



Women's,
Children's and
Adolescents'
Health

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Executive Memo

Overview and objectives: 28th PMNCH Board Meeting

Tues. 07 December 2021, 12.00 – 14.00 CET and Wed. 08 December 2021, 12.00 – 14.30 CET

Document Title: PMNCH-B28-2021-1c, Executive Memo

Introduction

This Executive Memo provides an overview of the objectives as well as the issues to be discussed at PMNCH's Board Meeting, to be held by virtually over a two-day period on 07 December 2021 (12:00 – 14:30 CET) and 08 December 2021 (12:00 – 14:30).

DAY 1 – “WHAT” are our strategic priorities in 2022 and beyond?

1. Approve the Executive Committee's report to the Board, reflecting on PMNCH's achievements and lessons learned in 2021, and thus setting the scene for Board discussions.
2. Agree on the main strategic issues, needs and opportunities that will determine the PMNCH advocacy priorities for 2022 and beyond, which have been identified through extensive member consultations and building on the decisions and guidance provided by the Board at its July 2021 meeting.

DAY 2 – “HOW” will we deliver these priorities?

3. Approve PMNCH's 2021–2025 Results Framework, which will serve as the main organizing and monitoring mechanism for delivering on our advocacy goals.
4. Agree on key approaches for pursuing these priorities, through the three agreed PMNCH functions of: (i) knowledge synthesis; (ii) partner engagement; and (iii) campaigns and outreach.

Interaction between the Board and the Executive Committee

As PMNCH's governance reform process of 2020-2021 draws to a close, this is also an opportunity to remind all Board members of the Board's Terms of Reference, and its relationship with the Executive Committee.

- The Board is the overarching governing body of PMNCH, representing all partners through its 10 constituency groups. It is responsible for setting the strategic direction of PMNCH, championing the goals of PMNCH, and overseeing the work of the Executive Committee.
- The Executive Committee is responsible for the day-to-day oversight of the PMNCH workplan, budget, and secretariat.
- Board agendas are developed by the Executive Committee with inputs from PMNCH standing committees.





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- Board members represent their organizations at a head of organization/department level, including ministers from partner governments. Executive Committee members may be at the same level, or senior official level.

Annex 1 to this Executive Memo provides a summary of Board and Executive Committee Terms of Reference, as background information.

All Board documents are to be found on [PMNCH's website](http://www.pmnch.org).

12:00 – 14:30 CET, Tue, 7 Dec 2021: 28th PMNCH Board Meeting

1. Agenda Item 1: Introduction to the 28th PMNCH Board Meeting

Opening remarks

Rt. Hon. Helen Clark, PMNCH Board Chair, will open the meeting, welcoming those attending, particularly new members that have joined the Board since it met last time in July 2021.

It will also be noted that the current co-Chairs of PMNCH's three standing committees¹ and two working groups² have been invited as guests to the Board, with speaking rights for Items 3 and 7 of the Board Agenda.

During this session, members will be:

- requested to review and approve the draft Agenda for the meeting, as well as confirm whether any member has any potential conflicts of interest to declare;
- requested to approve the livestreaming of future Board meetings to promote transparency and accountability, as well as the posting of the recorded link from this meeting;
- asked to confirm their approval of the Decisions/Guidance document from Board meeting 07 Jul 2021 (decision points were presented to the Board at the July 2021 meeting itself and shared electronically with the Board members after the meeting).

Document(s) for the meeting

- PMNCH-B28-2021-1a, Draft Board Agenda 07-08 Dec 2021
- PMNCH-B28-2021-1b, List of participants
- PMNCH-B28-2021-1c, Executive Memo
- PMNCH-B28-2021-1d, Decisions/guidance, Board meeting Jul 21

Decision(s)

- Approval of the Board meeting Agenda
- Approval of livestreaming of future Board meetings and posting of recorded link from this meeting
- Approval of Decisions/Guidance document from Board meeting 07 Jul 2021

¹ Strategic Advocacy Committee, Partner Engagement in Countries Committee and Governance and Ethics Committee.

² Knowledge and Evidence Working Group and Accountability Working Group.



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2. Agenda Item 2 – Executive Committee Report

The year 2021 was the first full year of implementing PMNCH's new [2021 to 2025 Strategy](#), building on the successful work undertaken in the previous [2018 to 2020 Business Plan](#) and [2016 to 2020 Strategic Plan](#). In 2021, PMNCH began to implement its updated and partnership-centric Theory of Change, supporting and strengthening members' existing capacities to advocate to governments as well as regional and global bodies to make new policy, financing and/or service-related commitments to prioritize women's, children's and adolescents' health and well-being. In 2021, this was undertaken in the context of [PMNCH's Call to Action on COVID-19](#) in response to the ongoing challenges associated with the pandemic.

Darren Welch, Vice Chair of the Board and the Chair of the Executive Committee, will report to the Board on the following operational aspects of PMNCH's work in 2021:

1. **Completion of PMNCH's governance reform.** Following the launch of the new PMNCH 2021 to 2025 Strategy, PMNCH embarked on a year-long process of reshaping its governance structure to ensure that it was fit for purpose and able to deliver on a partnership-centric way of working. These reforms have now been delivered, building on lessons learned along the way. The process witnessed considerable interest from members to take part in these new structures. Standing committees and working groups are now in place; they have led the recent work on updating PMNCH's Results Framework and will now shape PMNCH's annual workplans going forward under the guidance of the Executive Committee.
2. **Achieving our ambitions and learning lessons in 2021.** The Chair of the Executive Committee will also present an overview of the main workstreams, achievements and lessons learned in 2021 in delivering PMNCH's 2021 workplan. These efforts have resulted in some very important and exciting [commitments from national governments](#), which have been highlighted by the leaders of those countries and are [being followed up by PMNCH members and partners](#).
3. **Looking forward to 2022 and beyond.** Day 2 of the Board meeting will see the presentation of the updated PMNCH Results Framework for the strategic period 2021 to 2025. Following approval of the Results Framework, the Executive Committee will oversee the development of the 2022 workplan, agreeing key outputs to deliver on the Results Framework.
4. **Funding the PMNCH workplans.** It is proposed that PMNCH's annual budgets remain at US\$ 10 million per year for its Essential level of activities and up to US\$ 15 million for its Comprehensive level of activities. It will be proposed to begin with that this budget level is equally apportioned to PMNCH's three main function areas: Knowledge Synthesis, Partner Engagement and Campaigns and Outreach (i.e., around US\$ 3.3m or US\$ 5m per area in the Essential and Comprehensive budgets respectively), to deliver activities through PMNCH Secretariat staff, external experts, grants, any travel and/or similar expenditures. Detailed work planning processes will be undertaken in 2022. Having secured around US\$ 8 million out of its planned US\$ 10 million for its work in 2021, PMNCH is continuing with intensive efforts to secure the needed resources for 2022 and beyond.



Document(s)

- PMNCH-B28-2021-2a, Pre-Board webinar video recording
- PMNCH-B28-2021-2b, 2021 Progress Report: "Traffic lights"
- PMNCH-B28-2021-2c, Results Framework and workplan structure

Decision(s)

- Approval of the Executive Committee's 2021 PMNCH progress report. *(Board members are requested to note that the Results Framework will be discussed in more detail during Day 2 of the Board Meeting.)*
- Approval of the proposed workplan structure and broad breakdown of budget for 2022. *(Specific workplan deliverables will be considered by the Executive Committee at its next meeting, in early 2022.)*

3. Item 3: WHAT are our strategic advocacy priorities for 2022 and beyond?

This item will be introduced by Rajesh Bhushan, Board Vice Chair, who will speak also on behalf of the Partner Engagement in Countries Committee (PECC). This will be followed by a short presentation on strategic priorities from Ann Starrs, Co-Chair, Strategic Advocacy Committee (SAC).

Building on the very successful 24-month [PMNCH COVID-19 Call to Action Campaign](#), initiated in July 2020, the Board will be given an opportunity to discuss any new emerging strategic priorities that PMNCH may wish to engage on in 2022 and beyond, within the context of its [2021 to 2025 Strategy](#). The SAC will summarize priorities emerging from recent consultations³ as well as guidance provided by the Board at its July 2021 meeting. A plenary session will enable members to share their views on the intervention from the SAC and the comments from the PECC.

Document(s)

- PMNCH-B28-2021-3a, Strategy 2021-2025
- PMNCH-B28-2021-3b PMNCH Call to Action on COVID-19

Decision(s)

- PMNCH strategic priorities for 2022 and beyond.

³ Members have had an opportunity to raise any new strategic topics through constituency consultations, work of the standing committees and workings group, as well as a recent on-line survey of PMNCH members.



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4. Item 4: Take-aways from Day 1 and looking ahead to Day 2

Rt Hon. Helen Clark, Board Chair, will provide observations of her main 'take-aways' from Day 1 and review the Day 2 Agenda.

12:00 – 14:30, Wed, 8 Dec 2021: 28th PMNCH Board Meeting

5. Item 5: Recap of Day 1 and setting the scene for Day 2

Day 2 will begin with a recap of agreements and deliberations on Day 1, setting the scene for discussions on Day 2.

6. Item 6: PMNCH 2021 to 2025 Results Framework and workplan structure

During September to November 2021, an ad hoc Results Framework Working Group (RFWG), set up and overseen by the Executive Committee, has led a consultative process to update the initial PMNCH Results Framework that was included in the [PMNCH's 2021 to 2025 Strategy](#). This work has included finetuning PMNCH's Theory of Change and proposing relevant milestones and indicators.

The updated Results Framework is presented here for Board's approval by PMNCH Board member Mike Mbizvo (ART), a member of the Results Framework Working Group, together with Peter Colenso, the Results Framework Working Group facilitator. This includes a proposal on the structure for PMNCH annual workplans, starting from the 2022 workplan.

A brief plenary discussion will follow, moderated by the Rt Hon. Helen Clark, PMNCH Board Chair.

Document(s)

- PMNCH 2021-2025 Results Framework and Workplan Structure

Decision(s)

- Approval of PMNCH's 2021-2025 Results Framework and Workplan structure



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7. Item 7: HOW will we approach our strategic priorities and translate the PMNCH Results Framework into action?

Following the Day 1 discussion on advocacy priorities, the Board will discuss how these priorities will be approached through 2022 “flagship” outputs undertaken through the three main functions of PMNCH: Knowledge Synthesis, Partner Engagement, and Campaigns & Outreach. Together, these partner-led outputs seek to contribute to the enhanced capacity of PMNCH members to mobilize national, regional and global commitments to women's, children's and adolescents' health, as envisaged by the Results Framework.

Darren Welch, Board Vice Chair and Executive Committee Chair, will introduce this item. He will invite Board members to break into three groups for a strategic discussion of these functions and proposed flagship outputs. Helga Fogstad, PMNCH Executive Director, will provide some reflections to this agenda item and detailed instructions for the break-outs. These groups are:

- Group 1: Global Investment Framework (function: Knowledge Synthesis)
- Group 2: Partners' Forum and Digital Advocacy Hubs (function: Partner Engagement)
- Group 3: Global Leaders Network (function: Campaigns & Outreach)

Following the breakout groups, Board members will have an opportunity to discuss the emerging findings in plenary. Board guidance from this session will inform PMNCH's standing committees and working groups as they produce a draft of the PMNCH 2022 Workplan for Executive Committee approval in February 2022.

Document(s)

- PMNCH-B28-2021-7a, Global Investment Case (Knowledge Synthesis)
- PMNCH-B28-2021-7b, 2023 Partners' Forum (Partner Engagement)
- PMNCH-B28-2021-7c, Digital Advocacy Hubs (Partner Engagement)
- PMNCH-B28-2021-7d, Global Leaders Network (Campaigns & Outreach)

Decision(s)

- Agree on the proposed flagship deliverables in 2022 and beyond.

8. Item 8: Summary of 'take aways' and closing remarks

In closing the Board meeting, Rt. Hon Helen Clark, Board Chair, will provide a summary of the decisions and 'take aways' from the two days.

Full Decisions and Note for the Record will be shared after the Board meeting for detailed review and comments



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Annex 1: Board and Executive Committee – Roles and Responsibilities

ROLES AND RESPONSIBILITIES	
Executive Committee	Board
<p>The primary role of the EC is to oversee operations in line with the strategic directions set by the Board and ensure PMNCH realizes its mission. The EC oversees the work of three standing committees: (1) Governance and Ethics (GEC); (2) Strategic Advocacy (SAC); and (3) Partner Engagement in Countries (PECC).</p> <p>Responsibilities of the EC:</p> <ul style="list-style-type: none"> • Implements strategic decisions made by the Board and oversee the successful operationalization of PMNCH's Strategy. • Ensures that the budget and financial goals are realistic, and that outcome indicators and performance targets are in place and monitors their progress. • Identifies Board meeting topics / questions and develops Board meeting agendas accordingly. • Reviews the annual progress and financial reports and submits these to the Board for final approval. • Oversees the work of three Standing Committees: GEC, SAC and PECC, each with its own Terms of Reference, inclusive of adolescent/youth co-chairs and diverse leadership and partner representation. • Secures adequate funding (resource mobilization) and ensures safeguards to monitor the effective use of funds for the operation of PMNCH. • Makes recommendations to the host organization on the appointment and performance review of the Executive Director, after consultations with the Board. • Ensures effectiveness of the Board by approving qualified and committed Board members (recommended by the GEC and respective constituencies); educates Board members to serve effectively and engages in regular assessments and Board development. 	<p>The primary role of the Board is to provide strategic oversight and to oversee responsibilities as delegated to the Executive Committee.</p> <p>Responsibilities of the Board:</p> <ul style="list-style-type: none"> • Provide strategic direction on WCAH for PMNCH. • Reviews reports from EC on implementation of the 2021-2025 Strategy, and provides guidance, setting the overall strategic direction. • Represents PMNCH at the most senior level to help deliver the objectives of PMNCH by acting as a council of high-level executive champions for PMNCH, and WCAH issues more broadly, advocating on specific issues in line with the PMNCH Strategy and PMNCH Calls for Action. • Brings and keeps the Partnership together, developing a unifying culture and ensuring that all Constituencies are engaged and have the opportunity to contribute to the delivery of PMNCH's Strategy.