

Terms of Reference

Review of ActionAid’s Programmatic/Strategic Project Humanitarian and Resilience Delegations: “Women’s Leadership and Protection”; “Resilience Programme and Policy Delegation” and “Accountability in Emergencies”

Purpose:	A review of the progress of three of ActionAid’s programmatic/strategic project humanitarian and resilience delegations with the purpose of enabling ActionAid to make decisions on the appropriate role and shape of these delegations in the future as well as on the mechanisms to improve delegations in general. The review will consider the ActionAid 2021 – 2023 Strategic Implementation Framework (SIF 2) and priority 4 of ActionAid’s global 2018-2028 strategy, which is to: “Advance transformative women-led preparedness, response, and prevention”.
Audience: ^[OBJ]	ActionAid International Board, ActionAid Federation Leadership Team, ActionAid International Global Secretariat and ActionAid Members. ¹
Commissioners:	ActionAid’s Federation Leadership Team (FLT) through the ActionAid International Programmes and Global Engagement Director
Reports to:	ActionAid International Programmes and Global Engagement Director and ActionAid International Humanitarian Director
Duration:	20 days
Timeframe:	March 2021 – April 2021
Location:	Virtual

Background

In 2018 the ActionAid federation agreed a series of ‘delegations’ for the period 2018-2020, whereby federation wide leadership for certain areas of work is delegated by the Global Secretariat of ActionAid International to one or several ActionAid members. The “Women’s Leadership and Protection” delegation (held by ActionAid UK and ActionAid Australia, with ActionAid Haiti and ActionAid Kenya), the “Resilience Programme and Policy Delegation” (held by ActionAid Bangladesh) and the “Accountability in Emergencies” delegation (held by ActionAid UK) were initially planned to come to an end in December 2020 but due to the global Covid-19 pandemic, they have been extended to September 2021.

¹ Member countries includes all categories of countries where AAI operates, associates, affiliates, & country programmes

The humanitarian and resilience delegations for the 2018-2020 were based on the International Platform (IP) 4 programme framework, workplan, monitoring and evaluation plan and strategy which is to: “Advance transformative women-led preparedness, response, and prevention”, linked to Priority 4 of ActionAid’s organisational strategy: [Action for Global Justice, 2018 – 2028](#).

Based on the IP4 strategy and workplan, ActionAid is keen to learn from what has worked and what has not in the 2018-2020 humanitarian and resilience delegations to guide the new generation of delegations, linked to the operationalisation of the 2021 – 2023 Strategic Implementation Framework (SIF 2), which in turn determine the federation-wide priorities linked to [Action for Global Justice, 2018 – 2028](#) for the next three years.

What are Delegations within ActionAid?

The existing delegations with ActionAid emerged as part of the Global Secretariat’s invitation for Expressions of Interests (EOIs) to ActionAid Federation Members for taking on Delegated Work on behalf of the Federation in 2018, following a 2017 review and recommendations of the delegation mechanism. The 2018-2020 delegation succeeded the 2015-2017 delegations, and the delegation model is in line with ActionAid’s global strategy which includes a strategic shift towards a more “agile, unified, networked Federation.”

There are three different types of delegations signed off by ActionAid’s International Board, with different accountability mechanisms: Programmatic Delegation, Strategic Projects, and Federation Support Hubs. However, there are some interlinkages amongst them, and delegations often contain both longer term programmatic and shorter-term project-based deliverables.

The current humanitarian and resilience programmatic/strategic project delegations for review are accountable to ActionAid’s Federation Leadership Team (FLT), through the Programmes and Global Engagement Director meanwhile the day-to-day management is delegated to the International Humanitarian and Resilience Team (IHART).

How do the humanitarian and resilience delegations link to ActionAid’s Strategic Implementation Framework for 2021-2023 (SIF 2)?

The SIF 2 commits to “keep humanitarian and resilience work well supported, resourced, and profiled at all levels of the organisation (from global to national to local)”.

To this regard, while the humanitarian and resilience work of ActionAid is a stand-alone, linked to ActionAid’s humanitarian mandate and signature,² it is also important that the review of the existing programmatic and strategic humanitarian and resilience delegations considers the future direction of the SIF 2 and the contributions that present delegation models have made to SIF 1 as well as SIF 2 priorities. This includes the organisational shifts towards a more agile Federation, better placed to address present and future challenges, particularly in terms of the changing context of humanitarian and resilience work, the localization agenda and shifting power to the Global South and strengthening ActionAid’s feminist humanitarian work and credentials.

The review of the programmatic/strategic project humanitarian and resilience delegations coincides with a broader re-imagining process of ActionAid’s Global Secretariat linked to the SIF 2 priorities and an anticipated gradual decline in resources, in the short-and long term, in the humanitarian and

² ActionAid’s humanitarian signature is grounded in human rights and is our federation wide approach to humanitarian preparedness and response which all humanitarian interventions must adhere to. We take an inclusive, holistic approach to humanitarian response that aims to support and promote the leadership of local women, their organisations, and networks; shift power to the local level and hold duty bearers to account whilst supporting communities affected by crisis and disasters and addressing underlying inequalities.

development sector. At the same time, it is important that the programmatic/strategic humanitarian and resilience review presents sustainable solutions, grounded in reality, rather than blindly shifting a resourcing problem from one part of the federation (the Global Secretariat) to another (Members). The overall 2017 review of ActionAid Delegations 2015-2017 highlighted that “while delegations can offload the GS and build stronger interdependency, overdoing this can result in an over-fragmented global operating model or undermining of the GS. Making the GS as “small as possible” should not be a goal in itself”. The consultants will need to assess these previous findings against later contextual developments, including the impacts of the ongoing Covid-19 pandemic and other internal and external trends. This includes broader debates on the need to re-imagine humanitarian aid, institutional racism, and the scant progress on shifting the power in the humanitarian sector despite the Grand Bargain and other commitments made at the 2016 World Humanitarian Summit (WHS).

Purpose and objectives of the review

In order to facilitate decision making on the appropriate role and shape of the programmatic/strategic project humanitarian and resilience delegations for the next three years, the objectives of the review are:

1. To reflect on the key achievements, challenges and learnings over the period 2018-2020 of the humanitarian and resilience delegations, considering learnings over time.
2. To identify and review major trade-offs and added value of the three delegations as a federation way of working, whereby specific members play assigned roles in representation of collective responsibilities.
3. Develop recommendations and options for consideration to inform the next generation of programmatic/strategic project humanitarian and resilience delegations for 2021-2023 and for future delegations in general.

The review will consist of three linked parts. Part 1 will draw upon previous reviews/evaluations of the programmatic/strategic project humanitarian and resilience delegation as well as wider learning reviews of the IP4 humanitarian and resilience platform to which the delegations are linked. Part 2 will look at the actual implementation of the three delegations, taking stock of achievements, shortcomings and how roles and responsibilities were assigned and worked out for the collective objectives of the Federation. Part 3 will look at how the future programmatic/strategic humanitarian and resilience delegations should be realistically structured and resourced to ensure maximum impact.

Please also refer to the detailed Terms of Reference for each of the three programmatic/strategic project humanitarian and resilience delegations in Annex 1, Annex 2 and Annex 3. The review is expected to provide sound analysis and recommendations to inform the role and shape of the programmatic/strategic humanitarian and resilience delegations post September 2021 for the 2021-2023 period.

Review criteria and guiding questions

Part 1 – THE PAST: Reflect on the previous reviews and learnings of the humanitarian and resilience delegations and how they were integrated into the recent 2018 – 2020 delegations

- Did current delegations take into consideration key previous learnings when they were designed and created?
- Did current delegations modify their planned implementation or ways of working to adjust to available learnings and knowledge from past delegations?
- What have enabled / challenged uptake of previous reviews and learning?

Part 2 – THE PRESENT: Review of the programmatic/strategic humanitarian and resilience delegations’ achievements and ways of working to date

- How was ActionAid’s “Humanitarian Signature” implemented and strengthened through the delegations? What are the recommendations for the future?
- Have the delegations met their stated aims and objectives for 2018-2020? What were the key achievements and challenges?
- Was there anything that was unable to be met? Was there anything that went over and beyond? What worked well/less well in the delegation model? What are the key lessons learned and recommendations for informing SIF 2?
- Ways of Working: What have been the major challenges of working together in each delegation? What have been the strengths?
- Considering ActionAid’s move towards a more agile, unified, and networked federation, look at the extent to which delegation-supported work is becoming embedded amongst ActionAid members, based on clear examples linked to the work of the delegations.
- To what extent have the humanitarian and resilience delegations driven positive change within ActionAid members with regards to attitudes and practices around women’s protection and local leadership, resilience programme, policy and advocacy work and accountability in emergencies? What are the barriers and how could these be overcome?
- How do ActionAid members and relevant functions in the ActionAid global secretariat and federation leadership perceive the to-date added value of the humanitarian and resilience delegations?
- What has been the key determining factors that have influenced the uptake of delegation priorities in ActionAid countries/members, especially those most prone to emergencies, conflicts, and crises?
- How have the humanitarian and resilience delegations contributed to shifting the power in the ActionAid federation?
- Review the ways of working of each delegation: including MoU/workplan, membership, delegation processes, funding, and staffing. What worked and contributed towards progress? What did not work and why? What should be done differently in the next delegation phase? Identify institutional learning related to both workplan delivery and ways of working of the delegations.

Part 3 – THE FUTURE: Future role and structure of the humanitarian and resilience delegations in the ActionAid federation

- Do the objectives of the delegations remain relevant post September 2021? Why / Why Not?
- What do key stakeholders perceive could be the future added value of each of the delegations?
- What external and internal stakeholders should the delegations be linking with to have the most impact?
- What kinds of activities should / could the delegations be prioritising post September 2021? What should they do more / less of and why? Is there something the delegations should not do and if this still needs to be done, how should it happen?
- Linked to SIF 2 and ActionAid’s humanitarian signature and priority to strengthen its feminist humanitarian work and credentials, what are the key missing themes and ways of working in the current humanitarian and resilience delegations?
- Should any additional humanitarian and resilience delegations be proposed and if so, which ones and why? Should any of the existing delegations be phased out and if so, why, and how?
- Identify cross-learning from similar processes to ActionAid’s delegation model from elsewhere in the humanitarian and development sector.
- What delegation model is best to lead/influence the localization agenda, shifting power to the Global South and strengthening ActionAid’s feminist humanitarian work and credentials?

- How should the humanitarian and resilience delegations be designed and function to ensure that delegated responsibilities are most effectively fulfilled in the 2021-2023 period and beyond, considering the external as well as internal context?
- What should the delegation accountability, leadership, management, and technical structure look like?
- What should the delegation funding model look like?
- Recommend how the humanitarian and resilience delegations can best demonstrate impact and accountability in the next phase.
- Consider financial viability and illustrate the type of investment needed for the humanitarian and resilience delegations to transition to the above recommended structure. This should include consideration of what models / structures are fundable and what the humanitarian and resilience delegation funding model should look like.
- Provide an analysis of the pros and cons of different options and make a recommendation (including feasibility).

In consideration of the findings above make recommendations on any potential exit strategies for the current strategic project/programmatic humanitarian and resilience delegations and recommendations for any new strategic project/programmatic humanitarian and resilience delegations.

Methodology

- Document review (strategy and governance related documents for the delegations as well as the IP4 programme framework, monitoring and evaluation plan, MOUs, reports, workplans, reviews and materials developed for each delegation and key external advocacy/policy briefings and reports).
- Interviews/surveys with key stakeholders from ActionAid Members, IHART, partners, community groups, IP4 platform, GS staff and Delegated Countries.
- Virtual round table discussion with key stakeholders.
- Peer review in between the different delegations.
- Comparative analysis of how other de-centralised organisations that have similar outcomes in mind to ActionAid's humanitarian and resilience work have delegated key areas of work and how this is organised, funded and functioning.

Expected Deliverables

- Prepare a summary report covering learnings and recommendations for each individual delegation as of max 5 pages pages per individual delegation and 25 pages in total (excluding executive summary and annexes). It should summarise the key findings and recommendations and the annexes should include: ToR; review itinerary; data collection tools; list of people interviewed; and list of documents reviewed.
- The report should identify key learnings and based on these, make recommendations on:
 - The proposed role and shape of strategic project/programmatic humanitarian and resilience delegations for the 2021-2023 period (post September 2021).
 - Possible business model of the strategic project/programmatic humanitarian and resilience delegations for the 2021-2023 period, comparing options.
 - Ways of working
- Prepare a power point presentation with key findings and practical, realistic recommendations for possible next steps.
- Present the key findings and recommendations in 3 different webinars for ActionAid leadership and other ActionAid stakeholders across time zones.

Timeframe

The final report should be delivered by 30 April 2021

Experience of Consultant / Consultants

- Thorough understanding of different humanitarian and development organisational models, including knowledge of federation-based structures.
- Experience of leading/delivering organisational development processes at governance level.
- In-depth knowledge of the humanitarian environment and structures including current humanitarian key issues and debates.
- Technical knowledge of women's protection and local leadership in emergencies, resilience programme, policy and advocacy work and accountability in emergencies.
- Familiarity with humanitarian and development evaluation criteria and experience in humanitarian monitoring, evaluation and learning at programme and organisational level.
- Experience of interdisciplinary and meta-evaluations.
- Consultancy groups bringing together different expertise are encouraged to apply based on a lead consultant model.
- Applications from previously contracted employees of ActionAid or its partners will be accepted though the selection panel will be alert to potential conflicts of interest.

Expression of Interest

Expressions of interest should include:

- A clearly written proposal written in English of no more than 5 pages long (budget may be separate). Proposals should include:
 - Consultant / Consultant(s) suitability as per the required experience and in line with the ToR, including copy of CV of the consultant(s) who will undertake the review
 - Review plan including approach, expected challenges that might arise and how you plan to overcome these to deliver on the ToR
 - A proposed workplan with milestones for the period of work, including presentation and review times for the draft report, semi-final report and final report.
 - Financial proposal in GBP broken down per the workplan and different members of the team (as applicable), detailing consultant(s) itemized fees, data collection and administrative costs.
 - Samples of previous relevant work written by the applicant(s). If joint authored, please include a description of the role of the named consultant in the report)
 - Contact details of three independent referees.

The submission **deadline is 23.59 South African Standard Time (GMT+2) on Wednesday 3 March 2021**. Please submit proposals to Thabani.Moyo@actionaid.org with 'ActionAid Humanitarian/Resilience Delegation Review EoI' in the email subject line. We cannot consider incomplete proposals or proposals submitted after the deadline.

Thank you and we look forward to seeing your proposal!

Annex 1

Terms of Reference – Women’s Leadership and Protection Delegation Review (2018 - 2020)

Background

The delegation on women’s leadership and protection in humanitarian work was approved by the International Board in 2018. ActionAid Australia and ActionAid UK share this joint delegation, supported by ActionAid Haiti and ActionAid Kenya, under the fourth objective of the International Strategy that aims to advance transformative women-led emergency preparedness, response and prevention.

The common objective of the delegation is to maximise the gender transformative impact of ActionAid's and partners’ humanitarian and resilience work, both enabling disaster affected communities to claim their rights to be protected and to access basic services through a women-led approach. The delegation aims to develop the organisation's and partners’ profile and reach, supporting them to increase their influence as a major humanitarian actor in the transformation of the humanitarian system to become fairer, inclusive, safer and where women and girls can thrive as leaders. This delegation builds on the experience of the previous women’s rights in emergencies delegation from 2014 onwards to ActionAid Australia.

The key deliverables for the delegation are:

1. Influencing and supporting women and their organisations to influence global systems and processes
2. Understanding and challenging the barriers to women’s leadership
3. Rolling out protection
4. Capacity strengthening internally and externally
5. Building research and evidence

Introduction

This Terms of Reference outlines a review of the women’s leadership and protection delegation, to inform the operationalization of the strategic implementation framework of the next 3-year phase in AAI’s Global Strategy 2018 - 2028 (otherwise known as SIF 2).

Review period: In 2014 the Federation agreed a series of ‘delegations’ for the period 2015-2017, and then from 2018-2020. This review will focus on the 3-year period from 2018-2020.

Review objectives:

Key achievements of the Women’s Leadership and Protection Delegation

- Did the delegation meet its agreed objectives?
- Did the delegation maximize its potential?
- What were the key achievements of this delegation - examples?

Challenges of the Women's Leadership and Protection Delegation

- What were the missed opportunities?
- What were the barriers faced in this delegation?
- What worked less well?

Review and summarize the delegation model, including:

- Collaboration between key stakeholders (include analysis of feminist leadership values)
- Role of IHART in the delegation
- Ways of working
- Culture
- Financial resources / Human resources (staff and time commitment dedicated to the delegation)
- What is the recipe for success (key ingredients identified in this review)
- Lessons Learned & Recommendations for informing the next phase of the SIF

Methodology & Scope

- Desk review of documentation (MOUs, Reports, Workplans, Materials developed)
- IP4 Strategy paper and workplan 2018- 2020
- Women's Leadership and Protection Workplan
- Key external advocacy/policy briefings and reports
- Peer review with another delegation
- Interviews/surveys with key stakeholders from the Members/Affiliates/Country IHART, partners, community groups, IP4 platform, GS staff and AA UK, AA Australia, AA Haiti and AA Kenya.

Expected Deliverables

- Prepare a summary report of max 5 pages and feed the summary report into an overall report covering all 3 programmatic/strategic delegations that sit with IHART and are being reviewed together.
- Prepare a power point presentation with key findings and practical, realistic recommendations for possible next steps.

Annex 2

Terms of Reference – Resilience Delegation Review (2018 - 2020)

Background

Disasters and climate change impacts are reversing development gains like never before. Between 1995 to 2015, disasters led to more than 1.3 million deaths, affected more than 4.4 billion people, and resulted in economic losses and damages of close to [US\\$ 2 trillion \(UNISDR, 2012\)](#). And in 2019 alone, direct economic losses and damage from sudden onset disasters were estimated at US\$ 232 billion ([UNDRR 2020](#)). Apart from the huge immediate social and economic impact, disasters increase inequality in the society and affect invaluable ecosystems and socio-cultural fabric of communities.

At the end of 2019, at least 100 million people in the world were forcibly displaced ([UNHCR, 2019](#)) due to a combination of conflict and climate related disasters and without drastic actions, by 2050, 200 million people every year could need international humanitarian aid as a result of climate-related disasters and the socioeconomic impact of climate change alone ([IFRC, 2019](#)).

The International Humanitarian Action and Resilience Team (IHART) and ActionAid Bangladesh have been jointly working under a delegation since 2015 to operationalise the Resilience Programme and Policy work internally and externally.

The resilience delegation has committed to working to support a global humanitarian response and toward building resilience building capacity of the Federation that is more inclusive, with women and young people brought much closer to the heart of decision making.

It planned to do this through:

1. Rolling out ActionAid’s resilience framework and toolkits to build the capacities of partners, external stakeholders and our staff.
2. Piloting, documenting good practices, lessons and scale up women and young people led transformative efforts that address drivers of vulnerability and facilitate building back better.
3. Influencing global and national processes such as the Grand Bargain humanitarian-development work-stream and Sendai Framework on Disaster Risk Reduction using evidences from the local level.

Introduction

This Terms of Reference outlines a review of this resilience delegation, to inform the operationalization of the strategic implementation framework of the next 3-year phase in AAI’s Global Strategy 2018 - 2028 (otherwise known as SIF 2).

Review period: In 2014 the Federation agreed a series of ‘delegations’ for the period 2015-2017, and then from 2018-2020. This review will focus on the 3-year period from 2018-2020.

Review objectives:

- Key achievements of the resilience delegation
 - Did the delegation meet its agreed objectives?
 - Did the delegation maximize its potential?
 - What were the key achievements of this delegation - examples?
- Challenges of the resilience delegation
 - What were the missed opportunities?
 - What were the barriers faced in this delegation?
 - What worked less well?
- Review and summarize the delegation model, including:
 - Collaboration between key stakeholders (include analysis of feminist leadership values)
 - Role of IHART in the delegation
 - Ways of working
 - Culture
 - Financial resources / Human resources (staff and time commitment dedicated to the delegation)
 - What is the recipe for success (key ingredients identified in this review)
- Lessons Learned & Recommendations for informing the next phase of the SIF

Methodology & Scope

- Desk review of documentation (MOUs, Reports, Workplans, Materials developed)
 - MOU
 - TOR
 - IP4 Strategy paper and workplan 2018- 2020
 - Resilience Delegation workplan
 - Resilience in Protracted Crises Chapter
 - Resilience case studies captured
 - UNDRR 2019 Global Platform Impact Report
- Peer review with another delegation
- Interviews/surveys with
 - Key stakeholders from the AA Bangladesh, IHART, Institutional and Philanthropy Funding Team, Resilience Champions Network, Regional Resilience Hubs, countries, partners, community groups, IP4 platform, GS staff,

Expected Deliverables

- Prepare a summary report of max 5 pages and feed the summary report into an overall report covering all 3 programmatic/strategic delegations that sit with IHART and are being reviewed together.
- Prepare a power point presentation with key findings and practical, realistic recommendations for possible next steps.

Annex 3

Terms of Reference – Accountability in Emergencies Delegation Review (2018 - 2020)

Background

The Accountability in Emergencies (AiE Delegation) emerged as part of the Global Secretariat’s (GS) call to Federation Members for taking on Delegated Work on behalf of the Federation. This is in line with the ActionAid International (AAI) Strategy 2028: Action for Global Justice, which includes a strategic shift towards a more “agile, unified, networked Federation.” The delegations started in 2015 with ActionAid Kenya leading the delegation until 2017. The AiE Delegation was renewed upon the approval of the Expression of Interest to take on the Delegated Work, which was submitted by ActionAid Kenya as lead with ActionAid UK as co-lead for 2018-2020. ActionAid’s work on Accountability in Emergencies is informed by ActionAid’s *humanitarian signature*, one element of which is accountability. Alongside women’s leadership and shifting the power, accountability to people and communities contribute to building sustainability and resilience for people living in poverty, particularly women and girls.

The purpose of the AiE Delegation is to provide global accountability support to Federation Members towards the fulfilment of AAI strategy. The AiE Delegation’s work sits under the AAI’s *International Platform 4 (IP4): Humanitarian and Resilience*, specifically within *Priority Area 2: localisation of humanitarian action and stronger accountability to affected populations*.

The AiE Delegation will therefore focus on supporting IP4 in realising its related strategic and organisational objectives. The key outcome of the AiE delegation is that: ActionAid is accountable to the people and communities we serve, as well as promotes the accountability of other duty-bearers (such as the state), particularly to women and girls, and especially in emergencies.

Introduction

This Terms of Reference outlines a review of the AiE delegation, to inform the operationalization of the strategic implementation framework of the next 3-year phase in AAI’s Global Strategy 2018 - 2028 (otherwise known as SIF 2).

Review period: In 2014 the federation agreed a series of ‘delegations’ for the period 2015-2017, and then from 2018-2020. This review will focus on the 3-year period from 2018-2020.

Review objectives:

This review will focus on:

- Key achievements of the AiE delegation
 - Did the delegation meet its agreed objectives?

- To what extent has the delegation contributed to its ultimate outcome (of improving accountability to people and communities)?
 - Did the delegation maximize its potential?
 - How did the delegation support other areas of humanitarian work - other delegations, policy, programmes, funding etc.?
 - How did the delegation promote learnings/ responsibility/ accountability from non delegation members?
 - To what extent did the delegation promote the key policies and processes (external such as CHS as well as AAI policies and processes such as the Humanitarian Signature)?
- Challenges of the AiE delegation
- What were the missed opportunities?
 - What did not work well?
 - What external opportunities did we miss out on?
- Review and summarize the delegation model, including:
- Collaboration between key stakeholders (include analysis of feminist leadership values)
 - The value the partnership between AAK and AAUK has brought to each organisation
 - Role of IHART in the delegation
 - How did AAK and AAUK manage dual citizenship outside of individual member focus countries and can you give examples of this?
 - Ways of working
 - Financial resources / Human resources (staff and time commitment dedicated to the delegation)
 - What is the recipe for success (key ingredients identified in this review)
 - Is work on accountability better as a "delegation" or will it be better as an actual IHART team? What are the pros and cons for each model?
- Lessons Learned & Recommendations for informing the next phase of the SIF (also linking to the SIF 2021-2023)

Methodology & Scope

- Desk review of documentation (MOUs, Reports, Workplans, Materials developed)
- MOU
 - TOR
 - Workplan
 - Reports to date including:
 - Training reports
 - External presence reports (including CHS Alliance engagement)
 - AA CHS Group Audit Report (by HQAI)
 - ActionAid CHS Group policies and procedures
 - Materials developed
 - Internal delegation reports
- Peer review with another delegation (tbc)
- Interviews/surveys with

Key stakeholders from the AA Kenya and AAUK, IHART, countries, partners, community groups, IP4 platform, GS staff, ActionAid's CHS Group and ActionAid's CHS Oversight standing committee.

➤ **Expected Deliverables**

- Prepare a summary report of max 5 pages and feed the summary report into an overall report covering all 3 programmatic/strategic delegations which sit with IHART.
- Prepare a power point presentation with key findings and practical, realistic recommendations for possible next steps.