Terms of Reference – for a Short Term Position of Transition Manager to provide project management support and coordination on matters relating to the proposed transition of the Stop TB Partnership from WHO to UNOPS

Background

The Stop TB Partnership was established in 2001 as one of the first health partnerships to be hosted at WHO. The Stop TB Secretariat is housed within the Global TB Programme (the WHO TB department) of the HIV, TB and Malaria (HTM) Cluster, allowing Stop TB to operate without the need for its own separate legal status. This hosting arrangement was never formalized in an agreement.

The Stop TB Partnership Coordinating Board has sought to clarify the hosting arrangements. At the request of the Stop TB Board, an independent review of the hosting arrangements was commissioned with the aim of facilitating informed discussion and decision-making by the Board. This was presented to the Board at its meeting in Ottawa, Canada, 11-12 July 2014.

The Board approved a set of principles in Ottawa which was requested to negotiate a hosting arrangement with WHO (decision point 23-10). These principles included:

- Board authority to make decisions on the Partnership’s strategic direction as well as human and financial resources against the strategy, to be implemented by the Secretariat;
- Board authority for oversight and performance assessment of the Executive Secretary including decision-making on hiring and termination;
- A clear identity and mandate for the Stop TB Partnership that is recognizable to all stakeholders;
- Ability of the Board, directly and through the Secretariat, to communicate with its partners;
- Efficient, flexible, and accountable administrative processes to enable the Partnership Secretariat to implement board decisions expeditiously and in the full spirit of those board decisions;
- Flexibility to attract a diverse set of donor resources to support the Secretariat and activities.

The Chair and Vice-Chair engaged in a dialogue with the WHO Director General (DG) between August – November 2013. The DG underscored the importance of adhering to the hosted partnerships policy endorsed by the World Health Assembly in 2010, as well as to applicable WHO normative policies, rules and regulations. The DG also discussed the ongoing process at WHO to review its relationship with hosted partnerships; as a result, it would not be possible for WHO to develop a MoU or other hosting agreement with the Partnership, and it would not be possible for WHO to meet the Ottawa principles. The DG expressed a personal commitment to
facilitating the implementation of alternative hosting arrangements, should the Coordinating Board decide that this would be in the best interests of the Partnership. The DG reported on this dialogue to the WHO Executive Board in January 2014. The EC, based on this information, determined that alternative hosting options should be studied.

At the Stop TB Partnership Coordinating Board meeting in Cape Town, South Africa on 31 January 2014, the Board requested its Executive Committee (EC) to study alternative hosting options for the Partnership Secretariat (including hosting by UNOPS or becoming an independent legal entity) against remaining with its current host, the World Health Organization (WHO). The Board also requested that should the EC recommend changing the hosting arrangement, that this recommendation be presented with a specific option and costed, transition plan.

The EC met on 14 March 2014, by video and tele-conference, and discussed the information gathered from dialogue with WHO on the hosting arrangement, further in-depth analysis of the alternative scenarios, and feedback from the Secretariat and key partners. Based on this information, the EC made the following decisions in order to prepare for a final recommendation on hosting to be presented to the Board in July 2014:

- The Partnership Secretariat should explore a transition to a new hosting arrangement in order to ensure it can optimally deliver its Operational Strategy, as key challenges were identified that would hamper the ability of the Partnership to do this while remaining hosted by WHO;
- The Partnership should begin negotiations with UNOPS to serve as an alternative host to the Secretariat;
- There should be a programmatic Memorandum of Understanding (MoU) developed between the Partnership and WHO to ensure strong and effective collaboration in future;
- Up to USD 100,000 should be released from the Partnership Secretariat’s financial reserves in order to recruit legal counsel and a Secretariat Transition Manager to support the negotiations process with UNOPS and develop the final transition plan and proposal for the consideration by the full board.

The EC will present an integrated recommendation on hosting to the Board at its meeting in Seattle, USA on 15 July 2014 that will include: the recommendation to seek a new host outside of WHO, the proposed alternative hosting option, a costed transition plan with proposed timelines for transition, as well as a framework for programmatic collaboration with WHO.

The transition plan should be developed with minimal disruption to business with the objective of completing a transition (if decided by the Board) by 1 January 2015.
The Partnership Coordinating Board holds the ultimate decision-making authority with respect to the hosting decision and this decision is expected to be made at its next meeting in Seattle, USA on 15 July 2014.

Overall Objective
To provide transition management support to the Stop TB Partnership Secretariat and Executive Committee in connection with the development of a costed proposal and implementation plan relating to the transition of the Partnership Secretariat to UNOPS.

Scope of Work
The Transition Manager is sought to support the Stop TB Partnership Executive Committee in preparing a proposal to the Partnership Board for transitioning the Partnership Secretariat from its current host, WHO, to a potential future host, UNOPS. This proposal will be presented to the Partnership Board at its next meeting on July 14, 2014 in Seattle.

Activities/Tasks
1. In close consultation with WHO and with the support of a legal consultant, conduct negotiations with UNOPS on the development of a costed proposal for the hosting of the Partnership Secretariat by UNOPS
2. Through the Stop TB Partnership Secretariat, support the Executive Committee to determine the optimal organizational model for the Partnership Secretariat in the context of being hosted by UNOPS
3. Develop costed plan for how to manage a transition of the Stop TB Partnership Secretariat to UNOPS including on all organizational and operational implications
4. Coordinate specific input from donors to the GDF and manage the donor taskforce to develop the Operating Model for GDF in UNOPS
5. Manage overall staff communications and engagement in transition planning process including working with WHO’s Legal, finance and Human Resources department to identify implications on individual staff positions in a transition and to finalize financial issues that needs to be settled with WHO prior to the move under the Executive Secretary’s guidance
6. Through the Stop TB Partnership Secretariat, provide overall project management support and advice to the Stop TB Partnership Executive Committee in developing a hosting proposal for the Board in July 2014

Deliverables
• Draft proposal for hosting terms between the Stop TB Partnership and UNOPS to be presented to the Executive Committee (prepared in collaboration with legal counsel) – June 1
Draft plan for managing a transition of the Partnership Secretariat from WHO to UNOPS – June 1
Final proposal for hosting terms between the Stop TB Partnership and UNOPS and Transition Plan to be presented to the Stop TB Partnership Board (prepared in collaboration with Transition Manager) – June 15

Essential Experience and Skills

- Proven project management skills, ideally around 7+ years in project management roles
- Excellent communication skills (verbal and written)
- Solid background in business (BA), MBA preferred, negotiation skills desired
- Experience working and interacting with donors and fundraising
- Experience working in a diverse, multi-stakeholder environment
- Experience in organizational design, finance and management of large complex projects, ideally in multilateral and international development organizations
- Previous experience at the international level, and preferably working with an international development organization
- Experience with human resources strongly desirable

Period of Assignment and Timeline

The consultancy shall be conducted a full time assignment commencing as soon as possible for six months

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EXECUTIVE COMMITTEE DECISION POINT: (14 March 2014)

As per the decision from the Stop TB Partnership Coordinating Board meeting in Cape Town on 31 January 2014 (DP 23.4), the Executive Committee (EC) reviewed analysis developed on alternative hosting options (becoming hosted by UNOPS or becoming an independent legal entity) for the Partnership Secretariat and considered this with additional information provided regarding the current hosting arrangement with the World Health Organization (WHO).

To prepare for a final EC recommendation on hosting to be presented to the Partnership Board meeting for decision, at its meeting in Seattle, USA on 15 July 2014, the EC decides the following:

1. To recommend to the Board at its next meeting that the Partnership Secretariat should transition from its current hosting arrangement with WHO in order for it to most effectively and efficiently deliver on the Operational Strategy

2. To begin negotiations with UNOPS to prepare a proposal and transition plan for UNOPS hosting the Partnership Secretariat to be presented to the Board. This negotiation and transition planning phase with UNOPS should be guided by the following principles:
   
   A. The new operating model and organizational model should ensure the Secretariat’s optimal execution of the Operational Strategy while realizing efficiencies with regards to the provision of all administrative services, maximizing the institutional capabilities provided by UNOPS.
   B. The transition plan should be developed with minimal disruption to business with the objective of completing a transition (if decided by the Board) by 1 January 2015.
   C. The donors to the Global Drug Facility (GDF), namely USAID, DFATD, UNITAID, should establish a small taskforce to work with the Executive Secretary and the GDF Manager to develop the operating model for GDF, recognizing the opportunity UNOPS provides to GDF in growing its operations and providing more anti-TB medications and supplies to those who need them.
   D. The Partnership should recruit independent legal counsel and a Secretariat Transition Manager to support the development of this proposal and transition plan.

3. To authorize up to USD 100,000 to be released from the Partnership Secretariat’s financial reserves to support the next phase of work in preparation for the July 2014 Board meeting, namely to recruit legal counsel and a Secretariat Transition Manager. In addition, to request the Vice-Chair
and Finance Committee Chair to review the overall costs of transition planning and transition and make a recommendation to the EC regarding additional support required, with a funding plan that includes suggested use of the Partnership Secretariat’s reserves.

4. To request a framework for a programmatic Memorandum of Understanding (MoU) be developed between the Partnership and WHO to identify how collaboration between the two entities will be strengthened programmatically should the hosting arrangement change. This framework should be presented at the July 2014 Partnership board meeting.