



TAP Network Steering Committee 2020-2021 Terms of Reference

1. Title of the Group

The group shall be called the “TAP Network Steering Committee”.

2. Terms of Reference and Mandate

a. Role of the Steering Committee

The core functions of the Steering Committee are to:

- Lead the network on behalf of the membership and provide strategic guidance for the network’s work
- Be accountable to the membership, and transparent in its leadership and oversight of the network’s affairs
- Consult and represent the membership to ensure that the TAP Network
 - Has a strategy and operational plans that reflect the priorities of the members
 - Pursues policy and advocacy positions that reflect the collective views of members
 - Engages and encourages the members in a way that develops a sense of ownership, belonging, responsibility and activism amongst all members
- Oversee and liaise with TAP’s Fiscal Sponsor to ensure that
 - The TAP Network operates within boundaries set by donors and regulatory authorities
 - The Steering Committee and members are aware of, and able to monitor and adjust accordingly, the budgets and management accounts of the network
 - Terms and conditions of employment are appropriate for the level of responsibility, skills and experience required in Secretariat posts
 - Quarterly budgets are approved and ensuring sufficient forecast of upcoming expenditures
- Oversee the work of the TAP Secretariat to

- Ensure that priorities, strategies and plans are pursued responsibly and effectively
- Ensure efficient use of the time and resources of the network, including those of staff and, where relevant, members.

To deliver these core functions, the Steering Committee will:

Leadership

- Listen to the membership, to ensure a good understanding by the SC and Secretariat of their priorities;
- Propose and implement policy and advocacy positions reflecting the members' priorities;
- Ensure members have a good understanding of the context for the work of TAP, helping them to contextualize their positions and priorities;
- Build a sense of ownership and belonging amongst the members, by engaging them in decision-making as appropriate, and displaying transparency and accountability in the governance and operational management of the TAP Network's affairs;
- Retain responsibility for political decision making for the network, while developing the policies, processes, criteria and procedures that enable the Coordinator to make operational decisions within these political decisions.¹

Strategies, Plans and Budgets

- Develop, or oversee development of, multi-year strategies for the TAP Network, ensuring member consultation and engagement in the process;
- Develop annual priorities within the strategy, and consider and approve annual plans developed by the Secretariat within them;
- Consider and approve annual budgets associated with the annual plans;
- Periodically review implementation of plans, and management accounts provided by the Fiscal Sponsor, to ensure plans are fulfilled, adapted and achieved within budget;
- Lead in evaluating, or commission evaluations of, the strategy.

Member Engagement

- Be responsible, collectively and individually amongst members in their regions, for enabling and encouraging members to engage in the operational work of the network;
- Encourage the formation of Working Groups or Task Forces for specific areas of work of the network, to enable member-leadership of, and/or member-contribution to, the activities of the network;

¹ Eg for decision making about who should attend which events on behalf of the network, SC takes decisions on major political events such as HLPF, and develops criteria and processes that enable the Coordinator to decide on others (and then hold the Coordinator accountable for remaining within them)

- Communicate with members in a way that celebrates collective achievements and attributes them to member energy and initiative.

Representation

- Ensure the effective and diverse representation, including consideration of gender balance, of the network in events to which it is invited, or chooses to attend;
- Set policies, processes and criteria through which decisions can be made efficiently and effectively about which events or meetings to attend, and who is best placed to represent the network at them, retaining SC responsibility for decisions about high-level political events.
- Strengthen the capacity of TAP Members to be able to adequately represent the TAP Network at various opportunities.

Donor relations and Fundraising

- Develop, or approve, resourcing strategies for the network;
- Contribute to formulation, and oversee editing, of proposals to donors, to ensure that the network's priorities are reflected in their composition;
- Engage with donors on a strategic level, enabling the Fiscal Sponsor and Coordinator to engage with them on operational and practical levels;
- Lead, or support, the development of relations with potential new donors;
- Lead consultations and conversations with members about membership contributions, or membership fees, that enable the network to demonstrate ownership and responsibility to other donors.

Liaison with Fiscal Sponsor

- Ensure up-to-date and appropriate contracts are in place for the relationship between the TAP Network and a Fiscal Sponsor;
- Assure itself that the Fiscal Sponsor is taking appropriate responsibility and actions for the legal, contractual, regulatory and financial affairs of the network;
- Liaise with the Fiscal Sponsor to ensure the SC's ability to oversee and make budget choices and expenditures responsibly and within the boundaries set by donors or regulators;
- Liaise with the Fiscal Sponsor to ensure oversight of employees is compliant with contractual agreements between the Fiscal Sponsor and employees; in particular,
 - In processes for the recruitment and performance appraisal of the Coordinator;
 - In processes for any disciplinary, grievance or performance measures.

Oversight of TAP Secretariat and Coordinator

- The Co-Chairs will be accountable to the SC for oversight and line management of the Coordinator, who in turn will be responsible for line management of any other employees in the Secretariat;

- The SC will set policies, processes and procedures within which day-to-day decisions can be taken, enabling the SC to have confidence in its oversight of the Secretariat while ensuring efficiency and effectiveness in day-to-day decision making;
- The Co-Chairs will
 - Conduct an annual performance appraisal of the Coordinator, setting and reviewing clear objectives for his/her work over the year;
 - Conduct at least a monthly support and supervision session with the Coordinator, to review progress on the work plan, be supportive in areas of strong achievement and performance, discuss and resolve any constraints including any areas for professional development, clarify any areas of over- or under-consultation and referral of decisions between the Coordinator and Co-Chairs, and plan for appropriate adjustments in communication;
 - Engage with the Coordinator on a day-to-day basis on areas of decision making that require consultation, referral or joint decision-making.
 - Work with Coordinator or any TAP Secretariat staff to ensure adequate balance of time dedicated to TAP's work, including by promoting full and timely usage of any allocated annual leave days.

3. Steering Committee Composition and Selection

a. Steering Committee Membership

- Membership of the Steering Committee is open to any organization listed on the TAP Network mailing list/google group.

b. Size and Composition of the Steering Committee

- A maximum of five organizations can serve on the Steering Committee at one time.
- For the 2020-2021 Steering Committee, there shall be a total of three organizations from the "Global South"² and two organizations from the "Global North"³.
- The incumbent Steering Committee of 2018-2019 shall have the ability to categorize nominating organizations into each of the respective categories of the "Global South" and Global North" for the ensuing election process.

c. Anticipated time commitment for Steering Committee Members

² Organizations that have headquarters in non-OECD countries. List of OECD Countries: <http://www.oecd.org/about/membersandpartners/list-oecd-member-countries.htm>

³ Organizations that have headquarters in OECD countries. List of OECD Countries: <http://www.oecd.org/about/membersandpartners/list-oecd-member-countries.htm>

- Each Steering Committee Member must be able to dedicate roughly 5 hours per week working as part of the TAP Steering Committee.
- Each Steering Committee Member must avail themselves to regular calls, meetings and email communications between the Steering Committee and the Secretariat. The Steering Committee is responsible for outlining a schedule of regular calls, for the TAP Secretariat to subsequently follow and plan on behalf of the Steering Committee and its co-chairs.

d. Steering Committee Selection

- The outgoing Steering Committee shall identify, in advance of the nomination process, any organizations that will volunteer for the allocated “institutional memory” seat on the subsequent Steering Committee, in an effort to ensure continuity and to help maintain institutional memory of the Steering Committee. The remaining 4 seats on the Steering Committee will be available for open election each cycle.
- The selection of the Steering Committee will be decided by a voting process, facilitated by the TAP Network Coordinator and scrutinized by one current member of the Steering Committee who is not eligible for re-election. If there is no Steering Committee member in this position, the Steering Committee will appoint a person with no direct interest in the outcome of the election to be scrutinizer.
- The TAP Coordinator will make a call for self-nominations for organizations to serve on the TAP Steering Committee. All candidate organizations will be required to provide detailed descriptions of the nature of their work, why they are applying to be part of the steering committee and their advocacy priorities in the coming year, as well as identify an organization’s primary focal point and alternate representative. The SC scrutinizer will check that all necessary paperwork has been submitted.
- The Coordinator will play a purely administrative role in the nominations process, and will not encourage particular organizations to become candidates. The current Steering Committee will take active responsibility for encouraging candidacy from promising organizations.
- Once the nomination process has concluded, the TAP Coordinator will provide information about all of the potential candidates to all voting members, who will then vote on the new members of the Steering Committee.
- Each voter must be a TAP member, and each voter will get 5 total votes. These votes will be cast based on the number of Steering Committee seats available from the global north and global south, in order to reach the desired balance and composition of organizations on the Steering Committee, as outlined in section 3b above.
- Votes will be counted by the Secretariat, and then scrutinized by the SC Scrutinizer to ensure probity.

- The organizations with the highest total votes in each category, after the voting round concludes, will be the 5 elected members of the new TAP steering committee.
- In an effort to ensure gender parity of representatives from organizations on the Steering Committee, TAP members will be required to vote for at least one organization with a female primary focal point during the balloting process.
- Nominating organizations for the TAP Network Steering Committee shall not engage in any campaigning for supporting their own organization, or any other organizations standing for election. This includes posting such campaigning emails to the TAP Network listserv, any other related listservs, or individuals to any TAP Network partners. Violation of these restrictions will result in a review by the incumbent Steering Committee, and removal of that organization from the election process.

e. Term of Office

- The term of office shall be 2 years.
- At the end of their two-year term of office, a Steering Committee member may stand for re-election; after completion of two full terms, totaling 4 years, they must stand down, and may not stand for re-election.
 - After an absence from the Steering Committee of at least 2 years, the organization is eligible for election once again.
- If a member of the Steering Committee is not actively carrying out his/her duties and responsibilities, their seat shall be opened to another organization. It will be up to other members of Steering Committee to unanimously decide to replace an existing member on the Steering Committee. In these circumstances, they may set forth a transparent process for replacing this Steering Committee member, and must inform TAP Network Partners of this process in writing.
- Steering Committee Members must inform the group in writing in advance if he/she will miss a meeting or call, at least 24 hours in advance of each occurrence.
- A Steering Committee Member shall be considered to not be actively carrying out their duties if they miss a total of three consecutive calls or meetings, without notifying the rest of the TAP Steering Committee, the co-chairs or the Secretariat of their absence.
- In order to avoid a Steering Committee Member's extended absence from such meetings or calls, each organization on the Steering Committee shall identify a primary and a secondary representative. In the case that the primary representative is unable to attend a meeting or call, the secondary representative should have the capacity to attend calls on behalf of that organization.

4. Inaugural Meeting

- The inaugural meeting of the new Steering Committee shall take place no later than one month after the beginning of its mandate.

5. Rules and Procedure

a. Methods of Work

- The Steering Committee shall elect two Co-Chairs to help facilitate the work of the group, with one member from the Global North and one from the Global South.
- The Co-Chairs, in consultation with the Coordinator, shall be responsible for determining the agenda of each meeting.
- The Steering Committee will have conference calls every two weeks. The Steering Committee or the TAP Coordinator can convene conference calls on an ad hoc basis, as they are required, in between these bi-weekly calls.
- The Steering Committee will have at least one face-to-face meeting each year, and more than this if meeting opportunities arise.
- The Steering Committee will strive to reach consensus in its decision-making processes, but if needed, members of the Steering Committee will conduct an open voting process to reach a decision on items. Voting on these issues will be decided with a majority vote, consisting of 3 or more votes.
- The Coordinator will take and circulate minutes of meetings, with in particular a clear record of decisions and actions.
- The Steering Committee may establish sub-committees or working groups if needed.
- Each member of the TAP Network Steering Committee shall select a substitute representative to represent their organization if the focal point cannot attend Steering Committee meetings.

b. Channels of Communication

- For the sake of transparency, the steering committee will distribute meetings minutes to the entire TAP Network and upload the minutes on the TAP Network website. Members of the TAP Network will have easy access to the contact details of Steering Committee members, and will be periodically reminded of their right to raise issues with the Coordinator or Steering Committee members.

c. Consultation Process

- The Steering Committee will serve as a main focus for consultations from the TAP Coordinator. The TAP Coordinator may wish to consult with the entire TAP Network on certain issues; however, the Coordinator may also engage the Steering Committee particularly in cases where decisions must be taken, or responses or actions are required in a timely and efficient manner.

6. Review of Terms of Reference and Mandate

- The TAP Network shall review the terms of reference and mandate of the Steering Committee periodically, and at least once every 3 years, taking into account any recommendations from the Steering Committee for modifications.
- The Steering Committee may at any time ask the TAP Network to consider a recommendation for changes to its terms of reference and mandate.