

POLIO | GLOBAL ERADICATION INITIATIVE

Governance Review Implementation Plan *November 2020*



Rotary



BILL & MELINDA
GATES foundation



Governance Review Implementation

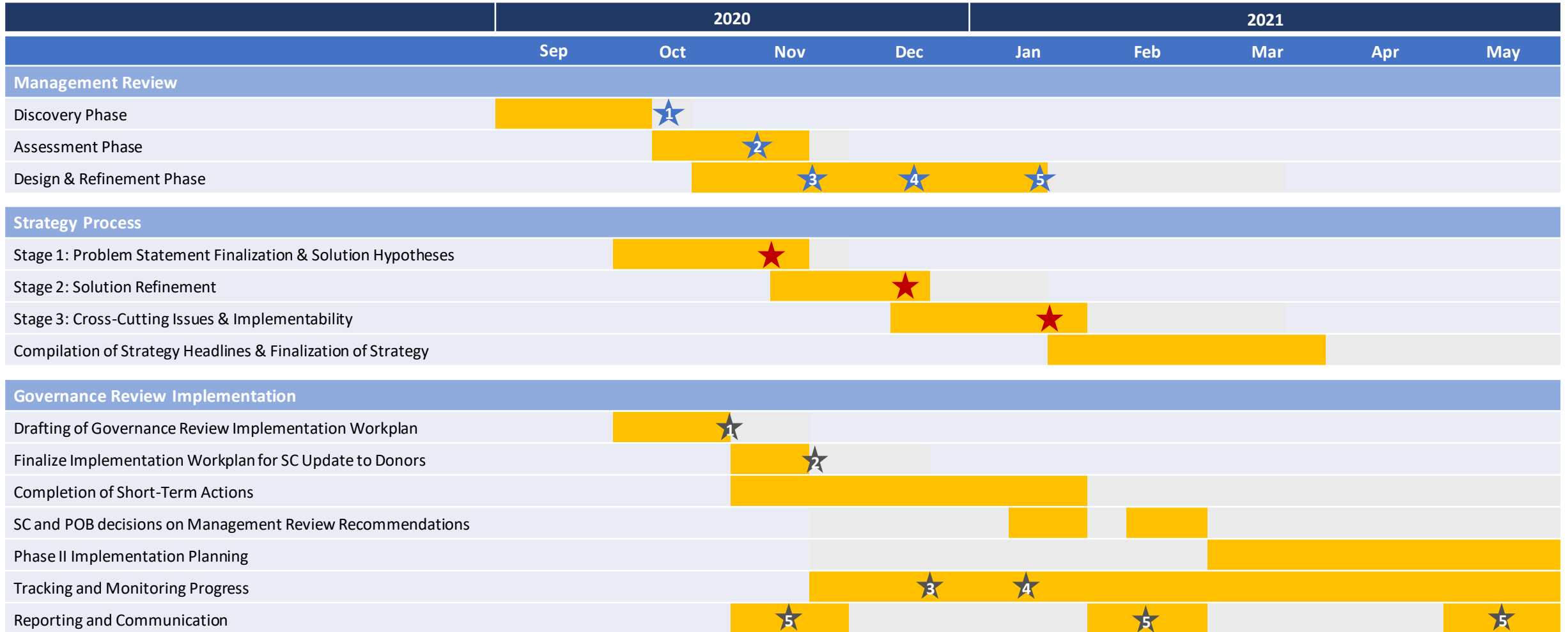
Background: In response to donor and stakeholder feedback as well as the program’s evolving needs and challenges, the GPEI undertook a governance review. It defined key recommendations to commit to a culture of change to improve the programme's accountability, transparency, country engagement and ownership.

Scope: Undertake a GPEI management review, implement specific actions to improve information management and communication, and endorse 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. Based on donor feedback to accelerate progress, proposed SC and POB decision timelines have been moved up by one month

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

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 endorsement by Feb 2021	<ul style="list-style-type: none"> ToRs reviewed and updated as part of management review SC decision: SC reviews and recommends updated ToRs POB decision: endorsement of updated ToRs 	<ul style="list-style-type: none"> ToRs review underway as part of management review 	On-track
		TBD	Mar – May 2021	<ul style="list-style-type: none"> Phase II Implementation Plan: Plan outlined to communicate and implement any operational changes coming out of updated ToRs 		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"> Consult outside governance expertise recommended by SC Recommendations incorporated into management review findings and presented to SC 	<ul style="list-style-type: none"> GAVI has shared a reference for governance expertise. 	On-track
	<i>Implement governance model based on recommendations</i>	SC/ POB	POB endorsement by Feb 2021	<ul style="list-style-type: none"> SC decision: review and endorsement of final recommendation on potential expansion of SC and POB POB decision: endorsement of recommendation on potential expansion of SC and POB 		Not Yet Started
		TBD	Mar – May 2021	<ul style="list-style-type: none"> Phase II Implementation plan: Plan outlined to implement approved governance model 		Not Yet Started
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"> Identification of communication and relationship gaps and present findings as part of management/strategy reviews SC decision: SC review of findings and decisions on way forward 	<ul style="list-style-type: none"> Underway as part of management review & strategy process 	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"> Phase II Implementation Plan: based on findings, outline who will own, develop, implement and track 12 - 18 month engagement plan 		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"> Establish a planning schedule for strategic discussions SC decision: Confirm model and cadence of donor participation 		On-track
	<i>Set up an SC PMO: identify the key functions, resources needed and ToRs</i>	Camber	By Jan 2021 POB endorsement by Feb 2021	<ul style="list-style-type: none"> Identify key functions of PMO and resources needed, draft ToRs and put forward recommendation on set up SC decision: SC review of findings and recommendation on way forward POB decision: endorsement of SC recommendation 	<ul style="list-style-type: none"> Underway as part of the management review 	On-track
		TBD	Mar – May 2021	<ul style="list-style-type: none"> Phase II Implementation Plan: plan outlined to define resources and operationalize recommendations 		Not Yet Started
	<i>Facilitate stakeholders' engagement in strategic discussion</i>	SC/ POB Secretariats	By Nov 2020	<ul style="list-style-type: none"> Invite donors / endemics participate to December POB meeting for relevant agenda items SC to communicate regular updates to donors and stakeholders on strategy development and governance review implementation plan 	<ul style="list-style-type: none"> Confirmation of DFID participation in SC retreat SC update to donors scheduled for 20th Nov 2020 Open POB meeting 18th Dec 2020 	On-track
		SC/POB Secretariats	Mar – May 2021	<ul style="list-style-type: none"> Phase II Implementation Plan: implementation plan informed by decision on SC/ POB expanded membership. Cadence for engagement outlined and operationalized. 		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 endorsement by Feb 2021	<ul style="list-style-type: none"> Present perspectives on the potential introduction of an independent chair SC decision: Review options and make proposal to POB POB decision: endorsement of SC recommendation 	<ul style="list-style-type: none"> Underway as part of the management review
TBD			Mar – May 2021	<ul style="list-style-type: none"> Phase II Implementation Plan: plan outlined to implement approved recommendation 		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 endorsement by Feb 2021	<ul style="list-style-type: none"> ToRs reviewed and updated Recommendation FAC ToRs presented to SC as part of management review SC decision: SC reviews and recommends updates to FAC ToRs POB decision: endorsement of FAC role and ToRs 	<ul style="list-style-type: none"> Underway as part of the management review 	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"> Phase II Implementation plan: Plan outlined to communicate and implement any operational changes coming out of updated ToRs 		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"> Contract management review consultant Outline timeframe and deliverables for management review 	<ul style="list-style-type: none"> Camber engaged and management review kicked off 1 Oct 2020 	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 endorsement by Feb 2021	<ul style="list-style-type: none"> Propose updated structure and roles/ responsibilities based on management review findings SC decision: SC reviews and recommends updated management structure POB decision: endorsement of proposed management structure 	<ul style="list-style-type: none"> Underway as part of the management review 	On-track
		TBD	Mar – May 2021	<ul style="list-style-type: none"> Phase II Implementation plan: Plan outlined to communicate and implement changes based on management review findings 		Not Yet Started
	<i>Conduct an internal review of the POB, FAC and SC ToRs</i>	Camber	By Jan 2021 POB endorsement by Feb 2021	<ul style="list-style-type: none"> ToRs reviewed and updated as part of management review SC decision: SC reviews and recommends updated ToRs POB decision: endorsement of updated ToRs 	<ul style="list-style-type: none"> Underway as part of the management review 	On-track
TBD		Mar – May 2021	<ul style="list-style-type: none"> Phase II Implementation plan: Plan outlined to communicate and implement any operational changes coming out of updated ToRs 		Not Yet Started	

Implementation Plan Update: Information and Communication

	Actions	Owner	Timeframe	Key upcoming next steps	Recent Progress	Status
Improve information management	<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 Jan 2021 SC endorsement by Jan 2021	<ul style="list-style-type: none"> Assess resources available (potential need for consultant support) Survey management groups and other stakeholders to understand current practice and needs Design of improvements for knowledge management- owner dependent on resources identified SC decision: review plan and approve proposal for resources as needed Outline process for regular updates and communicate to GPEI groups 	<ul style="list-style-type: none"> Assessment of resources underway 	
	<i>Provide a « GPEI 101 » tutorial with an overview of the partnership, processes and website</i>	Secretariats w/GCG	By Mar 2021 SC endorsement by Jan 2021	<ul style="list-style-type: none"> Identify technical capacity and format for the tutorial Outline content of tutorial including preliminary elements of ongoing reviews SC decision: review proposed content and proposal for resources Execution and distribution of tutorial 	<ul style="list-style-type: none"> Assessment of resources underway 	
	<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 Jan 2021	<ul style="list-style-type: none"> 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) Map out and make recommendations on communication with regional/ country teams and external stakeholders (S&AWG) Communication from SC to all groups on information flow expectations 	<ul style="list-style-type: none"> Underway as part of the management review & strategy process 	

Implementation Plan Update: Information and Communication

	Actions	Owner	Timeframe	Key upcoming next steps	Recent Progress	Status
Communicate Effectively	<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"> Confirm practice with GPEI Secretariats to send pre-reads 7 - 10 days in advance of meetings 	<ul style="list-style-type: none"> Outreach with Secretariats to confirm pre-read practices complete 	Complete
	<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"> Creation of document on pre-read/ meeting minutes process (SC, POB, FAC). Document posted to GPEI website 	<ul style="list-style-type: none"> Outreach with Secretariats underway to develop document 	On-track
	<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 SC decision by Nov 2020	<ul style="list-style-type: none"> Verify minutes from SC/ FAC are posted on GPEI SharePoint (POB minutes published to GPEI website) SC decision: define if SC/ FAC meeting minutes are posted to GPEI website 		On-track
	<i>Clear articulation and communication of POB/ SC decision points</i>	Secretariats	Nov 2020	<ul style="list-style-type: none"> Send reminder to all groups requesting clearly defined decision points for SC and POB discussions Create template presentation guide Decisions to be discussed are clearly articulated in pre-read agenda-confirm process with GPEI secretariats 	<ul style="list-style-type: none"> Outreach with Secretariats underway to develop template 	On-track
	<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 2020	<ul style="list-style-type: none"> Confirm current initiatives for advocacy and communication plan for POB Outline and implement advocacy communications and initiatives- more detail to come after confirming current planning 	<ul style="list-style-type: none"> Mapping of advocacy and communication activities underway 	On-track

Next Steps

- ❖ **By December 2020:** Reinforcing best practices for improved information management and effective communication within GPEI structure
- ❖ **By January 2021:** Completion of management review and recommendations
- ❖ **By February 2021:** SC and POB endorsement of updated governance model
- ❖ **Reporting and Communication:** Quarterly updates to GPEI and stakeholders