

Resource Mobilization Group (RMG)

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

Purpose

The Resource Mobilization Group (RMG) within the Global Polio Eradication Initiative (GPEI) exists to:

1. Develop and execute GPEI's resource mobilization strategy.

In line with the Global Polio Eradication Initiative Strategy 2022-2026 the RMG is responsible for developing and executing the resource mobilization to raise the funding required. 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 confidence in and financial commitment to the program.

Responsibilities

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

1. To develop and execute GPEI's resource mobilization strategy, the RMG shall:

- Lead and coordinate the multiple elements of GPEI's partner engagement efforts focused on resource mobilization from the following funders or funding streams:
 - Sovereign donors.
 - Domestic financing and humanitarian funding.
 - The private sector and high net-worth individuals (HNWIs).
 - International financial institutions and innovative financing mechanisms.
- The RMG will also have representation on an operationalization subgroup of the FMT.
- Provide direct communications support and analysis to resource mobilization efforts, including:
 - Drafting donor communications including donor letters and updates, as needed.
 - Providing market specific communications plans to support resource mobilization based on donor market lead intelligence.
 - Creating market specific content (e.g., fact sheets, messages).
 - Coordinating and/or leading media outreach with the Global Communications Group (GCG).
 - Supporting market specific advocacy events (e.g., European Development Days).
 - Drafting core resource mobilization marketing tools (e.g., investment cases).
- Communicate program updates about the status of eradication efforts to GPEI donors and partners to keep them engaged and maintain trust in the program.
- Nurture partnerships as appropriate in the global health community to foster synergies and ensure a broad base of support and collaboration for polio eradication. This includes demonstrating the GPEI's expertise in:
 - Integrating health services.
 - Coordinating with other global health resource mobilization teams to ensure a harmonized approach with donors.
- Identify key advocacy and resource mobilization milestones and recommend actions to maximize those opportunities.
- Disseminate and tailor GCG messaging and tough Q&A materials for specific resource mobilization sub-groups, as appropriate.

- Identify and successfully manage issues that could affect advocacy efforts and/or fundraising activities, in coordination with GCG.
- Update the Executive Management Unit (and other GPEI groups as relevant) on the status of resource mobilization and advocacy efforts as well as associated risks and opportunities.
- Advise on the impact that programmatic/technical decisions may have for resource mobilization efforts.
- Maintain effective and transparent communications channels with the Finance Group, GCG and Executive Management Unit (EMU), in particular, to ensure that these groups are effectively sharing information.
- Provide regular updates on the monetization of existing pledges to GPEI in coordination with the FMG.
- Provide situation reports and other relationship-building updates to donors as appropriate.
- In partnership with the FMG, develop clear budget and resource mobilization narratives for GPEI leadership as requested.

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 RMG 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

Leadership

- The RMG shall be led by a Chair and Vice-Chair.
- The Chair role will be filled by a representative from either WHO or UNICEF.
- The SC will appoint the named parties for the roles of Chair and Vice-Chair after soliciting feedback from the RMG 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, with the option for rotation (preferred) or renewal at the discretion of the SC.

Additional RMG Member Selection & Roles

Additional membership of the RMG shall consist of as many individuals as the Chair and Vice-Chair deem necessary to efficiently and effectively fulfill the group's responsibilities. Recommended membership is as follows:

Core group members:

- **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** resource mobilization/advocacy representative. **As Gavi is a core partner of the GPEI, Gavi's participation in the RMG as a core group member will remain under review by the SC. The scope of Gavi's participation will be dependent upon mutual agreement on Gavi's ability to support GPEI's resource mobilization without conflict of interest and appointment of a dedicated GPEI-Gavi focal point for resource mobilization.*

The RMG shall also have a liaison member from the Global Communications Group (GCG) to serve as donor communication representative.

Advocacy partners who are not core GPEI members or the donor communication representative but currently work closely with the program will participate in meetings and calls and 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).

Membership Expectations

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

- Be familiar with the charge and work of the RMG.
- 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 RMG, 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 RMG.

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 RMG in its activities.
- The Secretariat supports the RMG 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).
- The Secretariat role for the RMG shall be played by UN Foundation (UNF).

Sub-Groups

The RMG shall include several sub-groups, each of which will have a nominated organizational lead to convene regular calls (as appropriate) to coordinate resource mobilization activities. The sub-groups will be responsible for developing materials (e.g., briefings) specific to their respective areas, with the support of the RMG. The sub-groups shall be defined as follows:

- The **Sovereign Donors** sub-group will serve as the umbrella for existing donor market groups and ad hoc broader engagement with lapsed or new sovereign donors, 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 Financing** 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— under the Financial Group, this group is comprised of WHO, UNICEF and relevant finance leads. RMG has representatives in this group who 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 at the RMG.

Accountability

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- The RMG is accountable to the SC via the EMU and will provide updates to the SC as required (in coordination with other relevant groups) to report on deliverables, as well as to highlight strategic issues for SC decision.
- The Chairs and Vice-Chairs of the RMG and Global Communications Group (GCG) are responsible for providing joint engagement requests to the POB on a quarterly basis.
- All RMG proposals that are beyond its mandate and scope will be submitted to the SC for consideration and decision.

Reporting

- The RMG, led by the Chair and Vice-Chair, shall periodically report progress to the SC as requested by the EMU.
- In coordination with the EMU, the RMG shall also contribute to status reports for the POB as requested.

Decision Making

- Unanimity is the ideal for all decisions made by the RMG 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 RMG 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

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 Chair and Vice-Chair.

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.

