

Partnership for Maternal, Newborn and Child Health¹

Proposed Governance Review process

13 April 2015

1. Introduction

This note provides the details of a proposed Partnership for Maternal, Newborn & Child Health (PMNCH; Partnership) Governance Review process, to commence immediately after the Board meeting in April 2015 in order to build the new PMNCH strategic directions. This proposed process was presented to the Executive Committee in March 2015, and following its review at the meeting on 19 April 2015 it will be presented to the Board for consideration, and potential approval, during the Board meeting in 20-21 April 2015.

2. Context

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

The PMNCH Strategic Framework (2012 - 2015) which underpinned and guided PMNCH operations concludes at the end of 2015 in line with the end of the MDGs. As such, the PMNCH Board mandated the Secretariat to develop a new PMNCH Strategic Framework (2016 - 2020) that will define its activities in the years beyond 2015.

This new 2016 - 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 (SDGs), 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, newborns, children and adolescents, with a focus on under-served and marginalized populations.

The new PMNCH Strategic Plan, which will provide a detailed impact and results framework for the Partnership moving forward, will be presented to the October 2015 PMNCH Board meeting. The full Strategic Plan draws on two inputs: the Strategic Framework and the Partnership's Governance Review.

The Strategic Framework will be presented to the Board for decision 20-21 April 2015, and the Partnership's Governance Review will be initiated at this same Board meeting. Between the two PMNCH Board meetings (April and October 2015) work will be undertaken to expand on the Strategic Framework to develop the full Strategic Plan, and to conduct the Governance Review. This will link the 'function', as described by the Strategic Framework, with the emerging 'form', as considered by the Governance Review.

The key activities and timelines are therefore as set out in Table I below:

Table I: Activities and timelines Timeline:

Activity	Timeline
New PMNCH 2016 to 2020 Strategic Framework presented to the Board	Apr, 2015
Establishment of the Governance Review Committee	Apr, 2015
Initiation of the procurement process; Governance Review commences	May-Jun, 2015

¹ The name of the Partnership should be reconsidered in late 2015, following the adoption of the full Strategic Plan including the recommendations of the governance review.

Activity	Timeline
Elaboration of Strategic Framework into full Strategic Plan	May-Sep, 2015
Governance Review reports findings to the Board.	Oct, 2015
PMNCH full Strategic Plan presented to the Board, drawing on Governance Review recommendations, and elaboration of Strategic Framework.	Oct, 2015
Governance Review and Strategic Plan begin implementation	Dec, 2015

Independent External Evaluation of PMNCH

The development of the new Strategic Framework 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 final evaluation report recommendations were presented to the PMNCH Board at its 15th Meeting, Johannesburg, South Africa on 2 July 2014.² 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 recommendation, noting its wish to review the composition of the Board and its decision-making processes, Board committees (Executive Committee in particular), constituencies and members' engagement.

The external evaluation identified an unbalance in the performance and functioning of the seven PMNCH constituencies. It also highlighted the need to address, in particular, the Private Sector and Partner Countries constituencies, as well as to revitalise efforts with both constituencies and to strengthen engagement with PMNCH's members.

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 be convened by the two Board co-Chairs and 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.

4. Governance Review Objectives

The objective of the Governance Review is 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, fit-for-purpose Partnership that contributes effectively to delivering the SDGs and occupies the most appropriate place in the global health architecture.

The specific objectives of that review is to evaluate and recommend any updates to the Partnership's:

- a) governance structure;
- b) membership approach and management;

² The full external evaluation report: <http://www.who.int/pmnch/about/strategy/evaluation/en/>

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

- c) overall approach to constituencies, their strategic approach, structure and composition;
- d) revitalizing and/or restructuring of key constituencies; and
- e) relationship to inter-related sectors, other alliances and the global health architecture more generally.

The emerging recommendations, with a proposed plan of action, will be presented to the Board for discussion and potential approval at its next meeting in October 2015.

5. Scope and methodology

The envisaged review will build on the external evaluation from 2014 and be focused on creating a Partnership governance and membership structure able 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 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 the Board's operation and decision making processes, its composition, selection of Board members, 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 involve mapping PMNCH stakeholders, assessing current members, membership processes and management of constituencies. 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, strengthening the depth and breadth of the membership base, with a particular focus on the level of engagement of members from a range of constituencies. Particular emphasis will focus on the Partner Countries constituency to ensure that constituency arrangements allow for PMNCH to achieve the highest attainable impact of its future strategy at country level.

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 and of Board members;
- global/ regional/ country relationship structure;
- structures for member engagement in oversight and delivery of mission, including terms of reference for bodies;
- constituencies composition, approach and management, with particular emphasis on the structure, relationship and alignment of Partner Countries and Private Sector constituencies;
- 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.