



FP2020 Governance Manual

Approved by the Reference Group on December 5, 2014

1. OVERVIEW OF FP2020

1.1. PURPOSE

1.2. STRUCTURE

- 1.2.1. Reference Group
- 1.2.2. Secretariat
- 1.2.3. Working Groups

1.3. LEGAL STATUS AND HOST ORGANIZATION

2. REFERENCE GROUP

2.1. PURPOSE

2.2. ROLE AND RESPONSIBILITIES

- 2.2.1. Strategy and High Level Work Plan
- 2.2.2. Risk Management
- 2.2.3. Progress and Accountability
- 2.2.4. Action and Alignment
- 2.2.5. Executive Director
- 2.2.6. Working Groups
- 2.2.7. Governance Procedures

2.3. COMPOSITION

- 2.3.1. Composition
- 2.3.2. Fixed Seats
 - 2.3.2.1. Designation of Fixed Seats
 - 2.3.2.2. Fixed Members
 - 2.3.2.3. Fixed Member Representatives
- 2.3.3. Partner Seats
 - 2.3.3.1. Designation of Partner Seats
 - Country
 - Donor
 - Multilateral
 - Civil Society
 - At-large
 - 2.3.3.2. Partner Members

2.4. CO-CHAIRS

- 2.4.1. Eligibility
- 2.4.2. Terms
- 2.4.3. Role and Responsibilities
 - 2.4.3.1. Leadership
 - 2.4.3.2. Meetings
 - 2.4.3.3. Consensus
 - 2.4.3.4. Due Diligence
 - 2.4.3.5. Committees
 - 2.4.3.6. Spokespeople
 - 2.4.3.7. Executive Director
 - 2.4.3.8. Decision-Making

2.5. CONVENERS GROUP

- 2.5.1. Conveners Group Composition
 - 2.5.1.1. Convener Representatives
- 2.5.2. Role and Responsibilities
 - 2.5.2.1. Executive Director
 - 2.5.2.2. Working Groups
 - 2.5.2.3. Reference Group Partner Members
 - 2.5.2.4. Conflict of Interest

2.6. PARTNER MEMBERS

- 2.6.1. Partner Member Role and Responsibilities
 - 2.6.1.1. Role
 - 2.6.1.2. Responsibilities
- 2.6.2. Partner Member Eligibility And Requirements
 - 2.6.2.1. Affiliation
 - 2.6.2.2. Attendance
 - 2.6.2.3. Dismissal
 - 2.6.2.4. Substitutes
 - 2.6.2.5. Commitment to Participate
 - 2.6.2.6. Resignation
 - 2.6.2.7. Replacement of Members
 - 2.6.2.8. Act in Good Faith
 - 2.6.2.9. Conflict of Interest
 - 2.6.2.10. Non-Fulfillment of Obligations

2.7. PARTNER MEMBER SELECTION CRITERIA

- 2.7.1. Time Commitment
- 2.7.2. Influence
- 2.7.3. Personal Commitment
- 2.7.4. Expertise
- 2.7.5. Willingness to Advocate
- 2.7.6. Leadership
- 2.7.7. Judgment
- 2.7.8. Communication
- 2.7.9. Conflict of Interest

2.8. PARTNER MEMBER SELECTION PROCESS

- 2.8.1. List of Candidates
- 2.8.2. Selection
- 2.8.3. At-large Member Selection

2.9. PARTNER MEMBER TERMS

- 2.9.1. Length of Term
- 2.9.2. Renewal of Term
- 2.9.3. Staggered Expiration of Terms
- 2.9.4. Mid-term Replacement of Members

2.10. OPERATING PROCEDURES

- 2.10.1. In-person Meetings
 - 2.10.1.1. Frequency
 - 2.10.1.2. Announcement
 - 2.10.1.3. Role of the Secretariat
 - 2.10.1.4. Attendance
 - Dismissal
 - No Substitutes
 - Staff Advisors
 - Members Only
 - Guest Presenters
 - Secretariat
 - 2.10.1.5. Financial Support
 - 2.10.1.6. Minutes
- 2.10.2. Decision-making at In-Person Meetings
 - 2.10.2.1. Quorum
 - 2.10.2.2. Consensus
 - 2.10.2.3. Voting
 - 2.10.2.4. Record of Decisions
- 2.10.3. Decision-making Outside of In-Person Meetings
 - 2.10.3.1. Formal Meetings by Conference Call
 - 2.10.3.2. Decision-Making by Email
 - 2.10.3.3. Co-Chairs

3. SECRETARIAT

3.1. PURPOSE

3.2. ROLE AND RESPONSIBILITIES

- 3.2.1. Strategic Planning and Implementation
 - 3.2.1.1. High Level Work Plan
 - 3.2.1.2. Working Group Activity Plans
- 3.2.2. Accountability
 - 3.2.2.1. Global Alignment
 - 3.2.2.2. Fulfillment of Commitments
 - 3.2.2.3. Core Indicators
 - 3.2.2.4. Progress Report
- 3.2.3. Collaboration
 - 3.2.3.1. Commitment-Making
 - 3.2.3.2. Thought Partner
 - 3.2.3.3. Stakeholders
- 3.2.4. Resource Brokering
 - 3.2.4.1. Countries
 - 3.2.4.2. Donors
- 3.2.5. Knowledge Sharing
 - 3.2.5.1. Knowledge Sharing
 - 3.2.5.2. Communications

3.3. EXECUTIVE DIRECTOR

- 3.3.1. Roles and Responsibilities
 - 3.3.1.1. Role
 - 3.3.1.2. High Level Work Plan
 - 3.3.1.3. External Relations
 - 3.3.1.4. Secretariat
 - 3.3.1.5. Governance
 - 3.3.1.6. Communications
 - 3.3.1.7. Accountability
 - 3.3.1.8. Commitments to FP2020
- 3.3.2. Working Groups
 - 3.3.2.1. Remit and Structure
 - 3.3.2.2. Selection of Co-Leads
 - 3.3.2.3. Selection of Members
 - 3.3.2.4. Dismissal of Members
 - 3.3.2.5. Activity Plans

3.4. SELECTION, EVALUATION, AND TERMINATION

4. WORKING GROUPS

4.1. PURPOSE

4.2. ROLE AND RESPONSIBILITIES

- 4.2.1. Knowledge Sharing and Guidance
- 4.2.2. Contribution to FP2020
- 4.2.3. Collaboration
- 4.2.4. Action and Alignment

4.3. COMPOSITION

- 4.3.1. Composition
- 4.3.2. Country Representation
- 4.3.3. Donor Representation
- 4.3.4. Other Designated Seats

4.4. WORKING GROUP CO-LEADS

- 4.4.1. Role
- 4.4.2. Selection
- 4.4.3. Terms
 - 4.4.3.1. Exception: Country Engagement Working Group
 - 4.4.3.2. Staggered Terms
- 4.4.4. Resignation
- 4.4.5. Dismissal
- 4.4.6. Co-Lead Responsibilities
 - 4.4.6.1. Selection of New Members
 - 4.4.6.2. Meetings
 - 4.4.6.3. Participation
 - 4.4.6.4. Designated Technical Advisors
 - 4.4.6.5. Activity Plan
 - 4.4.6.6. Reference Group
 - 4.4.6.7. Conflict of Interest

4.5. MEMBER ELIGIBILITY AND SERVICE REQUIREMENTS

- 4.5.1. Affiliation
- 4.5.2. Attendance
- 4.5.3. Dismissal
- 4.5.4. No Substitutes
- 4.5.5. Commitment to Participate
- 4.5.6. Resignation
- 4.5.7. Act in Good Faith
- 4.5.8. Conflict of Interest
- 4.5.9. Fulfillment of Obligations

4.6. MEMBER SELECTION AND RENEWAL CRITERIA

- 4.6.1. Time Commitment
- 4.6.2. Expertise

- 4.6.3. Personal Commitment
- 4.6.4. Willingness to Advocate for FP2020
- 4.6.5. Communication
- 4.6.6. Conflict of Interest

4.7. NEW MEMBER SELECTION PROCESS

4.8. MEMBER TERMS

- 4.8.1. Length of Term
- 4.8.2. Terms Served on Multiple Working Groups
- 4.8.3. Staggered Terms
- 4.8.4. Midterm Replacement or Addition of Members

4.9. WORKING GROUP IN-PERSON MEETINGS

- 4.9.1. Frequency
- 4.9.2. Announcement
- 4.9.3. Role of the Secretariat
- 4.9.4. Attendance
 - 4.9.4.1. Dismissal
 - 4.9.4.2. No Substitutes
 - 4.9.4.3. Co-Lead Assistance
 - 4.9.4.4. Members Only
 - 4.9.4.5. Guest Presenters
 - 4.9.4.6. Technical Experts
 - 4.9.4.7. Secretariat
- 4.9.5. Financial Support
- 4.9.6. Quorum
- 4.9.7. Consensus
- 4.9.8. Voting
- 4.9.9. Meeting Notes

4.10. DECISION-MAKING OUTSIDE OF IN-PERSON MEETINGS

- 4.10.1. Formal Meetings by Conference Call
 - 4.10.1.1. Quorum
- 4.10.2. Decision-making by Email
 - 4.10.2.1. Quorum

4.11. CURRENT WORKING GROUPS

- Country Engagement
- Market Dynamics
- Performance Monitoring & Evidence
- Rights & Empowerment

5. ANNEXES

- Reference Group Partner Member Staggered Terms (table)

1. OVERVIEW of FP2020

1.1. PURPOSE of FP2020

Family Planning 2020 (FP2020) is a global movement that supports the rights of women and girls to decide, freely, and for themselves, whether, when, and how many children they want to have.

FP2020 works with governments, civil society, multi-lateral organizations, donors, the private sector, and the research and development community to enable 120 million more women and girls to use contraceptives by 2020.

FP2020 is based on the principle that all women, no matter where they live should have access to lifesaving contraceptives.

All activities of FP2020 must be underpinned by a rights-based approach, and women's and girls' perspectives and rights must be observed in all programs and activities.

1.2. STRUCTURE of FP2020

1.2.1. FP2020 is governed by the **Reference Group**. The Reference Group has a permanent committee called the Conveners Group, composed of the four conveners of FP2020.

1.2.2. The **Secretariat** develops and implements strategies to accelerate progress towards the FP2020 goal, and carries out the day-to-day work of FP2020.

1.2.3. **Working Groups** contribute technical and strategic guidance in their respective areas of expertise and help implement FP2020's High Level Work Plan.

1.3. LEGAL STATUS AND HOST ORGANIZATION

1.3.1. FP2020 is not a legally established entity. For this reason, and until or if such time as FP2020 is legally established, the UN Foundation, as the "**Host Organization**," holds final legal and fiduciary authority only for the Secretariat and its administrative budget.

1.3.2. The UN Foundation will ensure that the FP2020 Secretariat and the administrative budget it manages are run in accordance with the UN Foundation's financial and human resources policies and procedures, with guidance from the Reference Group.

1.3.3. The Executive Director and the UN Foundation representative to the Reference Group shall keep the UN Foundation management and Board of Directors informed of FP2020's activities.

1.3.4. The Reference Group recognizes the role of the UN Foundation board of directors in monitoring financial and legal risks.

2. REFERENCE GROUP

2.1. PURPOSE OF THE REFERENCE GROUP

- 2.1.1. The Reference Group is the governing body of FP2020 and is responsible for providing strategic direction and oversight to FP2020, including its Secretariat and Working Groups.

2.2. ROLE AND RESPONSIBILITIES OF THE REFERENCE GROUP

- 2.2.1. Strategy and High Level Work Plan. The Reference Group provides strategic direction for FP2020, and reviews, approves, and monitors the annual High Level Work Plan (HLWP) implemented by the Secretariat and the Working Groups.
- 2.2.2. Risk Management. The Reference Group determines the strategy for identifying and managing strategic, reputational, and operational risks to FP2020, recognizing the Host Organization's role in monitoring financial and legal risks.
- 2.2.3. Progress and Accountability. The Reference Group ensures the annual reporting of FP2020's progress on its commitments and an approved set of metrics ("Core Indicators"). The Reference Group ensures that this reporting informs and supports the accountability processes established under the auspices of the United Nations Secretary-General's *Every Woman, Every Child* Global Strategy for Women's and Children's Health, including the Commission for Information and Accountability and Independent Expert Review Group (COIA and iERG).
- 2.2.4. Action and Alignment. The Reference Group promotes the principles, goals, and activities of FP2020, ensures alignment and harmonization with key stakeholders and partnerships, and mobilizes public and private sector entities and individuals to support FP2020. The Reference Group identifies resources to meet critical needs on the country level when others avenues are exhausted.
- 2.2.5. Executive Director. The Reference Group provides input and makes recommendations into the hiring, annual evaluation, and termination of the Executive Director.
- 2.2.6. Working Groups. The Reference Group may form or terminate Working Groups. The Co-Leads of each Working Group are selected by the Reference Group from a slate of candidates prepared by the Conveners Group with input and support from the Executive Director.
- 2.2.7. Governance Procedures. The Reference Group may amend its own structure, powers, and procedures based on lessons learned and in the best interest of FP2020.

2.3. COMPOSITION OF THE REFERENCE GROUP

- 2.3.1. Composition. The Reference Group is composed of 18 members, of whom 2 serve as Co-Chairs. There are two types of Reference Group seat: Fixed (5), and Partner (13).

2.3.2. Fixed Seats (5).

2.3.2.1. Designation of Fixed Seats. The Reference Group has 5 Fixed seats. One Fixed seat is allocated to each of the four conveners of FP2020: the Bill & Melinda Gates Foundation (BMGF), the United Kingdom Department for International Development (DFID), the United Nations Population Fund (UNFPA), and the United States Agency for International Development (USAID).

In addition, a Fixed seat is held by the UN Foundation in its role as the Host Organization for the FP2020 Secretariat.

2.3.2.2. Fixed Members. Collectively, the *organizations* that hold Fixed seats are known as Fixed members of the Reference Group.

2.3.2.3. Fixed Member Representatives. Each Fixed member of the Reference Group shall be responsible for appointing an individual to serve as its representative on the Reference Group. The Fixed member representative must have the capacity and authority to represent the Fixed Member in discussions and decision-making. Each Fixed member may change its individual representative at its own discretion; however, the Fixed member is required to notify the Reference Group at least 4 weeks in advance.

2.3.3. Partner Seats (13).

2.3.3.1. Designation of Partner Seats. The Reference Group has 11 seats **allocated to** the following constituencies: countries, multilateral institutions, donor agencies and foundations, and civil society organizations and networks that have made a commitment to FP2020. In addition, there are 2 At-large seats not allocated to a specific constituency.

- Country Seats (5). There are 5 Partner seats designated for individuals from commitment-making governments among the 69 FP2020 focus countries.
- Donor Seats (2). There are 2 Partner seats designated for individuals from donor entities that have made a commitment to FP2020.
- Multilateral Seat (1). There is one Partner seat designated for an individual from a multilateral institution.
- Civil Society Seats (3). There are 3 Partner seats designated for representatives of civil society organizations and networks. Civil Society Partner member selections shall reflect a mix of geographic and functional expertise.
- At-large Seats (2). There are 2 Partner seats that may be filled by individuals from any of the aforementioned constituencies or the private sector. Individuals are appointed to fill the At-large seats at the discretion of the Conveners Group if, after the other Partner members are chosen, the Conveners Group determines there is a gap in the skills, experience, or representation on the Reference Group, or based on demonstrated interest and strategic opportunity from a new stakeholder group.

2.3.3.2. Partner Members. The individuals who fill the Partner seats are known as Partner members of the Reference Group.

2.4. REFERENCE GROUP CO-CHAIRS

- 2.4.1. Eligibility. The Reference Group shall have two Co-Chairs. Only Convener Group Representatives are eligible to serve as Co-Chairs.
- 2.4.2. Terms. Co-Chairs will serve a two-year term with the opportunity for renewal once, for a total of four years of service. Renewal of Co-Chairs' terms and selection of new Co-Chairs shall be determined by consensus decision of the Conveners Group.

2.4.3. Co-Chairs Role and Responsibilities.

- 2.4.3.1. Leadership. The Co-Chairs provide strategic leadership to FP2020, and identify opportunities to develop relationships that will contribute to FP2020's goals.
- 2.4.3.2. Meetings. The Co-Chairs shall convene and preside over each Reference Group meeting, including approving the agenda and decision points that they develop in consultation with the Secretariat.
- 2.4.3.3. Consensus. The Co-Chairs foster and guide consensus-based decision-making by the Reference Group.
- 2.4.3.4. Due Diligence. The Co-Chairs provide due diligence on Reference Group membership, including ensuring that the overall composition of the Reference Group remains balanced and effective, that members stay appropriately engaged, and reviewing notifications on breaches of conflict of interest.
- 2.4.3.5. Committees. The Co-Chairs may establish committees or sub-groups of the Reference Group if needed.
- 2.4.3.6. Spokespeople. The Co-Chairs serve as principal spokespeople for FP2020 along with the FP2020 Executive Director.
- 2.4.3.7. Executive Director. The Co-Chairs provide guidance to the Executive Director of the Secretariat on an as-needed basis, including guidance on bringing issues to the attention of the Reference Group for input or decision.
- 2.4.3.8. Decision-Making. The Co-Chairs may make decisions between (outside of) formal meetings of the Reference Group.

2.5. CONVENERS GROUP

- 2.5.1. Conveners Group Composition. The Conveners Group is comprised of the four conveners of FP2020: BMGF, DFID, UNFPA, and USAID.
- 2.5.1.1. Convener Representatives. Each Convener is responsible for appointing an individual to serve as its Convener representative. The Convener representative must have the capacity and decision-making authority to represent the Convener for the purposes of Reference Group business.
- Conveners may change their Convener representative at their own discretion; however, the Convener is required to notify the Reference Group Co-Chairs and the Executive Director of the Secretariat of this change at least four weeks in advance.

2.5.2. Conveners Group Role and Responsibilities.

- 2.5.2.1. Executive Director. The Conveners Group, in concert with the Host Organization, oversees the search to fill the Executive Director position; hires, and may fire, the Executive Director; and provides input into the Executive Director's annual performance evaluation (which is conducted by the Host Organization).
- 2.5.2.2. Working Groups. The Conveners Group, in concert with the Executive Director, may recommend to the Reference Group that a new Working Group is formed, that the remit or structure of an existing Working Group is altered, or an existing Working Group is terminated, in accordance with FP2020's principles and priorities.
- 2.5.2.3. Reference Group Partner Members. The Conveners Group shall choose the Country, Donor, Multilateral, and Civil Society Partner members from the list of recommended individuals prepared by the Executive Director. After those Partner members are chosen, the Conveners Group shall determine whether, and who to appoint, to fill the At-large Partner seats.
- 2.5.2.4. Conflict of Interest. Members of the Conveners Group shall sign and abide by FP2020's Conflict of Interest policy.

2.6. PARTNER MEMBERS

2.6.1. Partner Member Role and Responsibilities.

- 2.6.1.1. **Role**. Partner members play a critical role in the stewardship of FP2020. As a group they represent the diversity of stakeholders committed to expanding and improving family planning programs. The purpose of rotation among the Partner members serving on the Reference Group is to engage as many different leaders as possible, which is especially important given FP2020's time-limited nature.
- 2.6.1.2. **Responsibilities**. Partner members must commit to acting as the critical point of connection between FP2020 and government, institution, or organization they represent. Partner members are charged with bringing the perspectives and concerns of their organization and/or constituency to bear in Reference Group discussions. They must be willing to act as an ambassador and advocate for FP2020, and to represent FP2020 at the highest levels.

2.6.2. Partner Member Eligibility and Service Requirements

- 2.6.2.1. **Affiliation**. Partner members serve in a dual capacity: as individuals, and as representatives of their government or organization. Partner members are chosen both for their individual expertise and leadership qualities and for their ability to represent the interests of an important constituency. For this reason, should a Partner member change organizational affiliation, and especially constituency, or shift positions or portfolios within their government, institution, or organization, the Reference Group Co-Chairs have the right to ask for that member's resignation in order to maintain the intended balance of representation on the Reference Group.
- 2.6.2.2. **Attendance**. Partner members are required to attend all in-person and teleconference meetings of the Reference Group.

- 2.6.2.3. Dismissal. A Partner member may be requested to resign by the Co-Chairs if she or he misses two consecutive Reference Group meetings without justified exception.
- 2.6.2.4. Substitutes. A Partner member may not send an advisor or alternate to participate in her or his stead. An exception to this rule may be made by the Co-Chairs in circumstances where the absence is unavoidable. Prior written notice must be given to the Co-Chairs and the Executive Director, and approval in writing from the Co-Chairs must be received before an advisor or alternate will be permitted to participate in a Reference Group meeting.
- 2.6.2.5. Commitment to Participate. Partner members must participate in Reference Group activities, and should commit approximately 10% of their time to the work of the Reference Group.
- 2.6.2.6. Resignation. A Partner member may resign at any time by giving notice in writing to the Co-Chairs and the Executive Director.
- 2.6.2.7. Replacement of Members. In the case of a Partner member resignation, an individual shall be nominated by the Co-Chairs, in consultation and recommendation from the Conveners Group, to replace the resignee. An individual who is appointed mid-term serves the remainder of the resignee's term and is eligible to serve one additional two year term.
- 2.6.2.8. Act in Good Faith. Subject to their respective roles, Partner members shall act in good faith in the best interests of FP2020.
- 2.6.2.9. Conflict of Interest. All Partner members shall sign and abide by FP2020's Conflict of Interest policy.
- 2.6.2.10. Fulfillment of Obligations. A Partner member may be requested by the Co-Chairs to resign if she or he does not fulfill the obligations and requirements described in these governance procedures.

2.7. PARTNER MEMBER SELECTION CRITERIA

- 2.7.1. Time Commitment. Availability and commitment to contribute approximately 10% of time including attendance at all Reference Group meetings.
- 2.7.2. Influence. Recognized leadership in family planning with the understanding and knowledge required to shape the overall strategic direction for FP2020.
- 2.7.3. Personal Commitment. In-depth understanding of and personal commitment to FP2020's principles and goal.
- 2.7.4. Expertise. In-depth knowledge of family planning, reproductive health, international health and development, and/or development financing issues.
- 2.7.5. Willingness to Advocate. Ability and enthusiasm to act as an ambassador and advocate for FP2020, and to represent FP2020 at the highest levels.
- 2.7.6. Leadership. Experience serving in partnerships and governing bodies with an ability and capacity to network effectively and broadly. Strong leadership and management skills and a facilitative and consultative approach.

- 2.7.7. Judgment. High-level judgment in complex situations, strong policy and strategic skills, and acute analytical skills.
- 2.7.8. Communication. Ability to work in written and spoken English (though interpretation can be provided at in-person Reference Group meetings).
- 2.7.9. Conflict of Interest. Ability and willingness to sign and abide by FP2020's Conflict of Interest policy.

2.8. PARTNER MEMBER SELECTION PROCESS

- 2.8.1. List of Candidates. The Executive Director, with guidance from the Conveners Group and input from other stakeholders, shall prepare a list of individuals who meet the eligibility criteria for, and are willing to fulfill the service requirements of, Reference Group Partner membership.
- 2.8.2. Selection. The Conveners Group shall choose the Country, Donor, Multilateral, and Civil Society Partner members from this list of individuals.
- 2.8.3. At-large Member Selection. After those Partner members are chosen, the Conveners Group shall determine who to appoint to fill the At-large Partner seats.

2.9. PARTNER MEMBER TERMS

- 2.9.1. Length of Term. Partner member terms are two years in duration. Partner member terms are eligible for renewal twice, for up to a total of six years of service.
- 2.9.2. Renewal of Term. Partner member terms are renewed at the discretion of the Conveners Group.
- 2.9.3. Staggered Expiration of Terms. In order to minimize disruption to Reference Group decision-making and continuity, the expiration of Partner seats shall be staggered. Of the Partner seat terms that begin in 2012, five shall be designated for an initial three year term. The five seats shall be: one donor seat; the multilateral seat; two country seats; and one civil society seat. At the conclusion of these three year terms, the seats will be eligible for renewal for one additional two-year term.
- 2.9.4. Mid-term Replacement of Members. In the case of a Partner member resignation, an individual may be nominated by the Co-Chairs and the Conveners Group to replace the resignee. An individual who is appointed mid-term serves the remainder of the resignee's term and is eligible to serve one additional term, regardless of length served when appointed.

Example: Person A is appointed to the Reference Group, but resigns six months into her first term. Person B is appointed to serve the remainder of the term (eighteen months). When the term expires, Person B is eligible to serve one additional term (24 months).

2.10. OPERATING PROCEDURES

2.10.1. In-Person Meetings.

- 2.10.1.1. Frequency. The Reference Group shall meet as often as necessary, but no less than twice per year.
- 2.10.1.2. Announcement. All in-person meetings of the Reference Group shall be announced in writing by the Executive Director on behalf of the Co-Chairs.

- 2.10.1.3. Role of the Secretariat. Reference Group meetings shall be prepared and facilitated by the Secretariat with the guidance of the Co-Chairs. This includes working with the Co-Chairs to develop for their approval an agenda and list of discussion/decision points; preparation of meeting documents; the taking of minutes; and all operational / logistical support.
- 2.10.1.4. Attendance. Reference Group members are required to attend all in-person meetings.
- Dismissal. A Partner member may be requested to resign by the Co-Chairs if she or he misses two consecutive required Reference Group meetings without justified exception.
 - No Substitutes. Members of the Reference Group are not permitted to designate alternates to participate in lieu of themselves in any Reference Group meeting (in-person or telephone). An exception may be made at the discretion of the Co-Chairs when a Reference Group member's absence is unavoidable. Prior written notice must be given to the Co-Chairs, and approval in writing from the Co-Chairs must be received before an alternate will be permitted to participate in lieu in a Reference Group meeting (in-person or telephone).
 - Staff Advisors. Each member of the Reference Group may bring one advisor to in-person meetings.
 - Members Only. With the exception of the Co-Chairs, Reference Group members are not permitted to invite to Reference Group meetings colleagues or guests *in addition to* their one advisor.
 - Guest Presenters. At the discretion of the Co-Chairs, non-Reference Group members may be invited to attend or present at Reference Group meetings.
 - Secretariat. Members of the Secretariat are permitted to attend Reference Group meetings at the discretion of the Executive Director.
- 2.10.1.5. Financial Support. The Secretariat shall, within the parameters of its remuneration policy, provide financial assistance for expenses incurred in attending in-person meetings for non-donor and non-private sector Reference Group members only.

The Secretariat does not provide financial assistance for advisors or support staff.

- 2.10.1.6. Minutes. All decisions of the Reference Group shall be recorded in the meeting minutes. Minutes must be approved by the Reference Group, provided to all Reference Group Members, and retained in the permanent records of FP2020. Reference Group minutes are internal documents and are not publicly available.

2.10.2. Decision-making at In-Person Meetings.

- 2.10.2.1. Quorum. Quorum for decision-making shall be two-thirds of the Reference Group.
- 2.10.2.2. Consensus. The Reference Group shall use its best efforts members to make all decisions by consensus. If all practical efforts by the Co-Chairs have not led to consensus, any member of the Reference Group with voting privileges may call for a vote.

- 2.10.2.3. Voting. All Reference Group members have 1 vote, and all votes are weighted equally. Decisions not reached through consensus shall be made with a simple majority. If there is a tie, the Co-Chairs will determine the appropriate decision.
- 2.10.2.4. Record of Decisions. All decisions shall be recorded in the minutes and retained in the permanent records of FP2020.

2.10.3. Decision-making Outside of In-Person Meetings.

- 2.10.3.1. Formal Meetings by Conference Call. The Reference Group may conduct business outside of in-person meetings by conference call.
- Announcement. Meeting by conference call must be approved by the Co-Chairs and announced in writing by the Executive Director, acting on behalf of the Co-Chairs.
 - Quorum. A quorum for decision-making shall be two-thirds of the Reference Group participating in the conference call. Decisions require a simple majority vote of the Reference Group Members participating in the conference call (presuming a quorum is in effect).
 - Minutes. Minutes shall be taken of conference call meetings that include a record of the decisions reached.
- 2.10.3.2. Decision-making by Email. At the behest or with the approval of the Co-Chairs, the Executive Director may ask the Reference Group to give input or reach a decision by email.
- Quorum. A quorum for decision-making shall be two-thirds of the Reference Group Members responding by email with her or his vote. Decisions require a simple majority of emailed votes.
 - Records. Records of all decisions reached by email shall be retained in the permanent files of FP2020.
- 2.10.3.3. Co-Chairs. The Co-Chairs may make decisions between, or outside of, formal Reference Group meetings on behalf of the Reference Group.

3.1. PURPOSE

The Secretariat plays a central role in the FP2020 partnership.

It is a thought partner to the Reference Group and Working Groups, and functions as a hub of accountability, collaboration, and knowledge sharing for FP2020's broad community of stakeholders. With guidance from the Reference Group, it is responsible for planning and implementing activities that accelerate progress towards FP2020's goal, with a particular focus on brokering resources to meet critical needs at the country level.

The Secretariat carries out the day-to-day work of FP2020, and is responsible for the practical arrangements that make Reference Group, Working Group, and stakeholder collaboration possible.

The Secretariat is led by the Executive Director, and is accountable, through the Executive Director, to the Reference Group.

3.2. ROLE AND RESPONSIBILITIES

3.2.1. Strategic Planning and Implementation.

- 3.2.1.1. High Level Work Plan. Informed by guidance from the Reference Group, the Secretariat develops an annual High Level Work Plan (HLWP) to accelerate progress towards FP2020's goal. The Secretariat is responsible for leading the implementation of the HLWP, engaging the Working Groups and, as needed, external specialists or partner organizations. The Secretariat reports on the progress of implementation of the HLWP to the Reference Group.
- 3.2.1.2. Working Group Activity Plans. The Working Groups, working closely with the Secretariat, develop annual Activity Plans which contribute to the HLWP. Activity Plans must be approved by the Executive Director before they can become part of the HLWP. The Secretariat works closely with the Co-Leads and members of the Working Groups to formulate the Working Group Activity Plans in order to leverage their expertise for the benefit of the FP2020 community.

3.2.2. Accountability.

- 3.2.2.1. Global Alignment. The Secretariat supports the accountability processes established under the auspices of the Executive Office of the UN Secretary General's Global Strategy for Women's and Children's Health, *Every Woman, Every Child* (EWEC) by, for example, contributing progress updates to the iERG and collaborating with PMNCH and EWEC on commitment tracking.
- 3.2.2.2. Fulfillment of Commitments. The Secretariat tracks and reports on progress made towards implementing FP2020 commitments.
- 3.2.2.3. Core Indicators. With technical guidance from the Performance Monitoring & Evidence Working Group, the Secretariat supports the annual measurement, analysis, and publication of FP2020's Core Indicators.
- 3.2.2.4. Progress Report. The Secretariat produces an annual Progress Report that contains updates on the fulfillment of commitments, country plans, and the efforts of a broad range of FP2020 stakeholders; estimates and analysis of FP2020's Core Indicators and other benchmarks of effort such as donor disbursements for family planning; and recommendations for future action.

3.2.3. Collaboration.

- 3.2.3.1. Commitment-Making. The Secretariat promotes commitment-making to FP2020 as an avenue for greater collaboration and knowledge sharing. The Secretariat expands the community of commitment-makers to FP2020 by cultivating relationships with prospective commitment-makers from all sectors, including countries, donors, multilaterals, civil society, academic and research institutions, implementing partners, and private companies.
- 3.2.3.2. Thought Partner. The Secretariat acts as a thought partner to the Working Groups, and works closely with them to leverage the contribution of their expertise for the benefit of the global FP2020 community.
- 3.2.3.3. Stakeholders. The Secretariat encourages the involvement of a broad range of stakeholders in FP2020 by providing operational support to the Reference Group and Expert Groups; organizing in-person and virtual consultations, meetings, and conferences; and maintaining an online platform that facilitates dialogue and information sharing.

3.2.4. Resource Brokering.

- 3.2.4.1. Countries. The Secretariat, working closely with the Country Engagement Working Group and the Reference Group, brokers financial resources and technical assistance to meet critical needs at the country level via an algorithm developed by FP2020 for this purpose.
- 3.2.4.2. Donors. The Secretariat reaches out to and builds relationships with donors to help mobilize resources and optimize the ongoing engagement of donors in the FP2020 movement.

3.2.5. Knowledge Sharing.

- 3.2.5.1. Knowledge Sharing. The Secretariat supports the dissemination of best practices and other tools; promotes the use of data to inform decision making; encourages manufacturers and procurers to share information on contraceptive commodities; and develops a shared understanding of and commitment to rights and empowerment. The Secretariat works closely with the Working Groups to accomplish these goals.
- 3.2.5.2. Communications. The Secretariat develops and executes a communications strategy that supports knowledge sharing through its website, updates, and other activities and vehicles. The Secretariat works closely with donors, implementing partners, stakeholders, and the press to disseminate news, progress, and best practices.

3.3. EXECUTIVE DIRECTOR

3.3.1. Role and Responsibilities.

- 3.3.1.1. Role. The Executive Director reports to the Reference Group and directs the work of the Secretariat.
- 3.3.1.2. High Level Work Plan. The Executive Director develops and leads the implementation of the HLWP and reports on its progress to the Reference Group. The Executive Director leads, and is ultimately responsible for, the work of the Secretariat.

- 3.3.1.3. External Relations. The Executive Director acts as an ambassador for FP2020, representing FP2020 at high-level forums and cultivating high-level relationships to advance FP2020's mission.
- 3.3.1.4. Secretariat. The Executive Director is ultimately responsible for the management of the Secretariat, including hiring, evaluating, and firing its employees. The Executive Director manages the operating budget and oversees all expenditures. The Executive Director is responsible for maintaining a mutually beneficial relationship with the Host Organization.
- 3.3.1.5. Governance. The Executive Director supports the work of the Reference Group, implementing its policies in accordance with the governance manual. The Executive Director works closely with the Conveners Group, acting as a co-strategist.
- 3.3.1.6. Communications. The Executive Director is ultimately responsible for all communications emanating from the Secretariat and the Working Groups, including maintaining the integrity of the FP2020 brand.
- 3.3.1.7. Accountability. The Executive Director ensures FP2020's alignment with *Every Woman, Every Child's* accountability mechanisms.
- 3.3.1.8. Commitments to FP2020. The Executive Director works with stakeholders, with a particular emphasis on relationship-building with donors, to secure new commitments to FP2020 and to promote the fulfillment of existing commitments.

3.3.2. Working Groups.

- 3.3.2.1. Remit and Structure. The Executive Director advises the Conveners Group on recommendations regarding the establishment of new Working Groups, changes to existing Working Groups, and whether to terminate Working Groups. The Conveners Group recommendations on forming new or terminating existing Working Groups must be forwarded to the Reference Group for approval.
- 3.3.2.2. Selection of Co-Leads. The Co-Leads of each Working Group are selected by the Reference Group from a slate of candidates prepared by the Conveners Group with input and support from the Executive Director. The Co-Leads report to the Reference Group through the Executive Director.
- 3.3.2.3. Selection of Members. The Executive Director, together with the Co-Leads, select new members of the Working Groups.
- 3.3.2.4. Dismissal. The Executive Director and the Working Group Co-Leads decide whether to terminate the tenure of a Working Group member.
- 3.3.2.5. Activity Plans. In accordance with the HLWP, the Executive Director approves the Working Group Activity Plans before they are integrated into the HLWP.

- 3.3.3. Selection, Evaluation, and Termination**. The Conveners Group, in concert with the Host Organization, oversees the search to fill the Executive Director position; hires, and may fire, the Executive Director; and provides input into the Executive Director's annual performance evaluation (which is conducted by the Host Organization).

4. WORKING GROUPS

4.1. PURPOSE

The Working Groups play a critical role in the success of FP2020.

A Working Group is a platform for collaboration and discussion that brings together the foremost leaders, thinkers, and practitioners in an area that is of fundamental importance to expanding the accessibility, and improving the quality, of family planning.

A Working Group's members are asked to share current information, research, and analysis, and engage in vigorous discussion, in order to develop recommendations and provide technical guidance for FP2020 plans and activities. Working Groups are also asked to think prospectively about innovative strategies to increase knowledge and improve programs, and to work towards implementing their activity plans in support of FP2020's High Level Work Plan.

Working Groups are established and terminated by the Reference Group in concert with the Executive Director in accordance with FP2020's principles and priorities. Working Groups are not governing bodies and their recommendations are non-binding on the Reference Group; however, Working Groups may be asked by the Reference Group to play critical roles as technical experts in vetting data or reports, or evaluating activities, policies, or programs. Working Groups shall help ensure that all activities of FP2020 are underpinned by a rights-based approach, and that women's and girl's perspectives and rights are be observed in all programs and activities.

4.2. ROLES AND RESPONSIBILITIES OF THE WORKING GROUPS

- 4.2.1. Knowledge Sharing and Technical Advice. Working Groups are expected to share knowledge and provide technical and strategic advice in their areas of expertise.
- 4.2.2. Contribution to FP2020. The Co-Leads shall work closely with Working Group members and the Secretariat to develop an annual Activity Plan that contributes to the HLWP, and ensure its implementation. Activity Plans must be approved by the Executive Director before they can become part of the HLWP.
- 4.2.3. Collaboration. Working Group members are expected to collaborate with each other and with the Secretariat. The Secretariat will provide guidance to the Working Groups on the HLWP in order to ensure that each Activity Plan contributes directly to the HLWP and is complementary, rather than duplicative, to the Activity Plans of the other Working Groups. Working Groups will collaborate with each other as appropriate, with coordination from the Secretariat.
- 4.2.4. Action and Alignment. Each Working Group shall promote the principles, goal, and activities of FP2020, and work towards alignment with stakeholders and colleagues in their respective spheres of influence. Working Group members are asked to liaise with their communities of practice in order to build relationships and encourage engagement with the FP2020 movement.

4.3. COMPOSITION OF THE WORKING GROUPS

- 4.3.1. Composition. Each Working Group is composed of up to 20 members, of whom 2 serve as Co-Leads. Members shall be chosen both for their expertise and their ability to act as a liaison between FP2020 and their community of practice.
- 4.3.2. Country Representation. At least 2 of the Working Group seats shall be filled by individuals from commitment-making governments among the 69 FP2020 focus countries. There is no requirement that the individuals chosen must come from the same countries represented on the Reference Group or any other Working Group.
- 4.3.3. Donor Representation. At least 2 Working Group seats shall be filled by individuals who represent Donors.
- 4.3.4. Other Designated Seats. Additional Working Group seats may be designated for a specific constituency or entity at the discretion of the Co-Leads and Executive Director.

4.4. WORKING GROUP CO-LEADS

- 4.4.1. Role. Each Working Group shall have up to 2 Co-Leads. The Co-Leads will work closely with Working Group members and the Secretariat to develop the annual Activity Plan, and to carry out activities.
- 4.4.2. Selection. New Co-Leads of each Working Group are selected by the Reference Group from a slate of candidates prepared by the Conveners Group with input and support from the Executive Director.
- 4.4.3. Terms. Each Co-Lead shall serve a two-year term, which is eligible for renewal once (for a total of four years in the role of Co-Lead). Co-Lead terms are renewed at the discretion of the Conveners Group and Executive Director. At the conclusion of her or his service as Co-Lead, the Co-Lead is eligible to serve one term on the Working Group as a regular member (at the discretion of the Conveners Group and Executive Director).
 - 4.4.3.1. Exception: Country Engagement Working Group. An exception to this rule is made for the Country Engagement Working Group, which at all times shall have **at minimum** one Co-Lead who is either from USAID or UNFPA.
 - 4.4.3.2. Staggered Terms. In order to minimize disruption to Working Group leadership, at the conclusion of the initial set of Co-Leads' terms, one Co-Lead will be invited to serve a third year upon approval of the Reference Group. This will happen only once; all other Co-Leads, except for the initial group that serves an extra year, will serve a two-year term. The intended effect is to stagger the Co-Leads' terms so that only one Co-Lead's term expires each year.
- 4.4.4. Resignation. A Co-Lead may resign at any time by giving notice in writing to the Reference Group Co-Chairs.
- 4.4.5. Dismissal. A Co-Lead may be requested to resign by the Reference Group if she or he do not adequately fulfill the set forth duties and responsibilities of the position.

4.4.6. Co-Leads Responsibilities.

- 4.4.6.1. Selection of New Members. The Working Group Co-Leads and the Executive Director shall, following an open call for nominations, select the new members of the Working Group.
- 4.4.6.2. Meetings. The Co-Leads shall work closely with the Secretariat to develop an agenda and decision points for Working Group meetings, and shall convene and chair the meetings. The Working Group may meet in whole or in part by telephone as frequently as needed.
- 4.4.6.3. Participation. A Co-Lead may be requested to resign by the Reference Group if she or he misses two consecutive in-person Working Group meetings without justified exception. Co-Leads are not permitted to have an alternative or support staff person participate in her or his stead.
- 4.4.6.4. Designated Technical Advisors. The Co-Leads and Executive Director may grant “Technical Advisor” status to a non-Working Group member if that individual plays a substantial, ongoing role in the work of FP2020 in an area of focus for the Working Group. Technical Advisors may be invited to present information and contribute to discussions at Working Group meetings (in-person or telephone), and may periodically be included in Secretariat communications to the Working Group. Technical Advisors do not participate in Working Group discussions outside of their area of expertise, and do not vote in Working Group decisions.
- 4.4.6.5. Activity Plan. The Co-Leads work closely with Working Group members and the Secretariat to develop an annual Activity Plan that contributes to the HLWP, and to ensure its implementation. Activity Plans must be approved by the Executive Director before they become part of the HLWP.
- 4.4.6.6. Reference Group. The Co-Leads report to the Reference Group through the Executive Director, and may be called upon to present at Reference Group meetings.
- 4.4.6.7. Conflict of Interest. The Co-Leads shall sign and abide by FP2020’s Conflict of Interest policy.

4.5. WORKING GROUP MEMBER ELIGIBILITY AND SERVICE REQUIREMENTS

- 4.5.1. Affiliation. Working Group members serve as individuals. Notwithstanding the former, should a member change organizational affiliation, and especially constituency, or shift positions or portfolios within their government, institution, or organization, the Working Group Co-Leads and Executive Director have the right to ask for that member’s resignation in order to maintain the intended balance of representation on the Working Group.
- 4.5.2. Attendance. Members are required to attend all in-person meetings of their Working Group.
- 4.5.3. Dismissal. A member may be requested to resign by the Co-Leads and Executive Director if she or he misses two consecutive in-person Working Group meetings without justified exception.
- 4.5.4. No Substitutes. No Working Group members (including Co-Leads) are permitted to designate alternates or support staff to participate in their stead in any Working Group meeting (in-person or telephone).
- 4.5.5. Commitment to Participate. Members must participate in Working Group activities, and should commit approximately 10% of their time to the work of the Working Group (including attending all meetings).
- 4.5.6. Resignation. A member may resign at any time by giving notice in writing to the Co-Leads.

- 4.5.7. Act in Good Faith. Members shall act in good faith in the best interests of FP2020.
- 4.5.8. Conflict of Interest. All members shall sign and abide by FP2020's Conflict of Interest policy.
- 4.5.9. Fulfillment of Obligations. A member may be requested by the Co-Leads to resign if she or he does not fulfill the obligations and requirements described in these governance procedures.

4.6. WORKING GROUP MEMBER SELECTION AND RENEWAL CRITERIA

- 4.6.1. Time Commitment. Availability and commitment to contribute approximately 10% of time including attendance of all in-person Working Group meetings.
- 4.6.2. Expertise. Substantial, recognized expertise in the Working Group's area of focus.
- 4.6.3. Personal Commitment. Strong understanding of and commitment to FP2020's principles and goal.
- 4.6.4. Willingness to Advocate for FP2020. Ability and enthusiasm to act as an ambassador and or advocate for FP2020, and to represent FP2020 in their community of practice or sphere of influence.
- 4.6.5. Communication. Ability to work well in written and spoken English.
- 4.6.6. Conflict of Interest. Ability and willingness to sign and abide by FP2020's Conflict of Interest policy.

4.7. WORKING GROUP NEW MEMBER SELECTION PROCESS

The Executive Director, with input from the Co-Leads and others, and after an open call for nominations, shall prepare a list of individuals who meet the eligibility criteria and are willing to fulfill the service requirements for Working Group membership. The Co-Leads and the Executive Director shall select new Working Group members from that list.

4.8. WORKING GROUP MEMBER TERMS

- 4.8.1. Length of Term. Working Group member terms are two years in duration. Terms are eligible for renewal once, for a total of four years of service. Terms are renewed at the discretion of the Executive Director in consultation with the Co-Leads, taking into consideration the selection and renewal criteria.
- 4.8.2. Terms Served on Multiple Working Groups. A term served on one Working Group does not count against service on a different Working Group; in other words, the same individual may consecutively serve full terms on multiple Working Groups. An individual may not serve on two Working Groups, or on the Reference Group and a Working Group, simultaneously.
- 4.8.3. Staggered Terms. For terms that began in 2013, half will expire after two years, and half will expire after three years. From that point forward, all terms will be two years in duration. The intended effect is to stagger the expiration of terms in order to minimize disruption to Working Group continuity. The determination of which terms shall last three years will be made by the Executive Director in consultation with the WG Co-Leads.
- 4.8.4. Mid-term Replacement or Addition of Members: In the case of a Working Group member resignation, an individual may be appointed by the Co-Leads and Executive Director to serve the remainder of the resignee's term. An individual appointed to serve a partial term is eligible to serve only that term and is

eligible for renewal once (at the discretion of the Co-Leads and Executive Director). The Co-Leads and Executive Director may elect to add a member to a Working Group if doing so does not exceed the maximum allowable size of the WG.

4.9. WORKING GROUP IN-PERSON MEETINGS

- 4.9.1. Frequency. Each Working Group shall meet in-person up to twice per year. If a second meeting is scheduled, it shall be hosted at the United Nations Foundation in Washington, DC or by a partner organization.
- 4.9.2. Announcement. All in-person meetings of the Working Groups shall be announced in writing by the Secretariat.
- 4.9.3. Role of the Secretariat. Working Group meetings shall be prepared by the Secretariat with input from the Co-Leads. This includes working with the Co-Leads to develop for their approval an agenda and a list of decision points, as well as preparing meeting documents, the taking of notes, and all operational / logistical support.
- 4.9.4. Attendance. Working Group members are required to attend all in-person meetings.
 - 4.9.4.1. Dismissal. A Working Group member may be requested to resign by the Co-Leads and Executive Director if she or he misses two consecutive Working Group meetings without justified exception.
 - 4.9.4.2. No Substitutes. No member of a Working Group is permitted to have an alternative or support staff person participate in her or his stead in any Working Group meeting (in-person or telephone).
 - 4.9.4.3. Co-Lead Assistance. Working Group Co-Leads are permitted to invite a support staff person or advisor to assist them during a Working Group meeting (in-person or telephone).
 - 4.9.4.4. Members Only. With the exception of the Co-Leads, Working Group members are not permitted to invite colleagues or guests to attend Reference Group meetings (in-person or telephone).
 - 4.9.4.5. Guest Presenters. At the discretion of the Co-Leads, non-Working Group members may be invited to attend or present at Reference Group meetings.
 - 4.9.4.6. Technical Experts. Designated Technical Experts may be called upon by the Co-Leads or Secretariat to give technical presentations or answer questions at Working Group meetings on an ongoing basis.
 - 4.9.4.7. Secretariat. Members of the Secretariat may attend Working Group meetings at the discretion of the Executive Director.
- 4.9.5. Financial Support. The Secretariat shall, within the parameters of its remuneration policy, provide financial assistance for expenses incurred in attending in-person meetings for non-donor and non-private sector Working Group members only. The Secretariat does not provide financial assistance for advisors or support staff.
- 4.9.6. Quorum. Quorum for decision-making shall be two-thirds of the Working Group.

- 4.9.7. Consensus. The Working Group shall strive to make all decisions by consensus. If all practical efforts by the Co-Leads have not led to consensus, any member of the Working Group may call for a vote.
- 4.9.8. Voting. All Working Group members have 1 vote, and all votes are weighted equally. Decisions not reached through consensus shall be made with a simple majority. If there is a tie, the Co-Leads will determine the appropriate decision. Non-members do not vote in Working Group matters.
- 4.9.9. Meeting Notes. All decisions of the Working Group shall be recorded in the meeting notes. Working Group meeting notes will be shared with Working Group members but will not be made public.

4.10. DECISION-MAKING BETWEEN IN-PERSON MEETINGS

- 4.10.1. Formal Meetings by Conference Call. Working Groups may conduct business outside of in-person meetings by conference call. Meetings by conference call must be approved by the Co-Leads and announced in writing by the Secretariat.
- 4.10.1.1. **Quorum**. A quorum for decision-making shall be two-thirds of the Working Group members. Decisions require a simple majority vote of the Working Group members participating in the conference call (presuming a quorum has been reached). If a quorum is not present at the time of the vote, the vote shall be taken by email circulated to all members of the Working Group.
- 4.10.2. Decision-making by Email. At the behest or with the approval of the Co-Leads, the Secretariat may ask the Working Group to give input or reach a decision by email.
- 4.10.2.1. Quorum. A quorum for decision-making shall be two-thirds of the Working Group members responding by email with her or his vote. Decisions require a simple majority of emailed votes.

4.11. CURRENT WORKING GROUPS

- **Country Engagement Working Group (CE WG)**
The purpose of the Country Engagement Working Group (CE WG) is to work with partners to provide financial and technical support to countries as they develop and implement their family planning strategies.
- **Market Dynamics Working Group (MD WG)**
The purpose of the Market Dynamics Working Group (MD WG) is to develop recommendations and interventions to improve global and national markets to sustainably ensure choice and equitable access to a broad range of quality-assured, affordable contraceptive methods in the world's poorest countries by 2020.
- **Performance Monitoring & Evidence Working Group (PME WG)**
The purpose of the Performance Monitoring & Evidence (PME WG) is to provide technical advice and support for monitoring progress towards the FP2020 goal; to promote the use of data for knowledge sharing and to inform decision-making; and to contribute to the understanding of quantitative and qualitative evidence in key dimensions of family planning, such as quality of care and human rights.
- **Rights & Empowerment Working Group (RE WG)**
The purpose of the Rights & Empowerment Working Group (RE WG) is to provide technical expertise to ensure that a rights-based framework underpins all of FP2020's activities, and to support the development of approaches that address the barriers to women's and girls' ability to access the contraceptive method of their choice.

5. ANNEX

PARTNER MEMBERS: STAGGERED TERM EXPIRATIONS

Type of Partner Member	Length of initial term (2-year or 3-year)	Dec. 2012	Dec. 2014	Dec. 2015	Dec. 2016	Dec. 2017	Dec. 2018
Country 1	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3
Country 2	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3
Country 3	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3
Country 4	3-year term	Begin term 1		End term 1 Begin term 2 <i>(2 year term)</i>		End of term 2	
Country 5	3-year term	Begin term 1		End term 1 Begin term 2 <i>(2 year term)</i>		End of term 2	
Donor 1	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3
Donor 2	3-year term	Begin term 1		End term 1 Begin term 2 <i>(2 year term)</i>		End of term 2	
Multilateral 1	3-year term	Begin term 1		End term 1 Begin term 2 <i>(2 year term)</i>		End of term 2	
Civil Society 1	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3
Civil Society 2	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3
Civil Society 3	3-year term	Begin term 1		End term 1 Begin term 2 <i>(2 year term)</i>		End of term 2	
At-Large 1	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3
At-Large 2	2-year term	Begin term 1	End term 1 Begin term 2 <i>(2 year term)</i>		End term 2 Begin term 3 <i>(2 year term)</i>		End of term 3