

Finance Management Group

Ratified Terms of Reference [Approved: September 3, 2021]

Purpose

The Finance Management Group (FMG) advises, manages, and oversees the effective stewardship of GPEI's financial resources. It exists to:

1. Aggregate, analyze, and advise on the financial affairs of the GPEI partnership to enable effective, efficient, and transparent execution of the polio eradication strategy;
2. Manage GPEI's financial resources to ensure that the appropriate global, regional and country offices have the financial resources needed to implement the strategy; and
3. Provide financial oversight to GPEI management groups in their efforts to fulfill their stated purposes and ensure consideration of value for money in decision making processes.

Responsibilities

By virtue of these Terms of Reference, the Finance Management Group is empowered and expected to do the following:

- 1. To aggregate, analyze, and advise on the financial affairs of the GPEI partnership to enable effective, efficient, and transparent execution of the polio eradication strategy, the Finance Management Group shall:**
 - With appropriate inputs, and in coordination with the Executive Management Unit (EMU), develop and present for Strategy Committee (SC), Financial Accountability Committee (FAC) and, as needed, Polio Oversight Board (POB) consideration:
 - Annual and multi-year GPEI budgets reflecting the partnership's latest programmatic and strategic priorities;
 - Mid-year budget revisions as required;
 - Quarterly expenditure reports in relation to budgets, with explanations of variances and projections;
 - Regular reports of GPEI cash flows and cash gaps;
 - Assessments of financial risks related to both programmatic costs and GPEI revenues;
 - Strategies to address funding shortfalls (in partnership with the Resource Mobilization Group (RMG); and
 - Overviews of specific financial scenarios or contingencies, as requested by the SC, FAC and/or POB.
 - In collaboration with the EMU/SC/FAC, facilitate and enable high-quality POB financial decision-making by:
 - Evaluating and recommending for POB approval major changes to the GPEI budget (i.e., those that cumulatively add up to greater than 10% of last POB approved annual budget envelopes); and
 - Informing the POB of major financial risks and proposing risk mitigation strategies.

- 2. To manage GPEI's financial resources to ensure that the appropriate global, regional and country offices have the financial resources needed to implement the strategy, the Finance Management Group shall:**
 - Optimize the allocation of funds to relevant offices to maximize programmatic flexibility and impact;
 - Oversee the effective and appropriate use of financial resources across the partnership;
 - Ensure the accuracy, timeliness, clarity, relevance, and transparency of essential financial information;
 - Ensure the execution of financial decisions made by the POB and SC;
 - Review timeliness and amount of contributions on regular basis, in collaboration with RMG.

- 3. In providing financial oversight to GPEI management groups, the Finance Management Group shall:**
 - Provide relevant financial analyses and advice to GPS and RO groups, incorporating feedback from relevant groups, to inform and ensure alignment of program and financial planning;
 - In partnership with RO and GPS groups, develop scenarios highlighting financial implications of programmatic choices and tradeoffs; and
 - Develop guidelines and processes to facilitate actions related to financial administration and coordination.

Gender Perspective

Gender mainstreaming (the process of assessing implications for women and men of any planned action, in all areas and at all levels) is an integral dimension to the achievement of gender equality, which is considered a powerful determinant of health outcomes and a major factor in the movement towards polio eradication.

The FMG is responsible for supporting gender mainstreaming and the GPEI gender strategy within the group by:

- Dedicating time to develop and undertake activities to mainstream gender in their respective group, in conjunction with the Gender Mainstreaming Group (GMG), on an annual basis, and ensuring completion of activities (e.g., training via webinars, coaching, and/or mentoring).
- Leveraging technical support from the GMG, where feasible and applicable, throughout the course of activities (i.e., across program planning, design, implementation, monitoring, evaluation) to ensure that a gender equality lens is being applied.
- Being aware of GPEI's Gender Equality Strategy KPIs and implementing actions to help meet the expected results, leveraging support from the GMG, where needed.

Composition & Secretariat

The Finance Management Group shall be led by a Chair and Vice Chair and each GPEI partner will have one voting member. The Finance Management Group shall also have one Secretariat and a liaison member from the Resource Mobilization Group (RMG). Additional contributing Members are to be invited as deemed necessary by the Core Members to fulfill the group's responsibilities.

Leadership

- The Finance Management Group shall be led by a Chair and Vice-Chair.
- The Chair role will be filled by either a WHO or UNICEF representative.
- The SC will appoint the named parties for the roles of Chair and Vice-Chair after soliciting feedback from the FMG members, using coordination support from the SC Secretariat. It is recommended that the individuals nominated to these two roles do not come from the same organization.
- The term for each role is 12 months, with the option for rotation (preferred) or renewal at the discretion of the SC.

Membership Expectations

In general, individual members of the FMG have the following responsibilities:

- Be familiar with the charge and work of the FMG.
- Have pertinent expertise (e.g., epidemiology, business) and/or represent the perspective of an agency or stakeholder group.
- Attend 70% of all meetings (and for the entire duration of the meetings).
 - A committee member who misses two consecutive meetings, when the member has not made a case for exception to the Chair, may be replaced.
 - If replacement of a member is required, the Chair will flag the issue with the pertinent agency and make the request.
- Be actively engaged at all meetings and provide relevant and focused comments (e.g., ensure that you have read circulated pre-read materials and have developed perspective on the topic area prior to attending the meeting).
- Dedicate time to participating in and/or leading work/activities, outside of planned meeting times.
 - The specific amount of time is to be estimated by the Chair and Vice-Chair and discussed with individual members at the start of the year but is generally expected to range from 10 to 20 hours/month.
- Demonstrate flexibility in unanimity building discussions and take different perspectives into account.
- Relay discussions and updates on work undertaken, back to the member's respective agency, to ensure coordinated efforts across GPEI and the agency (e.g., to minimize duplicative activities).
- Efforts will be made to guarantee gender balanced representation of members (ideally 50% women and 50% men) and to alternate among different level positions (to avoid appointing only junior positions).
- All core members will be offered additional gender training opportunities according to their needs/competencies.

For groups that have distinguished Core Members vs. Non-Core Members in their respective TOR:

- For Core Members, the above applies.
- For Non-Core Members (i.e., Supplementary or Liaison Roles), the Chair determines the responsibilities.

For partner agencies that propose individual member names to serve on the FMG, the above must be taken into consideration. The recommendation is to discuss capacity with the potential candidate, prior to a proposal to serve on the FMG.

Secretariat

- The Secretariat role shall be determined by the Chair.
- There shall be one individual designated as the primary contact for the Secretariat, regardless of how many individuals actively work to support the FMG in its activities.
- The Secretariat supports the FMG with the following, as needed:
 - Facilitating work in collaboration with the Chair and Vice-Chair;
 - Scheduling meetings;
 - Planning logistics;
 - Compiling agendas;
 - Distributing meeting materials (pre-reads and post-discussion), including meeting minutes;
 - Tracking action items and coordinating on progress to closure of action items;
 - Scheduling and preparing progress reports, in conjunction with the Chair and Vice-Chair;
 - Coordinating with other groups; and
 - Maintaining responsibility for relevant documents (e.g., knowledge management / information management/online portal for sharing materials).

Accountability

Accountability

- The FMG is accountable to the SC/FAC via the EMU, as well as to the POB.
- Individual FMG Members serve in their roles at the nomination of the SC, in accordance with the needs communicated by the Chair and in alignment with these Terms of Reference.

Reporting

- The FMG, led by the Chair, shall report progress against relevant key performance indicators, as applicable, to the SC on a quarterly basis and as requested by the EMU.
- In coordination with the EMU, the FMG shall also contribute to status reports for the POB as requested.

Decision-Making

Key decisions made by the FMG include:

- Adjusting the GPEI budget up to cumulative 10% of the last POB approved total annual budget, adjusting latter years accordingly so no change to multi-year total budget; will notify SC/FAC of any changes.
- Allocation of resources for program implementation, in accordance with approved GPEI budget and donor specifications.
- Unanimity is the ideal for all decisions made by the FMG and should be pursued wherever possible.

- If unanimity cannot be reached, a majority vote will be the deciding factor. Each agency stipulated in the TOR with voting rights (e.g., core member) gets one vote.
- If a majority vote cannot be reached, the Chair of FMG will escalate to the EMU. The EMU will determine the appropriate next step on the escalation path (e.g., mediation attempt, escalation to SC).
- For decisions with significant strategic impact, if a member dissents with a particular decision, escalation may be made to the EMU. The EMU decides whether a further review is required by the SC, on a case-by-case basis; if escalated to SC, their decision will be final.

Rhythm of Business

Meeting Scheduling & Participation

- The FMG is to meet once every two weeks. Ad-hoc calls/meetings can be scheduled as necessary.
- The FMG is to meet in-person for specific working sessions once or twice a year, if possible and when appropriate.

TOR Ratification

- By February 28, 2022, this TOR is to be reviewed by the Chair and Vice-Chair; this timing equates to ~6 months after initial ratification by the SC.
- Post-February 28, 2022, this TOR is to be reviewed by the Chair and Vice-Chair, on an annual basis, at minimum.
- After reviews by the Chair and Vice-Chair, any proposed amendments to the TOR must be submitted to the EMU, for approval by the SC. Amendments can be submitted on an as needed basis.