

Partnership for Maternal, Newborn and Child Health¹

Proposed Governance Review process

20 March 2015

1. Introduction

This note provides the details of a proposed PMNCH Governance Review process, to commence immediately after the Board meeting in April, 2015. It sets out the context within which this review will take place and the reasons for it, suggests an approach and objectives for this review, and defines the scope, deliverables and draft timelines.

2. Context

PMNCH 2016 to 2020 Strategic Framework, Governance Review and full Strategic Plan

The current Strategic Framework, which underpinned the operations of the Partnership for Maternal, Newborn and Child Health (PMNCH; Partnership) during the four year period from 2012 to 2015, is concluding at the end of 2015. As such, the PMNCH Board mandated the Partnership to develop a new Strategic Framework that will define its activities in the years beyond 2015.

This new 2016 to 2020 Strategic Framework presents a partner-based approach for women, children and adolescents to realize their right to the highest attainable standard of health and wellbeing, achieving the vision of the Sustainable Development Goals, and leaving no one behind. Through the Strategic Framework, the Partnership addresses the full range of factors that impact on the health and wellbeing of women, children and adolescents, with a focus on under-served and marginalized populations. PMNCH will take an holistic, integrative and rights based approach to support local action to strengthen the health workforce and resilience of health systems to provide high quality, available, accessible and acceptable health care and to maximize the impact of health-influencing sectors, which have a crucial impact on health outcomes for women, children and adolescents.

The Strategic Framework will provide one of the two important inputs into the development of the full Strategic Plan, which will provide a more detailed impact and results framework for the Partnership moving forward. The other input into the development of the full Strategic Plan is the Partnership's Governance Review.

In terms of timing, the Strategic Framework is to be completed by the end of April 2015, when the process for the Partnership's Governance Review will begin. The work on the full Strategic Plan will commence shortly after that, and be closely linked to any emerging outcomes from the Governance Review, thereby linking the 'function', as described by the Strategic Framework, with the emerging 'form', as considered by the Governance Review. All processes are anticipated to conclude by the end of 2015.

Independent External Evaluation of PMNCH

The development of the new Strategic Framework described above followed a detailed independent external evaluation of the Partnership in 2014. The evaluation assessed PMNCH's overall performance against its goals and strategic objectives, for the period 2009 to 2013. The recommendations set out in the final evaluation report² were presented to the PMNCH Board at its

¹ The Partnership for Maternal, Newborn and Child Health is hosted by the World Health Organization (WHO), and is based in Geneva.

² The full external evaluation report is accessible through this link: <http://www.who.int/pmnch/about/strategy/evaluation/en/>

15th Meeting, Johannesburg, South Africa on 2 July 2014. The Board adopted the evaluation report, publishing its response in the autumn of 2014.³

Among other issues, the external evaluation recommended that once a new Strategic Framework is developed, the PMNCH Board ought to commission an independent, in-depth PMNCH Governance Review. The Board adopted this recommendations, noting its wish to review the composition of the Board and its decision-making processes, Board committees (Executive Committee in particular) constituencies, members' engagement, etc.

3. Approach

Drawing on the successful approach that was used for the PMNCH Independent Evaluation Sub-Committee, it is proposed that the Partnership Board sets up a time limited governance review committee (Committee) to oversee the review, provide guidance and act as a sounding board for ideas and discussions.

The Committee would oversee the development and approval of the Terms of Reference for the Governance Review, select the consultants to undertake the work, review and approve deliverables throughout the process. The Committee would report to the Board.

The detailed Terms of Reference for this Committee will be presented for approval to the Executive Committee at its next meeting in April, 2015.

4. Governance Review Objectives

The detailed Governance Review of the Partnership will have an objective to arrive at an updated governance and membership structure that enables the Partnership to deliver on its new Vision and Mission, ensuring a well-structured Partnership that occupies the most appropriate place in the global health architecture.

The specific objectives of that review, undertaken in the context of the new Strategic Framework and with aim of feeding into the eventual Strategic Plan, is to evaluate and recommend any updates to the Partnership's:

- a) governance structure;
- b) membership approach and management;
- c) overall approach to constituencies, their strategic approach, structure and composition; and
- d) relationship to health influencing sectors, other alliances and the global health architecture more generally.

The results of this work will define the required form to best suit the functional needs of the Partnership as it moves into the post-2015 era. The emerging recommendations, with a proposed plan of action, will be presented to the Board for discussion and potential approval at its next meeting, expected to be in October 2015.

5. Scope and methodology

The envisaged review will build on the external evaluation from 2014 and be focused on creating a fit for purpose Partnership governance and membership structure to deliver the new Strategic Plan. Hence, it will focus less on the performance of PMNCH governance and membership arrangements to date, as this was evaluated in considerable detail by the external evaluation in 2014, although any lessons learned will be an important input into any considerations. The focus needs to be on examining what is required for creating a fit-for-purpose Partnership in a post-2015 development

³ Please visit the following link for the Board's response to the external evaluation:
<http://www.who.int/pmnch/about/strategy/evaluation/en/>

landscape, which aligns with international best practice, responds to the requirements of the Partnership's new Strategic Plan, and is practical in the context of the global health architecture.

The work will consider Board's operation and decision making processes, its composition, nature of representation, the appropriateness and number of committees that support the functioning of the Board, and other processes that will be required to furnish the future governance mechanism with adequate evidence-based information for decision making, implementation of activities and monitoring of progress.

It will also involve mapping PMNCH stakeholders in more detail, assessing current members, membership processes and management of constituencies management. Any recommendations will need to consider how to ensure PMNCH partner-centric practices are fit for the new strategy beyond 2015, the position of the Partnership in the global architecture, as well as to strengthen the depth and breadth of the membership base, with a particular focus on the level of engagement of members from a range of constituencies.

The work will reflect on, but not necessarily be limited to:

- governance bodies (board and subcommittees) and their terms of reference;
- (s)election system for composition of each body in the governance structure;
- global / regional/ country relationship structure;
- structures for member engagement in oversight / delivery of mission, including terms of reference for bodies;
- relationships to health influencing sectors; etc.

Similarly, and when considering membership issues, the work will also reflect on:

- membership / constituencies definitions;
- membership structure;
- membership value offer;
- membership/ constituencies communications;
- areas for improvement and ideas to actively engage members / constituencies;
- constituencies management processes; etc.

6. Proposed timelines

The suggested deliverables and a high level timeline are set out in Table I below.

Table I: Deliverables and timelines

Activity	Due by
Establishment of the Governance Review Committee and initiation of the procurement process	April, 2015
Review commences	Jun/ Jul, 2015
Report of findings and recommendations to the Board.	Oct, 2015
Finalisation of the review process and implementation	Nov/ Dec, 2015

Draft: 20 March, 2015