



Terms of Reference INSHPO Partnerships Working Group (August 2025)

Purpose

The INSHPO Partnerships Working Group is established to support INSHPO membership growth and partnership aspirations, connecting with global organisations in occupational safety and health (OSH), and beyond, who share common goals.

Against a backdrop of the ongoing INSHPO project 'Assessing the Global OSH Landscape', conducted with Navona, this group will focus on continued membership development and building strong, sustainable partnerships, delivering high-quality joint activities and tracking the outcomes and impact of these partnerships and initiatives in alignment with INSHPO's strategic objectives.

Objectives of the Group

- **Membership development:** Identify, engage and formalise new memberships, following leads identified by Navona or through board engagement to expand INSHPOs global reach.
- **Partner Management:** Identify, engage with and manage partnerships with key stakeholders in the Occupational Safety and Health (OSH) ecosystem, following leads as identified by Navona or through board engagement, to further INSHPO's goals.
- **Value Proposition Development:** Identify and refine INSHPO's unique value propositions to ensure that the benefits of memberships and partnerships are clearly articulated, aligning with the needs and priorities of INSHPO and remain relevant and appealing within the global OSH landscape.
- **Activity Management:** Plan, oversee and implement joint activities with partners, ensuring smooth execution and alignment with INSHPO's strategic vision and mission.
- **Impact Measurement:** Develop and implement a framework for measuring the impact of partnerships and activities, providing actionable insights to guide future efforts.

Scope of Work

- **Member Development**
 - Work alongside Navona to formalise demand for INSHPO membership
 - With consideration of the existing membership standard operating procedure, define an internal process for membership formalisation to include scoping, introduction, board agreement and onboarding
- **Partner Engagement:**
 - Work alongside Navona to identify potential partners for INSHPO
 - Negotiate, sign, and manage memoranda of understanding (MOUs) and collaboration agreements
 - Define an internal process for partnership formalisation to include scoping, board agreement and ongoing relationship management
- **Activity Planning and Execution:**
 - Develop joint initiatives with partners (e.g., workshops, webinars, advocacy campaigns, research) to meet partnership goals.
 - Track the progress of activities and ensure timelines, resources and budgets (where applicable) are adhered to.
- **Impact Measurement and Reporting:**

- Define and monitor key performance indicators (KPIs) in accordance with partner types
- Provide regular reports to the INSHPO board on the impact and outcomes of activities and partnerships, with recommendations for improvement.

Membership

The WG will consist of members from INSHPO's Board participating in a voluntary capacity.

The internal organisation of the WG will consist of a Chair, with support of the INSHPO Secretariat, elected by a free vote amongst members of the WG.

The WG Chair will:

- Engage with Navona for the duration of their contract to ensure alignment and support required.
- Chair the meetings of the WG, ensuring that these meetings are constructive and that discussions are open and balanced.
- Ensure actions and decisions are clear, with timelines and responsibilities assigned as necessary,
- Ensure process, activity and outcomes are reported to the INSHPO Executive Council and the board as the final actor in decision making.

Operating Procedures

- **Meetings:**
 - The working group will meet quarterly to review progress on partnerships, activities and impact metrics.
 - Additional meetings may be scheduled as needed to address urgent issues or new developments.
 - All meetings will have a clearly defined agenda and minutes will be taken and shared within 48 hours of each meeting.
- **Decision-Making:**
 - Decisions will be made by consensus whenever possible. If consensus cannot be reached, the Chair will make the final decision.
 - Major decisions regarding partner engagements, activity planning, and resource allocation will be escalated to INSHPO's Board for approval.
- **Reporting:**
 - Regular updates on partnerships, activities, and impact will be provided to INSHPO Executive Council and Board
- **Conflict Resolution:**
 - Any conflicts that arise within the group will be addressed openly in a respectful manner.
 - If a resolution cannot be found within the group, the issue will be escalated to INSHPO Executive Council, and if required to the INSHPO Board

Timeline

- **Duration:** The working group will initially operate for 18 months.
- **Review:** The group's progress will be evaluated at both INSHPO ABM and IBM, at which point the Terms of Reference may be updated, or the group may be restructured based on the evolving needs of INSHPO and its partners.

Confidentiality and Code of Conduct

All members are expected to maintain confidentiality regarding sensitive partner information, strategic discussions and any other confidential matters in line with their commitment to the INSHPO code of conduct, maintaining professionalism and respect in all interactions, both internally and externally.

Approval

This Terms of Reference document is approved by **the INSHPO Executive Council in** accordance with Section 4.01 of the By-Laws and is effective from **[date]**.

Any changes to the ToR must be reviewed and approved by the INSHPO Executive Council

Signatures:

- **WG Chair:** _____

Date: _____

- **INSHPO President:** _____

Date: _____

As of August 2025, Working Group members are:

Alison van Keulen (Chair)
Ashok Garlapati
Michaela Murray
Amiirah Peerbaccus
Cameron Montgomery
Dee Arp
Nikki Wright (Secretariat cc)