

PMNCH Executive Committee Meeting

Virtual meeting: 24 February 2021, 15:00 to 17:00 CET (120 min)

Document Title: EC-02-2021; 03a, Implementing Governance Reform

Summary: The PMNCH Governance Reform process was described in the PMNCH Board paper ['Harnessing the Power of Partnership in a Digital Era' paper](#) , presented and approved by the PMNCH Board on 15th December 2020.

This status report provides a high-level summary of the key deliverables that have been achieved to date, within this process. It also presents key areas of work and deliverables that will be achieved by June 2021.

Actions Required: For information and guidance on the overall status and way forward regarding governance reform process

Implementing Governance Reform

1. Purpose

The purpose of this status report is to provide an overview of the work that has been done to date¹ in implementing the PMNCH Governance Reform process. The paper also sets out immediate next steps related to the Governance Reform process, presents the work on strengthening partner engagement and incorporates key Governance related dates. This paper is divided into the following three sections

- Governance structure transition
- Strengthening constituency and partner engagement
- Governance meetings and events

2. Governance Structure Transition

Status update

[The Governance Reform Transition process](#) was developed to summarize the three phased transition process, to implement the PMNCH Governance Reform, as approved by the Board in December 2020. The paper was approved by the Executive Committee on the 31 January 2021, key objectives and dates are summarized below. Please see Annex 1 for a full detailed overview of milestones including the current status on each. The Governance Reform process is multi-faceted, it has therefore been divided into the following three key phases:

- **Phase 1 goal:** Constituency leadership and Executive Committee composition, to be achieved by 28th February 2021;
- **Phase 2 goal:** Standing Committees and Working Group leadership and membership, to be achieved by 15th April 2021;
- **Phase 3 goal:** PMNCH Board membership, to be achieved by Board meeting in May 2021.
- **Revision of the Board/Governance Manual** by end of June 2021

Extensive efforts have been invested in providing support to PMNCH members by developing a participatory and inclusive approach. Attempts have therefore been made to ensure all parties are informed, and able to deliver effectively on the transition process.

The following has been achieved under Phase 1

- ✓ The GNC leadership and the PMNCH Executive Director have held extensive consultations with constituency chairs and GNC constituency representatives as well as all 10 Constituency leadership groups ahead and during Phase 1.
- ✓ The GNC Vice Chair prepared a video tutorial outlining key aspects of Phase 1. In addition, a live Q&A webinar was organized and chaired by the GNC Chair on the 8 February 2021. This webinar provided a unique opportunity for all members to ask questions to the GNC leadership, and the PMNCH Executive Director. The [video tutorial](#), webinar recording, and slides have been uploaded on the PMNCH website for all PMNCH partners to consult.
- ✓ The PMNCH website has been [updated](#) to include a section on the Governance Reform process and a repository for all related documents. The home page also includes a section highlighting the governance reform process, under the section "What's new?"

¹ This paper reports from the last Executive Committee meeting on 24th November 2020 to 24th February 2021

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- ✓ The GNC leadership and the PMNCH Executive Director have continued to hold consultations with the current Constituency leadership of all 10 PMNCH Constituencies to answer any questions and provide clarifications as needed.
- ✓ The Secretariat has furthermore supported the constituency chairs to hold meetings where the constituency leadership have reviewed the nominations and finalized their submission to the GNC on 10-11 February.
- ✓ Summary of all nominations have been forwarded to the GNC on 12 February.

During the EC meeting, the GNC Chair will present the nominations received.

The following has been achieved under Phase 2

- ✓ A process is currently underway to develop Terms of Reference for the Standing Committees and Working Groups. These will be approved by the Governance and Nominations Committee and sent electronically to the EC for its approval (early March).
- ✓ Following EC approval, a call for interest for leadership and membership of the Standing Committee and Working Groups will be sent out to PMNCH members via e-blast and social media platforms.
- ✓ A tutorial and webinar will be developed and organized ahead of the Phase 2 Call for Nominations to communicate information broadly about the Phase 2 process.

Work conducted in Good Governance

- ✓ In addition to implementing the Governance transition, extensive work has also taken place to move the Good Governance work forwards. To this end, an Ad-Hoc Working Group under the GNC has been established to guide this work. A Request for Proposal to identify a consultant to lead this work was issued in December 2020. Bids are currently being reviewed, with an anticipated start date of April 2021.

3. Strengthening Constituency Engagement

The PMNCH Constituency Engagement strategy will be anchored in the PMNCH Results Framework, providing a basis for measurement of progress against the PMNCH 2021 – 2025 Strategy. The Results Framework will guide constituencies in developing Key Performance Indicators (KPIs). PMNCH's new digital platform will enable the production of constituency-related metrics to measure progress against this strategy, as well as offering new opportunities for partner engagement.

- ✓ The PMNCH Results Framework has been developed and is awaiting approval by the Executive Committee (i.e., 24 February EC meeting).
- ✓ Through a consultative approach with PMNCH's 10 constituencies, agreed definitions, frameworks and principles are being developed to underpin the constituency engagement strategy. Consultations will take place the end of February, with the aim of rolling out the constituency engagement strategy in Q2.
- ✓ These include:
 - Dual value propositions (DVP): This framework specifies the value-add of constituency membership, i.e., Partner organizations gain value from participating in PMNCH constituency groups, and PMNCH derives value from its members through these constituencies. This two-way value proposition will be defined for each constituency and it will underpin the relationship between each constituency and the wider membership.
 - The dual value proposition will promote alignment between partners, fostering more results together than any one organization or constituency can do alone.

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- Standard operating procedures (SOPs): Clear policies to increase efficient engagement by PMNCH member-organizations in their constituency will be laid out. Some examples of SOPs include frequency of leadership group vs. full constituency meetings, agenda setting and quorum. These will serve to ensure that the full potential of skills, knowledge and expertise is leveraged across the organization.
- Communities of Practice (CoPs): As described in “Harnessing the Power of Partnership” paper, PMNCH will support constituencies by fostering digital CoP platforms to drive partner engagement, inclusion and participation. CoPs will improve information-sharing, communication and joint planning among partners within and across countries/regions to enable more effective advocacy. The creation of CoPs will be dynamic and will be designed in response to the needs of members **within and across constituencies and working groups**. They can therefore be specific to one constituency; however, they can also be created across the platform promoting cross constituency dialogue.
- Please see endnote on page 7 for an explanation on the process of creating Communities of Practice¹.

4. Calendar of Governance Meetings and Events

A 2021 calendar of events of key dates for PMNCH governance meetings (Board, EC, committees, working groups, etc.) is currently being developed. This will enable pre-planning by members, as well as ensuring timely linkages between the different leadership platforms. The following key dates are currently proposed:

- ✓ Governance and Nominations Committee meeting 22 April (time TBC)
- ✓ Executive Committee meeting 5 May (time TBC)
- ✓ Lives in the Balance eSummit on Monday 17 May and Tuesday 18 May 2021 at 14:00 to 17:00 CET
- ✓ 27th PMNCH Board meeting: Wednesday 19 May and Thursday 20 May 2021 at 12:00 to 15:00 CET
- ✓ 28th PMNCH Board meeting: Monday 6 December 2021 (time TBC)

ⁱ A series of CoP Strategy consultations are scheduled to take place between Q1-Q2. Based on inputs from the consultations, an initial set of pilot CoPs (e.g., up to three, diverse groups) will be supported to launch in the 'Partner Zone'. The PMNCH Secretariat will solicit member-interest in the CoPs through existing PMNCH and partner communication channels (discussion boards, newsgroups, listservs, and social media). The PMNCH Secretariat will provide technical support for their digitally focused operation and promote participation to keep engagement strong, e.g., by sharing relevant and targeted information, gathering feedback, and acting on member-provided ideas, leveraging online tools and innovative platforms. A flexible and pragmatic approach of "test and refine" will be adopted. This will allow a balance between innovative thinking and course correction as and when needed