

## **MAMI Global Network**

### **Governance and Membership**

#### **Background**

The MAMI Special Interest Group was created in 2011 to drive policy, research, and practice for nutritionally vulnerable infants under six months of age. Since then, this informal group has grown to 100+ members that have expressed an interest in the topic, with members representing a range of specialist areas. In 2020, a process of scaling up this informal group into a MAMI Global Network (MAMI GN) was initiated in response to the growing need to develop and support activities across the three workstreams – policy, research, and practice. This formalisation requires that the Network clearly defines its governance, membership, and ways of working to support the development and delivery of a five-year strategy and workplan. This document describes the Network's new, formalised ways of working, building on the approach and commitments that have successfully driven the group to this juncture.

The MAMI GN is a collective effort towards common goals and objectives. Workplan activities may be undertaken by the Network Core Membership, coordinated by ENN, and co-led by ENN and LSHTM. In addition, General Members may lead on activities that are reflected in the workplan and contribute to the Networks goals.

*Our vision is that local, national, and international collaborators work together to improve policy, programmes, and practice for small and nutritionally at-risk infants under six months and their mothers (MAMI).*

*Our mission is to build an effective and energetic network to enhance mutual capacity, bridge disciplines, address evidence gaps and champion MAMI care.*

**Note:** As the Network develops, it is likely that its governance structures will evolve based on the Network's needs, capacity, and experiences. This document will be reviewed annually to ensure it reflects the most effective ways of working for the Network.

#### **Coordination & Leadership**

The MAMI GN is coordinated and administered by the Emergency Nutrition Network (ENN), with the MAMI Global Network Coordinator as the focal point. The Network is co-led by Senior Technical Leads at ENN and LSHTM.

#### **General Membership**

General membership is open to any individual or organisation interested in supporting and contributing to the work of the Network. The purpose of this approach is to ensure the Network remains an inclusive and welcoming environment while recognising that not all members will have the capacity or interest to participate in specific activities. We welcome anyone that supports the Network's values, approach, strategy and workplan, from a range of disciplines, backgrounds, and regions.

In becoming a member, an individual or organisation will be added to the Network-wide email distribution list. Members can request their contact details are removed from the list at any time by writing to the Network Coordinator at [mami@enonline.net](mailto:mami@enonline.net).

Benefits to MAMI GN membership include:

- Receive regular updates on the progress of the Network and related news

- Opportunity to participate in the steering committee, working groups and special interest groups, contributing to collective actions
- Opportunity to attend and present at the annual network meeting
- Opportunity to network with other members, share learning and peer support, and potential to leverage and align on common areas of work

## **Core Membership**

To ensure the Network continues to function efficiently, there will be a core membership of individuals and organisations that participate in the steering committee, working groups and special interest groups. Any individual or organisation from the general members can become a core member if they are able to contribute towards the activities productively. All core members will need to complete a Declaration of Interest form. If an organisation is participating as a core member, they will be requested to nominate a primary contact and a 'buddy', to take over the role in the absence of the primary contact, to ensure continued participation and coordination.

### **A. Steering Committee**

An elected steering committee will guide the direction of the Network and support deliverables.

Proposed composition:

Co-chairs: ENN & LSHTM leads (permanent members)

- UNICEF (permanent member)
- WHO (permanent member)
- 1 international NGO
- 1 academic/clinical
- 3 sub-national, national, or regional individuals/organisations

At a minimum, two regions should be represented on the committee, alongside global representatives. Consideration should also be given to anglophone and francophone representation, the participation of those currently working on the healthcare frontline and representation of both the health and nutrition sectors where possible. As the membership of the Network increases and diversifies, the steering committee membership will be revised to ensure greater country-level representation.

Individuals or organisations interested in participating in the steering committee can nominate themselves or be nominated by other members. Committee membership will last 2 years, which can be extended if required, to a maximum of 3 years. This is to ensure institutional knowledge remains.

Desirable characteristics of steering committee members:

- Able to commit enough time to perform the role (as outlined below)
- Has knowledge of the MAMI approach
- Committed to the aims of the Network
- Direct experience in national or international policy, practice, or research relevant to the care of small and nutritionally at-risk infants under six months and their mothers

*Role of the Steering Committee*

- Attend monthly remote meetings to:
  - Support co-chairs in strategic and workplan development

- Support fundraising initiatives to resource the core functioning and activities of the Network
  - Support the implementation of MAMI GN activities (as outlined in the MAMI GN strategy and workplan)
  - Identify and prioritise any additional tasks to be undertaken
  - Identify or review the need for working groups and support their development and implementation
  - Support the planning and delivery of Network-wide activities, such as Network meetings
- Commitment of steering committee members:
    - Participate in calls and Network meetings
    - Represent the interests of the Network rather than the individual's organisation
    - Represent the Network in key fora
    - Be committed to the guiding values and strategy of the group
    - Able to give 8 days pro bono to the Network per year

## **B. Working Groups**

These short-term groups will be formed to address specific issues, both technical and organisational (e.g., to organise a Network meeting). Formation of working groups will be determined by the steering committee in planning for implementation of activities. In addition, any core member can suggest the need for a working group. The steering committee will consider the formation of the working group after a justification has been submitted. Network co-leads will make a final decision on the need for a new group. The Network Coordinator will share details of a new working group with all members<sup>1</sup>, with a request for participation as chair and members. Participation in the group, and in the role of chair is on a pro bono basis and based on expertise, availability, and interest. As necessary and appropriate, working groups may engage internal or external specialist/technical groups for specific expertise required by the group. These specialist groups do not need to be part of the general membership to participate in working groups.

- A chair for the working group will be assigned by the steering committee
- Each working group will create a short term of reference, outlining its objectives, activities, and timeframes for outputs
- Sub-working groups may be created to expand the work of the group if required
- The working group chair will provide progress reports at steering committee meetings.

Commitment of working group members:

- Attend remote meetings
- Contribute to achieving the terms of reference for the group
- Able to commit to the expected number of days as defined by the group chair and agreed by individual members on the creation of the group.

## **C. Special Interest Groups**

Longer-term special interest groups that focus on specific topic areas will be formed, while those that already exist under the MAMI SIG, will continue. These will be permanent groups comprised of members with expertise or experience and will be contacted to advise working groups when required. Existing groups:

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<sup>1</sup> Outlining the number of people required, geographical and/or disciplinary representation, the contribution requested, and the profile needed to achieve the group's objectives.

- Maternal Mental Health Group
- MAMI Approach Implementers' Group
- MAMI Care Pathway Update Group

Commitment of Special Interest Group members:

- Available to attend remote meetings, having been given sufficient lead time
- Bring expertise in that specific topic area
- Contribute to a variety of topic specific activities.

#### **D. Advisory Groups**

Members of the Network may lead on activities that are reflected in the workplan and contribute to the Network strategy. Such activities are not managed by the Network's steering committee. An advisory group may be formed from Network members to provide expert input. Requests for support from a Network Advisory Group should be submitted to the steering committee. Requests should be made to the Network Coordinator.

Time spent as part of the steering committee, working groups and special interest groups is on a pro bono basis. Any travel costs associated with attending meetings e.g., the annual network meeting, will be paid by the host organisation where possible. If a member does not have institutional funding for travel, the MAMI GN will seek to secure financial funding to support attendance, such as sponsorship or direct funding where resources permit, with the prioritisation of national Global South representation. Remote participation of core members in face-to-face meetings will also be facilitated.

#### **National Chapters**

The potential for national or regional chapters of the Network will be explored with interested members. The purpose of these chapters will be to drive and support national level engagement, networking, research, practice, and policy change. The engagement of the global level in national chapters will depend on national level interests, requests, and capacity. The Network will look to leverage existing networks, communities, and groups. We will review other networks successful models for national captures to inform/guide our model's structure/operations.

#### **Credits and Acknowledgements**

Outputs from working groups and special interest groups will be branded with the MAMI GN logo. As appropriate and on a case-by-case basis, individual contributors will be named, or collective acknowledgements will be made.

#### **Network Administration**

The Network is administratively located with ENN. Responsibilities of ENN include:

- Provide and maintain an institutional home for the Network (<https://www.ennonline.net/ourwork/research/mami>)
- Co-chair the steering committee
- Coordinate fundraising with steering committee members to support core functions and Network activities.
- Host the Network Coordinator, whose responsibilities include to:
  - Represent the MAMI GN in key fora
  - Oversee the development of the strategy and workplan by the steering committee and members

- Oversee implementation of the strategy and workplan
- Manage the Network membership and email distribution list
- Coordinate requests for working groups/advisory groups/advisors
- Coordinate the development of collective products, such as the MAMI care pathway package
- Develop knowledge management products e.g. research summaries
- Manage internal communications, including arranging calls and meetings
- Manage external communications e.g. updates to membership, advocacy/technical groups
- Track deliverables and report on progress against the workplan to the donor and general membership