PMNCH Governance:

Keeping PMNCH Governance fit-for-purpose

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Chair, PMNCH Governance and Ethics Committee

26 July 2023
Introduction and context

• In early 2020, an external evaluation of PMNCH’s work in 2014 to 2019 was published, with key governance recommendations suggesting a need to make more nimble, streamline and more clear roles and responsibilities of different governing bodies.

• Consequently, in 2020/21 PMNCH delivered a major Governance Reform process, streamlining and updating the governance structures in support of delivering the PMNCH Strategy 2021-2025

• PMNCH Board and Executive Committee tasked the Governance and Ethics Committee (GEC) with overseeing two important follow-up governance strengthening pieces of work:
  
  o Light Touch Assessment of the Governance Structure – undertake an assessment of whether the objectives of the governance reform have been met and identify any areas of potential improvements

  o Assess and ensure PMNCH continues to reflect best governance and management practices – Reflecting Board’s aspirations that PMNCH should set an example in governance and management practices, assess and consider ways in which PMNCH can continue to ensure it provides a richly diverse, inclusive and collaborative partner facilitation platform, free of any power imbalances, unconscious biases and / or discrimination of any kind
Purpose

- GEC has closely overseen the delivery of these two pieces of work, drawing on inputs from
  - independent consultants (LTA consultants and MIND consultants)
  - members of PMNCH’s Governing bodies (e.g., Constituency chairs; leaders under 30, Chairs & Co-Chairs of Standing Committees & Working Groups, etc.)
  - PMNCH Secretariat

- Purpose of today’s presentation is to reflect on the findings that have emerged from all this work and present GEC’s overarching recommendations

- The Executive Committee is asked to review and approve these recommendations, for the GEC to oversee their implementation
Summary of findings

• Governance structures as put in place by the reform process are overall working well
• Effective leadership is critical to PMNCH’s success and should be a priority investment going forward
• Number of governance structures (especially the temporary structures associated with the GFA) has led to inefficiencies and unsustainable workload for the Secretariat
• Joint governance structure meetings and potentially mergers will lead to fewer and more streamlined governance operations
• PMNCH’s Governance Manual should be updated regularly to reflect best practices in terms of diversity, equity and inclusion policies (DEI), safeguarding of partners and staff, reflecting core values, codes of conduct
• Partner capacity building will lead to greater operational efficiency and partner engagement
• Regular reviews (e.g., evaluation of DEI at Board meetings, Good Governance and Management etc.,) every 2.5 years.
PMNCH Governance structures (Dec 2022)

As at December 2022, there were over 50 permanent and temporary governance structures (Board, Committees, Working Groups, Task Teams).

- **Board** (up to 25 Board meeting participants)
- **Executive Committee**
  - Results Framework TT
  - Resource Mobilization TT

- **Strategic Advocacy Committee**
  - Global Leaders Network TT with 10 GLN teams
  - G7/G20 TT
  - Global Forum for Adolescents – Global Coordinating Committee,
  - GFA Digital Experience AG, with following TT: a) virtual platform, b) chatbot, c) certificates and awards, d) DAH
  - Partnership & Comms AG, with following TT: a) Political Advocacy & Commitment, b) Communications; c) Partner Engagement;
  - Programme AG, with following TTS: a) curtain raiser, b) Innovation Marketplace, c) Africa Media Summit, d) Parliamentarian Assembly, e) Ministerial conclave

- **Partner Engagement in Countries**
  - Commitment TT
  - Parliamentary Engagement TT
  - Ministerial dialogues 30 MOH TT
  - African Regional Strategy TT
  - LAC Regional Strategy TT

- **Knowledge & Evidence Working Group**
  - Econ & Fin Workstream (3 product TTs)
  - MNCH workstream (2 product TTs)
  - SRHR workstream (1 product TT)
  - AHWB Initiative (AWB Steering Group, Working Group, Reference Group, 14 AWB papers, MAYE WG)
  - Cross cutting products (e.g. Climate Change)

- **Accountability Working Group**
  - Global Strategy Progress Report TT
  - Accountability Compendium
  - MAYE Accountability report

- **Governance & Ethics Committee**
  - LTA + GG/GM Working Group
  - DAH Workstream
  - MAYE WG

- **Knowledge & Evidence Working Group**
  - Econ & Fin Workstream (3 product TTs)
  - MNCH workstream (2 product TTs)
  - SRHR workstream (1 product TT)
  - AHWB Initiative (AWB Steering Group, Working Group, Reference Group, 14 AWB papers, MAYE WG)
  - Cross cutting products (e.g. Climate Change)

** Constituencies **
- ART
- AY - Task teams
- DF
- GFM
- HCPA 3 Task teams
- IGO
- NGO
- PG
- PMNCH Governance structures (Dec 2022)
## Recommendations: Efficient governance (1)

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Responsibility</th>
<th>Timeline</th>
</tr>
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</table>
| **Target 1:** Reduction from 50 to 30 temporary governance structures  
**Target 2:** Reduction from 240 to 140 meetings annually | GEC and GCC Secretariat | Q4 2023 |
| 1 Global Forum for Adolescents structures to be folded into existing structures and review recommend reduction of temporary structures on a regular basis | GEC and GCC Secretariat | Q4 2023 |
| 2 Record and review number of governance meetings, noting any reductions | Secretariat | Q4 2023 |
| **Target 3:** One face-to-face Board meeting and one virtual  
**Target 4:** One annual cross-committee and working group work-planning meeting | Secretariat | Q4 2023 |
| 3 Create and implement an updated governance meetings plan for the year | Secretariat | Q4 2023 |
| **Target 5:** Implement a reduced level of Secretariat support for governance structures | Secretariat | Ongoing |
| 4 Replace full scripts for presenters with short bullet points as required for context/guidance | Secretariat | Ongoing |
| 5 Reduce the length/frequency of meetings (especially those focused on “information only”), notes, and agendas and reduce the number/frequency of pre-meetings | Secretariat | Ongoing |
| 6 Increase number of joint meetings between governance structures | Gov Structures | Ongoing |
| 7 Reduce the number of Secretariat members in attendance at each meeting to ensure a clear division of labour amongst the Secretariat | Secretariat | Ongoing |
| 8 Increase availability and use of the Digital Advocacy Hubs for partners to interact directly | Constituencies Secretariat | Ongoing |
| 9 Where possible, leaders of Governance structures to invite their own colleagues to support them in their leadership responsibilities | Gov structures | Ongoing |
# Recommendations: Efficient governance (2)

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<tr>
<td><strong>Target 6: Reduction from 5 to 4 Committees &amp; Working Groups</strong></td>
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<td>10</td>
<td>Acct WG and KE WG to merge with clear articulation of purpose and objectives for the new merged working group</td>
<td>Acc WG KEWG WG</td>
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<td>11</td>
<td>SAC and PECC leadership to continue with joint meetings to enhance cross committee synergies and dialogues</td>
<td>SAC PECC</td>
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<td>12</td>
<td>The possibility of a merger between SAC and PECC to be considered at the end of 2023</td>
<td>GEC SAC PECC</td>
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## Recommendations: Efficient governance (3)

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<tr>
<td>13 Retain long-term governance leaders as well as bring in and mentor new leaders</td>
<td>GEC</td>
<td>Ongoing</td>
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<tr>
<td>14 Routinely review and updated the PMNCH Governance Manual, clarifying roles and responsibilities of partners</td>
<td>GEC Secretariat</td>
<td>Ongoing</td>
</tr>
<tr>
<td>15 Co-Chairs of the ‘permanent’ Governance structures (i.e., Board, Constituencies, Committees and Working Groups) to put in place measures to reach governance effectiveness and efficiency targets</td>
<td>Co-chairs of structures</td>
<td>Q3 2023</td>
</tr>
<tr>
<td>16 Review the need for deeper governance structural changes in 2024, depending on progress against efficiency targets</td>
<td>GEC</td>
<td>Q1 2024</td>
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<td>17 Rename PMNCH’s ‘Inter Governmental Organizations’ constituency into ‘Inter-State Organisations’ constituency</td>
<td>Secretariat</td>
<td>Q3 2023</td>
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<td>18 Monitor against Good Governance key performance indicators every two and a half years to assess progress (MIND survey)</td>
<td>GEC Secretariat</td>
<td>Every 2 ½ years</td>
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# Recommendations: Diversity, Equity & Inclusion

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<tr>
<td>19 Develop a PMNCH Diversity, Equity and Inclusion (DEI) policy and include this in the PMNCH Governance Manual, building on existing relevant policies (e.g., WHO’s DEI policies)</td>
<td>GEC Secretariat</td>
<td>Q3 2023</td>
</tr>
<tr>
<td>20 Continue to implement and monitor the existing PMNCH diversity criteria and report on the governance profile regularly as has been done to date during the governance nominations processes</td>
<td>GEC Committee and Working Group Chairs Constituency chairs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>21 Make available on PMNCH’s website, Governance Manual and during partner induction, a compendium of recommended resources on DEI policies and implementation approaches (e.g., webinars, training courses, literature, etc.)</td>
<td>Secretariat</td>
<td>Q4 2023</td>
</tr>
<tr>
<td>22 Continue applying meaningful adolescent and youth engagement (MAYE) in PMNCH’s governance structures and work, and reporting on the status through PMNCH’s website</td>
<td>GEC AY constituency Secretariat</td>
<td>Ongoing</td>
</tr>
<tr>
<td>23 Continue voluntary participation in the “Global Health 50/50” evaluation processes and ensure PMNCH’s “very high performer” status for gender equality is maintained</td>
<td>GEC Secretariat</td>
<td>Annually Q1</td>
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PMNCH’s was ranked a ‘very high performer’ in the 2023 Global Health 50:50 Report, and a ‘consistently high performer’ due to its’ performance over the past four years.

**THE GLOBAL HEALTH 50:50 GENDER & HEALTH INDEX - GLOBALHEALTH5050.ORG**

**OVERALL PERFORMANCE: VERY HIGH PERFORMER**

Public commitment to gender equality: G
Definition of gender: G
Workplace gender equality policy: G
Workplace diversity and inclusion policy: G
Board diversity policy: G
Gender parity in senior management: F
Gender parity in governing body: G
Gender of the CEO: W
Gender of the Board Chair: W
Sex-disaggregation of monitoring and evaluation data: G

**PERFORMANCE OVER FOUR YEARS: CONSISTENTLY HIGH PERFORMERS, FAST RISERS AND STAGNATORS, 2020-2023**

GH5050 has collected data on 196 of the current sample of 197 organisations since 2020. Forty organisations have continuously performed well across the variables collected. These organisations have transparent policies and measures in place to advance gender equality and are at or near gender parity in decision-making bodies. They are also often the most likely to engage with GH5050 during the data validation process, which may be further indication of their interest in and support for transparency and public accountability.

Another subset of 61 organisations has demonstrated increasing commitment to set and strengthen gender-responsive policies, where GH5050 had previously reported them lacking or unavailable. Over the period 2020-23, these organisations have improved their overall score, and the majority of them have engaged regularly with GH5050 and actively responded to the findings of the Gender and Health Index.

By contrast, we find that the scores of 37 organisations have been consistently low and little to no progress has been made. Only a few of these organisations have engaged with GH5050 in any meaningful way, including to validate and contribute to the findings reported in the Index, which may also be an indication of the relatively lower level of interest and resources invested in gender, diversity and inclusion measures by the organisation.

Find the detailed methods on how performance has been calculated in Annex 1.2.

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An * indicates organisations who are consistently high performers and are also fast-risers.
# Recommendations: Ethics and Safe Space

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<td>24</td>
<td>Synthesize existing PMNCH principles and values into a Value Charter for Good Governance and Good Management and make available on website, Governance Manual, and the next Strategy</td>
<td>GEC Secretariat</td>
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<td>25</td>
<td>Explicitly include Code of Ethics and Professional Conduct Guideline (as text or links) in all governance terms of reference, including a process for declarations of conflict of interest if any</td>
<td>Secretariat</td>
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<td>26</td>
<td>Make available resources on anti-harassment and anti-discrimination protocols and guidelines, and ensure partners adhere to them as part of their governance obligations</td>
<td>Secretariat</td>
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<td>27</td>
<td>Develop and include in the Governance Manual a process for members of PMNCH to follow in case of a grievance as part of the work with and at PMNCH</td>
<td>GEC</td>
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<td>28</td>
<td>Promote access to WHO’s Integrity Hotline System (<a href="http://www.who.int/about/ethics/integrity-hotline">www.who.int/about/ethics/integrity-hotline</a>), making it available on PMNCH’s website, Governance Manual, and governance induction processes</td>
<td>Secretariat</td>
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Next Steps

• The EC is asked to reflect on and endorse these recommendations

• If in agreement, the GEC will take forward overseeing the implementation of these recommendations, supported by PMNCH’s Secretariat

• GEC will report regularly on progress to the EC