEI groups and specify which groups are advisory and which are decision-making bodies</i>	Camber	By Jan 2021 POB decision by Feb 2021	<ul style="list-style-type: none"> <li>Propose updated structure and roles/ responsibilities based on management review findings</li> <li>SC action: SC reviews and recommends updated management structure</li> <li>POB action: decision on updated management structure</li> </ul>	<ul style="list-style-type: none"> <li>Underway as part of the management review</li> </ul>	On-track
		TBD	Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation plan: Plan outlined to communicate and implement changes based on management review findings</li> </ul>		Not Yet Started
	<i>Conduct an internal review of the POB, FAC and SC ToRs</i>	Camber	By Jan 2021 POB decision by Feb 2021	<ul style="list-style-type: none"> <li>ToRs reviewed and updated as part of management review</li> <li>SC action: SC reviews and recommends updated ToRs</li> <li>POB action: decision on updated ToRs</li> </ul>	<ul style="list-style-type: none"> <li>Underway as part of the management review</li> </ul>	On-track
TBD		Mar – May 2021	<ul style="list-style-type: none"> <li>Phase II Implementation plan: Plan outlined to communicate and implement any operational changes coming out of updated ToRs</li> </ul>		Not Yet Started	

# Implementation Plan Update: Information

	<b>Actions</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Key upcoming next steps</b>	<b>Recent Progress</b>	<b>Status</b>
<b>Improve information management</b>	<i>Make improvement to GPEI's website (i.e. where materials are located) to point stakeholders to the most important information about process and materials</i>	Secretariats w/ website manager	By <del>Jan</del> <b>May 2021</b> SC decision by <del>Jan</del> <b>May 2021</b>	<ul style="list-style-type: none"> <li>Assess resources available (potential need for consultant support)</li> <li>Survey management groups and other stakeholders to understand current practice and needs</li> <li>Design of improvements for knowledge management- owner dependent on resources identified</li> <li>SC action: review plan and approve proposal for resources as needed</li> <li>Outline process for regular updates and communicate to GPEI groups</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of resources underway</li> <li>SC agreed to website upgrade conducted by May 2021, based on revised governance structure and new strategy</li> <li>Immediate update is conducted in January 2021 to reflect existing information</li> </ul>	
	<i>Provide a « GPEI 101 » tutorial with an overview of the partnership, processes and website</i>	Secretariats w/ GCG	By <del>Mar</del> <b>May 2021</b> SC decision by <del>Jan</del> <b>May 2021</b>	<ul style="list-style-type: none"> <li>Identify technical capacity and format for the tutorial</li> <li>Outline content of tutorial including preliminary elements of ongoing reviews</li> <li>SC action: review proposed content and proposal for resources</li> <li>Execution and distribution of tutorial</li> </ul>	<ul style="list-style-type: none"> <li>Assessment of resources underway</li> <li>SC agreed to GPEI 101 Tutorial developed by May 2021, based on revised structure and new strategy</li> <li>Preparation phase is underway</li> </ul>	
	<i>Map out the SC's operational and decision-making practices as well as information flow between groups, with an emphasis on information sharing with stakeholders and country and regional teams</i>	Camber/ Structure & Accountability WG	By <b>Jan 2021</b>	<ul style="list-style-type: none"> <li>Clarify reporting duties of each management group at a high level, with respect to other global groups in the GPEI structure, as part of the management review (Camber)</li> <li>Map out and make recommendations on communication with regional/ country teams and external stakeholders (S&amp;AWG)</li> <li>Communication from SC to all groups on information flow expectations</li> </ul>	<ul style="list-style-type: none"> <li>Underway as part of the management review &amp; strategy process</li> </ul>	

# Implementation Plan Update: Communication

	<b>Actions</b>	<b>Owner</b>	<b>Timeframe</b>	<b>Key upcoming next steps</b>	<b>Recent Progress</b>	<b>Status</b>
<b>Communicate Effectively</b>	<i>Ensure pre-reads are sent at least a week in advance</i>	Secretariats (SC, POB, FAC)	Oct 2020	<ul style="list-style-type: none"> <li>Confirm practice with GPEI Secretariats to send pre-reads 7 - 10 days in advance of meetings</li> </ul>	<ul style="list-style-type: none"> <li>Outreach with Secretariats to confirm pre-read practices complete</li> </ul>	
	<i>Create a short document explaining when and how pre-reads and meeting minutes will be distributed to stakeholders</i>	Secretariats	Nov 2020	<ul style="list-style-type: none"> <li>Creation of document on pre-read/ meeting minutes process (SC, POB, FAC).</li> <li>Document posted to GPEI website</li> </ul>	<ul style="list-style-type: none"> <li>Outreach with Secretariats underway to develop document</li> <li>Document developed and endorsed by SC</li> </ul>	
	<i>Provide meeting minutes with a summary of decisions made, action items and a responsible person for each, to be reviewed at the following meeting</i>	Secretariats	Nov 2020 <b>SC decision by Nov 2020</b>	<ul style="list-style-type: none"> <li>Verify minutes from SC/ FAC are posted on GPEI SharePoint (POB minutes published to GPEI website)</li> <li><b>SC action: define if SC/ FAC meeting minutes are posted to GPEI website</b></li> </ul>	<ul style="list-style-type: none"> <li>SC decision the week of 30 Nov</li> <li>SC agreed to post SC monthly updates</li> </ul>	
	<i>Clear articulation and communication of POB/ SC decision points</i>	Secretariats	Nov 2020	<ul style="list-style-type: none"> <li>Send reminder to all groups requesting clearly defined decision points for SC and POB discussions</li> <li>Create template presentation guide</li> <li>Decisions to be discussed are clearly articulated in pre-read agenda- confirm process with GPEI secretariats</li> </ul>	<ul style="list-style-type: none"> <li>Outreach with Secretariats underway to develop template</li> <li>Template developed and endorsed by SC</li> </ul>	
	<i>Increase communication on behalf of the POB to stakeholders in endemic and outbreak regions on a regular basis</i>	Secretariats w/ GPEI advocacy/ comms	By Dec Mar 2020	<ul style="list-style-type: none"> <li>Confirm current initiatives for advocacy and communication plan for POB</li> <li>Outline and implement advocacy communications and initiatives- more detail to come after confirming current planning</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of advocacy and communication activities underway</li> </ul>	