



PMNCH

Good Governance and Good Management

Executive Summary

July 2023

Project Goal and Phases Overview

Enable PMNCH to obtain more diversity, inclusion, equity, collaboration, good governance, and decrease power imbalance, unconscious biases, and discrimination in all its governance and management and operations.



Develop a shared GG/GM framework and measurement model for PMNCH that is fit for purpose (or best suited for PMNCH)

(Phase 1)

Using the framework conduct situation analysis, present findings and recommendations

(Phase 2)

Based on findings and recommendations develop GG/GM plan and implement for test-run

(Phase 3)

Measure impact from test run and establish future development plan and goals

(Phase 4)

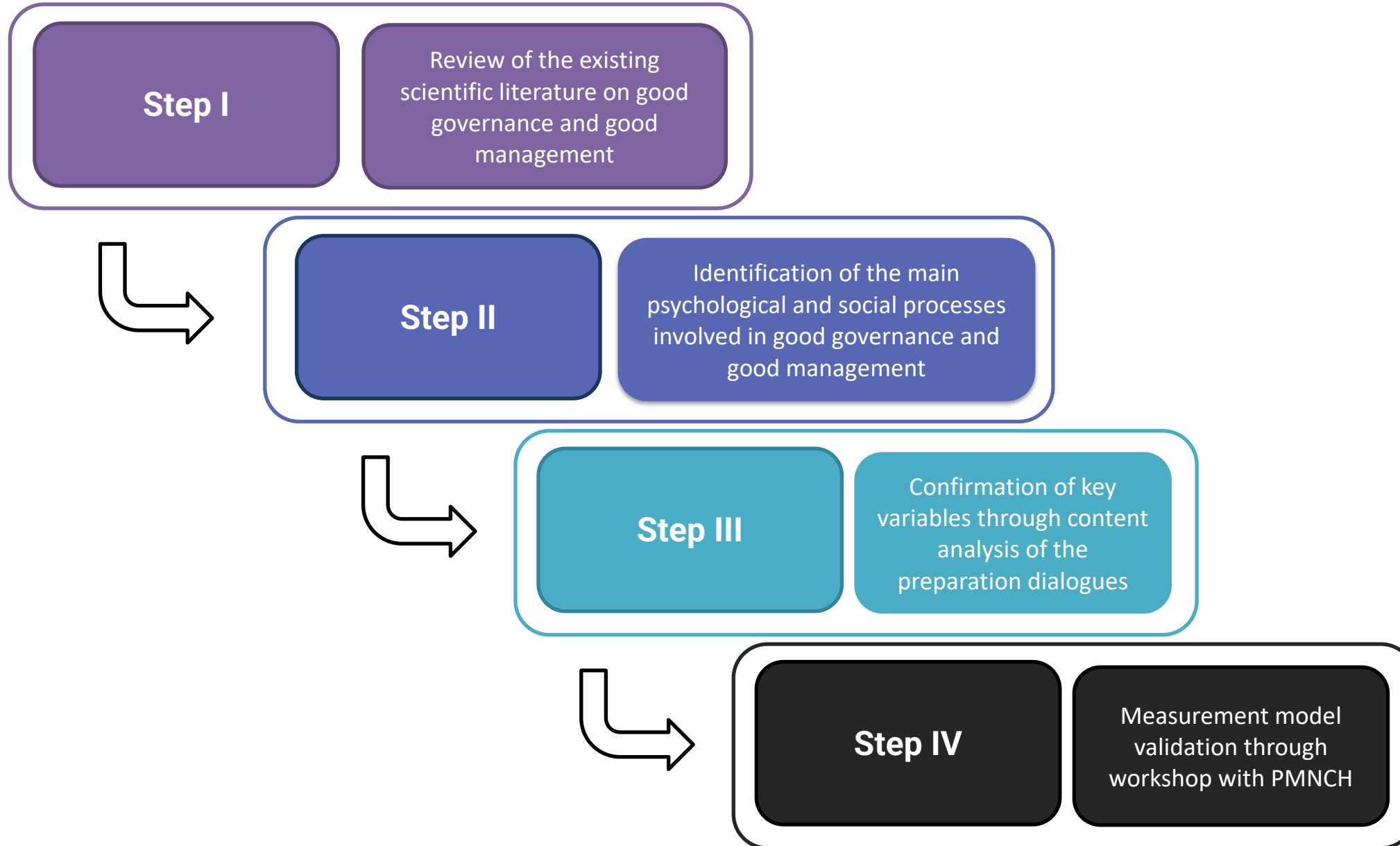


Phase 1

Develop a Shared Framework and Measurement Model for PMNCH that is fit for purpose



Development of Measurement Model (incl.Survey) for PMNCH



Designing the Measurement Model best suited for PMNCH

- MIND recommended use of the **Energy Compass Tool**, which measures work environment factors and provides an overview of many different positive and negative components in the workplace. This tool is based on the Job Demands-Resources (JDR) model.
- The **JDR model** is one of the most popular and well-research scientific models for job-related well-being and dissatisfaction. It was first established in 2004 by Prof. Wilmar Schaufeli and Prof. Arnold Bakker, both recognized researchers in the field of work and organizational psychology and occupational health psychology.
- The JDR model serves as a **framework to understand how job characteristics influence workers wellbeing**. It is a science-based practical approach to assess employee wellbeing and used to develop data-driven strategies to improve health and wellbeing at work.
- The JDR model is backed by two decades of peer-reviewed publications in the field of work and organizational psychology and is still one of the **most relevant and widely acknowledged model** both by researchers and practitioners in the field.
- All the variables in the JDR model and Energy Compass Tool have been scientifically tested using Structural Equation Modelling

For further information on the JDR model, ref following scientific papers: [Schaufeli and Bakker, 2004](#); [Schaufeli and Taris, 2014](#).

Measurement Model Variables for PMNCH

Individual (I)

- Awareness of Personal Strengths & Values
- Role Clarity
- Strategic Alignment
- Communication Skills
- Personal Initiative
- Ethical and Value-Based Leadership
- Resilience
- Self-Efficacy
- Optimism

Organizational (O)

- Org. Communication

Individual (I)

- Interpersonal Conflict
- Role Conflict (Only Management)
- Workload (Only Management)

Organizational (O)

- Meetings Overload
- Red Tape (Only Management)

Processes and Context

Resources Increase Positive Results

Individual (I)

- Value Congruence
- Awareness of Bias
- Discrimination (Towards Self and Others)

Organizational (O)

- Psychological Safety
- Team Effectiveness
- Team Spirit
- Coordination (Only Management)
- Organizational Culture

GOOD GOVERNANCE (Only Governance)

Organizational (O)

- Transparency
- Equity
- Accountability
- Diversity
- Fitness-for-Purpose
- Value-Based
- Inclusiveness
- Safe-Space Framework

RESULTS (+)

Individual

- Engagement
- Collaboration or Job Satisfaction
- Meaningful experience

RESULTS (-)

Individual

- Fatigue
- Turnover Intention

Demands Increase Negative Results



Phase 2 Good Governance and Good Management survey report : findings

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Interpretation of Survey Findings

The scores range from 1 (low) to 5 (high) and are displayed on a color-coded scale where red indicates a 'poor' score, yellow indicates an 'average' score and green indicates a 'good' score.

Key points to note are:

- 1. The **PMNCH score (either PMNCH governance or PMNCH management)** is represented by the black circle and is based on the average of all scores received for a specific question.
- 2. The **benchmark** is based on the 'Energy Compass Global Database' (explained in more detail on slide 20) and serves to contextualize the PMNCH findings against international averages.
- 3. The black line indicates the **range** of PMNCH responses received.

Variable Name	1	2	3	4	5	PMNCH	Benchmark
Strengths and Values						4.06	3.88

Explanation

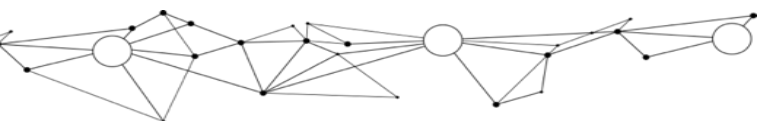
i In the example presented above one can see the variable “Strengths and Values”. It shows a mean score (M) of 4.06, and a range of responses that goes from 2 to and including 4 (black line). On the right, comparison benchmark scores from international data is presented.

The color-coding of the rating scale suggests that this particular result is positive, and in fact higher than the international benchmark. Meaning that respondents think of themselves as aware of their personal values and how to act upon them. However, the range of responses goes from 2 to 4, suggesting that a minority of respondents consider themselves unaware of their personal values and how to act upon them.

The International Benchmarks

The international benchmarks are based on averages from the Energy Compass Tool, which also includes a Global Database where data:

- Is collected by means of consultancy and research projects led or overseen by the Energy Compass (EC) international consortium. This consortium is a platform where leading researchers and practitioners collaborate to transfer cutting-edge research from the field of work and organizational psychology to practical applications tailored to all kinds of organizations.
- Comprises of 76,437 respondents from 152 organisations (public and private sector) in 22 countries (Australia, Belgium, Germany, Finland, Greece, Norway, South Africa, Netherlands, France, Spain, Canada, Japan, Czech Republic, Sweden, China, Italy, UK, Portugal, Turkey, Poland, South Korea, Romania).





Phase 2

PMNCH Good Governance Survey Results

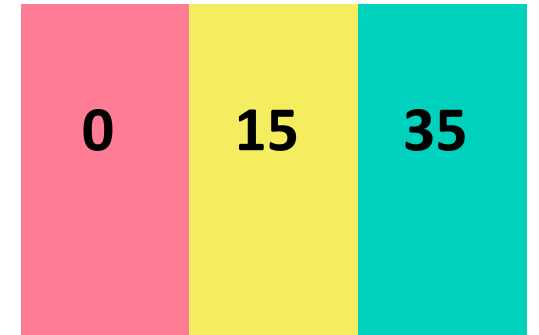
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Governance – overall results

Of the 50 variables:

- 35 variables = green zone
- 15 variables = yellow zone
- 0 variables = red zone



Of the 50 variables:

- 16 have international benchmarks, of which PMNCH has more positive scores, as well as more positive distribution
- Overall = very positive

However, important to look at outliers – and continue to strive to learn, improve and do better => Green

Resources & Demands

Variable Name	1	2	3	4	5	PMNCH	Benchmark
Strengths and Values (I)						4.03	-
Role Clarity (I)						3.72	3.70
Strategic Alignment (I)						4.17	3.60
Org. Communication (O)						3.98	3.30
Communication Skills (I)						3.79	-
Personal Initiative (I)						3.78	3.50
Ethical and Value-Based Leadership (I)						4.12	-
Resilience (I)						3.97	3.80
Self-Efficacy (I)						3.92	3.80
Optimism (I)						3.73	3.60
Conflict (I)						1.38	2.10
Meetings Overload (O)						2.44	-

Conclusions

- In this specific block of the model, PMNCH governance shows high levels of clarity on their members personal values, respect for ethical behaviour, and alignment with PMNCH's strategic goals.
- The main areas for development are resources related to individual capacities such as communicating with clarity, feeling optimistic about the future, and feeling capable of tackling difficulties that may arise in the future with proactivity.
- From the organizational perspective, members of PMNCH governance show mixed levels of clarity regarding their formal role and the ability of the organization to effectively communicate important information.

i Resources
Resources are the physical, social or organizational factors that help individuals to achieve goals and reduce stress. They include autonomy, strong work relationships, role clarity, opportunities for advancement, and learning and development.

i Demands
Demands are the physical or emotional stress factors in an individual's role. These include time pressures, a heavy workload, a stressful working environment, role ambiguity, emotional labor , and poor relationships.

Processes and Context

Variable Name	1	2	3	4	5	PMNCH	Benchmark
Psychological Safety (O)						4.14	-
Team Effectiveness (O)						3.85	3.50
Team Spirit (O)						4.20	3.70
Value Congruence (I)						4.53	3.40

Conclusions

- In this particular block, the results are mainly positive. PMNCH governance members show high levels of capacity to coordinate with their governance structures and align with the values of PMNCH
- In terms of areas for improvement, PMNCH could further enhance its governance culture to make its members feel even more supported and comfortable to raise difficult questions without fear of repercussion. Furthermore, the various governance structures need to improve their effectiveness, meaning the capacity of all the members to contribute to the best of their abilities



Processes and Context

Processes and Context are the elements that set the tone of the social environment and determine the quality of social relations at work. These include elements such as psychological safety climate, team effectiveness, and coordination.

Discrimination (Towards Self)

Variable Name	1	2	3	4	5	PMNCH
Age						1.27
Gender						1.22
Race						1.28
Religion						1.18
Education						1.02
Profession						1.33
Disability						1.00
Ethnicity						1.19

Conclusions:

- PMNCH members experience low levels of discrimination with regards to multiple categories (age, gender, education, ethnicity, religion, and disability).



Discrimination

Discrimination is the unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age or sexual orientation and others.

Organizational Culture

Variable Name	1	2	3	4	5	PMNCH
Supportive and Encouraging (0)						3.88
Relaxed and Comfortable (0)						3.75
Competitive (0)						1.74
Distrustful and Suspicious (0)						1.34
Rigid and Rule Based (0)						1.80

Conclusions

- PMNCH members experience their engagement and the organization as trustful and flexible.
- Also, members perceive a good disposition towards collaboration.
- Culture has room for improvement when it comes to feelings of support and encouragement.



Organizational Culture

Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

Good Governance

Variable Name	1	2	3	4	5	PMNCH
Transparency						4.04
Equity						3.00
Accountability						4.14
Diversity						3.63
Fitness for Purpose						3.75
Value-Based						2.53
Inclusiveness						3.98
Safe Space Framework						3.56

Conclusions

- When it comes to this set of variables PMNCH governance shows positive results with regards to transparency, accountability, and the presence of a clear statement of conflicts of interest in line with organizational values (i.e., value-based).
- Areas for improvement include the capacity of PMNCH governance structures to provide all members with opportunities to actively contribute in an inclusive and active manner to improve participation in decision-making processes; to provide a clear protocol to follow in cases of discrimination and abuse; and to strive to score higher in categories such as diversity related to ethnicity, professional background, religion and race.



Discrimination

Discrimination is the unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age or sexual orientation and others.

Results

Variable Name	1	2	3	4	5	PMNCH	Benchmark
Engagement (I)						4.17	3.30
Org. Commitment (I)						4.22	3.40
Collaboration Satisfaction (I)						4.02	3.60
Fatigue (I)						2.03	2.10
Turnover (I)						1.72	2.50

Conclusions

- In this particular block, PMNCH governance results are very positive. PMNCH members report high levels of engagement and satisfaction with their collaboration, as well as high levels of commitment to the organization. As well they report low levels of fatigue and turnover intention overall.
- However, outliers do appear in effective engagement, turnover and especially fatigue. The last variable may not necessarily be related only to members' collaboration with PMNCH, although a high workload and collaboration with multiple organizations at the same time may be a potential mental health risk that requires attention.



Results

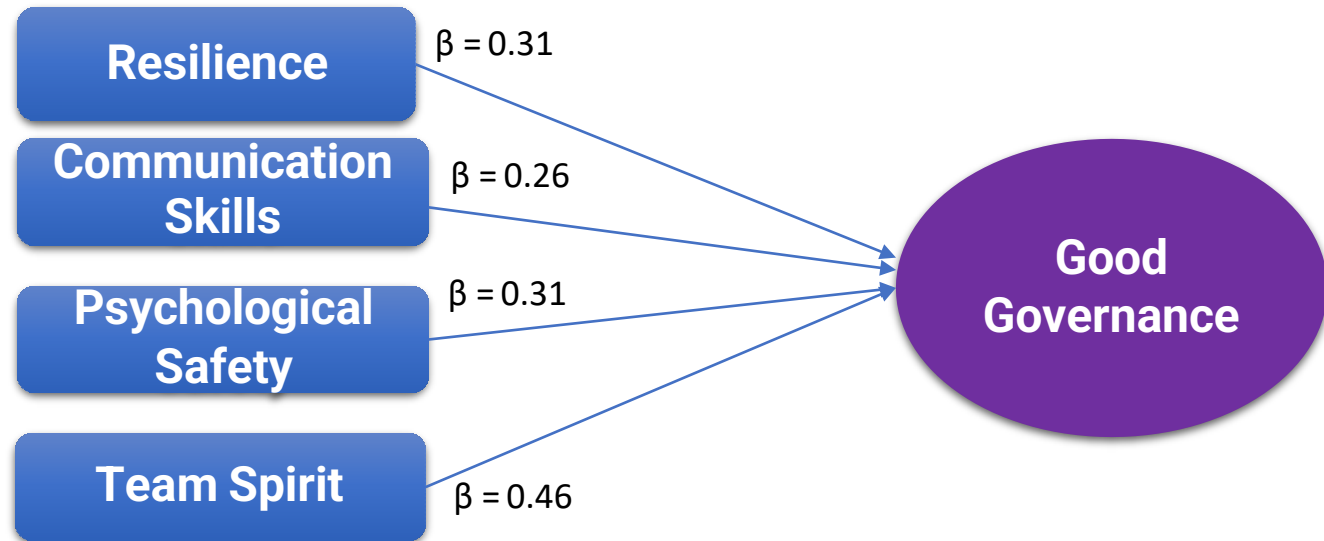
Results refer to both positive and negative outcomes directly related to the interaction between resources and demands. These outcomes usually reflect elements of mental health and psychological wellbeing such as engagement, satisfaction, stress, and fatigue.

Testing the validity of the model and results using SEM

- 
- MIND tested the validity of the measurement model and survey results using **Structural Equation Modelling (SEM)**
 - **Good Governance:** 16 out of 50 had international benchmarks, the remaining 34 were designed for PMNCH and tested for validity using Structural Equation Modelling (SEM)
 - **Good Management:** 21 out of 50 had international benchmarks, and the remaining 29 were designed for PMNCH and tested for validity using Structural Equation Modelling (SEM)
 - SEM is an advanced statistical analysis methodology allowing two types of observations in data:
 - **Tests for the "factor structure" of any given variable and / or model.**
 - The question answered through this type of analysis is: "Are we successfully measuring what we seek to measure?"
 - **SEM also tests for the relations between factors or variables in a model.**
 - The question answered through this type of analysis is: "What is the relation between two given variables?"

SEM Model

Resources predicting Good Governance

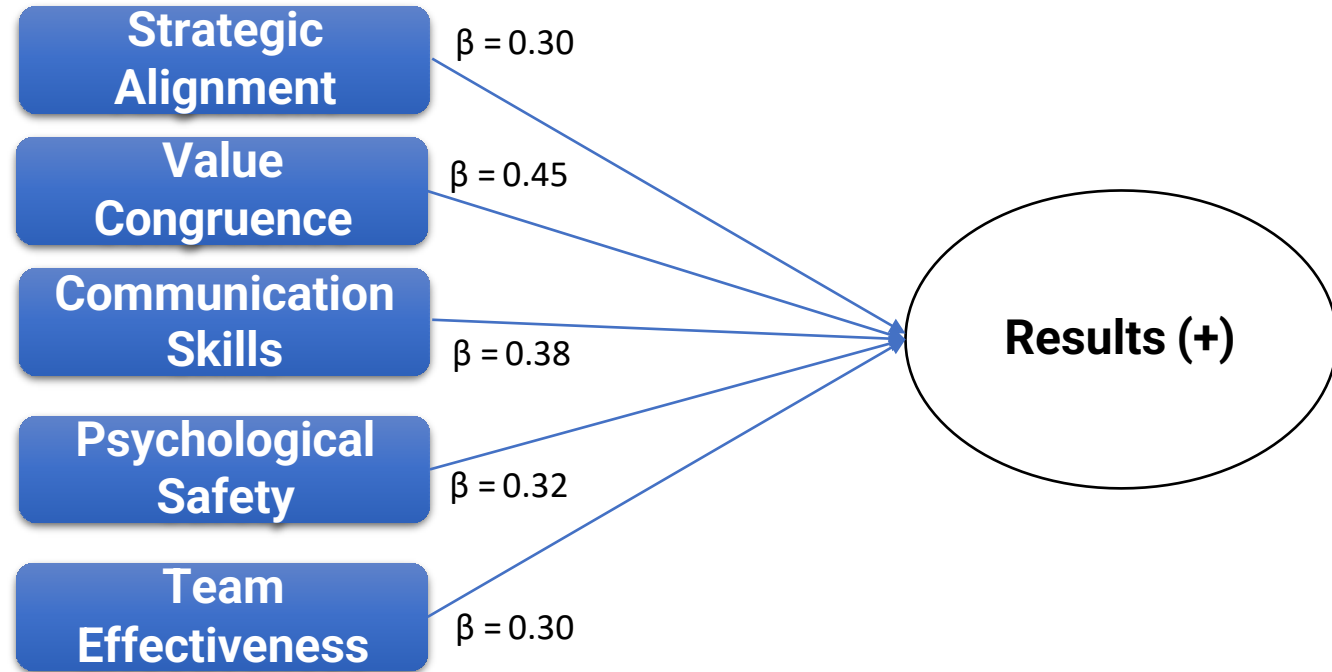


Model results interpretation

- Model shows all the variables that have a **positive effect on good governance**.
- β coefficients show the effect each variable has on the outcome (in this case, good governance). Therefore the higher the number the stronger the effect
- Analysis allows us to identify the **main drivers of good governance**
- Above shown drivers demonstrate a statistically significant relationship with good governance.

SEM Model

Resources predicting Results (+)

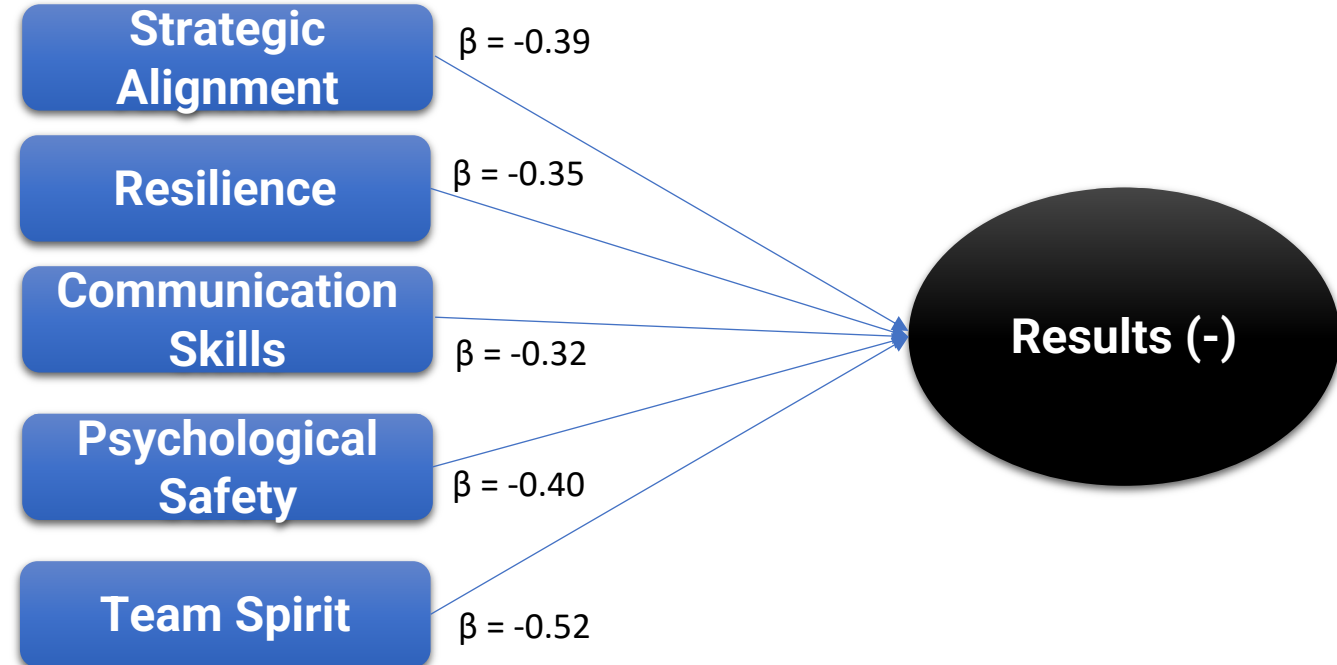


Model results interpretation

- Model shows all the drivers that have a **positive effect** such as engagement and satisfaction.
- β coefficients show the effect each variable has over the outcome.
- Above shown drivers demonstrate a statistically significant relationship with good governance.

SEM Model

Resources predicting Results (-)



Model results interpretation

- Model shows all the drivers that affect **negative results** such as fatigue and turnover intention.
- β coefficients show the effect each driver has over the outcome (in this case, negative results).
- Therefore for every point of psychological safety we **increase** in PMNCH governance mean score, we obtain a 0.40 point **decrease** in the overall levels of negative results (i.e., fatigue and turnover intention)
- Above shown drivers demonstrate a statistically significant relationship with good governance.

Main findings and conclusions of the SEM testing

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- The Good Governance measurement model with its eight variables / dimensions worked as expected – above and beyond our expectations.
 - Exists a very good starting point to develop Good Governance KPIs.
 - The main resources that are positively related to Good Governance are:
 - ❖ group psychological safety,
 - ❖ team effectiveness,
 - ❖ resilience, and
 - ❖ communication skills.
- Thus, these resources are the best investment in terms of developing and improving PMNCH's capacity for Good Governance.



Phase 2

PMNCH Good Management Results

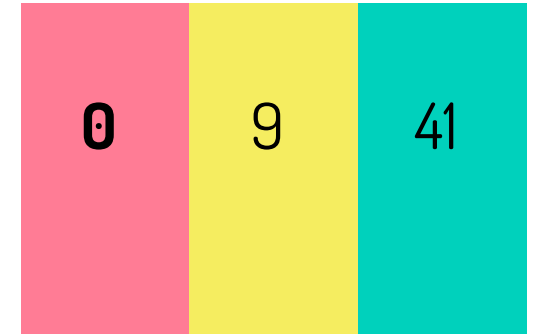
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Management – overall results

Of the 50 variables:

- 41 variables = green zone
- 9 variables = yellow zone
- 0 variables = red zone
- Overall = extremely positive



Of the 50 variables:

- 21 have international benchmarks, of which PMNCH has more positive scores for 19 of the variables, as well as more positive distribution
- Overall = very positive

However, important to look at outliers – and continue to strive to learn, improve and do better => Green

Resources

Variable Name	1	2	3	4	5	Secretariat	Benchmark
Strengths and Values (I)						4.06	-
Role Clarity (I)						3.82	3.70
Learning Opportunities (I)						3.82	3.30
Strategic Alignment (I)						4.47	3.60
Org. Communication (O)						3.71	3.30
Communication Skills (I)						4.00	-
Personal Initiative (I)						4.06	3.50
Ethical and Value-Based Leadership (I)						4.41	-
Resilience (I)						4.06	3.80
Self-Efficacy (I)						4.00	3.80
Optimism (I)						3.88	3.60
Vertical Trust (I)						4.59	3.50

Conclusions

- Staff report high levels of alignment with the organization’s strategy, high levels of trust in their leaders, and respect for ethical behaviour. The results also show high levels of individual capacities such as communicating with clarity and feeling capable of dealing with future challenges effectively.
- PMNCH Secretariat could improve the clarity and ease of use of its main internal communication channels, provide more clarity in terms of roles and responsibilities, as well as provide additional opportunities for professional development for their staff



Resources

Resources are the physical, social or organizational factors that help you to achieve goals and reduce stress. They include autonomy, strong work relationships, opportunities for advancement, coaching and mentoring, and learning and development.

Demands

Variable Name	1	2	3	4	5	Secretariat	Benchmark
Role Conflict (I)						2.18	2.30
Meetings Overload (I)						2.94	-
Workload (I)						3.71	2.80
Red Tape (I)						2.53	2.30
Interpersonal Conflict (I)						1.53	2.10

Conclusions

- Staff within the PMNCH Secretariat experience low levels of interpersonal conflicts, and seldom experience contradicting requests from their managers.
- Variables warranting attention include high levels of workload and medium levels of red tape, both significantly above the international benchmark scores. Meeting-overload is also on the verge of becoming a yellow indicator. This suggests that the overall perception of workload is high, including meetings and managing bureaucratic procedures. This requires attention and is something worth monitoring for continued improvement.



Demands

Demands are the physical or emotional stressors in your role. These include time pressures, a heavy workload, a stressful working environment, role ambiguity, emotional labor , and poor relationships.

Processes and Context

Variable Name	1	2	3	4	5	Secretariat	Benchmark
Psychological Safety (O)						3.88	-
Team Effectiveness (O)						4.12	3.50
Team Spirit (O)						4.47	3.70
Coordination (O)						4.12	-
Value Congruence (I)						4.53	3.40
Safe Space Framework (O)						3.59	-

Conclusions

- Staff in the Secretariat experience their workplace to be a place where they can contribute to the best of their ability, where they feel they can successfully coordinate within and across teams, and act according to the values of the organization. They also experience the organisation’s culture as supportive and encouraging, with low levels of distrust and competitiveness.
- The few yellow areas that warrant attention include the sense of psychological safety and safe space within their respective teams. This translates into some staff members not feeling safe enough to be open about difficulties, challenges, and mistakes without fear from repercussion in their teams. There is also a perceived need for clear guidelines to address potential cases of harassment and discrimination, as well as guidelines to deal with potential cases of misconduct..



Processes and Context

Processes and Context are the elements that set the tone of the social environment and determine the quality of social relations at work. These include elements such as psychological safety climate, team effectiveness, and coordination.

Discrimination (Towards Self)

Variable Name	1	2	3	4	5	Secretariat
Age						1.35
Gender						1.24
Race						1.25
Religion						1.00
Education						1.12
Profession						1.35
Disability						1.00
Ethnicity						1.24

Conclusions

- Discrimination is not an issue in the Secretariat team, although potential cases may appear in relation to age, gender, race and ethnicity.



Discrimination

Discrimination is the unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age or sexual orientation and others.

Organizational Culture

Variable Name	1	2	3	4	5	Secretariat
Supportive and Encouraging (0)						4.24
Relaxed and Comfortable (0)						3.71
Competitive (0)						2.06
Distrustful and Suspicious (0)						1.24
Rigid and Rule Based (0)						2.53

Conclusions

- Staff members experience the organization's culture as supportive and encouraging, with low levels of distrust and competitiveness. Relaxed and comfortable dimensions are perceived as mixed, with scores spread evenly among the rating scale. Organizational culture is assessed from the whole organization perspective.



Organizational Culture

Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

Results

Variable Name	1	2	3	4	5	Secretariat	Benchmark
Engagement (I)						4.35	3.30
Org. Commitment (I)						4.35	3.40
Job Satisfaction (I)						4.41	3.60
Meaning (I)						3.92	-
Fatigue (I)						2.18	2.10
Turnover (I)						1.59	2.50

Conclusions

- Staff within the secretariat experience high levels of engagement, commitment and satisfaction with their jobs. As well as very low levels of intention to leaving the organisation and work fatigue.
- The one variable in the yellow zone includes staff reporting on medium levels of meaningful work which suggests that there is room for improvement when it comes to clearly identifying the value of their contribution to the overall workplan and goals of PMNCH, as well as how their job impacts on making a positive difference in the world.



Results

Results refer to both positive and negative outcomes directly related to the interaction between resources and demands. These outcomes usually reflect elements of mental health and psychological wellbeing such as engagement, satisfaction, stress, and work fatigue.



Results – Summary Slide and Preliminary Recommendations

mind:



Good Governance – Summary of Results (O = Organisational level; I = Individual level)

Model Block	Strengths, which need to be maintained	Areas that need to be further developed	Areas of concern	Preliminary Recommendations
Resources & Demands	High levels of: - Strengths and values (I) - Ethical and value-based leadership (I) Low levels of: - Conflict (I) - Meetings overload (I)	Opportunities to further develop: - Role clarity (I) - Organizational comms (O) - Comms skills (I) - Personal initiative (I) - Resilience, optimism, self-efficacy (I)	N/A	- Further clarify the responsibilities of each governance role, their place within PMNCH and how they interact with other roles, setting this all out in a publicly available governance manual. - Provide information and training (e.g., through webinars, etc.) to individuals and organizations on how they can best communicate within PMNCH and towards external stakeholders. - Make available training and information resources to individuals within governance roles to enable growth of their personal initiative as well as strengthen comfort in their roles. - Continue to roll out and implement Digital Advocacy Hubs to improve access to information and communications, especially between partners.
Process and Context	High levels of: - Team spirit (O) - Value congruence (I)	Opportunities to further develop: - Team effectiveness (O) - Psychological safety (O) - Discrimination awareness and safeguarding (I)	N/A	- Building on the strengths of team spirit and common values, focus on improving team effectiveness in the delivery of workplans. - Provide training and information on fostering psychological safety within different teams and governance structures, striving to maintain an environment where colleagues interact confidently and safely. - In line with WHO's values and processes, and utilizing existing training resources, ensure that safeguards continue to be in place to monitor any possible cases of discrimination and have protocols ready to act, should any cases emerge.
Good Governance	High levels of: - Transparency (O) - Accountability (O) - Value based engagement (O)	Opportunities to further develop: - Equity (O) - Diversity (O) - Fitness for purpose (O) - Inclusiveness (O) - Safe space frameworks (O)	N/A	- Continue to implement already defined governance reform processes to ensure that nomination procedures enable greatest diversity possible in structures. - In line with WHO's values and processes, and utilizing existing training resources, ensure clear harassment-related protocols are in place and known to all, ready to be rolled out should any such cases emerge. - Consider further strengthening and rolling out an induction package to new stakeholders on good governance; diversity, equity and inclusiveness; and PMNCH standard operating procedures. - Further develop safe space frameworks, which will ensure that stakeholders are empowered and protected to interact safely with each other, and are aware of processes to raise concerns, if any develop.
Results	High levels of: - Engagement (I) - Organizational commitment (I) - Collaborative satisfaction (I) Low levels of: - Individual turnover (I)	None identified	N/A	- Building on existing strengths, continue to encourage and monitor levels of individuals' engagement, commitment and satisfaction, as well as workload within governance structures, to ensure sustainability over time. - Continue to identify and implement ways of engaging PMNCH member organizations and individuals in workstreams aimed at delivering the 2022-2023 Workplan.

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

Model Block	Strengths	Areas to develop	Areas of concern	Preliminary Recommendations
Resources	High levels of: - 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	Low levels of: - 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.