



The Partnership's Governance Strengthening Process

(Item 9)

The Partnership for Maternal, Newborn and Child Health

*Secretariat Hosted by the World Health Organization and
Board Chaired by Mrs Graça Machel*

Overall Approach



Date	Milestones
28 Aug	<ul style="list-style-type: none"> ✓ Complete Strategic Plan Draft ✓ Complete Sections 1 and 2 in Governance Strengthening Report (Partner Engagement, Governance Structures)
28 Aug – 2 Sep	<ul style="list-style-type: none"> ✓ Review of documents with Secretariat, incorporate feedback
9 Sep	<ul style="list-style-type: none"> ✓ Executive Committee review of key decision points for Strategy and Governance
14 Sep	<ul style="list-style-type: none"> ✓ Distribution of combined, summary Strategic Plan to partnership
14 – 21 Sep	<ul style="list-style-type: none"> ✓ Compile partner feedback on Strategy and Governance
25 Sep	<ul style="list-style-type: none"> ✓ Executive Committee and Ad Hoc Strategy Committee joint review of Strategy and Governance
28 Sep – 2 Oct	<ul style="list-style-type: none"> ✓ Finalize materials for October Board meeting
5 Oct	<ul style="list-style-type: none"> ✓ Distribute materials to Board members
14 Oct	<ul style="list-style-type: none"> <input type="checkbox"/> Board decision on Strategic Plan and Governance process
Q1 – Q2 2016	<ul style="list-style-type: none"> <input type="checkbox"/> Continued review of Governance Strengthening report and recommendations; Preparations of motions to be shared at next Board meeting

Governance Strengthening - Overview

Recommendations prepared across four key areas:

Part One
Increasing
Partner
Engagement

Part Two
Strengthening
Governance
Structures

Part Three *
Establishing a
'Fit-for-Purpose'
Secretariat

Part Four *
Implementation
and Transition
Plan

**This to be completed
following board decisions*

Approach for determining recommendations:

- Detailed review of the 2014 External Evaluation and supporting materials
- 1:1 interviews with over 38 stakeholders
- Compiled lessons learned from review of 35 comparative organisations
- Extensive review of cross-sector leading practice and subject matter advisor perspectives
- Iterative discussions and feedback with the Executive Committee and Ad-hoc Strategy Group
- Initial findings and high level recommendations shared with partnership at large and feedback received
- Alignment with the strategy development team to address governance implications of new strategic plan

Governance Strengthening Timeline & Next Steps

October 2015
Board Meeting

2016
Board Meeting

1) Prioritise Partner Engagement



Partnership Implementation of Partner Engagement

For Board decision:

- Endorse systematic partner engagement as a core function of the Partnership
- Commit to supporting partner engagement in budget, work plan

Transition Secretariat and Board to support systematic partner engagement:

- Create organizational design to deliver systematic partner engagement (Secretariat Structure)
- Provide Board leadership on partner engagement approach through a Partner Engagement committee, to be established by the Ad Hoc Strategy Group

2) Ad Hoc Strategy Group



For information:

- Ad Hoc Strategy Group to continue review of governance strengthening recommendations and prepare motions for next Board meeting

To include the following:

- Board Accountabilities
- Board Profile
- Board Size and Composition
- Consideration of a regional or sub-regional structure to strengthen country leadership
- Board Committee Structures
- Board Nominations Process
- Board Metrics and Monitoring

3) Formalise Adolescent and Youth Representation



Adolescent & Youth Pre-Constituency Working Group

For Board decision:

- Decide on structure of representation

Implement board recommendation and engage adolescent and youth stakeholders according to board direction.

4) Increase Private Sector Engagement



Partnership and UNF



For Board decision:

- Agreement to partner with UNF to build a new model for private sector engagement

The Partnership Secretariat, the Private Sector Constituency, and UNF will work together over the next 3 months to build a new model for integrated private sector engagement around EWEC.

Governance Strengthening Discussion and Decision-making

#	Topic	Board Action
1	Does the board agree that Partnership Engagement is a priority and to designate secretariat and board resources in the forthcoming implementation plan and budget?	For Decision
2	Ad Hoc Strategy Group continues to explore opportunities to streamline and strengthen the board structure and prepare the remaining governance strengthening recommendations for the next board meeting.	For Information
3	Which option does the board accept for incorporating Adolescent and Youth representation?	For Decision
4	Does the board agree to partner with UNF to build a new model for integrated private sector engagement around Every Women Every Child (EWEC)?	For Decision

For Board Decision

1

Endorsement of the Secretariat's prioritization of partner engagement as a core function in the forthcoming ~~implementation~~ Business Plan and budget.

Rationale

- Strategic objective centered on partner engagement
- Success of the new Strategic Plan and the Partnership's credibility as the multi-stakeholder platform for Every Woman Every Child requires active participation of partners
- Success of the Global Accountability Framework requires engagement of partners, particularly in dialogue and response to report findings
- Partner engagement has historically been low, as demonstrated in the lack of participation in the External Evaluation partner survey (less than 20 percent)

Implications

- The forthcoming Secretariat Structure and associated work plan will include partner engagement as a core function
- Ad Hoc Strategy Group will draft a charter for the structure and function **to consider** a Partner Engagement committee of the Board

For Board Information

2

Ad Hoc Strategy Group continues to explore opportunities to streamline and strengthen the board structure and prepare the remaining governance strengthening recommendations for the next board meeting.

Rationale

- The role of the Partnership in the sector is evolving in alignment to the SDGs, new global strategy, and the Every Women Every Child movement.
- The Partnership has a new strategic plan, and must organize accordingly to be fit-for-purpose.

Implications

- The Ad Hoc Strategy Group will be extended through to the next Board meeting
 - Group members may evolve according to interest, availability, and skill set and are encouraged to identify an alternate from their constituency
- Topics for exploration include but not limited to: board accountabilities; board size and composition, committee structures; nominations processes; governance scorecards; consideration of a regional or sub-regional structure to strengthen country leadership; and other governance-related topics the Ad Hoc Strategy Group may deem appropriate.
- The Ad Hoc Strategy Group will also provide leadership of transition process for new strategy and governance related enhancements.

For Board Decision (1/2)

3

Decision among three proposed options for adolescent and youth representation.
(Response to Board's request in April for a proposal on adolescent and youth involvement)

Rational for Adolescents & Youth Engagement at The Partnership:

- Adolescents & Youth Engagement is aligned with the New Global Strategy for Women's, Children & Adolescents' Health
- Alignment with the SDG
- The Board has previously called for engagement of Youth



Context & Consultations :

- The Board in 2013 requested the Partnership to develop an adolescent strategy. In response, the Partnership secretariat, in late 2013, under the guidance of a twelve institution adolescent expert working group, and through a consultative process with over twenty two adolescent experts developed an adolescent strategy.
- Additional recent consultations include:
 - Global Strategy for Women's, Children & Adolescents Health - Youth Consultation
 - London workshop with 40+ young people, representing over 23 countries

For Board Decision (2/2)

3

Decision among three proposed options for adolescent and youth representation.
(Response to Board's request in April for a proposal on adolescent and youth involvement)

Option 1	Option 2	Option 3
Create an adolescent and youth constituency	Incorporate adolescent and youth representation across existing constituencies	Create an adolescent and youth constituency AND incorporate across existing constituencies
<ul style="list-style-type: none"> + Maintains consistency of existing constituency approach, (no horizontal layer) + Gives adolescents and youth a collective voice to engage The Partnership and the sector - Introduces complexity to structure with possibility of 'double counting' partners with a population- and institution-based partnership - Distinct financial and time limitations of young people pose a barrier to participation that The Partnership will need to resolve 	<ul style="list-style-type: none"> + Allows for the needs of young people to be elevated across all other constituencies, putting them in the centre of collaboration + Minimises shift in Board structure, consistent 'institution only' approach to partnership + Most effective way to mainstream the representation of youth and adolescents - A new process would need to be identified to accommodate, either by allocating a 'youth' role or forcing rotation of some kind if considering a seat on the board. 	<ul style="list-style-type: none"> + Allows for the needs of young people to be elevated across all other constituencies, putting them in the centre of collaboration + Enables mutual capacity building between youth and others - Distinct financial and time limitations of young people pose a barrier to participation that The Partnership will need to resolve - Significant shift in existing structure, may be complicated to administer (horizontal layer), burden on Secretariat - Creates imbalance in constituency framework if one group has multiple pathways of influence

For Board Decision

4

Endorsement to partner with UNF to build a new model for integrated private sector engagement around Every Women Every Child (EWEC).

Rationale for new model

- To have a stronger private sector constituency that can engage at the global, regional and country level
- Recognizes the value of aligning the constituencies which are working in support of EWEC

Rationale for partnering with UNF

- The Partnership can engage its broader constituencies, including country-based partners and national networks to ensure private sector engagement in multi-sectoral working at country, regional and global level
- UNF can leverage its business networks to enroll a broader network of private sector partners and explore different options for private sector engagement.
- UNF is an ideal partner because –
 - It has been engaging the private sector over the last 5 years around EWEC commitments
 - It has been within the Partnership for a long time and understands it
 - It has a strong relationship with the UN

Implications

- The Partnership Secretariat, the Private Sector Constituency, and UNF will work together over the next 3 months to build a new model for integrated private sector engagement around EWEC.

A close-up photograph of two young girls. The girl on the left is wearing a bright yellow headscarf and is smiling, looking slightly upwards and to the left. The girl on the right has dark hair in a braid and is smiling broadly, leaning her head against the first girl. The background is a plain, light-colored wall.

Thank you