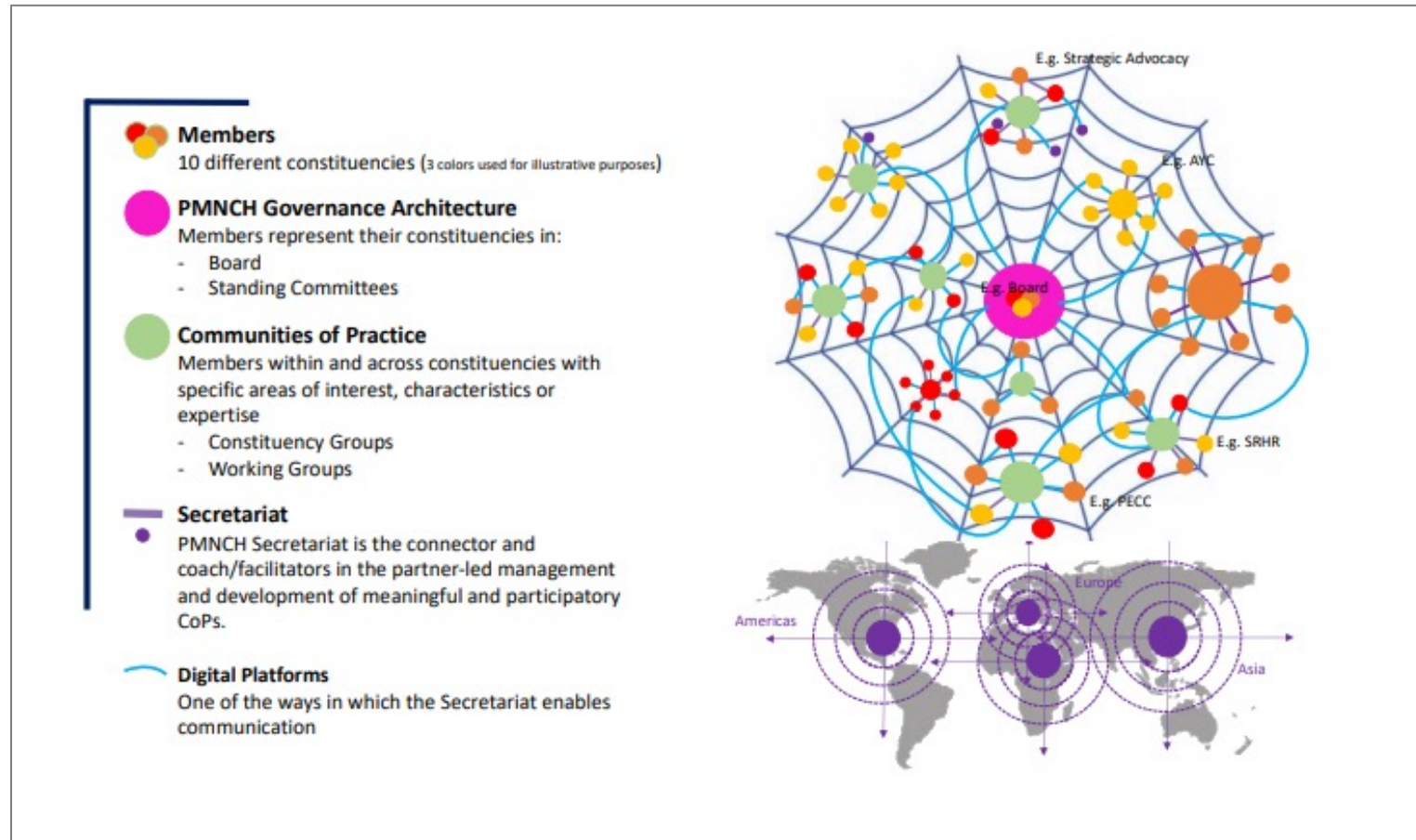


Continuously strengthening PMNCH Secretariat's management approaches

Helga Fogstad
Executive Director

26 July 2023



Background - four key inputs

2

1. **PMNCH External Evaluation** and the subsequent '**Harnessing the Power of Partnership in a Digital Era**' paper (2020). External Evaluation stated: PMNCH '*should be more Partner-led and partnership-centric, with the Secretariat playing more of a facilitating and supporting role. Operations should be streamlined and digitalized*'. In response and as part of the Governance Reform, several global partnerships were reviewed, looking closely at alternative Secretariat models, including fit-for-purpose, virtual and digital models. Teleworking during COVID, as well as WHO's ongoing HR reform have been important influences as well.
2. **Good Management (2021/2023)**: Work on 'Good Management' was instigated by a PMNCH Board decision, calling for a review on DEI to continue ensuring consistently high standards. In addition, it explored ways of increasing collaboration, work clarity, work balance and ways to safeguard against any power imbalances, unconscious biases, and discrimination.
3. **Light Touch Assessment (2022/2023)**: This work focused on assessing the implementation of the Governance Reform and identifying areas for course correction as it relates to governance/management structure and efficiencies, incl. Reducing heavy workload.
4. **PMNCH Secretariat Staff Retreats (2022/2023)**: Two Secretariat Retreats took place on 14-16 Dec.2022 and follow up on 30 June 2023. Rich and constructive discussions took place, focusing on ways of strengthening core values, increasing efficiencies and improving work balance in PMNCH Secretariat.

The findings from these individual processes have been consolidated to derive at a Secretariat that is fit for purpose to PMNCH governance and operations, and the purpose of the presentation today is to **share the recommendations** from these important processes to the PMNCH Executive Committee for their information and endorsement.

Work on staff management and wellbeing



- **Policy on teleworking** outside the duty station has continued beyond COVID-19, enabling staff to work from their home country on approved occasions, with an increased return to the office
- **Support to staff made available** (e.g., training & webinars on mental health and stress management, WHO staff psychologist, staff counsellor, etc.)
- Established weekly all **staff meetings, bimonthly Happy Hours and virtual/in person After Work get togethers**
- **Staffing level increased** by **28%** in 2022 compared to 2020, with a relatively constant staffing level in 2023, ca 25 staff.
- **Prioritization exercise of workplan** with committees/working groups intensified – as well as Action Plan with more and more Partner leads assigned – however GFA structures proved to be many as LTA review showed.
- PMNCH continues to provide opportunities for **young people**. Currently approx **31%** < 30yrs.
- Revisions of **Organigram** as a result of the LTA Gov in order to make the Sec fit for purpose. Instead of 5 teams, will consolidate into 3, with **career structure** being updated in 2023 and into 2024/25 biennium.
- **Digital connectivity and operations** continues in 2023 through establishment of partner and staff activity database, staff calendar and WhatsApp group to increase effective working arrangements across teams and work areas

Overall assessment of PMNCH Management - MIND

4

Results from multiple processes were **overwhelmingly positive**:



Source: Good Management study:

- **Participation in survey** = 75% of all staff at the Secretariat, very high response rate
- **Results:** Overall results of the 50 variables = **Extremely Positive**; 0=**red**, 9=**yellow**, 41= **green**
- Of the 50 variables, 21 had international benchmarks. PMNCH Secretariat has more positive scores for 18 of the 21 variables, as well as more positive distribution than the international benchmark database.
- However, important to look at outliers – and continue to strive to learn, maintain strengths as well as improve and do better by moving from **Yellow areas** to **Green** where possible



Good Management – Summary (O = organisational level, I = Individual level)

Model Block	Strengths	Areas to develop	Areas of concern	Preliminary Recommendations
Resources	<u>High levels of:</u> - Strategic Alignment (I) - Vertical Trust (I) - Ethical and Value Based Leadership (I) - Resilience and Self-Efficacy (I) - Personal Initiative and Communication Skills (I)	- Strengths and Values (I) - Role Clarity (I) - Org. Comms (O) - Learning Opportunities (I) - Personal Initiative (I) - Optimism, (I)	N/A	- Maintain ongoing effort in 'green' areas. - Increase role clarity by identifying person responsible to lead on specific tasks thereby enabling a more streamlined way of working - Promote increased learning opportunities and mentorship through Team Leads - Foster more effective organizational communications by encouraging more dialogue between teams in cases where multiple teams are working on same project.
Demands	<u>Low levels of:</u> - Interpersonal Conflict (I) - Meetings Overload (I) - Red Tape (O) - Role Conflict	- Workload (I) - Meetings Overload (I)	N/A	- Increase prioritization to enable Secretariat staff to better navigate workload volume - Decrease workload through increased prioritization of tasks, and by setting more realistic deadlines against these tasks. These measures would remove the feeling of 'needing to be everywhere at the same time'
Process & Context	- Team Spirit (O) - Coordination (O) - Team Effectiveness (O) - Value Congruence (I) - Supportive and Encouraging OC (O)	- Psychological Safety (O) - Safe Space Framework (O) - Discrimination	N/A	- Maintain ongoing effort in 'green' areas. - Further develop safe space frameworks, which will ensure that staff are empowered and protected to interact safely with each other, and are aware of processes to raise concerns, if any develop - Consider developing workshops and training actions to communicate and operationalize PMNCH value charter.
Results	- Engagement (I) - Org. Commitment (I) - Satisfaction (I) - Meaningful Work (I) - Turnover (I)	Risk of fatigue / exhaustion	N/A	- Maintain ongoing effort in 'green' areas. - Continue to build on staff members sense of engagement, organizational commitment and job satisfaction by creating safe spaces allowing staff to negotiate difficult conversations. - Continue to ensure that measures are in place to monitor workload, effective prioritization and realistic deadlines. All of these efforts will collectively contribute to staff members' wellbeing.

Overall assessment of PMNCH Management - LTA

Source: Light Touch Assessment – Overall findings and conclusion:

- Partners involved in PMNCH governance feel **well-supported** by Secretariat staff, for whom there is **wide praise**.
- However, there is a large number of temporary governance structures, and the requirements to support these structures, creates two problems: (a) inefficiency (including lack of coherence across structures), and (b) an unsustainable workload for the Secretariat.

There is therefore a need to reduce the number of governance structures and/or meetings, and ideally the intensive nature of Secretariat support, without compromising partner engagement and partnership productivity.

There is also a need to continue to strive for:

- better clarity on roles and responsibilities across management and governance structures, encouraging partners to take on more tasks
- healthy and sustainable work balance at the Secretariat (e.g., workload issues), as well as for our partners



Overall assessment of PMNCH Management - retreats ⁷

Source: PMNCH Staff Retreats:

Action points and next steps for strengthening ways of working identified at two staff retreats included:

- **Re-establishing principles for prioritization** through a tiered approach to manage strategically and proactively prioritize work, manage expectations and reduce heavy and intense workload
- **Setting direction** to increase partner centricity and greater governance efficiencies / outputs
- **Updating induction package for new PMNCH joiners** to enable capacity building of both partners and staff
- **Prioritizing of staff well-being** by increasing staffing levels, establishing 'no meeting' times (6 hours per week) allowing staff members to catch up on tasks, clarity on team and individual roles/responsibilities as well as measures put in by WHO due to COVID (teleworking, etc.,).
- **Ensuring that accountability mechanisms are firmly embedded** by having a follow up Staff Retreat in December 2023, allowing for self-assessment against action points from June 2023 Staff Retreat



Recommendations: Adopting a fit for purpose Secretariat that increasing efficiencies, role clarity, core values and accountability frameworks

	Recommendation	Responsibility	Timeline
	Maintain values of integrity, professionalism and respect for diversity		
1	Adhere to WHO mandatory procedures and training related to DEI, etc., (list of mandatory trainings may be provided upon request)	Secretariat GEC	Q4 2023
2	Make known to all staff the PMNCH specific DEI policy, value charter and code of ethics (ref. PMNCH Governance Manual).	Secretariat	As part of induction
	Strengthen partner engagement and partnership productivity, while reducing the intensive nature of Secretariat support to partners and workload		
3	Enable partners to lead on workplan delivery and invite their own colleagues to support them	Gov structures	Ongoing
4	Replace full scripts for committee chairs with short bullet points, and long NfR with only decision points	Secretariat	Ongoing
5	Reduce length/frequency of meetings by conducting joint meetings or electronic decisions, as well as increase use of digital mechanisms to enhance information sharing and partner engagement	Secretariat	Ongoing
6	Consider updating the support and management approaches to constituency interactions, with a view to further enable constituencies to lead on workplan delivery, increase partner engagement and reduce Secretariat workload	Secretariat	Ongoing



Recommendations: Adopting a fit for purpose Secretariat that increasing efficiencies, role clarity, core values and accountability frameworks

	Recommendation	Responsibility	Timeline
	Improve prioritization of work, efficiencies and clarity of roles/responsibilities, as well as work/life balance and job satisfaction		
7	Establish principles for prioritization (following PMNCH added value strategic principles) to manage priority work, manage expectations and reduce workload	EC, Standing Committees/WG Secretariat	Ongoing
8	Develop workplan with clear roles and responsibilities in ePMDS as well as on PMNCH website and streamline organogram to reduce silos, improve cross team/function collaboration	Secretariat with WHO HR	Update every 6 months
9	Maintain increased staffing levels (ca 25) dependent on funding level, digital connectivity and operations, as well as teleworking policy. Increased fixed term and reduce STPs in line with resent WHO HR policy	Sec with WHO	Ongoing
10	Develop and implement Staff Development Plan, which includes plan for improving work mechanisms, communication, staff development and wellbeing activities	Sec with WHO HRD	Ongoing
	Monitor strengths, efficiencies and wellbeing		
11	Hold staff retreats every 6 month to discuss progress and agree on course correction	Secretariat	Q4 2023
12	Conduct MIND assessment every 2.5 years to monitor Good Management against international benchmarks and ourselves	Secretariat	Every 2.5 years

