

PMNCH Governance Light Touch Assessment (LTA)

Final Report [draft]

July 2023



Contents

- 1. Introduction**
- 2. Summary**
- 3. General**
- 4. Board**
- 5. Constituencies**
- 6. Committees**
 - 6.1 Executive Committee (EC)
 - 6.2 Strategic Advocacy Committee (SAC)
 - 6.3 Governance & Ethics Committee (GEC)
 - 6.4 Partner Engagement in Countries Committee (PECC)
- 7. Working Groups**
 - 7.1 Accountability Working Group (AWG)
 - 7.2 Knowledge & Evidence Working Group (KEWG)
- 8. Secretariat**
- 9. Digital**

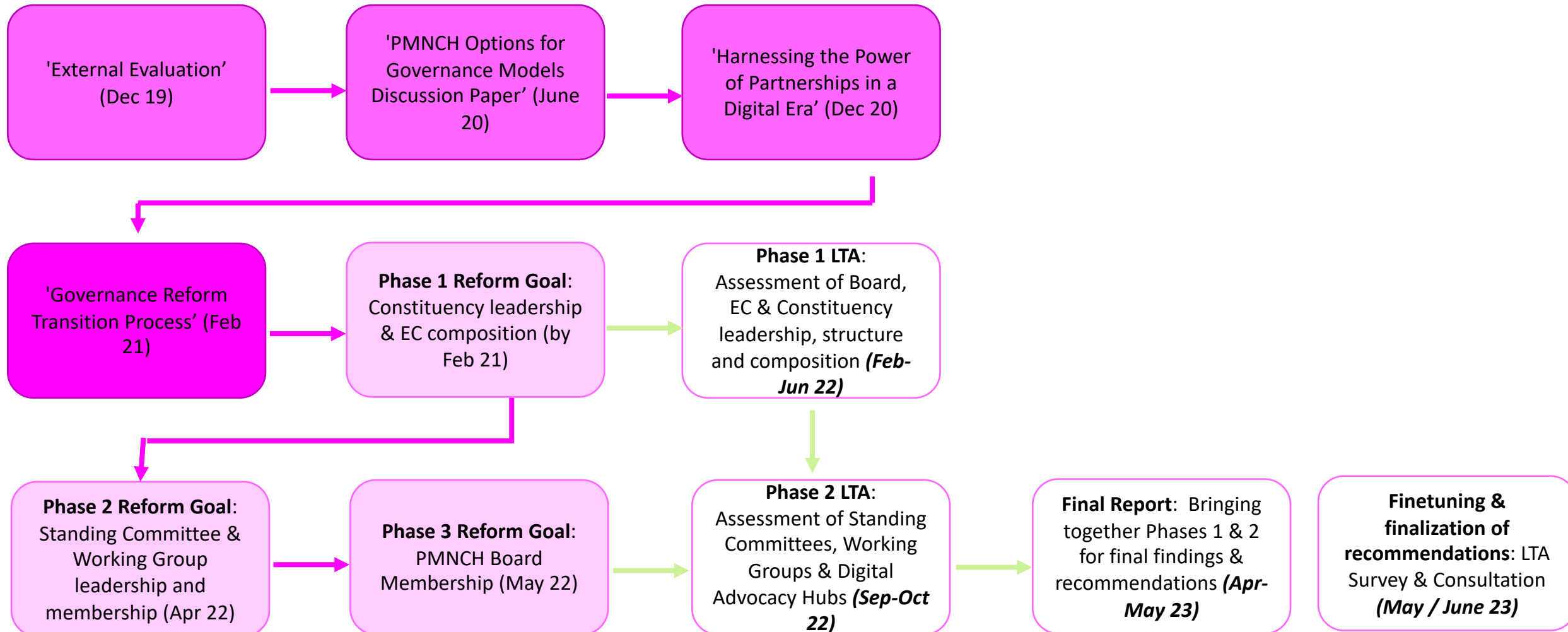


1. INTRODUCTION

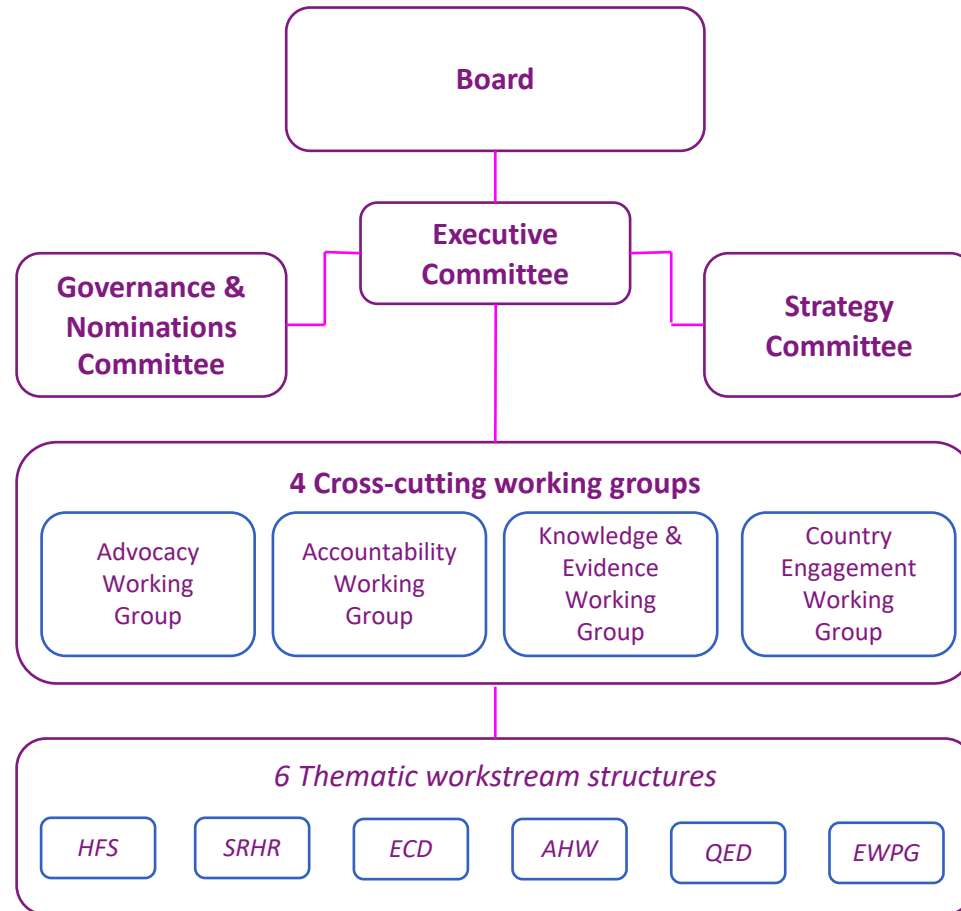


Setting the Scene: PMNCH governance reform journey

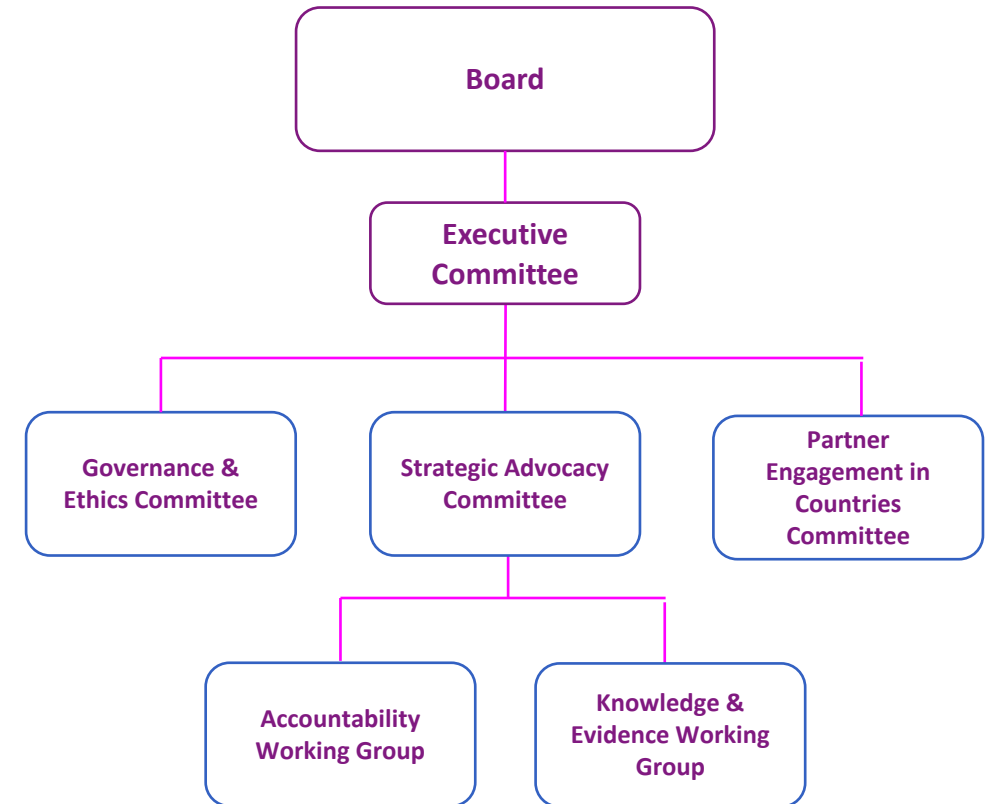
Objective of the LTA: “to evaluate whether the objectives of the Governance Reform are being materialized and ensure constant quality improvements of the PMNCH governance structure.” [Terms of Reference](#)



Old governance structure



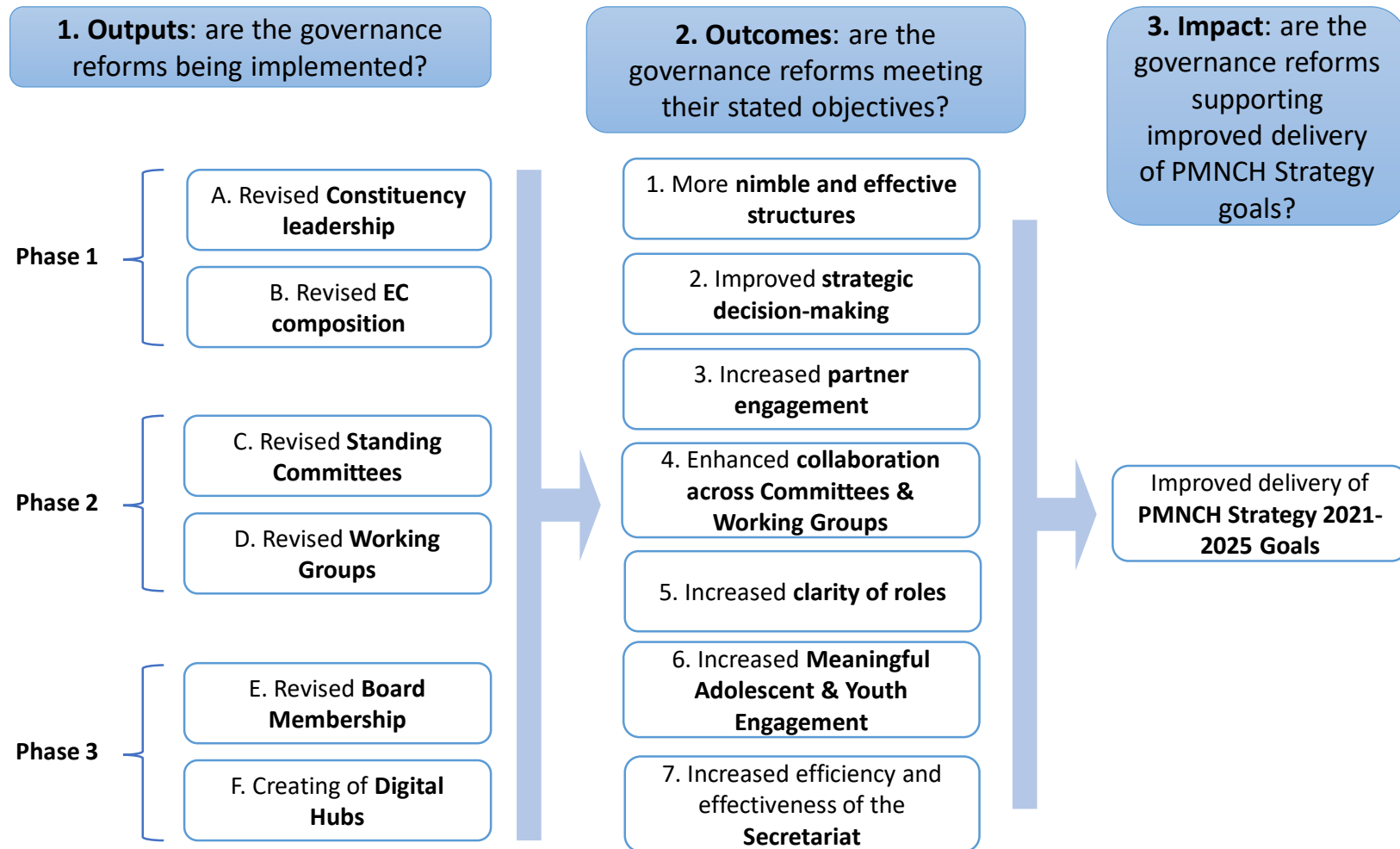
Current structure



Note: Annex 1 provides a full list of current governance structures and workstreams, including temporary structures reporting to Committees and Working Groups.



LTA 'Review Framework'



Assumptions

- (i) Revisions to the composition, functions & membership of the Governance structures lead to more engagement and better working
- (ii) Digital Advocacy Hubs are utilised by partners and lead to increased and meaningful partner engagement (inc. for Youths)
- (iii) Governance reforms reduce the workload of the Secretariat, and/or enhance the productivity of the Secretariat sustainably



N.B. Governance structures in network organisations potentially have three functions

1. 'Governance' traditionally described

- Using Governance structures for Conventional 'Governance' functions such as strategic advice, endorsement of plans, fiduciary oversight (N.B. in a hosted entity, some of this done by host)

Education Cannot Wait (ECW) has a High-level Steering Group and an Executive Committee.

2. Partner Engagement

- Using Governance structures as a mechanism to maximise partner engagement and give them a formal role and a stake in the organisation

The Inter-Agency Network for Education in Emergencies (INEE) operates a hybrid model, whereby Partner-executed activities are led by *Working Groups*, and Secretariat-executed activities (e.g. INEE Research Library, INEE Help Desk) are supported by *Reference Groups*

The ECD Action Network (ECDAN) has 6 Working Groups with representation from over 120 partners.

3. Delivery of the Work Programme

- Using Governance structures (e.g. Working Groups, Task Teams) as the means to not only engage partners but also to deliver the work programme



2. *SUMMARY*



Summary (1/3): summary findings & recommendations

- 1. The Governance structures are working well overall:** they are constituted and working; participation is high (though uneven); functions are clear; good outputs are emerging in support of the delivery of the PMNCH Strategy; the combination of structural reforms (e.g. Adolescent & Youth Vice-Chairs) and 2023 programmatic prioritization (e.g. Global Forum for Adolescents) mean PMNCH is a global leader in terms of Meaningful Adolescent & Youth Engagement (MAYE). In terms of constituencies: considered viability of IGO / potential merger with another constituency; not recommending given criticality of IGO and plans to strengthen Constituency; propose rename to 'Inter-State Organisations'
- 2. Effective leadership has been, and will be, critical to the success of the governance structures and the Partnership more broadly:** an effective leadership blend should include:
 - experience & renewal:** PMNCH should invest in retaining long-term leaders; and in bringing in new leaders and mentoring those leaders (as currently reflected in the ToRs of governance bodies);
 - youth:** PMNCH has benefitted hugely from growing young leadership and should continue to do so;
 - diversity:** it is critical that PMNCH governance leadership continues to reflect the diversity of the Partnership and the focus on the country level



Summary (2/3): summary findings & recommendations

3. However, the 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:

- as at December 2022, there were **over 50 permanent and temporary governance structures** (see Annex 1);
- as at December 2022, there were **240 planned governance-related meetings in 2023** (In addition, PMNCH task teams meet regularly; e.g. GFA action groups, including briefing meeting with leadership groups, plan an additional circa 150 meetings in 2023. All are to be serviced by the Secretariat (see Annex 2);
- this creates a problem with efficiency and communication between the various governance structures; in some cases, this problem could be at least in part addressed in the short-term through **joint meetings** between some of the Committees and Working Groups (a joint meeting of the SAC and PECC is already planned);
- to drive greater efficiency and coherence between the workstreams, the Secretariat has proposed a **merger** of the Knowledge & Evidence Working Group (KEWG) and the Accountability Working Group (AWG); and also the Partner Engagement in Countries Committee (PECC) and the Strategic Advocacy Committee (SAC). Secretariat analysis of potential time/efficiency gains from these structural mergers are presented in Annex 3 below. It should be noted that mergers are not the preference of the vast majority of people interviewed for this light touch assessment, on the basis that structures are working well, they are still in some instances relatively newly formed, and that changes in the governance structures would be time-consuming and disruptive;
- it is not only the number of structures and meetings that creates an unsustainable workload for the Secretariat, it is also the **intensive nature of Secretariat support** (e.g. pre-calls and scripting for co-Chairs).



Summary (3/3): summary findings & recommendations

4. We should therefore seek 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. To do so, we proposed four core measures:

- i. the Consultants and the Secretariat agree '**Governance Efficiency Targets**', and propose these for ratification and monitoring by the GEC; for example:
 - *from 2 to 1 face-to-face Board meetings annually (additional Board meetings being virtual)*
 - *1 annual cross-committee and working group work-planning meeting*
 - *from 5 to 4 Committees & Working Groups*
 - *from 50 to 30 temporary governance structures*
 - *from 240 to 140 meetings annually*
- ii. Co-Chairs of the 'permanent' Governance structures (i.e. Board, Constituencies, Committees and Working Groups), as well as leads of the temporary structures (see Annex 1) have until the end of the 2023 to **put in place measures to reach these targets** (this would include, for example, integrating the functions of the GCC into the EC, potentially immediately); this allows leadership of the governance structures to chart their own path to efficiency, rather than these paths being determined top-down;
- iii. if this proves impossible, then we should move to **deeper structural changes** (e.g. KEWG/AWG merger; potentially SAC/PECC merger) in Q1 2024;
- iv. additionally, the Secretariat works with the Co-Chairs of the Governance structures to determine what a **reduced level of Secretariat support** would look like – e.g. reduce # of pre-calls; reduce # Sec staff in calls; not full minutes of meetings (only actions); not fully scripted briefs for Chairs – customized for each Governance structure, as different Co-Chairs have different needs; this would also require the partners to step up.



3. GENERAL



General findings

1. PMNCH governance has **new energy, broader participation**, greater **clarity of roles**, and is, in the view of the majority of PMNCH members interviewed, already proving to be **more effective**; though not all units of governance are working at full potential – sometimes, but not always, because they are newly established.
2. In some cases, progress is due to **changes in structure and governance** (e.g. more clarity on functions; changed roles) enabled by the recent Governance reforms. In some cases, it is due to **new leadership and a governance ‘re-boot’** (i.e. regardless of new structures and functions).
3. The process of identifying partner leadership through an open nominations process (enhanced by improved clarity of roles and functions) has **elevated the professionalism of the PMNCH Governance process** and raised the visibility of PMNCH overall.
4. There is much **greater visibility and participation of Adolescents & Youths** – driven in large part by the decision to appoint at least one under-30 person in the leadership position of all governance structures; though there are practical difficulties in sustaining these gains (e.g. the 30 yr-old age cut off precluding ongoing participation; though the AYC has decided, after consultation, not to raise the age cut-off).
5. COVID-19 has inevitably driven more **online engagement**. This has had positive effects (paving the way for digital working; efficiencies in time management), but also negative effects (lack of face-to-face interaction risks weakening community feel).
6. ***Digital platforms** are much anticipated and will be key to delivering many of the goals of the Governance reform (particularly around partner engagement, increased efficiency and improved work delivery, as well as effective collaboration across working groups and committees).*
7. Partners involved in PMNCH governance feel well-supported by **Secretariat** staff, but the workload for Secretariat is high and may not be sustainable. The transition from Secretariat-led to Partner-led operations has not yet fully materialized; work streams led by partners are still under development, and the digital advocacy hubs are yet to launch.
8. Overall, the PMNCH governance reforms are well positioned to support **PMNCH Strategy goals**, if too early to report on the delivery of the goals themselves.



Summary findings by Governance body / thematic area (1/2)

Board	➤ Smaller; more focused; more efficient (online); more strategic (transactional business delegated to EC) ➤ Board Chair plays strong external leadership role (quarterly Chair reports to ED); potential of Global Leaders Network as an additional lever for external leadership & representation ➤ We recommend the Board should meet once a year in-person for an extended Board meeting (ideally in the margins of another major global health meeting, for ease and efficiency), and otherwise meet online
Constituencies	➤ New energy with new leadership; more youth engagement in leadership ➤ Considered viability of IGO / potential merger with another constituency; not recommending given criticality of IGO and plans to strengthen Constituency; propose rename to 'Inter-State Organisations' ➤ Considered merger of GFM into DF; not recommending for now (risk losing visibility of multi-billion dollar GFM health actors; GFM / DF institutional differences)
Executive Committee	➤ Working well ➤ Insufficiently distinct from the Board? (functionally distinct, provided Board stays strategic and high-level and does not stray into transactional role)
SAC	➤ Working well ('engine room') ➤ Not recommending merger of SAC & EC; EC representative of Board (Constituency-based), whereas SAC works across Committees & Working Group and is not Constituency-based
GEC	➤ Working well; clear & distinct mandate
PECC	➤ Found its purpose after slow start; good output (defining country-level approach) ➤ Not recommending merger of PECC and SAC, but potentially consider for Q1 2024.
KEWG	➤ Working well (4 workstreams) ➤ Not recommending merger of KEWG & AWG (distinct & additive functions; too soon to merge; but potentially consider in Q1 2024)
AWG	➤ Working well (good and clear work programme) ➤ Needs more Sec support?

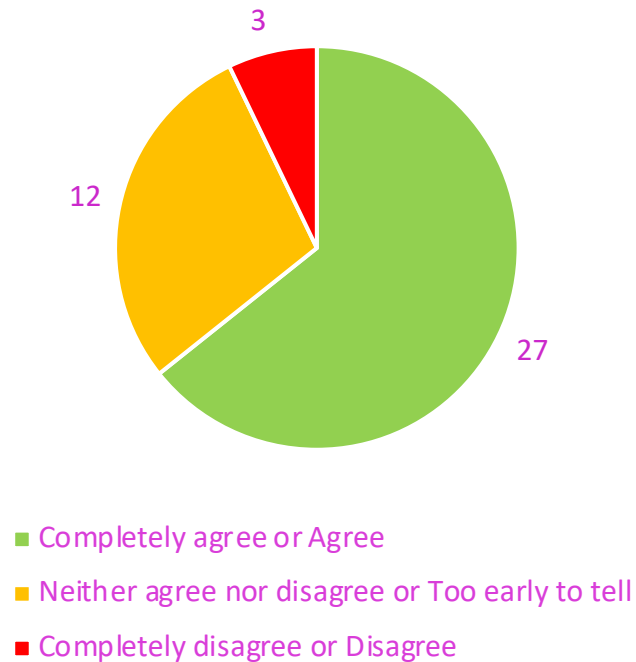
Summary findings by Governance body / thematic area (2/2)

Secretariat	➤ Wide praise from partners for Sec Governance support ➤ But workload unsustainable (200+ planned Gov-related meetings in 2023; see Annex 2) ➤ Not recommending reducing # Committees & Working Groups now; recommend that measures are taken to: (a) reduce the nature of Secretariat support (e.g. reduce # of pre-calls; reduce # Sec staff in calls; not full minutes of meetings (only actions); not fully scripted briefs for Chairs; more delegated staff authority), and (b) to reduce the number of temporary structures (e.g. the functions of the GFA Global Coordinating Committee could have been done by standing governance structures), rather than reduce the number of Committees and Working Groups now ➤ N.B. some of this link to other ongoing work ('MIND'; 'Secretariat Efficiency & Effectiveness')
Digital	➤ Increase in online engagement but too early to judge; partner engagement still too dependent on inner circle participating in governance structures ➤ <i>[We will add to the Digital section after meeting with Secretariat digital leads on Tuesday 21st]</i>
Adolescents	➤ MAYE has increased significantly (one of the major successes of the governance reforms; making PMNCH a leader in this field) ➤ After consulting members, AYC has decided not to raise the age cut-off ➤ We considered AY remuneration, reviewed current level of resources being spent; (budgeted from Jan 2022-Nov 2023; remuneration in effect only from Aug 2022); we believe it should be continued, including the recent focus on the requirement for claimants to account for their paid time (i.e. how much time on what tasks) ? <i>Should non-claimant time also be quantified</i>



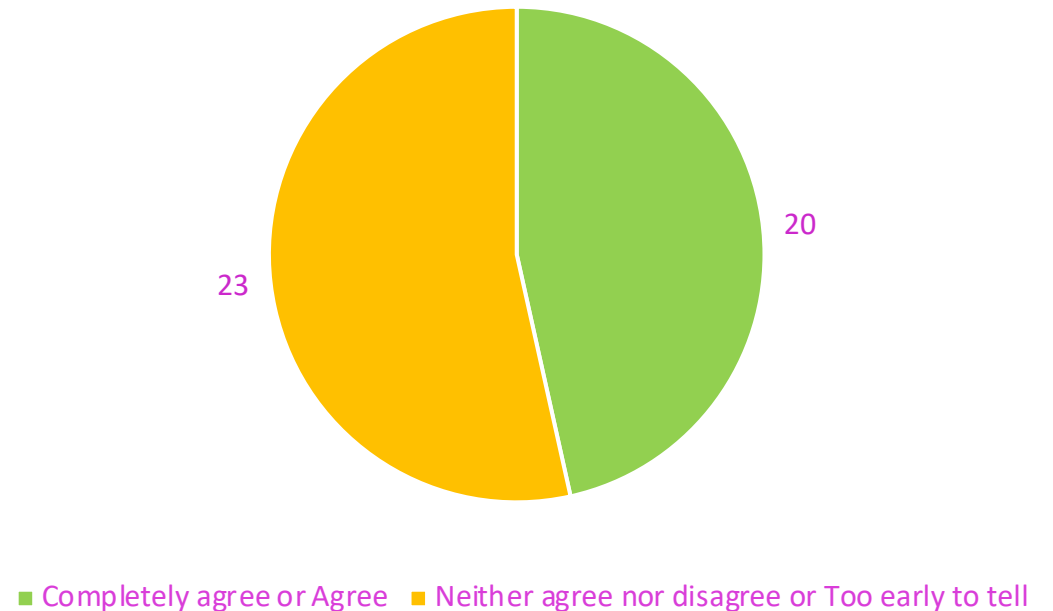
Clarity of roles*

The governance reforms have resulted in increased clarity of roles



Strategic decision-making

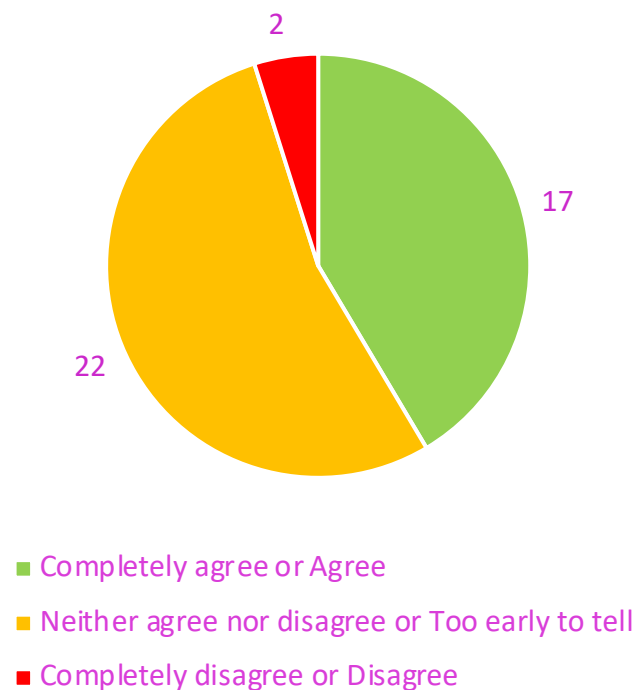
The governance reforms have resulted in more strategic decision-making



* Source: all pie chart data is taken from the MIND Survey of partners and Secretariat staff involved in governance structures (April 2022)

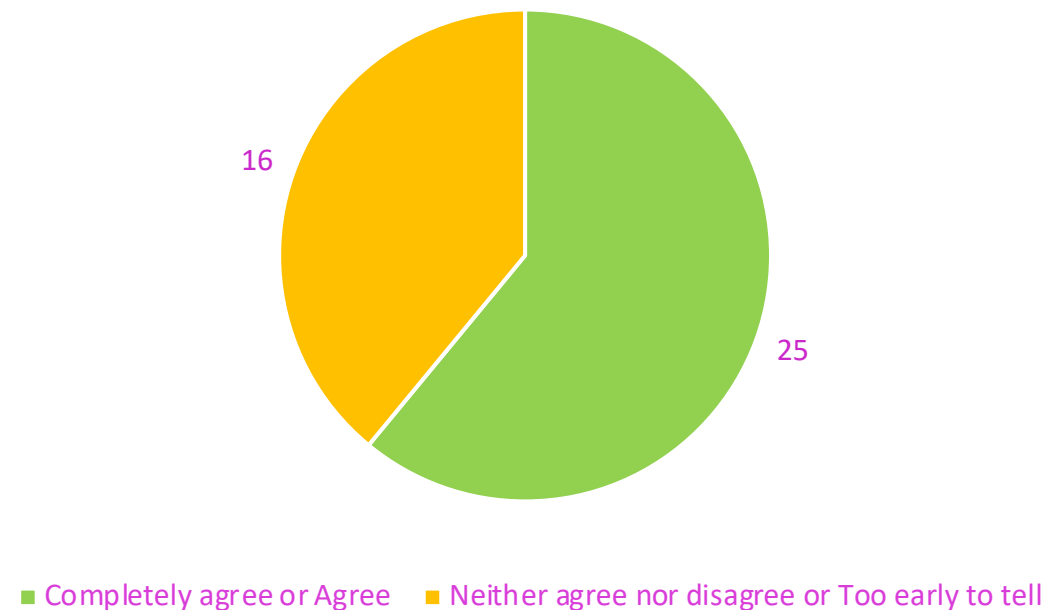
Partner engagement

The governance reforms have resulted in increased partner engagement



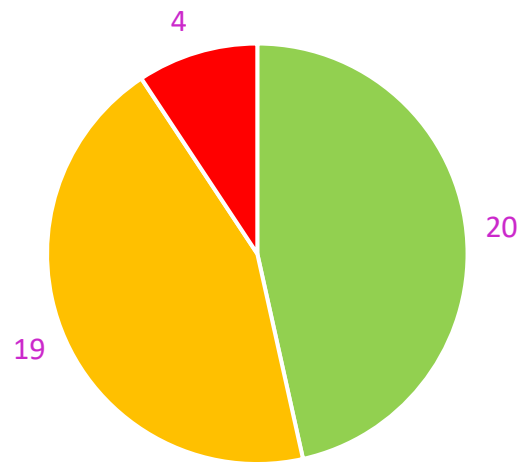
Meaningful Adolescent & Youth engagement

The governance reforms have resulted in increased MAYE



Nimble & effective structures

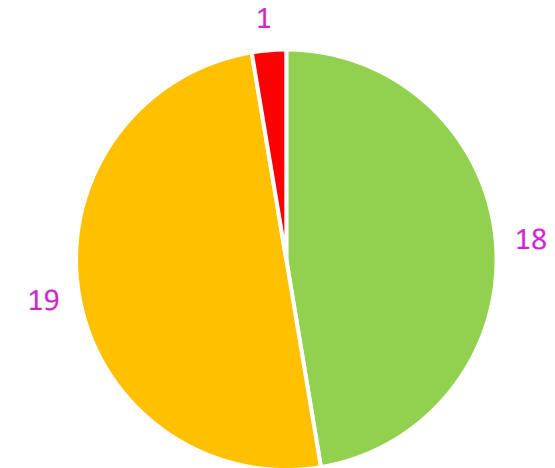
The governance reforms have resulted in more nimble & effective structures



- Completely agree or Agree
- Neither agree nor disagree or Too early to tell
- Completely disagree or Disagree

Improved delivery of PMNCH Strategy goals

The governance reforms are supporting improved delivery of PMNCH Strategy goals



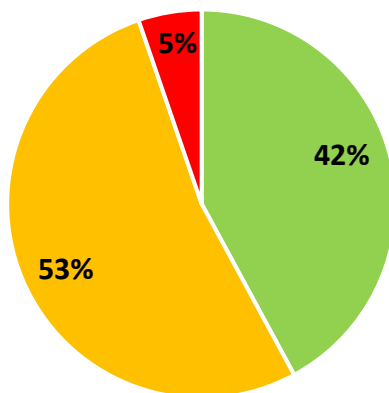
- Completely agree or Agree
- Neither agree nor disagree or Too early to tell
- Completely disagree or Disagree



MIND Survey results on Committees & Working Groups

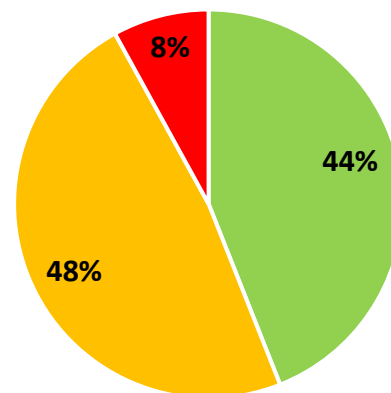
Reforms to the **Committees** have improved the functioning of the Committees

- Completely agree or Agree
- Neither agree nor disagree or Too early to tell
- Completely disagree or Disagree



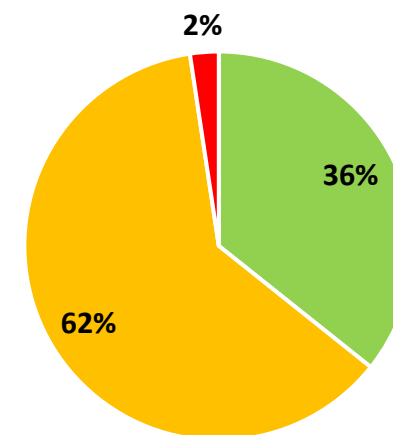
Reforms to the **Working Groups** have improved the functioning of the Working Groups

- Completely agree or Agree
- Neither agree nor disagree or Too early to tell
- Completely disagree or Disagree



The Governance reforms have resulted in **enhanced collaboration across Committees and Working Groups**

- Completely agree or Agree
- Neither agree nor disagree or Too early to tell
- Completely disagree or Disagree



4. *BOARD*



BOARD findings

- Board meetings are **smaller** (with participation in principle reduced to c.25 people), and **shorter** (from 2-3 days to 2-3 hours, driven mainly by the shift through COVID to online participation), and with **improved attendance rates**.
- Most respondents (surveys and interviews) feel that this has made the Board **more strategic, more focussed and more efficient**, with much business previously conducted by the Board now delegated to the Executive Committee.
- While most respondents feel that there is a **clearer division of functions between the Board and the EC**, the division of functions is still not clear to all.
- **Board Chair** plays strong external leadership role (quarterly Chair reports to ED); the **Global Leaders Network** can be an additional lever for external leadership & representation

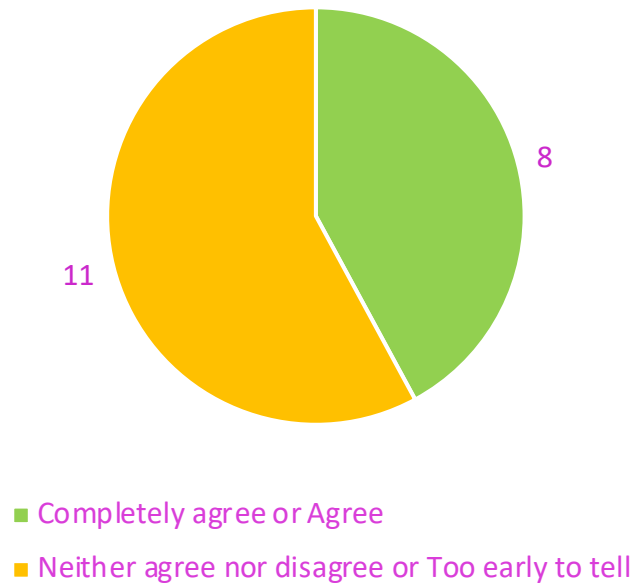


“Board meetings are more strategic, shorter, and more focused.”

“The Board works best when we are given high quality papers to consider from the Committees and Working Groups (e.g. the recent Private Sector paper).”

Board

Reforms to the Board membership have improved the functioning of the Board



Survey Quotes (April 2022)

- “Board meetings are more strategic, shorter, and more focused.”
- “The Board was able to focus more on strategic discussion and decisions. There is still a challenge in keeping the high level Board member associated and contributing, but as the plan for advocacy is becoming clearer, they can be engaged in the different ask and events.”
- “Two vacant Donor & Foundation seats are vacant; is this a signal?”

Interview feedback (May 2022 to February 2023)

- Evolution of the Board:
 - November 2019 Board (pre governance reforms) Board too big
 - July 2021 Board did not get the balance right; Board was ‘set-piece’ / ‘scripted’ interventions. i.e. not meaningful
 - December 2021 Board had much better balance
- Board should stay at high level; good for EC to take on more leadership and decision-making and keep Board on strategy & representation
- Having a smaller Board is helpful; previously it was too large
- Balance of power re-dimensioned at Board level (less donors)
- Board feels less cohesive (less human inter-action?); distinct enough from EC?
- 2 things streamlined the Board; (i) Covid (2 x 3 hours virtually v 3 face-to-face working days), (ii) Governance reforms
- It is not always clear what is wanted of us on the Board; there is a bit too much Secretariat ‘show-and-tell’ (but this is a problem for many Boards)

N.B. a separate analysis of Board member attendance at the three Board meeting post Governance reform (July 2021; December 2021; July 2022) showed marginally improved attendance rates: for seven Board members, attendance rates increased; for 21 they stayed the same; for three they decreased.

5. CONSTITUENCIES



CONSTITUENCY findings

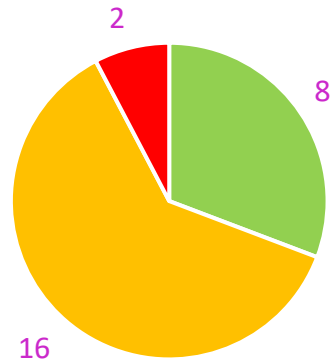
- **New leadership** has reinvigorated some constituencies; the recommendation to have **one Vice-Chair <30** has been broadly welcomed; some Constituencies has benefitted from **greater clarity on their proposed functions**.
- However, **engagement within some constituencies is still low** (e.g. GFM, IGO, PS), and it appears that **some Constituencies have not been re-energised** by the Governance reforms. **Influential actors** whose engagement has reduced in recent years (e.g. World Bank, GFATM) should be re-engaged in the Partnership, including in its governance.
- Targeted support should be give to **Constituencies** where: (i) partner engagement is low, and/or, (ii) the quality of Constituency engagement is low. LTA Team to discuss with the Secretariat and agree specific actions accordingly.
- Some interviewees felt that **doctors are dominant over other health professionals** in PMNCH governance; the data suggest not in numerical terms
- **PMNCH is not well known in the medical/clinical community**, especially by those at country level. The concept of **Global Health** needs clarification and understanding; e.g. the **language used in international development can be difficult to understand** for medical professionals, especially for those from developed countries.
- We considered the viability merging **IGO** with another constituency (IGO is small, with a disproportionate burden falling on the Inter-Parliamentary Union (IPU on Board, EC, SAC, AWG, and Constituency Chair)); we are not recommending this, given the criticality of IGO and ongoing plans to strengthen and broaden the Constituency; we do propose to rename the Constituency 'Inter-State Organisations' (on the recommendation of the IPU)
- We considered proposing the merger of **GFM** into the DF Constituency; including pros (GFM less active; GFM / DF institutional similarities) and cons (risk losing visibility of multi-billion dollar GFM health actors; GFM / DF institutional differences); we are not recommending such a merger on the basis that the cons outweigh the pros



“It is an excellent addition to have the <30 member of the constituency leadership, but we still have difficulty in ensuring that members really engage.”

Constituencies

Reforms to Constituency leadership have improved the functioning of the Constituencies



- Completely agree or Agree
- Neither agree nor disagree or Too early to tell
- Completely disagree or Disagree



Survey Quotes (April 2022)

- “They have provided guidelines on the efficient running of constituencies especially on matters such as age and direct involvement beyond given limits.”
- “It has helped clarify objectives and how each constituency can support their achievements.”
- “It is an excellent addition to have the <30 member of the constituency leadership, but we still have difficulty in ensuring that members really engage.”
- “Our constituency had difficulty in defining our role. Reforms have helped but still a bit difficult supporting versus advocating for”
- “We lack clarity on concrete deliverables as Constituency leadership”

Interview feedback (May 2022 to February 2023)

- Good structural reforms (inc. more youth engagement) but more thought needs to go to how to support them; e.g. for ART, developed a brochure (promotes constituency and explains functions)
- Not all new structures are fully established yet; many new to PMNCH and still learning (not obvious to understand PMNCH from the get-go)
- How to stimulate ‘horizontal’ communication between members, rather than reliance on Secretariat agency to make connections? digital platforms will help
- could roll GFM into DAF?
- Smaller constituencies may struggle because they are less organised

6. *COMMITTEES*



EXECUTIVE COMMITTEE findings

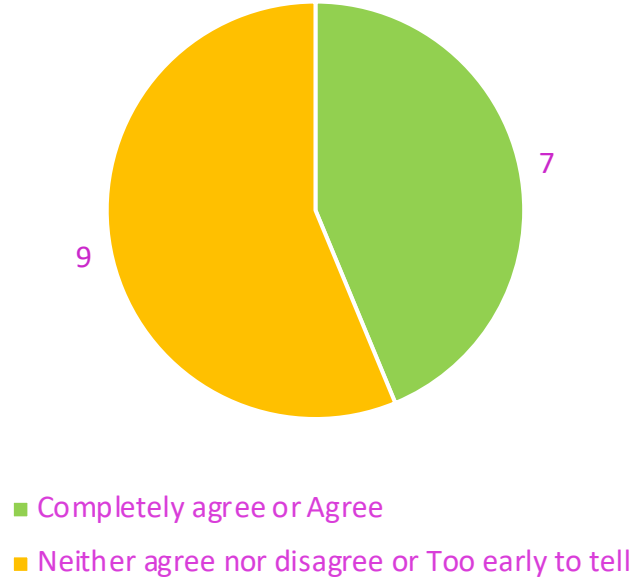
- The EC is the **least changed structurally** of the different Committees and Working Groups; though its functions have changed, with **more business delegated** down by the Board (the EC meets after the Board, to take forward decisions) and **oversight of the standing Committees**.
- After some initial reassessment and calibration, now the EC is considered to be **working effectively and efficiently** (even difficult decisions, such as the budget, were taken in a straight forward manner); some of this effectiveness and efficiency is attributed by many to an **effective EC Chair**.
- The **identity of the EC viz-a-viz the Board** is still not clear to all; some believe that the EC has struggled to show added-value viz-a-viz both the full Board and the SAC.



“Streamlined membership and the clarity regarding roles and responsibilities have been a major improvement..”

Executive Committee

Reforms to the EC Composition have improved the functioning of the EC



Survey Quotes (April 2022)

- “Clarity and efficiency of decision-making.”
- “After some initial reassessment and calibration, now the EC is working regularly, and even difficult decisions, such as the budget, were taken in a straight forward manner. The EC Chair has created a very collaborative space and is an excellent at listening and given final opportunities for all constituencies to contribute.”
- “Streamlined membership and the clarity regarding roles and responsibilities have been a major improvement.”

Interview feedback (May 2022 to February 2023)

- EC functioning well; clearer roles now for EC; effective Chair
- Structurally not much changed: seats not changed on EC (different e.g. to Standing Committees which are completely new); not many EC members changed (to ensure continuity)
- Functions changed as part of the reforms: shift in decision-making from Board to EC; 3 SCs report to the EC (very helpful)
- Identity of the EC viz-a-viz the Board is still a work in progress (insufficiently differentiated; Board 70% same cast as EC); EC has struggled to show added-value viz-a-viz both the full Board and the SAC

STRATEGIC ADVOCACY COMMITTEE findings

- The SAC was described by one interviewee as the “**engine room**” for the delivery of the PMNCH Strategy.
- It is understood by most to be **doing a good job**; focussing on defining and driving the Partnership’s approach to **strategic advocacy** (PMNCH’s core function).
- The SAC role in **coordinating different Committees and Working Groups** is not straightforward. There are both formal mechanisms in place (e.g. Working Group participation in SAC meetings; reports / updates to the SAC) and informal mechanisms (communication between the SAC and Committees and Working Groups, often mediated by the Secretariat). These coordination require **energy and focus** to make them work.
- We considered a **merger of the EC and SAC**. This was rejected on the grounds that: (i) the EC is representative of the Constituencies, whereas the SAC is not, (ii) the EC handles critical corporate business (e.g. finance, fundraising) that would be a distraction to the SAC’s core role of driving strategic advocacy.
- We considered **merger of the SAC and PECC**. This is covered in the next slide.



“Reform of the Standing Committees appears to have expanded the participation to groups of members previously untapped for Committee work. The perceived value of membership on the Standing Committees also appears to have increased.”

GOVERNANCE & ETHICS COMMITTEE *findings*

- The GEC has a **clear and distinct mandate**. Relative to other Committees and Working Groups (which in large part focus on partner engagement and delivery of the workplan), the GEC has a more conventional set of ‘governance’ functions.
- The GEC is **functioning well**. We attribute this to three main factors:
 - i. a clear and distinct **mandate**
 - ii. a ‘**running start**’ (the transition from the Governance & Nominations Committee to the Governance Committee was the least disruptive in terms of functions and composition of the Committee)
 - iii. effective **leadership**, good **participation** by members and effective **Secretariat support**



“The GEC has had a running start and is performing well.”

PARTNER ENGAGEMENT IN COUNTRIES COMMITTEE findings

- While the **PECC** has been slower to get up to speed, it has now been agreed within the PECC – and, following endorsement from both the SAC and the EC, across PMNCH as a whole – a new approach to ‘country-level advocacy and accountability’, characterised by 3 main components: (i) Digital Commitment Compendium, (ii) in 30 Priority Countries, (iii) supported by Lead Partners, convening other PMNCH partner advocates through MSPs. This approach looks like a promising way to address the perennial issue of PMNCH’s modus operandi at the country level.
- After LTA Phase 1, we were asked by the ED to consider whether there is a case to **merge the PECC and the SAC**. Our preliminary thinking is not to recommend a merger; we see value in having a distinct and dedicated organisational structure home to drive the new country-level approach, and to keep the priority of country engagement and country-level impact firmly on the agenda. Additionally, the PECC’s composition is constituency-based (and therefore more representative of the Partnership), while the SAC is not.

“If we did dissolve the PECC into the SAC, we need something – whether within the SAC or not – that retains a strong focus on partner engagement in countries. If not the agenda risks getting lost.”

“If the SAC is the engine room of the governance structure, then the PECC is the heart.”



7. WORKING GROUPS



KNOWLEDGE & EVIDENCE WORKING GROUP findings

- The **KEWG** has a clear **Terms of Reference**, **working structures** and **workplans**. It is engaging partners and generating useful work products.
- The KEWG in particular seems well-organized and is conceiving and delivering a good work programme. The KEWG has established **4 expert workstreams** (MNCH; SRHR; Adolescents; Economics & Financing). One KEWG interviewee notified a '**shift in engagement**' between the KEWG under the former strategy period and current incarnation
- After LTA Phase 1, we were asked to consider **whether there is a case to merge the KEWG and AWG**. Our preliminary thinking is not to recommend a merger, for two reasons: (i) the roles and outputs of the KEWG and the AWG seem to us to be both distinct and additive, and (ii) it seems premature to recommend a change in Governance structures when the structures have not been operational for a long time. A potential merger in the medium-term, however, should not be ruled out.



“The Knowledge & Evidence WG and it is very active and interesting. The work has been divided into workstreams which means people can contribute more effectively so I am very happy with the reform process so far”

ACCOUNTABILITY WORKING GROUP findings

- The **AWG** has a clear **Terms of Reference**, **working structures** and **workplans**. It is engaging partners and generating useful work products.
- Interviewees cite the **support from the Secretariat** as critical to the success of the AWG. There is clear preparation for, and follow up after, meetings, and the PMNCH Secretariat focal point for the Working Group will follow up with members to make sure they are joining meetings etc. The Secretariat has also ensured that meetings have clear agendas, clear items for information-sharing, and clear items for decision/action from members.
- However, there is currently only one Secretariat staff member supporting (less); it is understood that this is being addressed.
- One AWG member noted a need to coordinate better the work of the AWG with **other global health bodies** working on Accountability (e.g. the GFF Civil Society Coordination Group).



“We should not be thinking about changing the Governance structure, so soon after setting up the revised structures. Give them time to bed in.”

8. SECRETARIAT



SECRETARIAT findings (1/2)

- Partners involved in PMNCH governance feel **well-supported by Secretariat staff**, for whom there is wide praise.
- PMNCH **workplan delivery is still very Secretariat-dependent**; partner-centricity is still an unfulfilled ambition in many ways.
- Additionally, the **workload for Secretariat is high** and may not be sustainable. The transition from Secretariat-led to Partner-led operations has not yet fully materialized; the focus on Advocacy creates an intense workload (the Secretariat supported 45 advocacy events and 81 knowledge products in 2021 alone); work streams led by partners are still under development, and the Digital Advocacy Hubs are yet to launch; there is a culture of long working hours in the Secretariat.
- It is not clear that **additional funding** would be available to take on more Secretariat staff (as part of a solution to reducing workload), due to the difficult funding climate for global health.
- There would be benefits to the Secretariat becoming a **virtual Secretariat** with staff located in different regions – as originally proposed in the Governance reforms – while retaining a senior management core located within WHO in Geneva.



“Nothing is too much trouble for the Secretariat. They work very hard and produce excellent outputs.”

“I would like to shift the balance of Secretariat; less on servicing governance structures, and more on country delivery.”

SECRETARIAT findings (2/2)

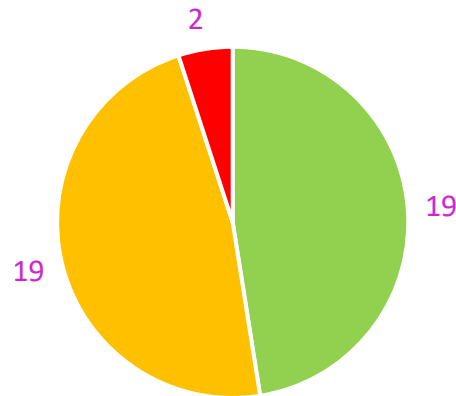
- Both the MIND work and the LTA Phase 1 work have established that the workload for the Secretariat is high and may not be sustainable. After LTA Phase 1, we were asked to look at the ‘Governance-related drivers of Secretariat workload’. We see four main drivers of high Secretariat workload (Number of Governance structures; Number of Deliverables; Number of Secretariat staff; Nature of Secretariat support), with corresponding options explored below:
 - i. **Number of Governance structures:** Secretariat workload could be decreased through decreasing the number of Governance structures. However, this would also certainly come at the cost of reduced partner engagement and reduced overall PMNCH output.
 - ii. **Number of Deliverables:** there has been progress in prioritising the PMNCH workplan down from 17 to 14 deliverables (February 2022) and then from 14 to 10 priority deliverables (June 2022); although prioritising down to 10 deliverables did involve some ‘mergers’. It will be important to retain discipline (including oversight from the SAC and the EC) in keeping to these priority 10 deliverables; including resisting building out multiple ‘sub-deliverables’.
 - iii. **Number of Secretariat staff:** individual staff workload could be reduced by increasing Secretariat staff numbers. While there may be some scope to increase staff numbers – on the basis of successful resource mobilisation (\$10m secured for 2022) and good outer year visibility on resourcing (c. 70% of required budget already secured for 2023 and 2024) – it is not clear that donors would support a significant increase in Secretariat staffing / consultants.
 - iv. **Nature of Secretariat support:** Secretariat support for Committees and Working Groups is unusually intensive (e.g. writing substantive documents; drafting speaking points for Chairs). There may be scope for reduction, if Committees and Working Group leadership and members are prepared to take on more work themselves.



“The more Governance structures there are – the greater the Secretariat workload.”

Secretariat

The governance reforms have resulted in increased efficiency and effectiveness of the Secretariat



■ Completely agree or Agree

■ Neither agree nor disagree or Too early to tell

■ Completely disagree or Disagree



Interview feedback (May 2022 to February 2023)

- Partners involved in PMNCH governance feel well-supported by Secretariat staff, but is it sustainable in terms of Secretariat workload?
- Not clear that the governance reforms have reduced Secretariat workloads; the Secretariat is still the 'engagement platform'
- Secretariat gained time from going virtual; learned a lot; a virtual Secretariat would be efficient, would save money and better enable work across time zones
- In the old days, lots of WGs; attempt to bring more discipline to this; C&WGs require heavy servicing from Sec, so reducing them does help but further streamlining to be done; Sec does not closely track time; Sec working practises can be addressed; Have meetings where 12 people in Sec pop up, and could be done by 2 or 3; scope for efficiency; Sec reform was meant to come at end of Gov reform; did reform Sec (starting July 2020) from creating Teams in Sec aligned to new Strategy; Sec clearly on how they contribute to reforms; so structure better, but scope for more efficiency
- Increased the workload of the Secretariat; more partners and processes to service: "the work has gone through the roof"; SE spread more thinly than previously; yes, more partner engagement and probably better-quality outputs, but is it sustainable? Particularly given potential reduction of resources; N.B. a lot of what the WGs & SCs do is actually done by the Sec
- A lot of work for Sec to manage all the structures; less WGs but still a lot of work; Gov is very process-heavy (pre-meetings, papers, meetings, post-meetings etc.); delivery still very Sec-dependent; partner-centricity still an ideal in many ways
- Excellent Sec support; but Secretariat still feels a bit overworked; needs management attention; culture of over-work / over-time

9. *DIGITAL*



DIGITAL findings

- The LTA Terms of Reference included reviewing progress on the impact of the **Digital Advocacy Hubs** (DAHs) in Phase 2. Given that the DAHs are not yet up and running, we propose revising the LTA scope to look at progress on '**digital engagement**' in the round.
- Overall, **progress on digital engagement is good**; both as a means of **partner engagement** and **delivery of the PMNCH Strategy and workplan**. Digital engagement has increased significantly in PMNCH; in part, but not only, due to COVID. The PMNCH website has over 10,000 unique visits per month (up from 3,000 previously) and the E-blast circulation is up to 10,000 (up from 4,000 previously), with 30-35% click rates (which is good). The digital chatbox on Youth Engagement has launched and engaged over 1 million people [check].
- The ambition is for the PMNCH **website** to be a dynamic two-way vehicle for engagement, and for DAHs to enable partner engagement and work programme delivery on thematic and geographic bases. Work is soon to conclude [update required] on beta testing of the platforms.

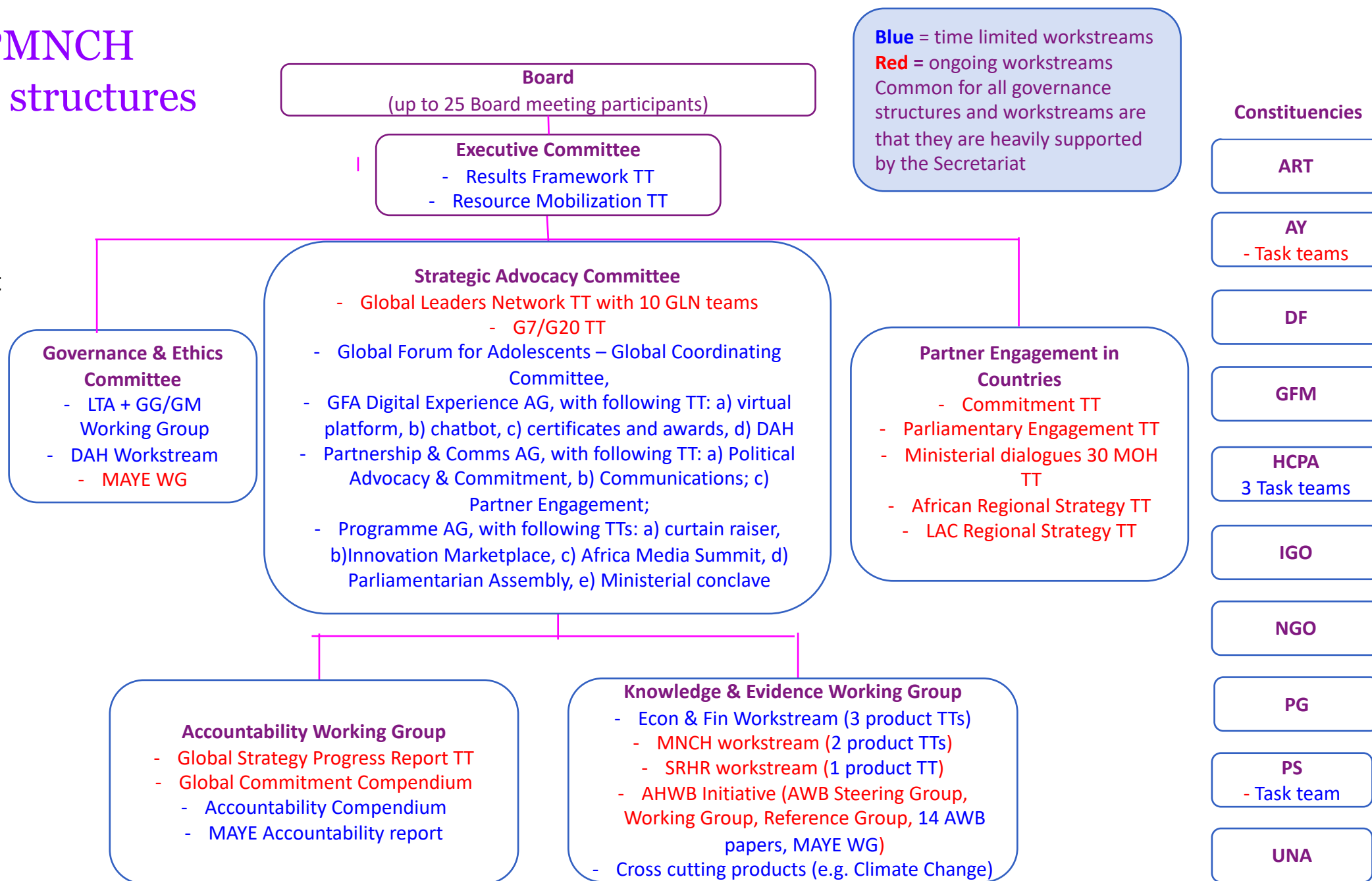


ANNEXES



ANNEX 1. PMNCH Governance structures (Dec 2022)

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



ANNEX 2. PMNCH Governance calendar (Dec 2022)

As at December 2022, there were around 200 planned governance-related meetings in 2023. In addition, PMNCH task teams meet regularly (e.g. GFA action groups, including briefing meeting with leadership groups, plan an additional circa 150 meetings in 2023). All to be serviced by the Secretariat.

No of Meetings	Governance Body	Date	Month
198	Total between 190 and 200 governance meetings per year (the list does not include GFA action groups meetings or any task team meetings)		
2	Acc WG (including Leadership meeting)	Jan TBC	January
3	EC Meeting (including briefings)	30 January from 14:00-16:00 CET	
4	PECC Meeting (including briefings)	30 January time TBC	
2	GEC Meeting (including GEC Leadership meeting)	16 February 16:00-18:00 CET	February
6	KE-WG (including 4 Workstream meetings and Co-Lead meeting)	?16th Feb	
1	Work-planning Retreat	21-22 Feb from 14:00-17:00 CET	
1	Acc WG	First week March	March
4	PECC Meeting (including briefings)	10 March time TBC	
20	Pre-EC Constituency meetings (10 Constituency meetings, plus up to 10 briefing meetings with Constituency leadership)	13 March - 22 March	
3	EC Meeting (including briefings)	23 March from 14:00-16:00 CET	
2	GEC Meeting (including GEC Leadership meeting)	5 April from 16:00-18:00 CET	April
6	KE-WG (including 4 Workstream meetings and Co-Lead meeting)	?13th april	
2	Acc WG (including Leadership meeting)	April TBC	
2	SAC Meeting (including SAC Leadership Meeting)	20 April from 17:00-18:30 CET	
2	SAC Meeting (including SAC Leadership Meeting)	29 May from 17:00-18:30 CET	May
20	Pre-EC Constituency meetings (10 Constituency meetings, plus up to 10 briefing meetings with Constituency leadership)	29 May- 6 June	June
2	GEC Meeting (including GEC Leadership meeting)	1 June from 16:00-18:00 CET	
3	EC Meeting (including briefings)	7 June from 14:00-16:00 CET	
4	PECC Meeting (including briefings)	13 June time TBC	
1	Acc WG	June TBC	
20	Board Meeting (including Board webinar and briefings for Board Chair, constituencies and invites guests)	21-22 June from 12:00-15:00 CET	

No of Meetings	Governance Body	Date	Month
3	EC Meeting (including briefings)	12 July from 14:00-16:00 CET	July
6	KE-WG (including 4 Workstream meetings and Co-Lead meeting)	?13th july	
2	SAC Meeting (including SAC Leadership Meeting)	20 July from 17:00-18:30 CET	
2	GEC Meeting (including GEC Leadership meeting)	26 July from 16:00-18:00 CET	
4	PECC Meeting (including briefings)	28 July time TBC	
	No Governance meetings (except SAC) to fully concentrate on UNGA and GFA		August - September
2	Acc WG (including Leadership meeting)	Aug (end)	
2	SAC Meeting (including SAC Leadership Meeting)	6 September from 17:00-18:30 CET	
4	PECC Meeting (including briefings)	13 September time TBC	October
	Global Forum for Adolescents	11-12 October	
2	GEC Meeting (including GEC Leadership meeting)	18 October from 16:00-18:00 CET	
20	Pre-EC Constituency meetings (10 Constituency meetings, plus up to 10 briefing meetings with Constituency leadership)	31 October-7 November	
1	Acc WG	Nov	November
3	EC Meeting (including briefings)	8 November from 14:00-16:00 CET	
6	KE-WG (including 4 Workstream meetings and Co-Lead meeting)	?10th Nov	
2	SAC Meeting (including SAC Leadership Meeting)	16 November from 17:00-18:30 CET	
4	PECC Meeting (including briefings)	28 November time TBC	
20	Board Meeting (including Board webinar and briefings for Board Chair, constituencies and invites guests)	29 and 30 November from 12:00-15:00 CET	December
3	EC Meeting (including briefings)	6 December from 14:00-16:00 CET	
2	GEC Meeting (including GEC Leadership meeting)	15 December from 16:00-18:00 CET	

ANNEX 3.1 Secretariat analysis of potential time/efficiency gains from structure mergers

A. BACKGROUND

- ✓ In March 2023, the PMNCH Secretariat conducted a rapid analysis to explore potential staff time and governance efficiency gains through the merger of current PMNCH governance structures
- ✓ Scope: Analysis was conducted in relation to:
 - Potential merger of *Accountability Working Group* and *Knowledge and Evidence Working Group*
 - Potential merger of *Partner Engagement in Countries Committee* and *Strategic Advocacy Committee*
- ✓ Data source: Information for this analysis was extracted from the PMNCH Governance Calendar 2023 (see Annex 2), includes all proposed PMNCH Governance meetings for this year (excluding the time-bound Global Forum for Adolescents structures)

B. FINDINGS

Merger of Accountability WG and Knowledge & Evidence WG

- ✓ Without merger: Number of meetings in 2023 will be a combined total of **33**
- ✓ With merger: If the Accountability WG becomes a workstream within the broader KEWG, the combined total of meetings will be **28** (ie, 15% reduction). If the Accountability WG is fully mainstreamed within the existing four KEWG workstream and is not retained as a separate workstream, the combined total of meetings will be **24** (i.e. 27% reduction)

Merger of Partner Engagement in Countries Committee and Strategic Advocacy Committee

- ✓ Without merger: Number of meetings in 2023 will be a combined total of **41**
- ✓ With merger: If PECC and SAC merge into a fully combined structure (assuming break-out groups specific to workplan deliverables of each group are held within these joint meetings), the combined total of meetings in 2023 will be **27** (ie, reduction of 34%)

Assumptions for PECC and SAC merger: SAC and PECC merge fully with the 2 co-chairs (one representing SAC and one PECC), one VC under 30 and one Secretary. There would two workstreams within this combined structure – ie, one focused on SAC deliverables and one focused on PECC deliverables. These workstreams meet mainly within the breakout sessions of the merged SAC/PECC meetings unless otherwise planned (e.g., break-outs within annual workplanning retreats, etc.)

ANNEX 3.2 Secretariat analysis of potential time/efficiency gains from structure mergers

POTENTIAL NEXT STEPS FOR FURTHER ANALYSIS

- ✓ The PMNCH Governance Calendar 2023 includes around 200 planned governance-related meetings in 2023. In addition, PMNCH task teams meet regularly (e.g. GFA action groups, including briefing meeting with leadership groups, plan an additional circa 150 meetings in 2023). All to be serviced by the Secretariat.
- ✓ We have not yet analyzed the amount of time spent by the Secretariat in servicing these meetings, or variations in time spent in relation to meeting type (e.g., PMNCH EC and Board meetings require much higher levels of Secretariat time than more routine meetings)
- ✓ Further analysis could reveal overall level of time invested in relation to costs (e.g., FTEs). This information could be further analyzed in relation to meeting type, e.g., to understand what is “most costly” in terms of time/effort/return on investment.



- ✓ Analysis at present does NOT include the number of GFA meetings – this area could also be examined for potential streamlining, e.g., closing the Global Coordination Committee of the GFA and asking the PMNCH Executive Committee, representing all constituencies, to take this role



Annex 4.1 List of interviewees for Governance LTA (Phase 1) (1/2)

	Member	Governance body	Constituency	Under 30	Region
Members involved in PMNCH Governance structures					
1.	Gareth Jones	PECC / VC under 30	AY	Yes	EURO
2.	Franka Cadée	EC / EC Rep	HCPA	No	EURO
3.	Ann Starrs	SAC / Co Chair	DF	No	AMRO
4.	Flavia Bustreo	GEC / Chair	DF	No	EURO
5.	Leslie Elder	GEC / Secretary	GFM	No	AMRO
6.	Joy Phumaphi	PECC / Vice Chair	IGO	No	AFRO
7.	Aleksandra Blagojevic	SAC /member	IGO	No	EURO
8.	David Imbago	EC / EC Rep. Board / Board member	AY	Yes	AMRO
9.	Paula Quigley	KEWG / member	PS	No	EURO
10.	Karen Walker	KEWG / Vice Chair	HCPA	No	WPRO
11.	Zulfiqar Bhutta	KE WG / member	ART	No	EMRO
12.	Desmond Nji	SAC /Secretary	NGO	No	AFRO
13.	Craig Lissner	KE WG / member	UNA	No	EURO



Annex 4.2 List of interviewees for Governance LTA (Phase 1) (2/2)

	Member	Governance body / Secretariat Team	Constituency	Under 30	Region
Members not involved in PMNCH Governance structures					
14.	Angela Chaudhuri	n/a	NGO	No	SEARO
15.	Michelle Acorn	n/a	HCPA	No	AMRO
16.	Laura Laski	n/a	DF	No	AMRO
17.	Afsana Kaosar	n/a	ART	No	SEARO
PMNCH Secretariat					
18.	Helga Fogstad	ED	N/A	No	EURO
19.	Lori McDougall	ED Office	N/A	No	AMRO
20.	Ilze Kalnina	Campaigns and Partner Engagement - Global	N/A	No	EURO
21.	Etienne Langlois	Knowledge Synthesis	N/A	No	AMRO
22.	Veronic Verlyc	Digital Communications	N/A	No	AFRO
23.	Giulia Gasparri	Operations & Governance	N/A	Yes	EURO
24.	Nebojsa Novcic	Operations & Governance	N/A	No	EURO
25.	Mijail Santos	Digital	N/A	No	EURO



Annex 4.3 List of interviewees for Governance LTA (Phase 2)

	Member	Governance body	Constituency	Under 30	Region
Members involved in PMNCH Governance structures					
26.	Sahil Tandon	SAC / former Vice-Chair	AYC	Y	SEARO
27.	Jennifer Requejo	AWG / Co-chair	GFM	N	AMRO
28.	Aminu Garba	Board; PECC / member	NGO	N	AFRO
29.	Mike Mbizvo	Board; KEWG / Vice-Chair	ART	N	AFRO
30.	Martin Chungong	Board; EC	IGO	N	AFRO
31.	Mark Hanson	KEWG / Co-Chair	ART	N	EURO
32.	Jon Klein	AWG / Vice-Chair	HCPA	N	AMRO
33.	Errol Alden	Board	HCPA	N	AMRO
34.	Maria Antonieta Castro	Board / EC	NGO	N	AMRO
35.	Will Zeck	GEC	UNA	N	AMRO
36.	David Imbago	Board	NGO	N	AMRO
Board					
37.	Helen Clark	Chair of the Board	n/a	N	WPRO

