GPEI Resource Mobilization Group (RMG)
Draft Terms of Reference (December 2020)

Background

To address the GPEI’s challenges and anticipated funding gaps in 2021 and onwards with the extension of the program, members of the existing PACT started to discuss in February 2020 (before the global pandemic and the conclusion of the Governance Review) a restructure of the team to optimize resource mobilization, advocacy and communications capacity across the partnership.

Under this new structure—which has already seen the formation of a new Global Communications Group (GCG)—the new Resource Mobilization Group (RMG) aims to diversify resources and donor base and will streamline resource mobilization and advocacy expertise within GPEI and be responsible for developing and executing the program’s resource mobilization strategy. New sub-groups will sit under the RMG and each will be charged with executing specialized resource mobilization functions based on focus areas e.g. domestic resources, private sector funding and Sovereign donor resource mobilization.

Purpose

In line with the Polio Endgame Strategy (current and evolving), the RMG is responsible for developing and executing the advocacy strategy in support of resource mobilization strategy. It will coordinate and oversee the work of thematic resource mobilization sub-groups to ensure that GPEI fundraising and advocacy activities are unified in their efforts to maintain political and financial confidence in and commitment to the program.

Duties

To support the development and implementation of the resource mobilization and advocacy strategy, the RMG’s duties include, though are not restricted to the following:

- Leading the overall direction of GPEI partnership engagement in coordination among the core group members coordinating the resource mobilization work of five thematic sub-groups focused on:
  - sovereign donors;
  - domestic resource mobilization and humanitarian funding;
  - the private sector and high net-worth individuals;
  - International Financial Institutions and innovative financing; and
  - operationalization
- Providing direct communications support and analysis to thematic sub-groups’ resource mobilization efforts
- Communicating program updates about the status of eradication efforts to GPEI donors and partners to keep them engaged and maintain trust in the program.
- Nurturing partnerships as appropriate in the global health community to foster synergies and ensure a broad base of support and collaboration to polio eradication. This would include, but is not limited to, demonstrating that the GPEI is a pioneer of integrating health services and coordinating with other global health resource mobilization teams to ensure a coordinated approach with donors.
- Identifying key advocacy and resource mobilization milestones and alerting the GPEI leadership, other governance groups, and RMG members to agree on the actions to maximize the opportunity.
- Disseminating and tailoring GCG messaging and tough Q&A materials to resource mobilization sub-groups, as appropriate.
• Identifying and successfully managing issues that could affect advocacy efforts and/or fundraising activities, in coordination with GCG.
• Updating the SC and other GPEI management groups on the status of resource mobilization and advocacy efforts and risks and opportunities and advising on the impact that programmatic/technical decisions may have for these.
• Maintaining effective and transparent communications channels with the FMT, GCG, and EOMG in order to ensure that these groups are systematically sharing information.

Outputs

The following is a non-exhaustive list of RMG outputs to support resource mobilization and advocacy work:

• Resource Mobilization and advocacy strategies to include:
  o Funding targets
  o Donor diversification strategy and implementation
  o Ongoing results and progress on the targets
• Mid-to-long-term advocacy and funding strategy in support of the update to the Endgame Strategy budget and new GPEI strategy.
• Annual workplan, including calendar for main advocacy and resource mobilization opportunities/engagement points.
• Updates on the monetization of existing pledges to GPEI.
• Update materials for the SC and minutes/action items of those meetings.
• Sitreps and other updates for GPEI donors (as appropriate).
• Clear budget and Resource Mobilization narrative developed in partnership with FMT and jointly presented to GPEI leadership, as needed.

Composition & Secretariat

Composition

The RMG will be co-chaired by WHO and UNICEF with secretarial support from UNF

Core group members (subject to each partner’s approval):

• RMG Co-Chairs, WHO and UNICEF
• WHO resource mobilization/advocacy representative
• UNICEF resource mobilization/advocacy representative
• BMGF resource mobilization/advocacy representative
• Rotary resource mobilization/advocacy representative
• CDC resource mobilization/advocacy representative
• Gavi: Gavi’s possible participation in the RMG will remain under review and the scope of that involvement will likely be dependent upon the outcome of the updated strategy.
• Donor Communications representatives

Advocacy partners who are not core GPEI members but work closely with the program/PACT will join sub-groups related to their area of work and therefore have the opportunity to feed into the RMG:

• United Nations Foundation (UNF)
• Global Citizen
• RESULTS
• Global Health Strategies
• Others as needed/identified on an ad hoc basis
Regional and issue-specific leads (e.g. EMRO, AFRO and the Hub advocacy lead) may join RMG meetings/calls on an *ad hoc* basis depending on specific milestones or needs (e.g. polio pledging moments or certification activities).

**Secretariat**
UNF will serve as the group’s secretariat and perform the following functions:
- Coordinate the RMG’s workplan and track actions
- Schedule RMG meetings, including teleconferences and in-person meetings
- Organise the necessary logistics for meetings, including dial-ins and location booking
- Prepare and disseminate documents for said meetings (e.g. agendas, reading materials, previous actions)
- Prepare minutes and action items from each meeting and circulate
- Maintain a “knowledge management” system for the RMG i.e. an accessible repository of relevant documents for the group and sub-groups to carry out their work
- Assist in the provision of needed data, analysis and mapping

**Donor Communications**
Providing direct communications support to resource mobilization efforts. The RMG will continue to benefit from materials and global messaging created in the Global Communications Group and a liaison will help ensure information sharing and materials are systematically shared across RMG and GCG. Donor communications will be unique from the Global Communications Group in that it will specifically support market/RM needs and will identify support to ensure GPEI has tailored communications materials to support donor advocacy efforts. With the support of Global Health Strategies and through a network of consultants/communications experts, communications to support RM will be enhanced including:
- Draft donor communications including donor letters and updates, as needed.
- Provide market specific communications plans to support RM based on donor market lead intel
- Create market specific content (fact sheets, messages)
- Coordinate and/or lead media outreach with Global Communications Group
- Support market specific advocacy events (e.g. European Development Days)
- Core resource mobilization marketing tools (Investment Case, etc.)

**Sub-groups**
Each of the sub-groups will have a **nominated organisational lead to convene regular calls, to be determined as appropriate**, to coordinate resource mobilization activities. They will be responsible for developing materials (e.g. briefings) specific to their respective areas, with the support of the RMG.

- **The Sovereign Donors** sub-group will serve as the umbrella for existing donor market groups, which will continue meeting on a basis determined by the respective group (either *ad hoc* or regularly), bringing the intelligence gathered in those calls to this group.

- **The International Financing Institutions and innovative** sub-group will convene to strategize fundraising efforts in these areas along with a focus on development banks and innovative financing.

- **The Domestic Resource Mobilization and Humanitarian** financing sub-group will convene to strategize fundraising efforts in these areas.

- **The Private Sector and High Net Worth Individuals (HNWIs)** sub-group will convene to strategize fundraising efforts in these areas.
The Operationalization arm – comprised of WHO, UNICEF and relevant finance leads - will provide regular (monthly) updates to the RMG on the monetisation status of existing pledges to GPEI. The chairs of the other sub-groups will be invited to participate in the operationalization monthly updates.

Operating Mode, Rhythm of Business

Meetings

- The RMG core group will organize two one-hour video or conference calls per month to convene the sub-group leads.
  - These calls will focus on strategy and decision-making, reserving updates for emails.
- The RMG may organize virtual strategy sessions or in-person meetings as needed, at locations TBD (travel allowing) and with sufficient notice to allow adequate representation.
- The number of observers and additional agency representatives at meetings will be assessed for each meeting and cleared by the RMG co-chair(s).

Decision making

- Decisions will be made by consensus amongst the core group, assuming each core global member can adequately represent their organization.
- When consensus cannot be reached, decisions will be escalated to the SC for resolution during a regular update.

Accountability

- The RMG will report to the SC.
- The RMG co-chairs will report to the SC at each regular meeting, highlighting strategic decisions they need to take, and will provide a written update on major actions undertaken by the RMG since the last meeting.
- All RMG proposals that are beyond its mandate and scope will be submitted to the SC for consideration and decision.

Budgeting & Operations

The RMG will aim to stay within the existing relevant GPEI FRR funding allocation for advocacy and resource mobilization activities. Where appropriate, core partners will also attempt to leverage internal expertise to support GPEI resource mobilization and advocacy. Moving forward into next year, it is recommended to keep the budget previously allocated to the PACT Chair.

Where FRR funding is not available or adequate or should additional expertise be required, funding may be requested and put forward to the Strategy Committee—either as a one-off request or standing funding support – if it is deemed critical that addressing the gap will lead to advancement and success against RMG’s objectives.

Approval

These terms will be presented to the Strategy Committee for review and approval at its 17 December 2020 […] meeting. Once agreed, the terms will be subject to an annual review at the discretion of the SC.