

PMNCH Pre Executive Committee Webinar

*21 July 2023
Helga Fogstad
PMNCH Executive Director*



PMNCH Executive Committee Agenda

PMNCH Executive Committee Meeting – Agenda

Executive Committee meeting: 26 July 2023, 14:30 to 16:30 CET (120 min)

Chair: Rajesh Bhushan, Secretary, MoHFW, Government of India

Agenda Item	Speaker(s)	Documents	Action
ITEM 1 (5 mins) <i>Introduction</i>	Rajesh Bhushan EC Chair	- EC-07-2023; 01a, Agenda - EC-06-2023; 01b Note for the Record, 2023, 20 June 2023	- Approve the Agenda for the meeting. - Approve the EC Notes for the Record from meeting on 20 June 2023
ITEM 2 (50 mins) <i>Keeping PMNCH Governance fit-for-purpose</i>	Flavia Bustreo GEC Chair	EC-07-2023; 02 & 03, Recording of the pre-EC webinar: Assessment and continued strengthening of PMNCH governance and management	Review and approve the recommendations emerging from the assessment and continued strengthening of PMNCH Governance
ITEM 3 (20 mins) <i>Continuously strengthening PMNCH Secretariat's management approaches</i>	Helga Fogstad PMNCH Executive Director	EC-07-2023; 02 & 03, Recording of the pre-EC webinar: Assessment and continued strengthening of PMNCH governance and management	Review and approve the recommendations emerging from the assessment and continued strengthening of PMNCH Management
ITEM 4 (30 mins) <i>Process for undertaking a performance review of PMNCH Executive Director</i> <u>Note: this will be a closed session for EC members only</u>	Flavia Bustreo GEC Chair	None	Review and agree on process going forwards for PMNCH Executive Director's mid-term and end of year reviews.
ITEM 5 (5 mins): <i>AOB</i>	Rajesh Bhushan EC Chair		

Pre-Executive Committee Webinar Agenda

Part 1 – Introduction and purpose of webinar

- Introduction to the webinar, and objectives of EC meeting on 26 July 2023, **Helga Fogstad** PMNCH ED

Part 2 - Presentation of Light Touch Assessment (LTA): findings and recommendations

- Introduction to the independent study entitled “Light Touch Assessment of PMNCH governance reform”, **Helga Fogstad** PMNCH ED
- Light Touch Assessment Findings from the Independent analysis
 - o Pre-recorded video, **Peter Colenso**, Independent Consultant
- GEC recommendations of the Light Touch Assessment based on the LTA working group and GEC, **Helga Fogstad** PMNCH ED

Part 3 - Presentation of Good Governance and Good Management (GG/GM): findings and recommendations

- Introduction to the independent study entitled “Good Governance and Good Management”, **Helga Fogstad** PMNCH ED
- Good Governance and Good Management Findings from the Independent analysis
 - o Pre-recorded video, **Cristian Calgani**, MIND Consultants
- GEC recommendations of the Good Governance and Good Management based on GG/GM working group and GEC – **Helga Fogstad** PMNCH ED

Part 4 – Questions and Answers

- Q + A
- Wrap up



Presentation of Light Touch Assessment

Introduction, findings and recommendations



Findings of Light Touch Assessment

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2. SUMMARY



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Peter Ezzamel



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GEC recommendations from the Light Touch Assessment

The GEC reviewed the findings from the independent Light Touch Assessment work on 14 June 2023, and taking account of all other inputs, will be providing its recommendations in full to the EC on Wednesday 26 July 2023.

The broad stroke recommendations from the GEC include:

- Merge governance and task team structures to make cross collaboration across workplan functions more effective, as well as reduce workload among partners and Secretariat
- Implement actions set to reduce workload (e.g., number of meetings) and intensity of Secretariat support provided to PMNCH members and governance structures
- Agreed on five Governance Efficiency Targets to be revisited at end of Q4 in order to course correct way forward



Presentation of Good Governance and Good Management

Introduction, findings and recommendations

Findings developed by independent consultancy MIND



Introduction to Good Governance and Good Management

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)



Development of PMNCH Measurement Model (incl.Survey)

Step I

Review of the existing scientific literature on good governance and good management

Step II

Identification of the main psychological & social processes involved in good governance and good management

Step III

Confirmation of key variables through content analysis of the preparation dialogues

Step IV

Measurement model validation through workshop with 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

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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

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?"



Findings of Good Governance and Good Management

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Discrimination (Towards Self)

Variable/Theme	1	2	3	4	5	PMNCH
Age	●					1.37
Gender	●					1.22
Race	●					1.26
Religion	●					1.16
Education	●					1.40
Profession	●					1.33
Disability	●					1.00
Ethnicity	●					1.19

Conclusion(s)

- 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.

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GEC - Broad stroke recommendations of Good Governance and Good Management

The GEC reviewed the findings from the independent Good Governance and Good Management work, and taking account of all other inputs, will be providing its recommendations in full to the EC on 26 July 2023

With respect to this aspect of the work, the GEC agreed with the following:

- Make more explicit and continue to strengthen existing efforts to ensure strong diversity, equity and inclusion approaches in the work of PMNCH, including MAYE, and articulate these policies in PMNCH documents (Governance Manual, PMNCH website, etc.)
- Provide resources to capacitate partners in DEI, etc., and build on strong existing approaches to keep staff and partners safe and protected
- Implement measures to keep governance effectiveness and efficiency at a high level (e.g., clear result-based objectives, workplans, roles and responsibilities, contact persons, etc.,).
- Focus on implementing accountability measures, both ongoing (e.g., meeting evaluations, website, etc.,) and surveys (e.g., every 2.5 yrs., etc.) thus making PMNCH a value-based organization open to continuous learning and course correction



Q and A

