

Healthy Mothers Healthy Babies Consortium Governance

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Purpose

The purpose of this Governance document is to describe how the Healthy Mothers Healthy Babies (HMHB) Consortium will be managed and operated. It includes a statement on how the various entities of the Consortium will interface with each other and how internal communication processes will take place. The document describes the roles, responsibilities, and authorities of the Micronutrient Forum as the host of the HMHB Consortium, the HMHB Steering Committee, and the HMHB Secretariat. Finally, it describes the process for application and approval of Consortium members or observers.

Organizational relationships

This section describes the organizational relationships among the Micronutrient Forum (the host organization), the HMHB Steering Committee, the HMHB Secretariat, and HMHB Consortium stakeholders (including both members and observers).

- 1. The Micronutrient Forum (the Forum), a Washington D.C. non-profit corporation, is recognized as exempt from taxes under Section 501(c)(3) of the U.S. Internal Revenue Code and hosts the HMHB Consortium. The Forum provides a legal structure within which the Consortium can operate and provides oversight of the HMHB Consortium and its operations. The Forum, as host, ensures that the Consortium operates consistent with all applicable laws, and consistent with the role of the Forum as an advocate, a convener and catalyst, and a knowledge broker when fulfilling the HMHB Consortium's mission. Through its oversight, the Forum also ensures that the HMHB Consortium does not take actions that places the Forum in legal jeopardy. The Forum provides all administrative and contracting services required by the Consortium to operate and raises funds that contribute to the operation of the HMHB Secretariat and implementation of the Consortium's annual operational plan.
- 2. The HMHB Steering Committee consists of experts from cross-discipline and cross-sector interests. The Steering Committee provides direction, guidance, and advice to the Secretariat deemed essential to the long-term success of the HMHB Consortium and its mission. The Steering Committee lays out broad strategic directions in the Strategic Framework—subject to review, comments, and general concurrence by the Consortium members. The Steering Committee also guides the development of the annual operational plan and reviews and approves annual operational plans and budgets. The Steering Committee strives to represent the perspectives of all Consortium members/stakeholders. The Steering Committee liaises with the Board of Directors of the Forum, through the President/Executive Director of the Forum on issues of mutual interest.



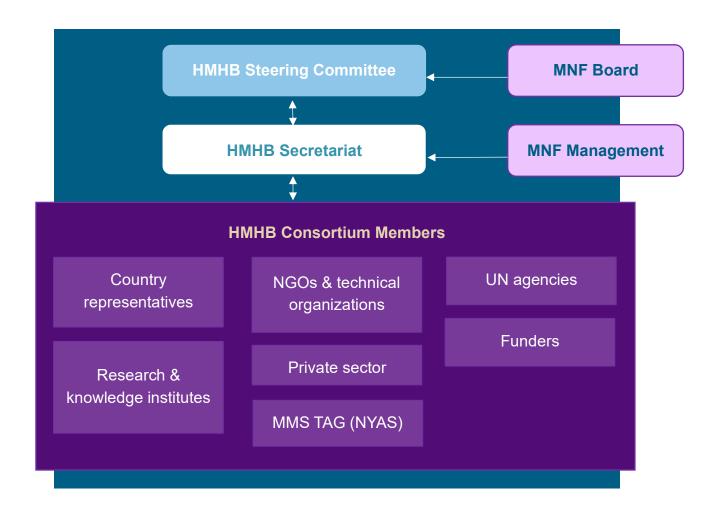
- 3. The Secretariat develops the Consortium's annual operational plan and budget for review and approval by the Steering Committee and manages and executes the day-to-day activities required to implement the operational plan consistent with the direction, guidance, and advice provided by the Steering Committee. The Secretariat consists of paid professional staff, as deemed necessary by the Secretariat and the Micronutrient Forum (Forum)—consistent with resources available to support the desired staffing pattern. The Secretariat possesses all authorities exercised by any other equivalent unit of the Forum. Secretariat staff (and contractors) report to the Secretariat's "Program Lead" and the Secretariat as a whole reports to the regular management structure of the Forum as determined by the Forum.
- 4. The Consortium shall consist of individuals, affiliated with organizations, or organization representatives, who wish to contribute to the collective action and joint agenda of the Consortium and whose application and commitment to the Consortium's mission and principles of engagement have been accepted. The Consortium seeks to be inclusive. The aim is to have a broad representation of organizations, including, but not limited to, research and knowledge institutions, country decision-making authorities (national and subnational) and implementers (professional associations), nongovernmental technical organizations, UN agencies, private sector companies, funders such as bilateral, multilateral organizations, and philanthropic foundations.

The Consortium will proactively seek to include the following groups in its work: influencers, decision makers and implementers at country level, maternal health experts, experts in policy development and research, implementation research, and social and behavior change communication (SBCC).

Two levels of affiliation are proposed that allow varying levels of engagement depending on the stakeholder's wish or need: 1) member and 2) observer. Both members and observers will be invited to all meetings and will be requested to provide input regarding the priorities and activities in the Consortium's operational plan in either of the following ways: informing the Steering Committee or the Secretariat in writing about their opinions, needs and priorities, and participation in consultation meetings organized by the Secretariat. In addition, members will be asked to participate in the review of draft versions of key documents and will be asked to contribute to nomination of new Steering Committeee members.



HMHB Consortium Governance Structure





Internal communications

Consortium members and observers:

- Will be invited to Consortium meetings via a mailing list
- Will receive information on the Annual Operational plan and other key documents via a mailing list
- Will receive a quarterly newsletter with updates of MMS activities and upcoming events, based on information provided by members
- Will be invited to participate in a general Consortium meeting at least once a year
- Will be invited to expert meetings, in case their expertise is related, or in case they have expressed their interest in the topics

Steering Committee members:

- Will be invited and communicated with as any other Consortium member
- Will participate in quarterly Steering Committee meetings / video conferences, for which
 dates are set in advance, and an agenda and pre-reads are shared one week prior to
 the call

Micronutrient Forum Management (President and Chief Operational Officer):

 Will be updated on progress on the HMHB Operational Plan on a regular basis by the Program Lead

Micronutrient Forum Board of Directors:

 Will receive a bi-annual progress report, prepared by the Secretariat and approved by the Steering Committee



Steering Committee Charter

- 1. **Purpose**: the Steering Committee shall provide direction, guidance, and advice to the Secretariat of the Healthy Mothers Healthy Babies (HMHB) Consortium.
- 2. HMHB Steering Committee within the Consortium's Organizational Structure: the HMHB Consortium shall include:
 - A Steering Committee that provides direction, guidance, and advice to the Secretariat deemed essential to the long-term success of the HMHB Consortium and its mission. The Steering Committee, which lays out broad strategic directions and annual operational priorities of the Consortium—subject to review, comment, and concurrence by the full Consortium—consists of experts representing cross-discipline and cross-sector interests important to the mission of the HMHB Consortium. The Steering Committee members strive to represent their respective organizational perspectives and those of all Consortium members/stakeholders.
 - A Secretariat that manages the day-to-day activities required to plan and implement the
 Consortium's annual operational plan. The Secretariat consists of paid staff, as deemed
 necessary by the Secretariat and the Micronutrient Forum (the Forum)—consistent with
 resources available to support the desired staffing pattern. The Secretariat shall have all
 the authorities possessed by any other equivalent unit of the Forum and its staff shall
 report to the regular management structure of the Forum as determined by the Forum.
 - Stakeholders (e.g., members, observers, etc.) consisting of various disciplines and sectors representing the HMHB movement and supporting the mission that the HMHB Consortium is committed to advance.
- **3. Authorities:** the Steering Committee shall act as a representative of the broader HMHB Consortium, and provide direction, guidance, and advice to the Secretariat that serves to ensure the HMHB Consortium is effective in its role as an advocate, a convener and catalyst, and a knowledge broker, thereby fulfilling the HMHB Consortium's mission. The specific authorities of Steering Committee are that it:
 - Reviews and approves the HMHB Consortium's governance, strategic, and operational plan documents, or material changes to these documents, prior to them being presented to the full membership of the Consortium for further review, comment, and provide concurrence.
 - Provides guidance and advice throughout the operational year to the Secretariat.



- Reviews recommendations from the Secretariat for all stakeholder applications for membership to the Consortium.
- For clarity, The HBHM Consortium Secretariat (personnel of the Forum) shall manage the HMHB Consortium in a manner that reflects the direction, guidance, and advice of the Steering Committee and execute the work as defined and prioritized by the HMHB Consortium.
- The Forum shall ensure that rigorous and collaborative decisions of the Consortium are made and will manage the Secretariat in a manner that safeguards the reputation of the Forum. The Steering Committee shall not demand or cause actions that place the Forum and/or its Board members in legal jeopardy, and the Steering Committee's authority is subject to the limitations described elsewhere in this Charter. Where disputes arise between the Secretariat and the majority opinion of the Steering Committee, these will be adjudicated by the Board of Directors of the Forum.
- **4. Role and Responsibilities:** the Steering Committee's responsibilities shall include but not be limited to the following:
 - Provide direction, guidance, advice to the development of all governance, policy, and planning documents.
 - Work in collaboration with the Secretariat and use Secretariat work products of governance, policy, and planning documents as an initial starting point for discussion.
 - Vote to approve or disapprove membership applications during quarterly meetings or over email.
 - Review twice-yearly progress reports prepared by the Secretariat regarding the Consortium's activities.
 - Support the Secretariat with direction, guidance, advice, and leads in matters of fundraising, advocacy, partnership, and other programmatic and operating matters.
 - Engage on behalf of the Consortium, if required, at global or regional events.
- 5. Membership: The Steering Committee shall consist of at least nine (9) and at most twelve (12) members, unless the Steering Committee, in consultation with the Secretariat, decides (after its establishment) to increase or decrease its size. When a seat on the Steering Committee is opened, the Steering Committee will call for nominations from the Consortium. The selection of Steering Committee members shall be framed around fair, transparent, and inclusive criteria to fulfill the intent of cross-sector, cross-discipline representation of the Steering Committee. A new Steering Committee member will be approved by a simple



majority vote of a quorum of the Steering Committee. Steering Committee members shall be selected and appointed for an initial term of two (2) years, not to exceed two terms.

Selection of candidates¹ to serve on the Steering Committee shall:

- Be diverse and provide balance in perspectives
- Reflect, as much as possible, the various constituencies of the Consortium
- Bring a varied set of expertise, skills, experiences, and range of influence
- Be as diverse as possible in gender, nationality, age, and academic and/or professional backgrounds

The President of the Forum is automatically appointed as a member of the Steering Committee. The Forum and Secretariat staff (or consultants) may participate in Steering Committee deliberations by invitation of the President of the Forum but shall not be members of the Committee. There is no prohibition for members of the Forum's Board to serve as full members, but such members shall meet all the qualifications set for Steering Committee members.

6. Meetings

- Quorum and voting: meetings of the Steering Committee require a quorum consisting of a simple majority of the Steering Committee membership to conduct business; most business is anticipated to be conducted by consensus. Resolutions shall be adopted by a simple majority vote of the quorum present.
- Conflict of Interest: the Forum's Conflict of Interest Policy, definitions, and associated procedures shall apply to all Steering Committee members. Each member shall annually sign a Conflict-of-Interest Disclosure Statement and update this throughout the year if deemed appropriate. Specifically, each Steering Committee member has a duty to disclose immediately any actual or possible conflict of interest that may exist in relation to specific Steering Committee agenda items, such as discussion and voting on membership applications of organizations with which a disclosable relationship exists. Conflict of interest disclosures shall be reviewed by the Steering Committee in order to decide whether the member(s) shall recuse themselves from the discussion on the area

¹ At its inception, the Steering Committee includes only a small group of, primarily, technical experts. It is the intent for the Steering Committee to be expanded rapidly to have broader cross-discipline and cross-sector representation. The makeup of the Consortium's stakeholders itself aims to achieve similar cross-discipline and cross-sector representation, including national voices, women's voices, and the private sector.



of conflict. If a conflict of interest exists, the member(s) shall recuse themselves from any vote on the area of conflict.

- Attendance: Steering Committee members are expected to participate in all scheduled meetings of the Steering Committee. Each Steering Committee member can name one designated alternate, who shall be approved by the Steering Committee in advance, to participate in meetings if the principal member cannot attend. The alternate can participate in discussions and has voting rights.
- Frequency: the Steering Committee shall meet at least quarterly—starting December 2020 and January 2021, then April, July, October 2021, or on a schedule determined by the Steering Committee. Meeting dates should be scheduled at least one month in advance of the meeting date.
- Agenda: the Secretariat will set the agenda for each meeting with the input of Steering Committee members. The Consortium Secretariat will email agenda and pre-reads of upcoming meetings to members at least one (1) week before each meeting.
- Format: meetings shall be held via videoconference except if a live event (such as a conference) offers the opportunity for an in-person meeting.
- Meeting Chair: the Steering Committee shall have no formal Chair; if a Chair is
 determined to be required (by the President of the Forum or by a consensus of the
 Steering Committee), the meeting chair will be appointed by the Steering Committee.
 Meetings may be led by the President of the Forum or by the HMHB Secretariat Lead
 (Program Manager).
- Manner of Conducting Business: the Group shall operate to the greatest extent possible through general consensus. Where significant differences exist on issues requiring direction to the Secretariat, a vote may be taken as described elsewhere in this Charter.

7. Reporting

Minutes: minutes of each meeting will be kept by the Secretariat. A copy will be emailed
for review to the Steering Committee within two weeks after each meeting. Follow-up
actions will be reported on in the following Steering Committee meeting.



Secretariat Charter

- 1. **Purpose:** the Secretariat is a professionally staffed unit of the Forum that manages the day-to-day operation of the HMHB Consortium to reflect the guidance and advice of the Steering Committee and executes the work as defined and prioritized by the HMHB Consortium.
- 2. Organizational relationships: The HMHB Secretariat has the same standing as other units within the organizational structure of the Forum. Its day-to-day activities are supervised by the regular management structure of the Forum in a manner that safeguards the reputation and impartiality of both the HMHB Secretariat and the Forum. Secretariat staff, consultants, and contractors are engaged by the Forum on behalf of the Secretariat consistent with the human resource policies and practices of the Forum. In practice, the Secretariat's personnel report to the Secretariat's Program Lead, who in turn reports directly to the President of the Forum (or their designee). The Forum fulfills the administrative, human resources, contracting, legal, and accounting and finance functions for the operation of the HMHB Secretariat (and the Consortium). These functions are subject to the same policies and procedures established by the Forum for its other operations. Personnel needs of the HMHB Secretariat will be determined by the Program Lead in consultation with the senior management team of the Forum (i.e., the President and Chief Operating Officer) to successfully implement the HMHB Consortium's annual operational plan.
- **3.** Role and Responsibilities: the role of the HMHB Secretariat is to provide support to the HMHB Consortium by managing and implementing the HMHB Consortium's strategic and annual operational plans.

The following is an illustrative, but not exhaustive, list of key responsibilities of the Secretariat:

- Draft a strategic framework, for review and approval by the Steering Committee first, and then to be reviewed, revised, and concurred to by the full membership of the Consortium. This framework may be reviewed periodically as needed.
- Draft an annual operational plan for review and approval by the Steering Committee first, and then to be reviewed, revised, and concurred to by the full membership of the Consortium.
- With guidance, direction, and advice of the Steering Committee identify prospective Consortium members and complete the eligibility assessment of all prospective consortium members.



- Organize regular meetings (e.g., Steering Committee, Consortium, and work stream groups), establish meeting agendas (with input from meeting participants), record meeting minutes, and as appropriate generate final reports for each meeting.
- Organize "Expert" and "Consensus" meetings, establish meeting agendas, generate
 meeting reports or other deliverables deemed appropriate to each meeting, and
 generate/disseminate awareness-raising and advocacy reports and tools based on
 meeting deliberations.
- Organize or support the organization of global and regional events (or as requested, for national events) intended to raise awareness, build consensus, and/or otherwise advocate for any topic pertaining to furthering the mission of the Consortium.
- Support the compilation and sharing of lessons learned and country experiences, and support the efforts to share emerging evidence, tools and other resources developed by Consortium members through a dynamic, open-access repository.
- Disseminate and communicate/amplify the activities, tools, reports, etc. to Consortium funders, Consortium members, and, as appropriate, to the global nutrition community.
- Track progress toward the completion of the annual operational plan.
- Undertake fundraising for Consortium operational plan activities, or fundraise, for specialized, ad hoc initiatives that may not be included in the operational plan but will advance the mission of the Consortium.
- Undertake to provide regular reports to the Board of the Forum.
- **4. Authorities:** The HMHB Secretariat executes approved Consortium activities. Its specific authorities are that it:
 - Initiates preparation of draft versions of all strategic frameworks, governance documents, annual operational plans, and policy documents for the Steering Committee
 - Executes all activities described in the approved annual operational plan
 - Issues communications on behalf of the Consortium as approved by the President/Executive Director of the Forum
 - Solicits funding for Consortium activities
 - Exercises all authorities as would exercised by any other equivalent unit of the Forum



Membership engagement policy

The Healthy Mothers Healthy Babies (HMHB) Consortium's mission is to improve maternal nutrition through collective action by Consortium members in order to accelerate availability and effective use of MMS in low- and middle-income countries (LMICs).

The HMHB Consortium will provide a dynamic, impartial, and transparent platform for stakeholders active in the area of maternal nutrition and specifically those working to accelerate the use of MMS in LMICs. Through collective action, the Consortium will support global and national stakeholders in their respective roles working to overcome the multiple barriers in adoption of MMS and accelerating country-level MMS implementation.

The purpose of the Engagement Policy is to provide a transparent policy for the Consortium's engagement with its stakeholders / members. The process for application to become a Consortium member will be transparent, fair, equitable, and as simple as possible. The HMHB Consortium's principles of engagement are based on existing UN principles of engagement and the Micronutrient Forum principles of engagement. Candidate members will be provided with the Consortium's principles of engagement, asked to commit to these principles (as well as to make certain acknowledgements and provide certain descriptive information that reflects how they may advance the Consortium's strategic objectives. The Consortium's Steering Committee reviews and determines membership eligibility on the basis of information requested of and provided by applicants.

The Consortium seeks to be inclusive. The aim is to have a broad representation of organizations including but not limited to research and knowledge institutions, country decision making authorities (national and subnational) and implementers (professional associations), nongovernmental technical organizations, UN agencies, private sector companies, funders that support the adoption of MMS and acceleration of MMS implementation—such as bilateral, multilateral organizations and philanthropic foundations. The Consortium will consist primarily of individual members who represent organizations that play an active role in MMS advocacy, or supply and delivery (eg. manufacturing, distribution, marketing, sales), and who commit to contributing actively to advancing the common MMS agenda, not only with financial resources, but with their skills and expertise. Organizations that are not able to join as members but are active stakeholders in the field and whose work and priorities need to be taken into consideration (non-signatories), are encouraged to join the HMHB Consortium as an observer and will be invited to consortium meetings as observers. The Engagement policy describes the benefits and responsibilities of participation in the Consortium and principles of stakeholder engagement.



BENEFITS AND RESPONSIBILITIES

Participation in the HMHB Consortium has several benefits. Consortium members will have an opportunity to provide input into the Consortium's strategic vision and its annual operational plan. Stakeholders will have direct and timely access to information shared by other Consortium members, be invited to Consortium meetings, interact with experts who are Consortium members, and potentially access the networks of other Consortium members. Consortium resources may be used to help drive participating organizations' activities, such as coorganizing advocacy events, technical meetings, and communications. Membership in the HMHB Consortium is free.

Organizations and individuals who apply for membership in the HMHB Consortium are expected to commit to the following:

- **1.** Acknowledge the governance structure of the HMHB Consortium and comply with the HMHB Consortium's:
 - HMHB Membership Engagement Policy (and Principles of Stakeholder Engagement, noted in the next section)
 - HMHB branding guidelines
- **2.** Contribute to the formation of the Consortium's approved mission, strategic framework, and annual operational plans.
- 3. Commit to applying their competencies and resources to work independently (or in collaboration with other partners/stakeholders) to accelerate the use of MMS in LMICs consistent with the strategic framework and annual operational plans of the Consortium.
- **4.** Share progress, knowledge, and accomplishments with the Consortium, and contribute to efforts to disseminate information through the contribution of stories, activities, and updates related to best practices, reports, projects, events, and news related to maternal nutrition and MMS.
- **5.** Act according to its own organization's Code of Conduct or in the absence of an organizational Code of Conduct work to abide by internationally accepted best practices in these areas.



PRINCIPLES OF STAKEHOLDER ENGAGEMENT

The HMHB Consortium is committed to working in partnership to support and catalyze stakeholders' action for real progress in maternal nutrition and notably in MMS introduction, supply, implementation, and effective use. The following principles of engagement guide Consortium members, the Steering Committee, and the Secretariat.

1. Relevance to and strategic alignment with the Consortium's mission

All stakeholders will be consulted regarding the development of the Consortium's mission, strategic objectives, and annual operational plan. All collaborative activities with stakeholders must be relevant to and supportive of achieving the Consortium's mission, strategic objectives, and annual operational plan.

2. Value-add of and benefits for Stakeholders

All Consortium activities shall benefit the mission of the Consortium. Stakeholders should anticipate that they can bring value to the Consortium and/or derive benefits that they are unlikely to attain on their own, including but not limited to access to and contribution to expertise that advances the mission of the Consortium, opportunities to share experiences and lessons learned among stakeholders pertaining to the mission and strategic objectives of the Consortium, access to and contribution to the formation of consensus materials and tools that support awareness-raising, consensus-building, and MMS policy/program formation, opportunities to use or contribute to the formation of expert consensus policy and guidance documents to be made available to all, and opportunities to share in each others networks and build cross-partner relationships with other stakeholder organizations that can serve to accelerate adoption and use of MMS.

3. Evidence-based, independence and impartiality

All engagements by and between the Consortium (or its Secretariat) and individual or a combination of stakeholders shall be based primarily on: i) sound, evidence-based, public health nutrition practice; and ii) their potential to advance the mission of the Consortium. The pursuit of the public health goal shall take precedence over any individual stakeholder's interests in the Consortium. Throughout all engagements, the Consortium and its Secretariat shall maintain objectivity, integrity, independence, and impartiality.

4. No endorsement and no exclusivity

Participation in and collaboration by stakeholders with the Consortium will be open to all interested non-for-profit and for-profit parties on an equal basis. The Consortium or its Secretariat shall not grant any unfair competitive advantage to any stakeholder and shall safeguard a level playing field for all. Participation in the Consortium does not imply or provide endorsement or preference of any individual organization, its products, or services by the Consortium or any of its stakeholders.



The use of the HMHB logo or name in public communication, announcements, or pressreleases requires prior approval of the Secretariat and must comply with the HMHB branding guidelines.

5. Accountability and Transparency

The Consortium, the Steering Committee, and the Secretariat shall operate according to clear and mutually agreed roles, responsibilities, and goals.

While respecting individual privacy and institutional confidentiality, the Consortium, the Steering Committee, and the Secretariat will operate with full transparency through the disclosure of the principles of engagement, decision-making processes, delineation of roles, responsibilities, and contributions, membership, funding sources, and the nature and scope of activities, including outcomes of consultations or other engagements.

6. Diversity and inclusiveness

The Consortium and its Secretariat shall strive for inclusivity and a diverse and broad representation of all constituencies, ensuring a balanced stakeholder engagement by proactively seeking out membership from country decision-making and implementing bodies engaged in and committed to improving maternal nutrition and exploring adoption of MMS.

APPLICATION PROCESS

All eligible organizations and individuals that apply to become members or observers of the HMHB Consortium shall be processed as follows:

Step 1: Any organization (or individual as the circumstances dictate) seeking membership or observer status in the Consortium shall complete an application form and sign a Statement of Agreement (to be found on the HMHB Consortium's website).

Step 2: The Consortium's Secretariat will undertake the initial processing of each application and present their recommendations pertaining to all applications to the Steering Committee. The review process of each application is intended to assess whether an organization's work and services (or additionally for private sector entities: their products):

- Are compatible and consistent with the mission of the Consortium.
- Provide meaningful added value to the advancement of the collective MMS agenda.
 Do not present any undue risks ² to the Consortium's ability to execute its mission or to the Consortium's reputation.



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² Examples of the kinds of risk that the review process might take into account include, but are not limited to:

The initial processing will be done according to a list of eligibility criteria that can be found on the HMHB Consortium's website.

Exclusion criteria: The Consortium will not accept applications from private sector entities, that produce or sell infant formula, alcohol, firearms, or tobacco (or tobacco-related products), nor from the gambling or pornography industry. Individuals employed by non-eligible companies are not able to join the Consortium either.

The Consortium will consider whether the policies of any entity seeking Consortium recognition are deemed to support the promotion of human rights, child protection, fair labor practices, avoidance of human trafficking, and responsible environmental practices. The framework used by the consortium can be found on the Consortium's website.

The Steering Committee may seek to engage in dialogue with any applicant prior to acting on the applicant's request to be recognized as a Consortium Stakeholder; and the Steering Committee may request further information of any applicant to assess whether acceptance of the applicant poses an operational, financial or reputational risk.³

Step 3: The Consortium's Steering Committee shall vote to approve or disapprove membership applications to the Consortium; approval requires an affirmative vote by a simple majority of the quorum of Steering Committee members present. If an applicant is approved, the Secretariat will notify the applicant's contact and extend an official letter of acceptance as a member of the HMHB Consortium.

Other: Stakeholders may be separated from the Consortium if they do not fulfill their obligations to the Consortium.

Risk assessment will be done in a due diligence using a checklist of questions relating the different risks and ESG criteria. This process will be developed by the Secretariat; reviewed and approved by the Steering Committee. and will be made available through the Consortium's website.

³ Additional information may include but is not restricted to a request for the entity's corporate social responsibility policy and practices, illustrative examples of the organization's leadership in area of public health and nutrition, or documentation pertaining to a specific entity's policies related to human rights, child protection, fair labor practices, avoidance of human trafficking, and/or environmental practices.



[•] The risk that an entity's activities may be deemed incompatible with the advancement of good public health practice,

[•] The risk that the entity may not be able to fulfill its obligations under the terms of stakeholder engagement,

[•] The risk that an entity's reputation may seriously impede the Consortium's ability to maintain membership and/or execute its strategic or operation plan.

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hosted by



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