

AGG (*Ad Hoc* Governance Group) **Governance Strengthening Process**

Progress Update & Decision Set I for EC Review

March 23, 2016

AGG Governance Strengthening | Scope Overview

The final governance strengthening report will be structured against a comprehensive governance framework, with recommendations and responses proposed by the *Ad Hoc* Governance Group (AGG) aligned accordingly.

Gov. Element	Recommendation	Response
Mandate	The board should revisit its own composition.	▪ High Level Governance Model¹ ▪ Mandate of Governing Bodies¹ ▪ Sizing & Composition² ▪ Constituency Composition²
Structure & Process	The board should revise the appropriateness and number of board committees.	▪ Executive Committee Charter² ▪ Finance Committee Charter² ▪ Strategy Committee Charter² ▪ Governance & Nominations Committee Charter²
	The board should revise its decision making processes.	▪ Decision Making Approach² ▪ Advisory Board Nominations Process² ▪ Committee Nominations Process²
Leadership Style	The board should revise the appropriate level of seniority and skills of board and committee members.	▪ Target Profile¹ ▪ “Ways of Working”¹
Communication Mode & Frequency	The board should optimize its meeting schedule in alignment with evolving structure.	▪ Meeting Schedule³
Metrics & Monitoring	The board should establish the appropriate mechanisms to sustain and elevate its performance.	▪ Oversight mechanisms³ ▪ Self-reflection mechanisms³

Note 1: **These governance elements part of Decision Set 1**

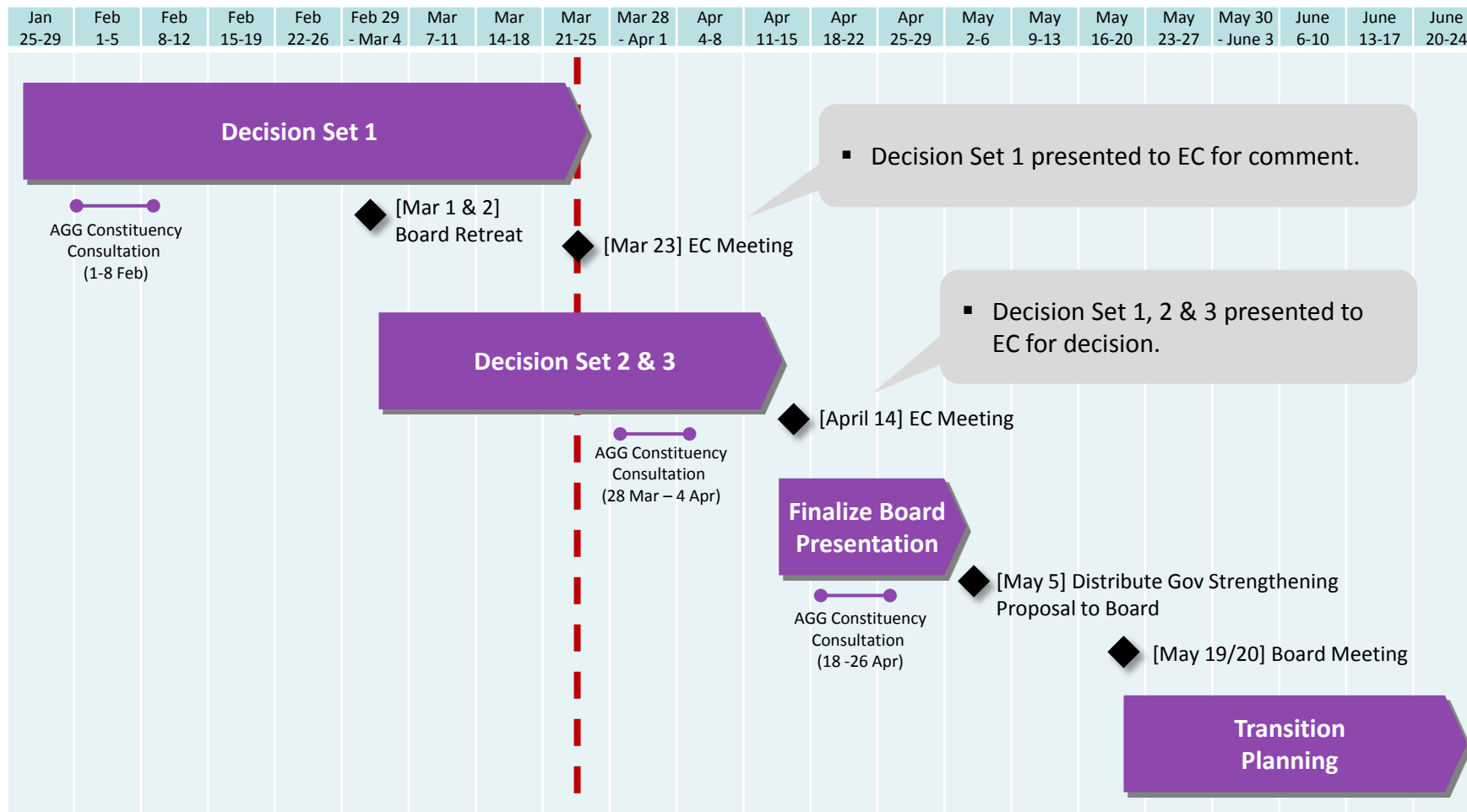
Note 2: **These governance elements part of Decision Set 2**

Note 3: **These governance elements part of Decision Set 3**

AGG Governance Strengthening | Timeline

The Ad-hoc Governance Group (AGG) will present the Governance Strengthening recommendations to the Executive Committee (EC) as a series of Decision Sets. Current progress is highlighted below.

▼ We are here



Introduction to Decision Set I

- The content of Decision Set 1, outlined in the following slides, was explored at the Board Retreat in Johannesburg, as well as with subsequent meetings of the AGG on the 2nd and 14th of March, 2016.
- The AGG requests the EC to review and provide comment on Decision Set 1. This includes:
 - High Level Governance Model
 - Mandate (as discussed at recent Board Retreat)
 - Target Profile
 - “Ways of Working”
- Comments and suggestions provided by the EC on 23 March will be reviewed by the AGG and advanced in subsequent AGG governance strengthening discussions and constituency consultations.
- The next set of AGG governance strengthening recommendations, namely Decision Sets 2 and 3, is scheduled to be presented at the next EC meeting on 14 April, 2016.

The Partnership Governance Model (High Level)

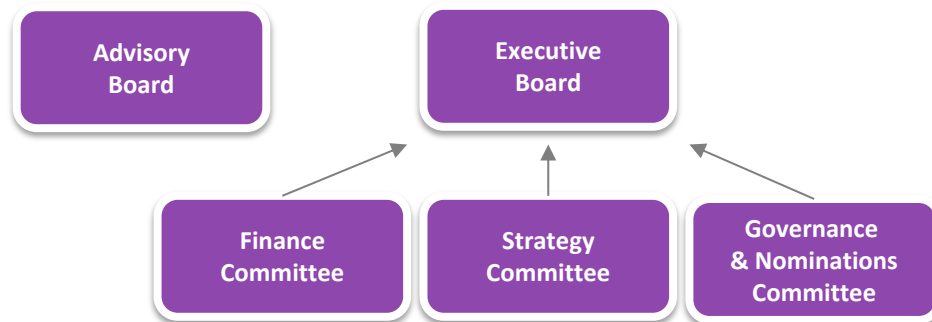
The current governance model can be re-balanced to better align decision making forums to the new 2016-2020 Strategic Plan and 2016-2018 Business Plan. The following potential changes were discussed at the Board Retreat and are being further explored by the AGG:

- **The Board:** Shift core functions towards alignment, catalyzing joint actions, and facilitating the engagement of Partners in the EWEC movement; shift governance decision making to Executive Board; modify name, for example to “Advisory Board”
- **The Executive Committee:** Focus mandate and increase responsibility for the governance of the Partnership as an organization. For example, future work plans and business plans may be approved without requiring final approval by the Advisory Board; modify name to “Executive Board”
- **Other Committees:** Refresh existing committee charters, and where necessary, create new committees to delegate some of the more detailed work.

Current Governance Model



Proposed Governance Model¹ (Work in Progress Draft)



Note 1: Exact naming conventions are still undergoing exploratory discussions with the AGG.

The Mandate of the Partnership Governing Bodies

The mandate of the Partnership governing bodies can be revised as follows¹:

Proposed Mandate of the Advisory Board

Oversee the Partnership's Engagement in the EWEC Movement for the Global Strategy 2.0

1. Give voice to multiple constituencies across the SRMNCAH sector
2. Serve as a forum to identify broad strategic priorities for the Partnership; provide a space to achieve consensus
3. Share information and perspectives on progress in implementation of the Global Strategy

Govern the Partnership as an organizational entity

4. Lead the Partnership by articulating an inspiring vision, setting strategic direction and priorities in alignment with EWEC movement and Global Strategy 2.0.
5. Monitoring the effectiveness of all sectors in achieving the goals of the Global Strategy 2.0 , and promote action for redress, through the unified accountability framework, and secretariat support to the IAP
6. Ensure and enable sector accountability:
 7. Establish and oversee a committee to nominate members of the Independent Advisory Panel, for appointment by UNSG. [completed]
 8. Review and prepare commentary on the IAP's annual accountability report for presentation to the UNSG and relevant bodies.
 9. Dedicate a significant portion of Board proceedings to addressing the findings of the IAP report and devising actionable strategies to close identified gaps.
10. Monitor and oversee the creation and implementation of the Partnership's work plan and budget aligned to the core functions of Analysis, Advocacy, Accountability, and Alignment.
11. Establish the appropriate decision making structures to facilitate the effective oversight of Partnership operations (e.g. Strategy Committee, Finance Committee, etc.).
12. Secure adequate funding and ensure safeguards to monitor the effective use of funds for the operation of the Partnership.
13. Ensure effectiveness of the Executive Board by selecting qualified and committed Board members, educating Board members to serve effectively, and engaging in regular assessments and board development.
14. Engage with constituencies and key stakeholders to maintain relationships, facilitate communication, build consensus, and create stronger and more frequent linkages that catalyse cross-constituency collaboration.

Proposed Mandate of the Executive Board (and associated committees TBD)

Note 1: Items are numbered to facilitate teleconference discussion. Sequence does not represent prioritization.

Advisory & Executive Board Member Target Profile

To lead The Partnership in its new strategic plan, the Advisory and Executive Board (and its committees) must evolve and elevate its profile to ensure appropriate representation, as well as the appropriate skills and experience, are in place to effectively execute on its activities and make decisions.

Individual members do not need to embody all factors, however, all Advisory and Executive Board members should be leaders within their field, knowledgeable about SRMNCAH issues, and committed to engaging strategically at the global level to advance The Partnership's goals and objectives.

Future assessments, nomination/selection, and succession planning processes should continue to evolve the Advisory and Executive Board to an optimal profile. The following matrix suggests a potential optimal mix for The Partnership to deliver on its responsibilities:

Skills & Experience	Representational Factors
1. Leadership within the SRMNCAH community ¹	9. Geographic mix
2. SRMNCAH technical expertise ¹	10. Demographic mix (age, gender, etc.)
3. Strategic Thinking ¹	11. National and international institutions
4. Advocacy	12. ART
5. Governance and accountability	13. D&F
6. Negotiation	14. HCPA
7. Cultural dexterity	15. NGO
8. Resource mobilization	16. Multilaterals
	17. Private Sector
	18. Government
	19. Adolescents and Youth

Note 1: Required skills & experience for all board members.

Note 2: Items are numbered to facilitate teleconference discussion. Sequence does not represent prioritization.

Partnership “Ways of Working”

The Partnership's overall performance is largely linked to the behaviour of its people. Whereas manuals, terms of reference, and other standard governance artefacts clearly define the explicit structures and rules of how The Partnership's governance bodies will lead and govern, it is equally important that the implicit “ways of working” are also understood and adhered to. These norms define of how individuals and teams interact with one another, communicate, make decisions, and carry out the work of The Partnership.

The following summarizes the values and behaviours we wish to instil across The Partnership:

Results Focused

1. We prioritize resources and actions to maximize impact
2. We communicate succinctly and get to the point
3. We articulate clearly the “so what”

Inclusive

4. We use a mix of methodologies, tools, and techniques that allow for broad participation of partners
5. We first seek to understand
6. We build consensus
7. We share power and actively address barriers
8. We build bridges and collaborate across constituencies
9. We readily share information and documents

Accountable

10. We come to prepared and with a point of view
11. We consult with and represent our constituencies
12. We follow-through
13. We challenge assumptions

Evidence Led

14. We explore the options before forming a hypothesis
15. We make decisions based on the facts
16. We acknowledge the gaps in our knowledge

Learning Continuously

17. We build flexibility into our plans to adapt to new knowledge
18. We learn by doing
19. We incorporate multiple kinds of knowledge and sources
20. We may fail sometimes, but that's when we learn

Please Note: Items are numbered to facilitate teleconference discussion. Sequence does not represent prioritization.

Next steps for the AGG

- Apply EC feedback on Decision Set 1 and refine governance strengthening recommendations as appropriate
- Continue AGG discussions and constituency consultations to advance Decision Sets 2 and 3 in advance of 14 April EC meeting . This includes, but not limited to, some of the following main governance elements. These items have been addressed by the AGG and preliminary proposals are under consideration, but an additional round of consultation and discussion is needed to finalize.
 - The size and composition of The Partnership's governing bodies, including the Advisory Board and Executive Board (naming convention to be confirmed)
 - Constituency structures and representation
 - Scope of current committees and the creation of new committees, where appropriate
 - The role of alternates and observers
 - Financial implications of an evolved governance model and meeting schedule
 - Advisory Board, Executive Board, and other committee nomination processes
- The AGG has also identified and re-iterated the need for the Executive Committee to further explore a potential name change as part of a separate and distinct process.