

PMNCH Governance:

Keeping PMNCH Governance fit-for-purpose

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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:
 - **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
 - **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



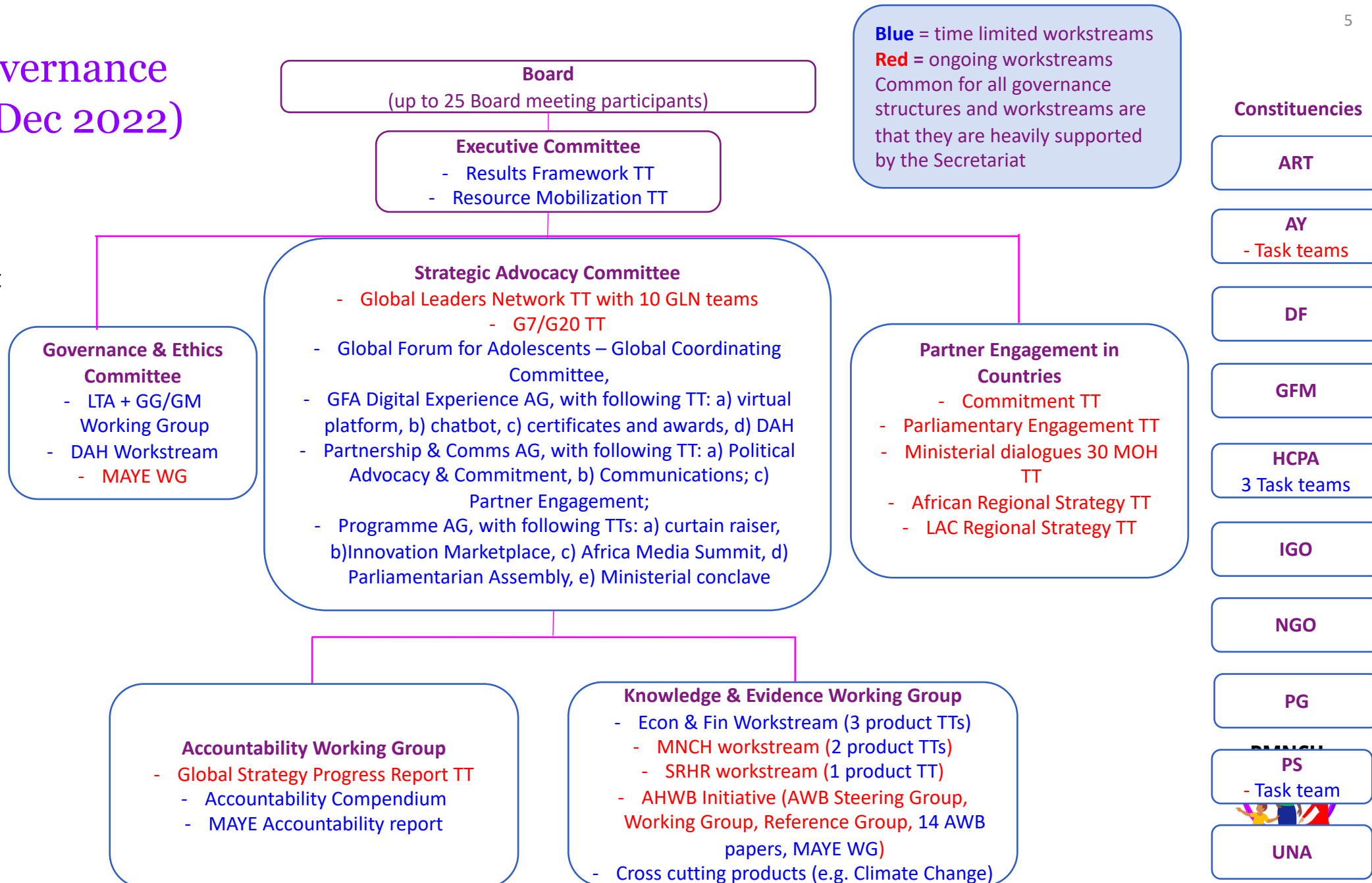
Summary of findings

- 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).



Recommendations: Efficient governance (1)

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Recommendation		Responsibility	Timeline
Target 1: Reduction from 50 to 30 temporary governance structures			
Target 2: Reduction from 240 to 140 meetings annually			
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			
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			
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)

Recommendation		Responsibility	Timeline
Target 6: Reduction from 5 to 4 Committees & Working Groups			
10	Acct WG and KE WG to merge with clear articulation of purpose and objectives for the new merged working group	Acc WG KEWG WG	Q3 2023
11	SAC and PECC leadership to continue with joint meetings to enhance cross committee synergies and dialogues	SAC PECC	During 2023
12	The possibility of a merger between SAC and PECC to be considered at the end of 2023	GEC SAC PECC	Q4 2023



Recommendations: Efficient governance (3)

	Recommendation	Responsibility	Timeline
13	Retain long-term governance leaders as well as bring in and mentor new leaders	GEC	Ongoing
14	Routinely review and updated the PMNCH Governance Manual, clarifying roles and responsibilities of partners	GEC Secretariat	Ongoing
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	Co-chairs of structures	Q3 2023
16	Review the need for deeper governance structural changes in 2024, depending on progress against efficiency targets	GEC	Q1 2024
17	Rename PMNCH's 'Inter Governmental Organizations' constituency into 'Inter-State Organisations' constituency	Secretariat	Q3 2023
18	Monitor against Good Governance key performance indicators every two and a half years to assess progress (MIND survey)	GEC Secretariat	Every 2 ½ years



Recommendations: Diversity, Equity & Inclusion

	Recommendations	Responsibility	Timeline
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)	GEC Secretariat	Q3 2023
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	GEC Committee and Working Group Chairs Constituency chairs	Ongoing
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.)	Secretariat	Q4 2023
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	GEC AY constituency Secretariat	Ongoing
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	GEC Secretariat	Annually Q1



Global Health 50:50 Report



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

Partnership for Maternal, Newborn and Child Health (The Partnership, PMNCH) Scorecard 2023

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:	P
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 their 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.

CONSISTENTLY HIGH PERFORMERS

40 organisations have scored at least 4 out of 8 total points each year for the past four years.

- Africa Population and Health Research Centre
- CARE International
- Deutsche Gesellschaft für Internationale Zusammenarbeit
- EngenderHealth
- FIND*
- Gavi, the Vaccine Alliance
- Global Affairs Canada
- Global Alliance for Improved Nutrition*
- Global Financing Facility
- Global Fund to Fight AIDS, Tuberculosis & Malaria
- Health Action International
- Health Systems Global
- International Federation of Medical Students
- International Labour Organization
- International Planned Parenthood Federation
- Jhpiego
- Joint United Nations Programme on HIV and AIDS (UNAIDS)
- Medicines Patent Pool
- Mercy Corps*
- National Institutes of Health
- Norwegian Agency for Development Cooperation*
- Palladium Group
- Partnership for Maternal, Newborn and Child Health
- PATH
- Plan International
- Population Services International
- Reproductive Health Supplies Coalition
- Scaling Up Nutrition
- Stop TB Partnership
- Swedish International Development Cooperation Agency
- UN Women
- UNHCR
- UNICEF
- Unitaid
- United Nations Development Programme
- United Nations Office on Drugs and Crime
- United Nations Population Fund
- World Bank Group
- World Food Programme
- World Health Organization

An * indicates organisations who are consistently high performers and are also fast risers



Recommendations: Ethics and Safe Space

	Recommendation	Responsibility	Timeline
24	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	GEC Secretariat	Q4 2023
25	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	Secretariat	Q4 2023
26	Make available resources on anti-harassment and anti-discrimination protocols and guidelines, and ensure partners adhere to them as part of their governance obligations	Secretariat	Q4 2023
27	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	GEC	Q4 2023
28	Promote access to WHO's Integrity Hotline System (www.who.int/about/ethics/integrity-hotline), making it available on PMNCH's website, Governance Manual, and governance induction processes	Secretariat	Q4 2023



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

