

Health Metrics Network (HMN) Governance

1. HMN Board

The Board is the highest coordinating and decision-making body for the Network.

1.1 Functions

The Board:

- formulates the strategic vision and direction for HMN;
- reviews, approves and updates joint objectives and milestones of the Network;
- decides on the establishment of HMN Technical Advisory Group (TAG), Independent Review Committee (IRC), and other committees as necessary;
- appoints the members of the TAG IRC, and other committees, it may establish;
- provides strategic guidance on the development and implementation of the harmonized framework and standards for country health information system development – the HMN framework – and its assessment and monitoring tool;
- approves and support the implementation of the HMN framework for country health information system strengthening;
- approves support to countries based on the recommendations of the IRC;
- approves work plans and budgets of the HMN, including the Secretariat;
- recommends to the host organization (WHO) the appointment of the Executive Secretary;
- promotes alignment of HMN partners around health information strategies, methodologies and approaches;
- notes and monitors the commitments of HMN partners to undertake certain strategies and activities;
- contributes, through its members, to fundraising and advocacy activities.

1.2 Responsibilities of HMN Board members

HMN Board members serve in their personal capacities and as representatives of broad constituencies. Board members are tasked with making an active and effective contribution to the Board's collective performance of its functions, including regular attendance at meetings. HMN Board members are expected to assure a high level of representation, including:

- maintaining close liaison between HMN and the partner/constituency, including mutual exchange of ideas, issues and concerns;
- fostering partner/constituency participation in activities designed to secure HMN's strategic objectives.

1.3 Operations

The HMN Board meets in principle twice a year, more frequently if required and agreed by Board members, with teleconferences held as needed. A minimum of 50% attendance is required to convene a Board session. The meeting agendas are prepared by the Executive Secretary in consultation with the Chairperson. The Executive Secretary is the Secretary of the Board.

Attendance in board meetings by Board members are limited to their designated representatives and one designated alternate, without any further possibility of replacement in the case of absence. Observers may be invited to attend the Board meetings or part of thereof upon invitation from the Chairperson. Observers will have the right to participate, without a vote, in the deliberation of the Board.

The Board may establish committees of its members to facilitate decision-making around specific issues.

The Board normally takes its decisions by consensus, with the quorum being a majority of the members. Nevertheless should a vote be required to assist consensus-building, decisions will be taken on the basis of a majority of the members present and voting, with each member having one vote only. The decisions taken by the Board will not override the authority of members' respective governing bodies.

1.4 Board composition

The composition of the HMN Board represents component constituencies in the following manner and is reviewed by the Board in the light of evolving needs:

- five representatives from developing countries drawn from health and statistics constituencies, with a minimum of 2 representatives from low-income countries,,
- four representatives, one from each of United Nations Department of Economic and Social Affairs (UNDESA), UNICEF, WHO, and the World Bank,
- four representatives of bilateral donors (DANIDA, DfID, European Commission, USAID,
- two representative of Foundations and Funds (Bill and Melinda Gates Foundation, Global Fund to fight AIDS, TB and Malaria),
- three representatives of NGOs and technical agencies (Africa Population and Health Research Center, CDC, OECD/DAC).

1.5 Board Chair

The Board will select from among its members a Chairperson, who shall serve a term of two years, and is eligible for re-election once. The Chairperson will preside over the Board sessions. The Board chair is automatically a member of the Transition Executive Committee (see below).

The vice-chair is designated as the Board representative hosting the current meeting of the HMN Board.

2. HMN Transition Executive Committee

The HMN Transition Executive Committee (TEC) has been established by the Board, as a sub-group of its members, designed to facilitate decision-making during the start-up phase of HMN. The committee is time-limited for a period of one year. The committee is composed of the Bill and Melinda Gates Foundation, Thailand, UNICEF,

and USAID. The current Board Chair and the Secretariat are ex officio members of the committee.

3. HMN Secretariat

The HMN Secretariat is the administrative component of the Network the purpose of which is to support HMN partners in fulfilling the HMN goals and objectives. The HMN Secretariat facilitates activities of the Board, services, coordinates, manages and provides support to any committees it may establish, including the TAG, the IRC, and HMN task forces (see 4 below). The Secretariat manages technical, financial and administrative support to the country teams. The Secretariat is made up of an Executive Secretary and a 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 ongoing strategic and operational issues facing HMN, including progress and outcomes, promoting alignment with strategic objectives and values in a transparent manner;
- liaises with key health and non-health stakeholders (countries, agencies, donors) to generate commitment to health information systems from country governments and to ensure linkages and coordination between health and statistics constituencies;
- coordinates the activities of the TAG and HMN task forces 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;
- provides support to 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 the HMN work plan, based on approved priorities;
- prepares annual budgets for approval by the Board;
- prepares annual reports on HMN performance to the Board and interested parties;
- 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 the Board Chair to finalize meeting dates, locations and agendas; preparing all correspondence with Board members; drafting and publishing the reports of the meetings and teleconferences; working with constituencies to nominate new members; and providing human resource and financial support to developing country members;

- services the HMN Transition Executive Committee, TAG, IRC, committees, and taskforces, including managing all teleconferences and meetings; 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 provided by the World Health Organization in Geneva, and as such its operations and its staff are subject to WHO's Financial and Staff Regulations and Rules, Manual provisions and practices.

4. HMN Technical Advisory Group (TAG)

The Technical Advisory Group (TAG) is established by the Board to provide 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 health information system development – the HMN framework – 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 Task Forces to undertake specific technical activities;
- promotes the use of the consensus technical framework and assessment tool and the sharing of lessons learned;
- supports information-sharing and coordination of technical assistance among HMN partners.

The TAG submits its advice and recommendations to the Board through the Secretariat. HMN Task Forces submit advice and recommendations to the Board through the TAG and the Secretariat.

5. HMN Independent Review Committee (IRC)

The Independent Review Committee (IRC) is established by the Board specifically to advise on the selection of countries for HMN support. 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 recommendations of the IRC are transmitted to the HMN Board through the Secretariat.

6. Country Teams

Country teams are multistakeholder partnership mechanisms responsible for the development and implementation of country HIS plans and for monitoring and evaluation of progress. They are not necessarily new structures but will build to the extent possible on appropriate existing structures.

Country teams will establish an in-country mechanism for the submission of proposals to the HMN secretariat and will identify a recipient institution for channelling HMN financial support and for reporting on progress to the Board through the Secretariat.

Country proposals will be screened by the HMN Secretariat to ensure compliance with HMN requirements as described in the country proposal guidelines. The Secretariat will manage technical, financial and administrative support to the country teams.

7. Partner Forum

The Partner Forum is designed to permit the involvement of a broader range of stakeholders in the HMN initiative. Meetings of the Partner Forum will be limited to once every two years. In order to capture synergies and contain costs, options will be explored for linking meetings of the Partner Forum to other events. Maximum use made of other means for engaging partner inputs including electronic discussions groups.

HMN organigram

