A10: Example Terms of Reference for a Technical Coordination Unit or Working Group

---

- Who is this tool for? This tool is intended to provide a template for developing Terms of Reference for a technical working group. Such groups can play an important part in strengthening organizational capacity for coordination around population targeting and similar initiatives.
- How was it produced? The template draws on information about what has been done in a number of countries, including Liberia, Malawi and The Gambia. Relevant reports and case study material provided by Learning Collaborative participants and advisers has been assembled in the eLibrary.

This tool should be read in conjunction with Tool A8: Checklist of Functions, Tasks and Responsibilities for Technical Coordination Units and Working Groups. It provides an example of the Terms of Reference (ToR) that might be established for an inter-agency technical working group of the kind described in that document.

The precise purposes for which such a group is being set up will vary greatly from case to case, as will its intended membership and the institutional framework within which it is located. It is therefore not possible to offer an off-the-peg set of Terms of Reference which will meet every need. This tool is intended rather to provide a template which indicates all of the elements which it is desirable to cover: a precisely-defined objective, specific tasks, membership and arrangements for deputizing, chairing and secretariat, reporting arrangements, frequency of meeting, ability to revise the membership and ToR, and the need for a concrete and time-bound work plan with a clear allocation of tasks to members of the group.

The template below incorporates elements found in examples from a number of countries, including in particular Liberia, Malawi, and The Gambia. The text *in italics* and between square brackets is intended as illustrative only. It reflects a hypothetical example, based on a composite of material from these and other countries. Please feel free to adapt and amend as appropriate to reflect your own country context. It is possible that not all of the elements in the template will be applicable, but all are desirable.

Example Terms of Reference

Objective

The objective of the Technical Working Group on [*Population Targeting*] (the TWG) is to [*improve coordination in support of effective targeting for universal health coverage*].

Specific tasks

The TWG will be responsible for the following specific tasks:

1. *Carrying out the analysis needed to identify any obstacles to strengthening coordination among relevant government institutions, and developing solutions;*
2. *Taking decisions on the planning and implementation of solutions, within the delegated authority of TWG members;*
3. *Referring issues with significant revenue or policy implications to [the Steering Committee on Population Targeting], with clear recommendations on how to proceed;*
4. *Coordinating and monitoring implementation of agreed solutions, and identifying and resolving any problems arising.*
5. *Providing a platform for technical collaboration and information sharing, particularly with regard to issues such as targeting methodologies and data integration;*
6. *Providing a model for collaboration across organizational boundaries, and encouraging similar behaviors among staff at all levels in the participating organizations;*
7. *Providing a forum for discussion of ideas for improving coordination across sectors;*
8. *Advising on the establishment of a legal framework to institutionalize coordination at both technical and policy level, and to drive national efforts for effective collaboration towards achievement of sustainable social development outcomes;*
9. *Advocating for technical collaboration and integration across government.]*

Membership

The TWG will be chaired by [*the Office of the Vice President*] and the secretariat will be provided by [*the Ministry of Social Protection*]. The membership of the Group will consist of those named below, as representatives of their respective organizations.

	Name	**Title**	**Organization**	**Email**	**Phone**
1.			*[Office of the Vice President*		
2.			*Office of the Vice President*		
3.			*Ministry of Social Protection*		
4.			*Ministry of Social Protection*		
5.			*National Identification Registry*		

6.			*National Identification Registry*		
7.			*National Bureau of Statistics*		
8.			*National Bureau of Statistics*		
9.			*Ministry of Health*		
10.			*Ministry of Health*		
			Etc		

The membership may be expanded to include others who are identified by the TWG as having an active role to play in its work.

Frequency

The TWG will meet [*monthly*], or more frequently if required. The lead representative for each organization should make every effort to attend on every occasion; if unavailable the deputy named in the table above should attend in their place. At its first meeting the TWG should agree a work plan including a timeline for the completion of its work, and an allocation of responsibilities between its members.

Reporting

The TWG secretariat will report [*quarterly*] to [*the Steering Committee on Population Targeting*] on progress in carrying out the TWG's tasks and achieving the objective set for it.

Flexibility

These Terms of Reference will be kept under review by the TWG, who may propose amendments to [*the Steering Committee on Population Targeting]* as necessary.