

# Strategy Committee (SC)

*Terms of Reference (Approved February 2021; update Oct 2021)*

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## Purpose

The Strategy Committee (“SC”) reports directly to the Polio Oversight Board (POB) and is the most senior management group within the Global Polio Eradication Initiative (GPEI). The SC exists to:

1. Develop and implement the strategy required to achieve and sustain timely polio eradication;
2. Ensure timely and effective budget and risk management decision-making;
3. Hold Global Program Support (GPS) and Regional Operations (RO) groups accountable for their performance in strategy execution; and
4. Conduct internal and external advocacy on behalf of the GPEI partnership.

## Responsibilities

By virtue of these Terms of Reference, the Strategy Committee is empowered and expected to do the following:

1. **To develop and implement the strategy required to achieve and sustain timely polio eradication, the SC shall:**
  - Serve as strategic advisors to the POB on programmatic and financial issues related to the partnership;
  - Make strategic decisions for the partnership that may have cross-cutting implications for multiple management groups; report on, and justify, strategic shifts to the POB;
  - Provide oversight for the Executive Management Unit (EMU) in its work to ensure programmatic coordination across the partnership;
  - Appoint (and, as necessary, replace) Chairpersons and Members of all GPS and Regional Operations groups.
2. **To ensure timely and effective budget and risk management decision-making, the SC shall:**
  - Identify strategic, programmatic, and financial risks to GPEI success and ensure that adequate risk mitigation plans are developed and implemented;
  - Review and approve or reject the following:
    - **Financial considerations:**
      - Proposed changes in the GPEI annual budget of up to 10%; and
    - **Strategic considerations:**
      - Adequacy of proposed risk mitigation measures;
      - Advocacy and communication recommendations for the POB; and
      - Decision papers prepared by the management groups to be presented to the POB; and
  - Escalate risks and mitigation decisions up to the POB when appropriate and necessary.
3. **To hold GPS and RO groups accountable for their performance in strategy execution, the SC shall:**

- Review and approve GPS and RO group strategic priorities, annual work plans, and interim progress reports;
  - Based on EMU reporting, enforce performance accountability of GPS and RO groups based on metrics delineated in the performance management framework developed by the EMU;
  - In exceptional circumstances, resolve operational conflicts that cannot be adequately addressed by the EMU working in collaboration with the other management groups involved; and
  - Attempt to resolve inter-agency staff performance issues that significantly hinder eradication progress, escalating issues to the POB for action when necessary.
- 4. To conduct internal and advocacy on behalf of the GPEI partnership, the SC shall:**
- Directly engage internal and external stakeholders on behalf of the partnership in support of the GPEI strategy;
  - Review and approve advocacy and communication requests made of POB Members; and
  - On behalf of the POB, serve as the primary point of contact for the following Advisory & Consultative Support groups:
    - Global Certification Commission;
    - Independent Monitoring Board (IMB);
    - Polio Partners Group; and
    - SAGE Policy Working Group.

### **Composition & Secretariat**

The SC will consist of seven (7) Members in total: six (6) Members representing the six (6) partner agencies plus one (1) Member representing the broader donor community. SC Members from the partner agencies shall be at the Polio Director or equivalent level within their respective institutions. Recommended membership is as follows:

- **World Health Organization:** Director, Polio
- **Bill & Melinda Gates Foundation:** Director, Polio
- **US Centers for Disease Control:** Chief, Polio Eradication Branch
- **UNICEF:** Director, Polio Eradication
- **Rotary International:** Director, PolioPlus
- **Gavi:** Managing Director/Director
- **Donor Community Seat:** TBD by donors (*FCDO currently holding this role*).

### **Donor Selection**

The donor representative shall be selected by the donor community, in accordance with the following:

- The donor representative shall serve a twelve (12) month term, renewable or rotating without restriction at the discretion of the broader donor community
- The donor representative must possess sufficient stature, knowledge, and authority to allow effective engagement with SC Members as peers
- The donor representative must commit to consistent participation in SC meetings for the duration of their term (at least monthly attendance)

### **Chair Selection and Role**

The Strategy Committee shall be chaired by the SC Member from the WHO

- The SC Chair shall make the POB aware of all relevant SC decisions at each POB meeting, or as requested by the POB
- The Chair shall also work with the SC Secretariat to develop and distribute agendas for SC meetings

#### Secretariat Role

- The Secretariat role for the SC shall be filled by dedicated resources within the EMU
- In its role as Secretariat, the EMU shall be responsible for distributing any required meeting materials to SC Members and any other meeting participants in advance of each meeting
- The EMU shall also document and circulate meeting minutes to both the SC and relevant meeting participants following each meeting

### **Accountability**

#### Accountability

- The SC is directly accountable to the POB
- With the exception of the donor representative, individual SC Members serve on the SC at the pleasure of their institutional POB Member

#### Reporting

- The SC shall provide semi-annual progress reports to the POB encompassing all GPEI activities
- With support from the EMU, the SC shall compile an annual report on GPEI strategy implementation and programmatic priorities. This report shall be made public following endorsement by the POB
- The EMU shall provide meeting minutes of all SC meetings to all relevant stakeholders, as determined by SC Chair in consultation with SC Members

#### Decision-Making

- Each SC Member shall have one (1) vote. That vote may be exercised by either the SC Member, or by someone the Member specifically identifies as their designee
- Quorum shall be defined as the presence of at least five (5) SC Members. No votes may be taken in the absence of a quorum
- Unanimity is the ideal for all decisions made by the SC. When unanimity cannot be achieved, the affirmative votes of at least five (5) SC Members shall be deemed sufficient for an SC position to be adopted
- In instances where it is impossible for five (5) or more SC Members partners to agree, decisions may be escalated for resolution by the POB

### **Rhythm of Business**

#### Meeting Scheduling & Participation

- SC Meetings:
  - SC meetings shall focus on topics specified within the purpose and responsibilities of the SC as defined by these Terms of Reference
  - SC meetings shall be held at least fortnightly, as determined by the Chair (in collaboration with the EMU)

- SC Members are expected to attend meetings, are the EMU Chair and the EMU Member designated as Secretariat in an observer capacity. Additional EMU Members shall have a standing invitation as well
  - If an SC Member is unable to attend a meeting, the Member should communicate their absence in advance and provide the name and contact information of a designated replacement representative
  - Additional participation in SC meetings is by invitation only
  - At least twice per year, invitations shall be extended to the Chairs of each of the GPS groups for the Chair to share a comprehensive progress update with the SC
  - At least once per quarter, invitations shall be extended to the Chairs of each of the RO groups for the Chair to share a comprehensive progress update with the SC
  - Additional invitations may be extended to any participants or observers at any time as the SC and EMU deem appropriate
- SC-EMU Meetings:
    - In addition to regular SC meetings, SC Members shall meet at least fortnightly with EMU Members
    - The purpose of the SC-EMU meetings shall be to brief the SC and otherwise ensure close alignment on day-to-day management issues under the purview of the EMU
    - SC participation in the SC-EMU meetings is limited to non-Donor SC Members, given focus on program implementation details

### **TOR Ratification**

Beginning in March 2022, these Terms of Reference are to be reviewed by the SC annually in March, and amended as needed.