



HEALTH METRICS NETWORK GOVERNANCE



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HMN GOVERNANCE

1. HMN Board

The Health Metrics Network (HMN) Board is the highest coordinating and decision-making body for the Network. In line with best practice principles¹, it has broad representation and a strong developing country voice (see section 8) below. Names of Board members and designated alternates are publicly available on the HMN website.

1.1 Functions

The Board's primary functions relate to strategy and accountability for HMN. The Board:

- Approves the strategic vision, direction and policies of HMN.
- Reviews, approves and updates the collective objectives and milestones of HMN.
- Decides on the establishment of the HMN Technical Advisory Group (TAG), Independent Review Committee (IRC) and other HMN bodies as necessary.
- Appoints the Chairs and members of the TAG, IRC, and other bodies it may establish.
- Provides strategic guidance on developing the harmonized framework and standards for country health information system (HIS) development (the HMN Framework and Standards to Develop Country Health Information Systems); and approves resource commitments to grants based on the recommendations of the IRC.
- Approves work plans and budgets of the HMN, including those of its Secretariat.
- Makes recommendations to the host organization (WHO) on the appointment of the Executive Secretary.
- Promotes alignment of HMN partners around health information strategies, methodologies and approaches.
- Notes and monitors commitments of HMN partners to undertake specific agreed strategies and activities.
- Contributes, through its members, to resource mobilization and advocacy activities.
- Shares information and knowledge on areas of relevance/impact to HMN activities and objectives.



1. High-Level Forum on the Health MDGs, *Best Practice Principles for Global Health Partnerships*, 2006

1.2 Responsibilities of HMN Board members

- HMN Board members serve in their personal capacities as well as representatives of broad stakeholder groups. Consideration of eligible nominees for selection as Board members is therefore based on criteria covering both organizational and individual factors.

Core responsibilities of Board members are:

- i) To make an active and effective contribution to the Board's collective performance of its functions, including regular attendance at meetings.
- ii) As a partner/stakeholder on the Board, to assure a high level of representation, including:
 - Maintaining close liaison between HMN and the partner/stakeholder, including mutual exchange of ideas, issues and concerns.
 - Advocating for HMN and sharing information and knowledge within the partner/stakeholder.
 - Fostering partner/stakeholder participation in activities designed to secure HMN's strategic objectives.
 - On the lead of the Chair, the Board will itself periodically review performance of these responsibilities.

1.3 Board composition

Board membership comprises key stakeholders in health information, including health and statistical experts, developing countries, technical and development partners and funding agencies. The composition will be kept under review by the Board in the light of evolving needs. The Board will continuously strive to assure an appropriate balance by country/region, recipients/funders and gender. In the interest of manageability, membership is limited to 17-20 persons. Board membership is publicly available on the HMN website.

The Board will keep its composition under review in the light of evolving needs. In so doing, the Board will seek to draw on advice from the Partner Forum and will ensure broad representation and a strong developing country voice in line with agreed best practice principles for governance of global health partnerships².

Board members will normally have a three-year term of office that will be renewable once. Terms of office for Board representatives will be staggered to ensure an appropriate balance of continuity and representativeness in Board membership.

Once a year, or more frequently should that be necessary due to unanticipated withdrawal of members, the Board will review its membership and take actions deemed necessary to maintain an appropriate composition and balance as described above. Board members are required to inform the Board of any changes in their professional affiliation that could create imbalances in stakeholder representation and Board composition. In such cases, the Board will determine whether to extend the membership of the individual or not.

2. High-Level Forum on the Health MDGs, *Best Practice Principles for Global Health Partnerships*, 2006

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In light of vacancies arising, the HMN Secretariat, in consultation with the Consultation Committee and with other HMN Partners as appropriate, will propose to the Board for its consideration, a suitable number (perhaps two to three per vacant position) of potential candidates for these seats. The Board will consider and approve a set of candidates for Board membership, and specify the order in which they should be contacted and invited to join. At the Chair's discretion, this may be accomplished during an *in camera* session to preserve confidentiality. The Secretariat will subsequently contact the nominees, inviting those who agree to serve to join the Board to the following Board meeting.

The HMN hosting agency will be a continuing, non-rotational member of the Board. The Executive Secretary and the Chair of the Technical Advisory Group (TAG) are non-voting, *ex officio* members of the Board with the right to speak on all Board items but not to vote. The Chair of the IRC will be invited to attend as necessary to report on IRC recommendations.



2. HMN Consultation Committee

The HMN Consultation Committee is a sub-group of Board members, designed to facilitate the conduct of Board business and decision-making.

The functions of the Consultation Committee are to:

- Pre-process issues for Board consideration, including the provision of guidance to the Secretariat on the preparation of Board meetings and the handling of issues.

- On the basis of delegated authority from the Board, make decisions on issues judged not to require the consideration of the full Board.

The Committee is composed of:

- The Chair of the HMN Board, who will chair the Committee.
- Four other Board members who will serve for one year, with two members rotating off every six months. All eligible Board members will be selected to serve on the Committee, initially in alphabetical order and thereafter in order of joining the Board. The eligibility criteria are willingness, availability, a minimum of one year’s experience on the Board and no previous service on the Consultation Committee.
- The Executive Secretary as an *ex officio* member.



3. HMN Secretariat

The purpose of the HMN Secretariat is to support HMN partners in fulfilling HMN’s goals and objectives. The Secretariat consists of an Executive Secretary and core technical and administrative staff.

3.1 Functions

The Secretariat has both technical and administrative functions. In fulfilling its technical functions, the Secretariat:

- Reports to the Board on strategic and operational issues facing HMN, including progress and outcomes, promoting alignment with strategic objectives and values in a transparent manner.

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- Liaises with key health and non-health stakeholders (countries, agencies, donors) to generate commitment to HIS from country governments and ensure linkages and coordination between health and statistics constituencies.
- Coordinates the activities of the TAG and HMN taskforces and provides technical inputs in relevant areas.
- Serves as the primary point of coordination between the Board and its advisory bodies including the TAG and the IRC.
- Supports countries in the process of applying for HMN support and ensures technical feedback on country proposals.
- Guides and oversees the process of strategic planning and the development and implementation of HMN's work plan, based on approved priorities.
- Prepares biennial budgets for Board approval.
- Prepares biennial reports on HMN performance to the Board and interested parties.
- Prepares progress reports for discussion to Board meetings.
- Provides oversight to ensure HMN performance is on track to meet its strategic objectives.
- Develops and implements advocacy and communication strategies for HMN.
- Stimulates resource mobilization and coordination, both for country plans and for HMN.

In fulfilling its administrative functions, the Secretariat:

- Manages the review of country proposals, including: preparing documentation for review; preparing documentation for presentation to the Board; drafting and managing correspondence with countries.
- Services the Board, including: working with its Chair to finalize meeting dates, locations and agendas; preparing all correspondence with Board members; drafting and publishing reports of the meetings and teleconferences; working with stakeholders to nominate new members; and providing human resource and financial support to developing country members.
- Unless determined otherwise, services the HMN Consultation Committee, TAG, IRC, HMN subcommittees, taskforces and ad hoc groups, including managing all teleconferences and meetings, and drafting meeting and teleconference agendas and reports.
- Prepares and disseminates consistent documentation on HMN policies and procedures.
- Manages the website and publications.
- Arranges meetings of interested parties.

3.2 Operations

- The Secretariat is hosted by the World Health Organization in Geneva, and, as such, its operations and staff are subject to WHO's Financial and Staff Regulations and Rules, Manual provisions and practices. It is functionally accountable to the Board and administratively accountable to WHO as the hosting agency.

4. HMN Technical Advisory Group (TAG)

The TAG provides technical advice to support decision-making by the Board. Specifically, the TAG:

- Provides guidance on the further development of the harmonized Framework and standards for country HIS development – the HMN Framework and Standards to Develop Country Health Information Systems – and its assessment and monitoring tool.
- Develops guidelines for country solicitations of support from HMN.
- Advises on country support including governance and coordination mechanisms and monitoring of country progress.
- Establishes HMN taskforces to undertake specific technical activities.
- Promotes use of the Framework and assessment tool and the sharing of lessons learned.
- Supports information-sharing and coordination of technical assistance among HMN partners.

The Chair of the TAG transmits the advice and recommendations of the TAG to the HMN Board in liaison with the Secretariat.

5. HMN Board Subcommittees and ad hoc groups

While HMN technical issues will be the remit of the TAG and any necessary TAG taskforces, the Board at its discretion may establish HMN Board subcommittees to consider other issues, primarily those relating to HMN strategy and accountability.

- i) Currently the Board has a standing Resource Mobilization and Advocacy Subcommittee, which has responsibility for advising the Board on the strategy for resource mobilization and advocacy. Actual resource mobilization itself will remain the responsibility of the whole Board.
- ii) The Board may also establish time-limited ad hoc groups. All such groups should be established for no longer than one year, and will automatically lapse at their end date unless renewed by the Board.

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6. HMN Independent Review Committee (IRC)

The Board has established the IRC specifically to advise on selecting countries for HMN support, and monitoring of the performance of successful applicants. Country proposals are submitted to the IRC through the Secretariat, which ensures that applications meet the administrative requirements outlined in the application guidelines. Technical feedback from the IRC on country proposals may be transmitted to country teams through the Secretariat. The IRC's Chair transmits the advice and recommendations of the IRC to the HMN Board in liaison with the Secretariat.



7. Partner Forum

The Partner Forum may be convened not more than once every two years to permit the involvement of a broad range of stakeholders in the HMN initiative.

The functions of the Partner Forum will be to:

- Review progress based on reports from the HMN Board and provide advice on general policies.
- Create and exploit opportunities for advocacy, information exchange, communication and awareness activities in promoting HMN's aims.
- Consolidate partners' commitment, particularly high-level political commitment, to HMN's objectives, strategy, and targets.
- Provide a communication channel for those stakeholders who are not normally represented elsewhere in the governance structure.

Maximum use will be made of other means for engaging partner inputs. HMN's website-based electronic discussion facility has a role to play in governance by assisting partners to identify issues for policy debate, including at Board level.

8. HMN adherence to best practice principles for Global Health Partnerships

The Health Metrics Network is adherent and accountable to a set of best practice principles for global health partnerships (GHPs) developed under the aegis of the High-Level Forum on the Health Millennium Development Goals. They require that partnership activities must be consistent with the regulatory framework of the host organization, and include five specific governance principles:

i) To make clear and public the allocation of roles and responsibilities within the management structure of the partnership or fund. The governing board or steering committee should have broad representation and a strong developing country voice.

HMN's governing Board meets these criteria. This paper describes the Board's functions and composition, as well as the functions of other bodies in HMN's management structure.

ii) To make clear and public the respective roles of the partnership and relevant multilateral agencies, including how the partnership relates to the host organization.

HMN is hosted by the World Health Organization.

iii) In the interest of public accountability, to ensure that GHP purpose, goals and objectives are clear; procedures are transparent; and timely and comprehensive information is provided publicly.



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HMN will ensure that all key documents are published on its website, including a statement of its goals and objectives; annual plans, budgets and performance reports (including income and expenditure reports); evaluations; standing orders, including Board operating procedures; and papers and reports of key meetings, especially Board and Consultation Committee meetings and teleconferences. Exceptionally, the Chair may determine that a specific item – usually relating to appointments, personnel issues or commercially confidential material – may be treated in confidence.

iv) There should be a strong commitment to minimizing overhead costs and achieving value for money; each partnership should have an evaluation framework.

HMN endorses this principle and is committed to securing value for money. It will be subject to an evaluation after two years of operation.

v) To be subject to regular external audit. For hosted partnerships, the auditing procedures of the host UN organization would apply. A copy of the relevant portion of the external auditors certification of accounts and audit report should be made available to the partnership board.

Since HMN is hosted by WHO, all its income and expenditures are subject exclusively to WHO's internal and external auditing procedures. A copy of the relevant portion of the external auditors certification of accounts and audit report will be made available to the HMN Board.



9. HMN Confidentiality and Conflict of Interest Policy

All HMN bodies should abide by the HMN policy on confidentiality and conflict of interest. All members of HMN governing and advisory bodies should sign the Declaration of Interest.

www.healthmetricsnetwork.org



EVERYONE COUNTS

Better Information. Better Decisions. Better Health.

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