

TRANSITIONAL GOVERNANCE COMMITTEE KEY WORKSTREAMS

updated: 4 March 2015

KEY WORKSTREAMS & ASSOCIATED DELIVERABLES (Activities and workstream requiring active engagement by TGC members)

FOR PRESENTATION AT NOVEMBER 2015 BOARD MEETING

#	Key Activity (for TOR)	Key Deliverables	Key Milestones	Target for Completion	TGC Members
1 Develop Performance Assessment Framework and oversee the process					
1.1	Develop a methodology for performance assessment of the Board and its committees	Performance Assessment Framework for Global Fund Board and committees, including overall assessment of governing bodies and their leadership.	1. Review of past performance assessment practices for Board and Committees at Global Fund 2. Benchmark against 3-4 similar organizations 3. Draft Performance Assessment Framework for Board consideration	1. March 2015 2. March 2015 3. May 2015	LEAD: JIMMY KOLKER
1.2	Oversee the performance assessment process	Oversee the process of performance assessments of the Board and committees and their leadership for presentation to the Board.	1. Oversee performance assessments of Board and Committees and analysed results 2. Consider results of performance assessments in proposal for Enhanced Governance Structure 3. Present results of Performance Assessments	1. July 2015 2. July 2015 3. TBD - November Board meeting?	LEAD: JIMMY KOLKER
2 Finalize enhanced governance structure for Board approval					
2.1	Reconfigure three-committee structure	Finalized enhanced governance structure with re-aligned roles and responsibilities for Board approval	1. TCG review and modification of enhanced structure proposed in Governance Plan for Impact 2. Modification to relevant key governance documents including (but not limited to) Board Leadership TOR, Committee Charter 3. Develop and Issue survey on proposed Enhanced Structure 4. Consultation with Board and Committee members and other relevant stakeholders 5. Submit final proposal for Board approval	1. May 2015 2. July 2015 3. August 2015 4. September 2015 5. November 2015 (Board meeting)	LEAD: TON COENEN
2.2	Support selection process for new structure	Support the process of identifying and nominating committee members for the enhanced committee structure for Board approval, through a competency-based nomination process based on experience, credentials and commitment to the organization in accordance with the Board and Committee Operating Procedures.	1. Update Expected Minimum Key Competencies and Responsibilities of Members of Each of the Standing Committees (Annex 1 - Table 3B of BOPS) 2. Support Board Leadership and Coordinating Group in the selection of members for the newly formed committees under the enhanced structure.	1. December 2015 2. March 2016	LEAD: TON COENEN Other Members: Jorge Saveedra

FOR PRESENTATION AT APRIL/MAY 2016 BOARD MEETING

3 Develop proposals on the Board future size and composition					
3.3	Board Composition, Size and Voting Structure	Desk review / benchmark / assess and develop proposals on Board size, composition and voting structure.	TO BE DEVELOPED AFTER MARCH 27 2015 IN PERSON MEETING		LEAD: CARSTEN STAUR Other Members: Jimmy Kolker, Ton Coenen
3.4	Donor Seat Allocation		TO BE DEVELOPED AFTER MARCH 27 2015 IN PERSON MEETING		LEAD: CARSTEN STAUR
4 Oversee CCMs matters					
4.1	Oversee CCMs matters	Review results from the 2015 OIG Review on CCMs and provide recommendations to the Board.	1. Identify key CCM Governance issues and opportunities that TGC would like to see addressed either through OIG Review or other means 2. Provide feedback for OIG consideration on Scope of Work for OIG Review of Country Coordinating Mechanisms 3. Review OIG Report on CCMs (OIG conducting review in Q3) 4. Provide recommendations on CCM (governance related issues) to Board	1. April 2015 2. May 2015 3. October 2015 4. April/May 2016 Board Meeting	LEAD: MARINA HUE Other members: Carsten Staur, Jorge Saveedra, Jimmy Kolker
5 Develop key components of the Governance Framework for Board approval					
5.1	Develop Guidelines for Lifecycle Management for Board and Committees including livestreaming	Guidelines and tools on-boarding and off-boarding of Board and committee leadership, Board and committee members. • Proposal for secure livestreaming of Board Meetings	1. Review of existing and past on and off boarding practices at the Global Fund 2. Benchmarking of practices at similar organizations 3. Develop and issue structured survey on lifecycle management and analyse results (include issue of livestreaming) 4. Develop draft guidelines for on and off boarding board and Committee members 5. Draft proposal on livestreaming for Board approval	1. June 2015 2. July 2015 3. August 2015 (to coincide with survey under workstream 2) 4. January 2016 5. November 2015 Board meeting (livestreaming)	LEAD: JORGE SAVEEDRA
5.2	Develop Guidelines and best practices for constituency management including nominating and selecting members	Guidelines and best practices for constituency management including: i. Minimum requirements for member selection processes ii. Roles and responsibilities for constituency members iii. Communication principles and modalities.	1. Review of existing guidelines on constituency management in current constituencies 2. Benchmarking of practices at similar organizations 3. Develop and issue structured survey on constituency management and analyse results 4. Develop draft best practices for constituency management	1. June 2015 2. July 2015 3. August 2015 4. January 2016	LEAD: JORGE SAVEEDRA
5.3	Enhanced implementer engagement	Implementer Group to present Strategic Roadmap to enhance Implementer engagement, including any updates to the Board for endorsement including a workplan and budget for support.	1. Development of a Roadmap, workplan and Budget for implementer engagement 2. Consultations with Implementers Group and interested donors 3. Presentation by Implementers of Roadmap for Implementer Engagement to Board	1. April 2015 2. September 2015 3. November 2015 Board Meeting (note date)	LEAD: JORGE SAVEEDRA

MONITORING AND OVERSIGHT ACTIVITIES (Routine committee activities or activities being performed by others and overseen by the TGC)

6.1	Manage institutional memory; update Board document template to include section for past decisions (OBA)	Production of Institutional Memory Management Tools by OBA	Institutional Memory Management tools to be produced by OBA: 1. Board Workplan 2. Public Database of Board Decision Points 3. Updated Board Document Template to incorporate past decision points 4. Annual Report of Board decisions 5. Recording of Board and Constituency Botes	This work is ongoing by OBA. OBA to provide regular report on progress (quarterly)	LEAD: MARINA HUE
6.2	Review of governance documents	No specific reference in the TOR. Updated documents are expected	Review modifications to governance documents as needed	Ad hoc	LEAD: MARINA HUE
6.3	Oversee legal status issues	Report outlining current compliance status	1. Report received from Legal Dept outlining current compliance status - where GF compliance with Swiss Law regulations and where it complies with other norms as well as how measures this compliance 2. Report shared with Board as fyi	1. August 2015 2. September 2015	LEAD: MARINA HUE Oversight role. Work with Legal Dept. and Gulen Newton.
6.4	Monitoring of implementation of Governance Plan for Impact recommendations	Implementation of Cross-cutting model for KPI and Risk Risk: o Bi-annual report on risk to committees (one report) o Annual assurance report o In-country verification of risk assessment (6x year) o Risk a standing item on each committee meeting agenda (2x year) o Coordination role of CG, Oversight role of Board Leadership o Board review of portfolio of risks vs risk appetite, approval of key risk policies o Training in risk management as part of induction provided to Board and Committee members KPI o Annual report on performance against KPI preference to relevant committees (one report) o Creation of online KPI Dashboard, management of KPI framework o Coordination role of CG, Oversight role of Board Leadership o Board review of performance against KPIs at first Board Meeting of the year	No specific action required by TGC except to ensure that these activities occur inline with the recommendations in the Governance Plan for Impact	Ongoing	LEAD: VIOREL SOLTAN