
STRENGTHENING STBP GOVERNANCE

SUMMARY DOCUMENT

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EXECUTIVE SUMMARY

STBP's Coordinating Board, the Partnership's core decision-making body, currently faces two challenges:

1. The global health landscape has changed (and continues to change rapidly). In this context, the Board must ensure that it can continue to function, lead, mobilize adequate resources and deliver in an agile manner (this is partly determined by the Board's structure and membership).
2. STBP's membership has increased from approximately 120 members in 2001 to 800 members at present. At the same time, the number of members belonging to each constituency evolved. However, the Coordinating Board's governance structures and procedures have changed only slightly in the past decade.

This summary document provides information on a three-track package on strengthening governance that will be presented at the governance retreat of the Board on 29 January (full day) - 30 January 2012 (half day), in Bangkok.

The three Tracks are:

- Track 1: Optimizing Board Constituencies;
- Track 2: Improving Board Functioning; and
- Track 2: Enhancing Board Accountability.

This paper includes background on the aims, outputs and methods. Annex One includes sources, a list of interviewees, and a list of survey questions. Annex Two is the review of the Stop TB Partnership Manual of Procedures.

AIMS

The STBP Executive Committee in May 2011 requested the Secretariat to review the STBP Manual of Procedures. The Review, which was completed in September 2011 and was based, amongst other, on interviews of Coordinating Board members,¹ raised several governance issues. This three-track package on strengthening STBP governance addresses some of these issues.

The aims of this package are to generate initial ideas for the Board on how to:

- Improve *effectiveness* of the Coordinating Board (i.e. to achieve desired outcomes);
- Enhance *efficiency* of Board functioning (i.e. optimize the use of time and resources); and
- Increase *accountability* of the Coordinating Board as a whole and its individual members (i.e. ensure adequate representativeness and transparency of Board procedures).

Change is, however, not proposed for its own sake, but where it can “strengthen strategy, add value and improve results.”² The focus of this work is primarily on improving the Board’s structure and internal processes; an analysis of the *impact* of STBP is not covered by this study.

OUTPUTS

The three detailed tracks (i.e. papers) provided in this governance package are:

- (1) Optimizing Board Constituencies;
- (2) Improving Board Functioning; and
- (3) Enhancing Board Accountability.

Issues that will be addressed in these three papers include:

- Board membership and size of the Board;
- Roles and functions of STBP governance bodies;
- Accountability of individual members and the Board as a whole; and
- Permanent/rotating seats, term duration, selection procedures for members/ Chair.

METHOD

This work builds on **survey** responses on strengthening STBP governance (see Annex for questions) that were received from STBP Coordinating Board members in January 2011.³

Previous efforts to strengthen governance were taken into account, in particular work conducted by McKinsey&Company in 2008 and the Coordinating Board’s responses (Verbatim Report), as well as the Independent Evaluation Group’s (IEG) 2009 evaluation of the Partnership. The analysis also builds on the consultant’s previous work in 2011 on the **Review of STBP’s Manual of Procedures**, for which expert interviews were conducted with 10 Coordinating Board members, the Executive Secretary and Secretariat, and three organizations (RBM, UNITAID, GFATM) were used for benchmarking. Reference has been made to GFATM’s recent governance reforms, which focused on the structure, process and behavior of the Board. Literature on board structures supplements these empirical findings. The author has also tried to ensure compatibility with analysis that is being conducted on STBP Working Groups.

¹ For further information on the Review, see below on Method.

² O’Leary, Innovation in the Boardroom.

³ As this package was submitted prior to the deadline of the survey, more detailed findings from the survey, including the survey response rate, will be made available in Bangkok.