PMNCH 26ᵗʰ Board Meeting

14 December 2020, 12:00 – 15:00 CET
15 December 2020, 12:45 – 15:00 CET (12:00 – 15:00 CET Board Members only)

Document Title: PMNCH-B26-2020; 5a, Harnessing the power of partnership in a digital era

Summary: This paper outlines PMNCH's bold undertaking to refine its governance, partner engagement, and operational processes to create a cutting edge and sophisticated approach to leveraging PMNCH's network of partners to meet our greatest challenge: securing the health and well-being of women, children and adolescents. It addresses the relevant findings of the PMNCH's independent External Evaluation (January 2020) and inputs from the extensive work overseen by the Governance & Nomination Committee since March this year.

At its meeting in June 2020, the PMNCH Board reviewed the "PMNCH Options for Governance Models Discussion Paper", and charged the GNC to continue this important work and to report back to the Executive Committee and Board in Q4 with a more detailed streamlined governance structure that embraces the following goals:

- Maximize the reach of PMNCH partners to achieve meaningful progress and impact
- Meaningful engagement of all partners, with a clearly articulated two-way value proposition
- Strengthen political engagement and action, with Board membership representing key geographies highlighted in the PMNCH 2021-2025 Strategy
- Maximize accessible digital and virtual platforms for efficiency, engagement, responsiveness and collaboration.

The culmination of this work is presented in the attached paper, which is divided into five main sections, each presenting an iterative approach to governance reform and partner engagement in the context of a greater digital future for PMNCH: (i) Introduction; (ii) Consultation method and process; (iii) Highlights from the external evaluation and consultations, (iv) Recommendations – moving forward to harness the power pf our Partnership, and (v) Conclusions.

Actions Required: Approve the recommendations emerging from the "Harnessing the Power of Partnership in a Digital Era" paper.

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"Harnessing the Power of Partnership in a Digital Era"

Reimagining governance, partner engagement, and operations to deliver on the 2021 – 2025 PMNCH Strategy

December 2020

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1. INTRODUCTION

PMNCH is embarking on exciting, new changes designed to meet the ambitious objectives of the PMNCH 2021 – 2025 Strategy (Annex 1). As noted by the Board Chair, "Achieving the goals of this Strategy is our collective duty, a health and economic imperative, and the fullest expression of our humanity at this most testing time." Over the past 15 years, PMNCH has consistently demonstrated the power of its partnership to achieve exceptional results. However, with 10 years remaining to achieve the SDGs, and a global pandemic poised to impede progress, old ways of working will be insufficient. This paper outlines PMNCH's bold undertaking to refine its governance, partner engagement, and operational processes to create a cutting-edge and sophisticated approach to leveraging PMNCH's network of partners to meet our greatest challenge: Securing the health and well-being of women, children and adolescents.

At its meeting in June 2020, the PMNCH Board reviewed the "PMNCH Options for Governance Models Discussion Paper", which had been distributed and discussed as part of the Strategy 2021-2025 consultations during May and June. The Board charged the Governance and Nominations Committee (GNC) with continuing the important work related to the Governance Reform process, and to report back to the Executive Committee and PMNCH Board in Q4 2020 with a more detailed streamlined governance structure that embraces the following goals:

✓ Maximize the reach of PMNCH partners to achieve meaningful progress and impact;
✓ Meaningful engagement of all partners, with a clearly articulated two-way value proposition;
✓ Strengthen political engagement and action, with Board membership representing key geographies highlighted in the PMNCH Strategy;
✓ Maximize accessible digital and virtual platforms for efficiency, engagement, responsiveness and collaboration.

Since then, the GNC has overseen an extensive process of consultation among PMNCH partners and constituencies on the governance issues raised in the External Evaluation and reflected in the June Board paper and has concluded with the proposal contained in this paper.

This paper is divided into three main sections, each presenting an iterative approach to governance reform and partner engagement in the context of a greater digital future for PMNCH: (i) Consultation method and process; (ii) Highlights from the external evaluation and consultations, and (iii) Recommendations – moving forward to harness the power of our Partnership.

2. CONSULTATION METHOD AND PROCESS

GOVERNANCE REFORM, GOOD GOVERNANCE AND MANAGEMENT & PARTNER ENGAGEMENT

During 2020, there have been multiple, triangulated approaches to identifying options and ideas for refining PMNCH governance structures and driving partner engagement, as well as producing a Secretariat "fit for purpose" to deliver on the new 2021-2015 Strategy.

These efforts have also included an analysis of potential power, diversity, inclusion and equity. A "Good Governance" ad-hoc Working Group has been established by the GNC to oversee the work in this area[1]. This group will oversee the recruitment of an external consultant to assess current PMNCH governance dynamics, including policies and procedures to improve good governance, as well as those within the Secretariat.

An important starting point for these considerations earlier this year was the development of a detailed comparative analysis of 16 global health partnerships. The findings from this analysis resulted in a paper which outlined three potential governance models. These models were shared with the 10 PMNCH constituencies as well as the EC and Board (June 2020). The latter directed the GNC to continue its efforts to design a model that would meet the test of producing a smaller, more focused Board of "high level champions", with responsibility for overall oversight of PMNCH. This model also should confer greater operational power in the Executive Committee and its related committees/working groups. An iterative process followed in October, which aimed to refine this concept through a series of 90-minute focus group discussions with all 10 PMNCH Constituencies (described above), as well as with some of the Working Groups. These meetings discussed potential governance models, as well as unconscious bias and opportunities for improving meaningful partner engagement, including through digital solutions. Two guiding papers and a video presentation were shared as background documentation prior to the meetings. These meetings were conducted from 5 October – 27 November, with input solicited from a total number of 85 people.

DIGITAL APPROACHES

Supporting the above process of governance reform, the PMNCH Secretariat was guided by the PMNCH 2021-2025 Strategy to explore options for improving the impact and efficiency of partner engagement, communication, and overall operations, including through digital solutions.

Consultations took place as follows:
   i. Digital ideation workshop with PMNCH Staff (September 2020)
   ii. Discussion with PMNCH Constituencies, integrated into the above governance and partner engagement consultations (5th October – 12th October, 2020)
   iii. Digital ideation workshop with the communication leads of PMNCH partners (7th October, 2020).

These consultations, lasting from 90 to 120 minutes, were focused on soliciting feedback on a set of guiding questions, with identified prompts to solicit input in specific areas.

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1 The Terms of Reference for the Working Group can be found in Annex 3.

Secretariat Structure and Operations

Building on the detailed comparative analysis of the 16 global health partnerships, various secretariat models were reviewed for possible features of interest, focusing on models with a large partner base, a focus on digital operations, and virtual Secretariat models. Furthermore, based on the 2021-2025 Strategy, the PMNCH Secretariat identified recommended technical skills in partnership-building, governance, partner engagement, knowledge synthesis, planning and operations, digital communications, and campaigns and outreach.

3. HIGHLIGHTS FROM THE EXTERNAL EVALUATION AND THE CONSULTATIONS

Findings from the External Evaluation, as well as the recent consultations, are summarized below as they relate to each strand of work. The synthesis of findings from the consultations can be found in Table 2 in the Annex.

What We Heard	Summary highlights
Governance Reform	**From the external evaluation:** The current governance structure has become "unwieldy". Over time, shifts in the global health and development agenda have directed the expansion of PMNCH concerns, and thus governance architecture, producing multiple thematic and geographic directions. PMNCH should reduce the complexity of its governance structure and its Board meetings to increase its efficiency and effectiveness.
	From the consultations: Overall, the Governance Reform Model (Figure 1) was well received; in particular, there were positive reactions to the leaner Board and structures. PMNCH's constituency-based structure was noted as a core asset: It is intrinsic to the success of our work and our overall value. However, moving forward, care must be taken to ensure that partners do not equate a smaller board with reduced importance or incentives for participating in PMNCH. Within this context, the role of the alternate was deemed key, as they were seen to play important roles, often differing by constituency. For some, alternates provided critical technical support for the Board Member; for others, alternates were deemed an important mechanism for information-sharing and consensus-building within the constituency, as well as a capacity-building opportunity to enable the smooth transition from alternate to Board Member. Alternates were seen as a practical mechanism for ensuring quorum and representation, in the event that Board Members are unable to attend meetings. It was further noted that the Board requires participation from both global, regional and national high-level champions. In-person, in-country meetings can strengthen political engagement and outcomes at country-level.
Good Governance & Management	**From the external evaluation:** While the Board's inclusivity is a strength for national-level stakeholders on the Board, a certain degree of power imbalance among constituencies was recognized, inhibiting participatory and equitable decision-making.
	From the consultations: The plan to undertake a detailed study of power and equity within PMNCH, including unconscious bias, was very well-received by all partners. This work, to be conducted by an external consultant, and overseen by the "Good Governance" ad hoc working group, was deemed to be critical. Partners stressed that the work should not be viewed as a one-off exercise, but rather a continuous exercise over time. **Future Board Manual revisions should**

include GNC review of governance processes to recommend nominations for Board and Committee composition to ensure appropriate diversity and inclusion, as well as the appropriate skills and experience, in light of potential unconscious bias. Need for language diversity to encourage partner engagement and regional reach, including in French and Spanish, and disability inclusive practices (ISL and close captioning).

Partner Engagement

From the external evaluation: Steady growth over time in the PMNCH partnership base has presented both opportunities and challenges. To realize its potential, PMNCH must clarify and communicate its value proposition to motivate partner engagement, and to focus on improving the quality of partner engagement, rather than the quantity of partners.

From the consultations: PMNCH plays an invaluable role in supporting the Partners to align and work together, particularly through constituencies and working groups. PMNCH should build on its diverse constituency base, which is considered to be one of its key strengths. In particular, respondents noted that PMNCH's ability to unite stakeholders from different constituencies for joint action and accountability is central to its convening power, contributing strongly to the prominent position it has achieved within the global health and development arena. Cross-constituency governance mechanisms, including working groups, standing committees and the Executive Committee itself, enable an inclusive, participatory approach to all of PMNCH's work. Partners voices can be heard through such structures, including those of adolescents and young people, pooling a wide range of skills and expertise. In light of the current Governance reform process, however, there is a need, therefore, to continue to harness the "power of partnership" to drive partner engagement. The critical role of youth representation, including in leadership positions, was highlighted. Moving from a secretariat-led to an extensive partner-led model was welcomed.

Digital Approaches

From the external evaluation: Develop digital approaches to strengthen alignment, knowledge-sharing and action among partners, and to advocate and communicate for impact.

From the consultations: All aspects of PMNCH's operations – Board, committees and Secretariat -- should be digitalized to meet the ambitious plans of the new PMNCH 2021-2025 strategy, enabling a more effective approach to leveraging the power of partners to do more together than alone. Innovations based on the extensive application of digital technologies are essential.

Secretariat Structure and Operations

From the external evaluation: Operations should be more Partner-led and partnership-centric, with the Secretariat playing more of a facilitating and supporting role. Operations should be streamlined, digitalized and more focused on fewer big ticket deliverables. The Secretariat should undertake a skills assessment to evaluate whether the current profile and structure of the Secretariat is "fit for future-purpose" in line with the new Strategy.

From the consultations: For delivery, it was highlighted that flexible staffing models that deliver value for money through the strategic combinations of functions (especially advocacy, with supporting sub-functions, such as specialized knowledge in WCAH-related issues, performance-based and social accountability, and multi-stakeholder consensus building), digital solutions, and development/management of virtual structures are needed, in addition to professional management and operational skills.

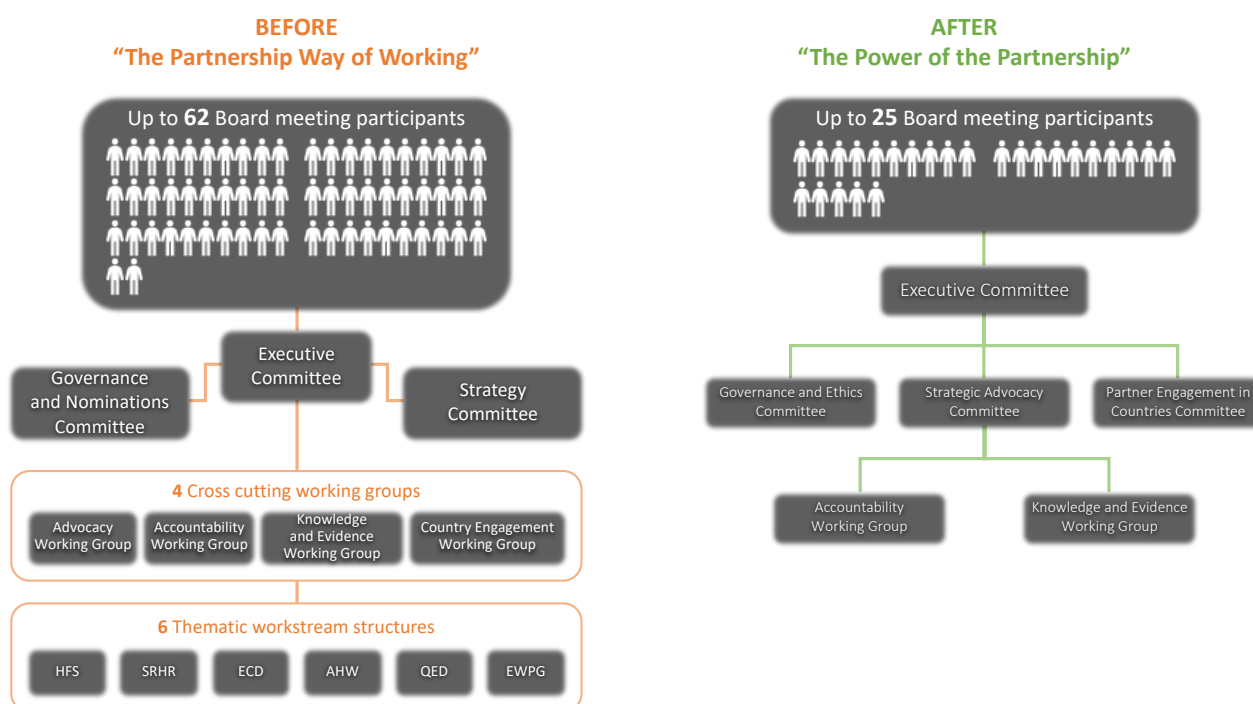## 4. MOVING FORWARD TO HARNESS THE POWER OF OUR PARTNERSHIP IN A DIGITAL ERA

This section summarizes the main recommendations of the GNC on the basis of the external evaluation, extensive consultations, and the analysis process conducted to date. It attempts to address key areas such as creating a leaner and more streamlined Board. It also highlights innovative ways of using digital technologies to drive partner engagement and to strengthen connections between partners.

4.1. GOVERNANCE REFORM

A brief summary of the key changes to the governance structure is described in Figure 1:the new governance is composed by a leaner Board, an Executive Committee with operational responsibilities, 3 Standing Committees, Governance and Ethics, Strategic Advocacy, and Partner Engagement in Countries, and two Working Groups, Accountability and Knowledge and Evidence, reporting to the Strategic Advocacy Committee.

Below we summarize the key responsibilities of the Board and each proposed Committee.

Figure 1: Structural changes implied by PMNCH Governance Reform.

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4.1.2 Board Composition and Term

The total number of Board seats would be 25 (maximum 3 seats per constituency), allocated as follows:

- ✓ Partner Governments[2]: 3 seats, UN Agencies: 3 seats, NGO: 3 seats, Donor & Foundations: 3 seats, Health Care Professional Associations: 3 seats, Academic, Research & Teaching Institutions: 3 seats;
- ✓ Adolescent & Youth-led organizations: 2 seats, Private Sector: 2 seats;
- ✓ Global Financing Mechanisms: 1 seat, Inter-Governmental Organizations: 1 seat.

Board terms will be extended from the current term of two years to three years; exceptions may occur with approval of the Board Chair.

"Alternates" will be removed as a category. This will be replaced by the term "delegate", meaning a representative from the same constituency of the Board Member who is appointed to attend and participate fully in a Board meeting (in person or virtually) in the event that the Board Member themselves is unable to attend. A new category of "Observers" will be created with respect to virtual meetings, enabling the silent participation of interested constituency members or colleagues of Board members, including officers required for technical support. In-person Board meetings will continue to offer in-person observer seats to specific invited guests, as per current PMNCH practice.

Roles and Responsibilities of the PMNCH Board

The primary role of the Board is high-level advocacy for PMNCH (both for the institution as well as the issues) and the issues it represents, as well as strategic oversight of PMNCH, i.e., overseeing the Executive Committee and its operational mandate. The main roles have been summarized below.

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2. PG, UNA & NGO have been reduced by 1 seat each. D&F have been reduced by 2 seats

Acts as a council of **high-level executive champions** for PMNCH and WCAH issues, advocating on specific issues in line with the PMNCH Strategy and PMNCH Calls for Action;

- ✓ Provides overall strategic direction to PMNCH;
- ✓ Oversees the Executive Committee[3] and its functions, especially in the implementation and progress evaluation of the PMNCH Strategy;
- ✓ Board members should be senior representatives and leaders within their organizations, as well as within their field with sufficient leverage to influence global health policy debate. They are highly knowledgeable and committed to sharing ideas about WCAH issues, including those related to financing, policy, data, innovation, service delivery, leadership, accountability, equity, etc. They are committed to engaging strategically, equitably and ethically at the global, regional and country levels to advance PMNCH goals and objectives.

Board meetings

- ✓ Virtual Board meetings will take place twice per year, accompanied by a "mini Partners Forum"[4] (i.e., eSummits). In-person Partners' Forums will continue to be held once in four years, facilitating face-to-face engagement and action in partnership with host governments;
- ✓ Virtual Board meetings will last for three to four hours, over one or two days;
- ✓ In-person Board meetings may be held if and when feasible, timed to coincide with major global or regional events to maximize advocacy efforts and participation (e.g., ICPD@15 in Nairobi, Nov. 2019);
- ✓ Simultaneous translation (French and Spanish) of Board meeting proceedings will be implemented;

4.1.3 Executive Committee (EC)

Role: The primary role of the EC is to govern operations and ensure PMNCH realizes its mission. The EC oversees the work of three standing committees: (1) Governance and Ethics; (2) Strategic Advocacy; and (3) Partner Engagement in Countries.

Responsibilities: Oversees the development and implementation of PMNCH's Strategic Plan and links the budget to operational planning so that financial goals are realistic. Regarding implementation, the EC ensures outcome indicators and performance targets are in place and monitors their progress;

- ✓ Approves the annual progress report and financial report;

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3. Incoming Board members will be supported by an on-boarding process in addition to an observer role at the Board. Constituency Chairs will be supported to organize their members to meet well in advance of the Board meeting to ensure the Board member[s] is/are well informed. Pre-Board Webinar will include present and incoming Board members

4. A mini Partners' Forum" – similar to the Lives in the Balance e-Summit of July 2020 – is a large online gathering of PMNCH members, champions, experts and others to drive collective advocacy through knowledge-sharing and partner engagement.

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✓ Oversees the work of three Standing Committees: Governance and Ethics; Strategic Advocacy; and Partner Engagement in Countries), each with its own Terms of Reference, inclusive of adolescent/youth co-chairs and diverse leadership and partner representation[5];

✓ Secures adequate funding (resource mobilization) and ensures safeguards to monitor the effective use of funds for the operation of PMNCH;

✓ Makes recommendations to the host organization on the appointment and performance review of the Executive Director.

✓ Ensures effectiveness of the Board by approving qualified and committed Board members (recommended by the GNC and respective constituencies); educates Board members to serve effectively, and engages in regular assessments and Board development.

✓ Membership includes: Board Chair and Vice-Chairs, Constituency Chairs, as well as chairs of the three standing committee. The PMNCH Board Chair holds the seat of EC Chair, unless they delegate this to one of the Board Vice-Chairs. Constituency members of the EC must also hold Board seats.

4.1.4 Standing Committees and Working Groups:

✓ The Executive Committee provides oversight to PMNCH's three standing committees (Figure 1); Standing Committees report to the EC;

✓ Standing Committee members are chosen among constituency representatives, not necessarily representing all 10 PMNCH constituencies on each committee; working groups are less formal and are not constituted on the basis of constituency representation, but rather technical interest/background;

✓ The Board Chair may invite Standing Committee chairs to participate in Board meetings on an ad hoc basis, as needs arise;

✓ Additional Working Groups, such as digital Communities of Practice, will be established. These will be ad hoc in nature, dedicated to specific issues, time limited and guided by specific ToRs.

✓ Meaningful youth engagement will be made supported and made explicit in all structures.

Governance and Ethics Committee (GEC)

Role: Improve governance effectiveness of PMNCH, ensuring inclusive, value-based and positive collaboration, oversee nomination processes, and address governance questions that may arise. Ensure the highest ethical standards are maintained.

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5 The six thematic working groups created under the 2018-2020 Business Plan -- seen at left of Figure 1 -- will be dissolved and merged into the Strategic Advocacy and Country Engagement standing committees. The Accountability Working Group and the Knowledge and Evidence Working Groups will transition to sub-committees of the Strategy Advocacy Committee.

Responsibilities:

✓ Evaluate the governance practices and structures of PMNCH to ensure that PMNCH's governance supports the effective and efficient achievement of PMNCH's mission and strategic plan;

✓ Review the composition of the Board, Executive Committee and Standing Committees to ensure that they reflect the appropriate balance of independence, sound judgment, specialization, technical skills, diversity, fundraising and development ability, geographic representation, and other desired qualities;

✓ Ensure the effective implementation of PMNCH's policies on unconscious bias, ethics and conflict of interest policies, and the development and maintenance of a culture of ethics;

✓ Evaluate the performance of the Board and committees.

Strategic Advocacy Committee (SAC)

Role: This Committee has a key role to Provide guidance to the PMNCH Executive Committee and Board on strategic opportunities and gaps at global, national and country levels to advance political commitment and action. This guidance follows the direction of the PMNCH 2021-2025 Strategy, which identify advocacy as the main function for PMNCH, as well as the positioning of PMNCH in relation to emerging global priorities and needs.

Responsibilities:

The SAC will provide guidance on strategic issues for PMNCH, both related to advocacy, and more in general.

✓ Develop advocacy goals, targets, messages, and activities to be carried forward through complementary strategies. This includes high-level political engagement; community mobilization; constituency engagement; and media mobilization, including for the goals of effective financing and equitable delivery of essential sexual, reproductive, maternal, new-born, child and adolescent health (SRMNCAH) interventions;

✓ Leads on the development of advocacy models, practices and tools that enable PMNCH constituencies and partners to harness the power of partnership, achieving more together than alone. This includes high profile, digital campaigns with measurable indicators, amplifying and adding value to the existing efforts of each PMNCH partner. Campaigns are executed through PMNCH partners, as well as other organizations and partnerships dedicated to sustainable development and human rights;

✓ This work benefits from, and contributes to, analysis provided by the PMNCH Knowledge and Evidence Working Group and monitoring and evaluation input from the PMNCH Accountability Working Group. Both working groups support, and report into, the Strategic Advocacy Committee;

✓ The SAC is guided by the work of the Partner Engagement in Countries Committee (PECC) in identifying national and sub-national opportunities and targets for partner-led mobilization, including through multi-stakeholder policy platforms. The SAC contributes to the PECC by proposing advocacy strategies and tactics that advance measurable change and accountable leadership at the country level.

Partner Engagement in Countries Committee (PECC)

Role: The PECC provides guidance on ways to harness the power of the partnership in countries, by strengthening effective engagement PMNCH partners at country level, including the use of multi-stakeholder platforms (MSPs) to achieve greater WCAH impact.

Responsibilities:
- ✓ Assess current partner engagement at country level (including existing MSPs) and make recommendations on changes to better align with goals and objectives for WCAH;
- ✓ Liaise with Strategic Advocacy Committee on advocacy needs emerging in country or region and engage country partners in PMNCH advocacy goals, targets, messages and activities;
- ✓ Identify synergies with other relevant platforms/campaigns at country level, e.g. GFF, GAP and UHC, and stimulate institutional/cross- sectoral collaboration to avoid duplicating efforts and optimize the use of technical and financial resources;
- ✓ Provide guidance, review workplans and progress of organizations that benefit from PMNCH grants (e.g., MSP grants, CSO and Adolescent and Youth grants, etc.) and where needed provide options/recommendations to maximize the impact of those investments.

4.2. GOOD GOVERNANCE AND MANAGEMENT

Unconscious bias, power and inclusivity

Recognizing the overarching importance of equitable inclusion and active anti-discrimination in the PMNCH mission, all partners and the Secretariat will take concrete steps to assess policies, structures and practices to reduce opportunities for bias, power imbalances and discrimination. The "Good Governance" ad hoc working group established by the GNC in July 2020 will deliver its recommendations by the end of Q1 2021. This will include a proposal of how PMNCH can ensure meaningful adolescent and youth representation in all PMNCH structures and decision-making processes

- ✓ The external consultant recruited by the "Good Governance" ad hoc working group will conduct an appraisal of unconscious bias and power imbalance within PMNCH. This will include an assessment of policies, guidelines and codes of conduct. The consultant will suggest concrete measures to address these, including with the use of KPIs and foster inclusive, value-based and positive collaboration. The consultant will also conduct an appraisal of the Secretariat, including the existence of unconscious bias, and will recommend measures to increase inclusion, reduce discrimination and improve the working environment. The Consultant will suggest concrete measures to foster and ensure a safe and empowering working environment.

4.3. PARTNER ENGAGEMENT

The use of digital platforms will define and shape the partnership- centric approach, and the dynamic between PMNCH and its constituencies. This innovative model will place the partners at the helm, enabling PMNCH partners to directly communicate, plan and work together, and monitoring progress together through a "Communities of Practice" model (described in more detail under Secretariat section, p. 15). The Secretariat provides technical support for the creation of these partner-led platforms; encourages participation and connection between these nodes; links partners to relevant resources and tools for their work; and identifies gaps and opportunities for greater activation of these platforms.   In addition, partners will be requested to choose the level of engagement they prefer to have with PMMCH, so that resources, information and opportunities can be custom-tailored through online outreach mechanisms. For example, upon joining PMNCH, an organization will asked to submit information about their interests, intentions and capacities; such membership information can be edited and updated as their circumstances evolve. For example, new member X will be asked to indicate their areas of interest (regions, topics, language, etc.); frequency and type of communication (e.g., annual reports, monthly e-Blasts, Notes for the Record, subscriptions to weekly e-digest bulletins issued by specific Communities of Practice, etc.); opportunities for engagement (expressions of interest for membership in new working groups, standing committees, Board, etc). In this way, PMNCH will tailor member support in specific ways relevant to interest, laying the basis for a meaningful **partner-led** and partnership-centric model.

The newly proposed PMNCH Partner Zone (described in more detail under Digital Approaches Section, pg. 14) will support this work by offering a rich repository of data, tools and resources to search, understand, deliver and coordinate better, including through regional and language-based adaptations of these resources/tools initiated by relevant Communities of Practice.

Role of Constituencies: Constituencies remain the core organizing structure of PMNCH. Constituencies bring together PMNCH partners with similar interests, skills, backgrounds and experiences to commit to the PMNCH vision and mission.

Responsibilities:

- ✓ Support the implementation of the PMNCH 2021-2025 Strategy; Work towards promoting and building networks and relationships with their respective constituency partners at global, regional, national and sub-national levels;
- ✓ Actively engage with other members of PMNCH through their respective constituencies, communicating, planning and working together to realize a common vision and mission;
- ✓ Share intra-constituency organizational structures across constituencies to benefit from best practices.

Representation

✓ To increase partner engagement opportunities and support equity goals, each constituency should review its internal structure and consider how to create and distribute leadership roles so that constituency representation is diverse and meaningful, both within the constituency and in relation to constituency representation in the PMNCH Board, EC, standing Committees and related working groups. To foster meaningful youth engagement (in line with PMNCH's Meaningful Adolescent and Youth Engagement statement), it is recommended that all working groups establish a third co-chair nominated from the Adolescent and Youth Constituency, and that terms of reference for meaningful youth engagement are made explicit and put in place.

Role and responsibilities of the Constituency Chair

✓ Foster constituency engagement by proactively engaging and consulting with constituents through appropriate channels and forums to collect inputs, understand the range of views, and drive consensus where reasonably possible;

✓ Represent and articulate the consolidated views of constituents during meeting proceedings and decision making at both the Board and Executive Committee;

✓ Establish communication mechanisms to interact with and disseminate information to constituents;

✓ Advise the EC on matters of operational importance.

Dual Value Proposition: Constituencies and Members

✓ High-functioning partnerships are able to maximize participant engagement by aligning activities to the needs and interests of all partners. Partner organizations gain value from participating in PMNCH constituency groups, and Partnership derives value from its members through these constituencies. This two-way value proposition will be defined for each constituency and it will underpin the relationship between each constituency and the wider membership. Each dual value proposition will differ according to the needs / context of the individual constituency, as each constituency is vastly different in size, composition and mandate.

✓ Communities of Practice will play a key role in ensuring that the dual value proposition continues to strengthen the relationship between the constituencies and the wider PMNCH membership. CoPs will be designed on the basis of partner needs and feasibility to encourage maximum participation and minimize "digital divide". For example, in some countries and regions, mobile apps like WhatsApp may be more relevant, popular, and accessible for partner exchange than platforms that rely on broadband access. Key Performance Indicators (KPIs) for CoPs will also be developed on the basis of local partner input, guiding delivery of these platforms in line with need. Piloting will be extremely important in this process. The new PMNCH Call for Action Campaign for COVID-19, for example, offers an excellent opportunity during 2021-2022 to undertake a pilot process. CoPs can facilitate the efficient and inclusive delivery of partner-led activities related to high level political engagement, grassroots mobilization,

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constituency follow-up, and media mobilization strategies, including among multi-sectoral stakeholders within countries that have pledged financial and policy support to the Call to Action.

4.4. DIGITAL APPROACHES

To realize the vision of the 2021-2025 Strategy, PMNCH needs to invest in the development of an integrated set of digital tools and resources to leverage the power of partnership and drive advocacy. These tools will accelerate the connections between PMNCH partners, spreading communication further and faster than before, and enabling broader participation in our network. For many, this is an important new opportunity to join a platform to which they may have had little previous access. However, at the same time, it is important to think practically about mitigation strategies in relation to the "digital divide" – especially in relation to PMNCH partners in the hardest-to-reach areas, where reliable Internet access and mobile data access may be unreliable or limited. PMNCH will prioritize partner-based research, design and participatory feedback processes that recognize local communication practices and solutions and scale up support for them.

PMNCH Website Upgrade

A revitalized PMNCH website with interactive features will be an essential space and information exchange hub for PMNCH partners and beyond. An updated, accessible, and sophisticated website, housed on the WHO website, will be forward-looking, while maintaining access to archived activities and materials, and establishing effective links to the resources of our vast partners. It will be managed internally by PMNCH communications staff and updated regularly. Features include interactive event calendars, job boards, curated resource compendiums, news, toolkits, and search engine features.

Partner Zone

The PMNCH website and its knowledge resources will be open to all visitors. However, a new *Partner Zone* section of the website will add value to the partnership experience. This "PMNCH Partners' Only" section that will provide a comprehensive set of tools and information for effective joint advocacy, including through features such as interactive maps of partner activity, visuals, and detailed data on partner-based projects. As a directory of PMNCH partners, powered by a sophisticated Customer Relations Management Tool, it will be an automated, partner-updated database of critical information. It will allow PMNCH partners to search better, understand better, deliver better, and coordinate better together. The Partner Zone will also facilitate the creation of partner-led "Communities of Practice", in which PMNCH members can meet and exchange with others on specific topics, including in specific national and regional languages. These Communities of Practice will be facilitated with the support of the Secretariat, led by partners, and linked to curated resources. These fora will be promoted by PMNCH social media efforts and other platforms to encourage engagement.

PMNCH Partners have a huge impact worldwide when it comes to Women's, Children's and Adolescents' health, well-being and rights. There is a need for a comprehensive set of information on this global impact to

allow members to: Search Better, Understand Better, Deliver Better, and Coordinate Better. This information will then enable the creation of member-led Communities of Practice that will allow action-oriented engagement and strengthening of PMNCH efforts.

The Partner Zone would feature high-value content, such as the PMNCH Partner Directory and a directory of Communities of Practice. These resources will be restricted to those organizations that have been vetted and approved as PMNCH members.

4.5. SECRETARIAT STRUCTURE AND OPERATIONS

The PMNCH Secretariat will adapt its current working environment to one that adopts new platforms suited for the innovative, digital-savvy virtual organization that PMNCH is becoming. By building Secretariat capacity to work virtually, we are also building the organization's skills to optimize working with PMNCH partners around the world through regional hubs and Communities of Practice (CoP). CoPs can take the form of working groups or thematic hubs, where sharing of information and action-oriented engagement will be encouraged. The Secretariat will serve as the **web** that links together working groups and regional hubs to facilitate the fundamentally social nature of PMNCH.

In recent months, the Secretariat has studied different models and has come up with hybrid model o fit PMNCH's needs and characteristics. For the 2020 and 2021 workplans, an intentional effort has been made to identify lead partners of workplan deliverables and put mechanisms in place to provide support to these partners, and to supportive relevant working groups and committees, moving away from a secretariat-led to a partner-led model.

To support its new Strategy and evolving governance structure, PMNCH requires an agile, fit-for-purpose Secretariat. It also requires flexible staffing models that deliver value for money through the strategic combination of roles and positions. Building from its stable base as a hosted partnership by WHO, PMNCH is able to consider different models of medium-term staff and shorter-term consultancy contracts, as well as secondments from partner organizations to fit Its new needs. This may also include establishing regional hubs where PMNCH Secretariat members can more efficiently support and engage partners from those regions as well as strategic platforms (e.g., Addis Ababa for the Africa Union, or New York for the UN community of partners). These hubs can advance PMNCH's advocacy remit and political engagement. The development of a virtual Secretariat – as opposed to a singular Geneva base -- will allow PMNCH Secretariat members to engage more efficiently and effectively with PMNCH members around the globe, including in local and regional languages.

Another recommended shift is the capacity building of PMNCH Secretariat members to act as effective "connectors" of partner-led Communities of Practice (CoP). Compared with traditional PMNCH working groups based on multi-point agendas, routine meetings, and lengthy engagement processes, CoPs offer a more immediate, tailored, flexible model for partner-led participation. CoPs expand the possibility of partner leadership, including through youth leaders. Members are not invited by the Secretariat to lead, but rather

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take the reins themselves in creating their own groups, specific to need, forming and dissolving as circumstances dictate. Under a CoP model, the role of the Secretariat is to build the technical platform for the CoPs; to inform and motivate partners to engage in the CoPs; to connect the CoPs to digital tools to power their work, including advocacy toolkits, knowledge compendiums, and other resources housed on the revitalized interactive PMNCH web. In short, the PMNCH Secretariat acts as a "communication web" to link together these CoPs for cross-thematic action and accountability. The key goal of the Secretariat, therefore, is to facilitate the fundamentally social nature of PMNCH. While there are various approaches to designing the "first wave" of PMNCH CoPs, the pilot approach described previously will bring together partners to undertake joint work to mobilize pledges, or support the implementation of pledges, such as through the PMNCH Call to Action on COVID-19.. Another approach would prioritize constituency-based CoPs at country, regional or global level. A flexible and pragmatic approach of "test and refine" will prevail, can allow innovations to proceed from experience and experiment, with sufficient numbers to evaluate but not overwhelm.

The re-imagining of the role of the PMNCH Secretariat is already underway. Since mid-2020, the Secretariat has re-organized itself into five, inter-connected function-based teams to support partners to deliver on the new PMNCH 2021 - 2025 Strategy. These teams, supported by the PMNCH Executive Director and Coordinator, are:

- ✓ **Campaigns and Outreach**: mobilizing all partners in a coordinated approach to attain common advocacy and accountability goals;
- ✓ **Knowledge Synthesis**: translating and packaging evidence to highlight gaps in progress, support consensus building on advocacy asks and equip partners with evidence for action and greater accountability;
- ✓ **Digital Communications:** supporting partners and constituencies at all levels to communicate, advocate and engage better through innovative solutions, including the implementation effective and collaborative digital platforms such as the Partner Zone, a revitalized PMNCH website, Communities of Practice, and social media strategies;
- ✓ **Governance and Partner Engagement**: supporting the new governance structure, the Board, the Standing Committees and the Working Groups, and facilitating the effective engagement of partners, within our governance structure, as well as within and between constituencies and across multi-stakeholder platforms and cross sectoral partnership to enable us to deliver more than alone;
- ✓ **Operations**: supporting key functions such as finance, HR and work planning processes.

Figure 2: PMNCH Secretariat Organogram
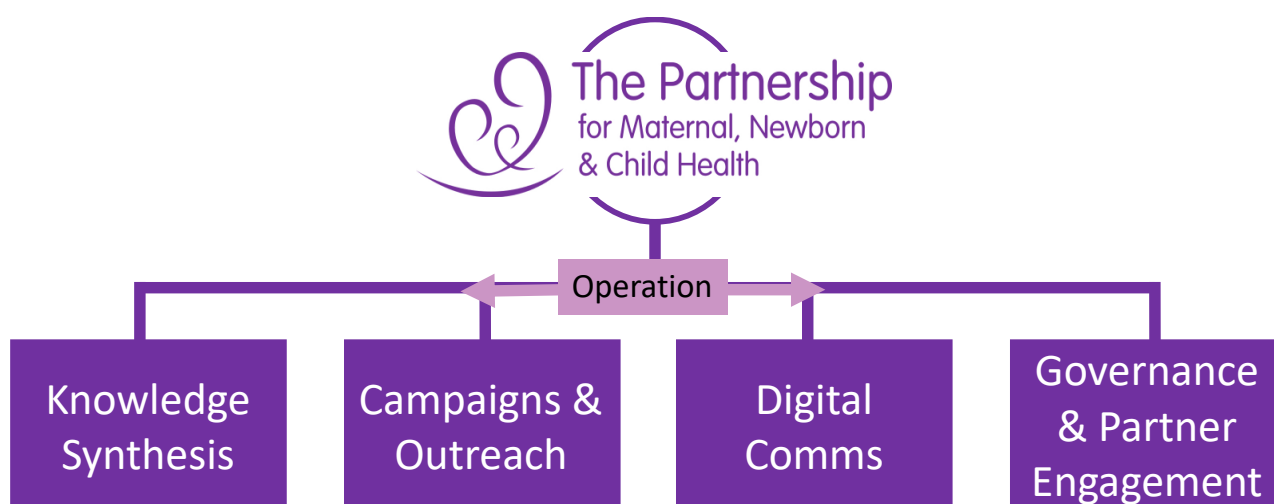
Teams collaborate across deliverables in project-based models, coordinating through Microsoft Team and other online platforms. "Team Leads" are responsible for effective planning and operations related to core activities to facilitate partner efforts.

This approach, positioning the Secretariat as a digitally savvy team of facilitators and connectors, represents an important innovation. Secretariat members do not undertake self-directed activities, but are measured in performance by their effective service and support to digitally connected PMNCH members. WHO hosting of the PMNCH Secretariat will continue, which will imply a degree of sustained costs. However, efficiencies can be expected in other areas – e.g., travel savings. if not necessarily in every area of current expenditure, since other costs may rise, including support for localized hosting arrangements under the WHO structure, as well as the need for specialized consultants skilled in specific languages, regional or technical capacities to service our new digital model of partner engagement. At present, approximately 50% of the PMNCH annual budget of $10 million is dedicated to Secretariat-related costs (including staff salaries, travel and program costs, including 13% to WHO for programme support costs). Moving forward it is envisaged that 50% may be reduced to 30 - 35%, due to reduced travel and changes in staff expenses, enabling us to prioritize 65 – 70% to partner-led activities.
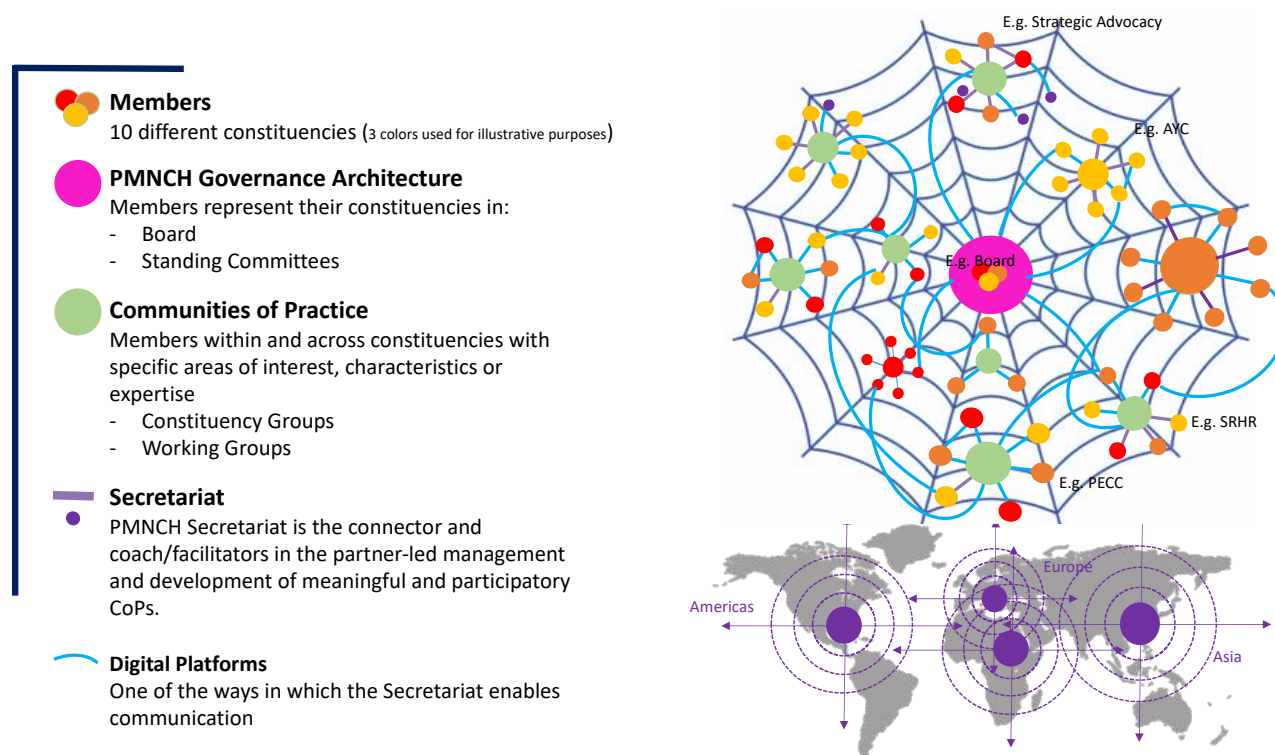
Illustrations of PMNCH as a virtual organization

Figure 3 represents attempts to depict how the Secretariat will support the new dynamic PMNCH structure as a virtual organization. It reflects how the Secretariat will relate to the wider PMNCH model – i.e., servicing and connecting members around a common vision led by its Board and EC.   The approach will enable the Partnership to operate in a country-centric, locally responsive fashion.

Features in this figure include:

✓ Virtual operation of Secretariat staff members and consultants, with some working from Geneva as well as other strategic regional locations to connect and support partners in those areas and local languages;

✓ A 'spider web' analogy to illustrate how the PMNCH Secretariat will connect and support its partners;

✓ PMNCH Governance architecture establishes processes and mechanisms to ensure that PMNCH fulfils its mandate, thus acting as the centre of the "web";

✓ Communities of Practice, placed throughout the structure and indicating the organic nature of CoPs. These CoPs will consist of members within and across constituencies, as well as working groups; they will be driven by thematic interests (e.g. SRHR) or a single constituency (AYC, NGO etc). The CoPs will connect with each other and with the central governance architecture;

✓ The key role of the Secretariat is to communicate, connect and facilitate, servicing the network and enabling partners to adopt new digital platforms to improve the impact of joint work as members of PMNCH.

Figure 3 PMNCH Structure and Operations

Members
10 different constituencies (3 colors used for illustrative purposes)

PMNCH Governance Architecture
Members represent their constituencies in:
- Board
- Standing Committees

Communities of Practice
Members within and across constituencies with specific areas of interest, characteristics or expertise
- Constituency Groups
- Working Groups

Secretariat
PMNCH Secretariat is the connector and coach/facilitators in the partner-led management and development of meaningful and participatory CoPs.

Digital Platforms
One of the ways in which the Secretariat enables communication

5. CONCLUSIONS

PMNCH has made significant efforts throughout 2020 in an attempt to address the concerns highlighted in the External Evaluation. These have been characterized by extensive consultative processes, designed to listen to the voices of our partners, as well as desk-based research. The key recommendations have been summarized below.

The Governance Reform will be characterized by a leaner Board of high-level champions guiding the strategic opportunities for PMNCH. The Executive Committee will be responsible for overseeing the implementation of the 2021 – 2025 PMNCH Strategy. It will also oversee three Standing Committees. The critical work of the Good Governance and Management WG will continue, to ensure that PMNCH is an inclusive and value-based organization. Key values such as accountability, fairness, and transparency will underpin how PMNCH operates.

Partner Engagement will be driven by innovative digital platforms. These will serve to promote and strengthen networks between partners, and will be driven by Communities of Practice. Constituencies and Working Groups will represent the 'engines' advancing the work of the global WCAH agenda. Constituencies will function according to their dual value proposition, which will underpin the relationship between each constituency and the wider membership. Key Performance Indicators will provide robust accountability mechanisms to ensure that both parties are delivering on their priorities, and working optimally.

The PMNCH website will undergo a significant re-vamp. This will include access to key WCAH resources, which will be open to all. In addition, "Partner Zone" area will be developed and will be reserved for members only. This will be a dedicated space for members to network, share, collaborate and most importantly move forwards in advancing the WCAH agenda. The digital action plan has been designed by taking the 'digital divide' into account. Use of digital platforms will therefore be designed to enhance reach and connect with a multitude of partners who are currently not being reached.

Finally, the GNC will remain fully engaged throughout a period of Governance Reform into the new form that PMNCH is taking. In addition to a new PMNCH Governance manual, GNC will support the revision of the Board, the creation of the standing committees to be fit for purpose, inclusive and diverse, and review relevant KPIs for the Communities of Practices and for the work of the Secretariat . Successful implementation of Governance Reform requires an iterative approach where focus will be placed on "lessons learned", including course correction as needed. This could include, for example, a light-touch evaluation at the one-year point of implementation to assess experiences to date, and how improvements could be further made on the basis of partner feedback, and taking into account the evolution of the current pandemic.

Learning from our past, and learning forward together, our efforts together will harness the power of joint action in a digital era and carve out a new model for partnership within the global health and development landscape.

ANNEX 1: PMNCH STRATEGY

PMNCH 2021 to 2025 Strategy overview

Vision	A world in which every woman, child and adolescent is able to realize their right to health and well-being, leaving no one behind
Mission	To mobilize, align and amplify the voice of partners to advocate for women's, children's and adolescents' health and well-being, particularly the most vulnerable
Objectives/ thematic focus	• To advocate vigorously for the inclusion of essential services for MNCH in costed country benefits packages that drive down preventable morbidity and mortality, including stillbirths
	• To uphold essential SRHR interventions and ensure continuous progress on financing and equitable access to comprehensive SRHR packages
	• To advance the health and well-being of adolescents by engaging, aligning and capacitating partners around the Adolescent Health and Well-Being Framework and related policy and action
Core function	Advocacy, supported by knowledge synthesis, partner engagement, and powered by campaigns and outreach mechanisms. Mobilize and resource our partners to seek changes in policy, financing and services for women, children and adolescents. Include cross-sectoral approaches with major determinants of health outcomes, e.g., education, WASH, nutrition, economic development, etc. Accountability for inputs and results cuts across all domains of our work.
Ways of working	Partner-centric; digital-led strategy of partner engagement

Streamline governance and Secretariat support functions for more efficiency, drive value for money and results |

Governance Reform

The Governance model (Option 2) favoured during the June 2020 Board meeting was well-received, with respondents welcoming a slimmer Board, responding to the recommendations of the External Evaluation. It was agreed that the Board members would assume a championship role for WCAH, and that the Board would have strategic oversight of key issues as well as the oversight of the Executive Committee. Simultaneously it was agreed that the Executive Committee would be delegated all oversight of all PMNCH's operations and that all other standing committees would report to the EC. Additionally, the consultations found that:

1. Engagement must be strengthened and protected

➢ *Engagement to be driven by Constituencies and Working Groups, powered by digital platforms*
Respondents agreed that PMNCH organizing structures, i.e., constituency groups and cross-constituency working groups, can be strengthened by increasing clarity in relation to:
- Membership roles and activities, including clear Terms of Reference, concrete deliverables and agreed time frames;
- Cross-constituency platforms and joint activities, enabling members from different constituencies to share their knowledge and skills for greater collective delivery and impact. For example, respondents noted the importance of close collaboration on political engagement strategies and activities between the PMNCH Advocacy Working Group and the Country Engagement Working Group, as both are critical in delivering effective policy and budget action at country level.

➢ *Improved capacity for pre-Board preparations by Constituency Chairs*

Constituency chairs should be supported and enabled to undertake effective pre-Board discussions with their members, and across constituency groups. Such discussions will enable input to be gathered, enabling effective analysis, dialogue, and debate during governance and Standing Committee meetings. Such meetings will keep members abreast of key developments and solicit meaningful participation, while also preparing the ground for a more decision-oriented Board meeting, as key issues can be discussed widely among members in advance.

➢ *High-level Summits will be key in driving partner engagement and advocacy*

Global events should continue to drive PMNCH partner engagement and advocacy efforts. This should include up to four virtual summits (i.e., "mini-Partners' Forums") per year, as well as Board meetings. Some of these fora will be aligned with global events such as the World Health Assembly in May in Geneva or the UJN Genera; Assembly each September in New York for greater engagement and impact.

2. Reduction of Board seats and "mitigation" strategies for sustaining partner engagement and effective transition

➢ *Removal of Board alternates to reduce Board size and Board meeting participation*

While there was overall agreement to reduce the number of board seats, the proposal to remove alternates proved to be a cause for concern during the consultations. The GNC mapping of global health comparison partnerships showed PMNCH to be unique in two respects: PMNCH's very large board size, as well as size inflated by the participation of Board "alternates". For this reason, a proposal of removing alternate Board members was raised in conjunction with one of the options in order to achieve a slimmer Board. Yet, during the consultations, the removal of the alternates was resisted **by some** for the following reasons:

- Alternates enable the development of key skills: The PMNCH "learning curve" was deemed to be steep. Alternates begin as "board members in training", rotating over time to full Board member status as current members step off the Board. This allows the "building up" of institutional knowledge over time, allowing them to work effectively from the start of their term as a full Board member. *If alternates are to be removed*, respondents felt that full support needs to be in place for new Board members to ensure that they are equipped with the right information to ensure a smooth transition.
- High-level Board members often need an aide for support. Alternates often bring a technical background and are uniquely placed to fulfil this role, in addition to acting as an "additional voice" for PMNCH within their organizations;
- Removing alternates would make visibility/engagement more difficult for those constituencies that face a decreased number of Board seats as a result of Board reform (e.g., NGOs, Partner Governments);
- Consideration should be given to making Board meetings "public" events, i.e., webcast and fully open, allowing alternates to be observers. Since virtual Board meetings are much less costly than in-person Board meetings, greater size of participation does not incur cost or inefficiency;
- There was also an additional point that the elimination of alternates or reduction of participants at Board meetings is really less relevant in our new virtual times, so therefore this does not matter as much now as in the past when we had face-to-face meeting with high CO_2-footprint.

➢ *Reduction of Board seats to address Board size and balance*

For constituencies charged with reducing Board seats, concern was raised about ensuring proper representation on the Board (e.g. geographical representation, etc), which could otherwise be jeopardized through seat reduction. In order to ensure proper representation, members suggested reviewing "best practice" criteria to elect Board members. In addition, for these particular constituencies, engagement must be sustained and strengthened to avoid a decrease in overall engagement.

Partner Engagement

The Partner Engagement Strategy was well-received overall. PMNCH partners understand PMNCH's value-added to be its ability to convene and unite partners for common action, i.e., "doing more together than alone". Effective mechanisms include national multi-stakeholder platforms, Calls Call for Action on key issues

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(e.g., the PMNCH Call for Action on COVID-19; the PMNCH Call for Action on Meaningful Youth Engagement, etc.), as well as mini Partners' Forums, which reach several thousands of stakeholders to achieve clear advocacy objectives – far beyond what is feasible with in-person meetings. Bringing people together from diverse constituencies and creating a rich forum for discussion and agreed common action were cited as a valuable characteristics of this process.

Fostering connections through a partnership-centric approach: More cohesion is needed between partners to achieve more effective action: PMNCH is a strategy-driven forum that brings people together for a common vision and mission, making **everyone** a member of PMNCH. This alignment needs greater emphasis, including through:

- More opportunities for collaboration. This will highlight that PMNCH is a platform for all partners by emphasizing a "bottom-up" approach to both strategy and implementation;
- Increased awareness of PMNCH among partners: Digital communications strategies need to be improved to highlight the benefits of membership, including by sharing information about products and projects in the pipeline;
- More information-sharing on strategy and leadership: PMNCH is an guiding platform for action, led by senior champions and enabled by their experience and vision.

Greater investments in partnership platforms: Developing "Digital Market Places", or e-Summits, where a wide range of partners can come together in one space, can foster joint knowledge, collaboration, and powerful advocacy, as well as providing a showcase for best practices, products and process innovations.
- **Internal constituency engagement:** Developing geographic or thematic "Communities of Practice" to foster collaboration on shared interests/goals;
- **Cross-constituency engagement:** Promoting links between PMNCH Working Groups and Constituencies to drive deeper and broader connections among partners;
- **Development of "knowledge hubs":** web-based platforms to share knowledge.

➢ *Expand outreach*

Enabling and expanding opportunities for knowledge-sharing and leadership by more members within and across constituencies will assist in harnessing the "Power of Partnership". Respondents cited the following opportunities for expanded reach:
- **Amplifying the PMNCH "Dual-value proposition"**: Information-sharing with existing, new or prospective PMNCH members on the dual benefits of PMNCH engagement, i.e., it can both contribute to the efficacy of one's own organization, as well as contribute to the efficacy of PMNCH overall;
- **Meaningful Engagement of Adolescents and Youth:** Strengthening the voice and leadership of youth across all constituencies, standing committees, and working groups will expand leadership experience that benefit adolescent and youth groups, as well as increase the power of all PMNCH structures;

- **In-country partners:** Some respondents stated that there is low awareness of PMNCH at the country level. Expanding outreach would therefore serve to strengthen awareness and, in turn, inclusivity;
- **Including the Global South**: Building stronger connections between global and local levels will accelerating work done at country level, including by supporting collaboration and knowledge-exchange in regional languages.

D. Digital delivery & Secretariat Re-design

Strengthening the creation and use of digital platforms was deemed by respondents to be an important mechanism to enhance partner engagement on various levels. This includes engagement **between** partners, as well as **within and across** individual constituencies

The main themes raised during these discussions included the need to:

- Foster interactions and alignment among Partners;
- Strengthen Partner capacity through access to resources and tools, resulting in more impactful advocacy;
- Measure the reach and impact of our collective work as PMNCH partners in line with the objectives of the new Strategy;
- Promote efficient operations to generate impact and reach.

➢ **Website as the "hub" of PMNCH's activities and resources**

Membership-based: Respondents cited a need for the PMNCH website to be a partnership-centric platform that includes dynamic features to "pull in" and engage membership. These features should include an interactive events calendar, Members' Only area, digital library of curated resources (including knowledge synthesis, progress reports and trends), member directories and maps, integration of association management systems, and search engine optimization.

User Interface: Respondents mentioned that the website needs to be simple and intuitive to navigate, making it easier for Partners to find relevant information. The site needs a strong visual identity and a powerful brand that communicates the ambitions of the new Strategy to a broad audience, leveraging the inherent emotional and intellectual power of our mission. Simple, consistent icons, and attractive call to-action banners on key pages are needed. The website should highlight membership benefits and encourage users to get involved. It will be integrated with live social media feeds.

Events: Members stated that more information is needed on upcoming events. Therefore, the website should feature upcoming events and activities. The events page should encourage partners to submit upcoming events, which will be listed by date, with links to allow users to click to learn more. From there, they should be able to easily register their intended participation in events of interest. Information on past events and related event resources should be also available.

Resources: A curated online library of PMNCH partner resources with downloadable resources was noted as a key value of PMNCH. Members want to be able to filter by category (including resources, sorted by thematic topic and region/country/language. Members seek the capacity to access resources for effective joint action, including thematic advocacy toolkits with key messages and evidence, national policy trackers and statements, videos, technical reports, data portals, and more. Country reports that track WCAH status will be linked.

➢ **Digital membership hubs to connect Partners**

Members stated there was a need for "member hubs". A digital platform should allow members to join PMNCH, create a profile, update their organizational information, specify their requests for information, form Communities of Practice and collective campaigns, and share resources. This hub will link members to a comprehensive set of links to evidence and information through interactive maps, visuals, and project data (see "Resources", above).

➢ **Digitalization of operations**

Secretariat staff cited the need for digitalization to connect with each other, support partners, and meet annual workplan goals. For example, greater file-sharing capabilities in a secure, cloud-based, accessible, "findable" environment was mentioned. A sortable directory of members to keep projects on track with action items and timelines was mentioned. Staff also requested tools that are intuitive, easy to use, and that do not require a high level of training/technical skills for effective operation.

<div align="center">ANNEX 3: GOOD GOVERNANCE AD-HOC WORKING GROUP</div>

Terms of Reference

1. Oversee (through an external consultancy) a rapid assessment of governance-related issues, including unconscious bias, youth tokenism, power imbalance, etc., and suggest concrete measures to address these and foster inclusive, value-based and positive collaboration (e.g. through agreed value charter; capacity building workshop / coursework; guidelines; regular evaluation of future board meetings, etc.);
2. Design induction packages including relevant capacity building exercises or course work for future Board members and Standing Committee members, as well as the Secretariat;
3. Develop PMNCH guidelines for Code of Conduct for Board and Standing Committee members;
4. Design governance related KPIs and standard procedure for evaluation to ensure monitoring of good governance and good management; and
5. Review and propose membership categories to better reflect the diversity of PMNCH.

Scope of work: Principles on the way we operate within PMNCH structures

1. **Accountability:** This means taking responsibility for the success and failure of laws and policies and putting processes in place to ensure that changes are made to improve decision-making and the performance, free from any conflicts of interest, and in the best interests of the organization as a whole
2. **Fairness:** This encompasses the related human rights of equality and non-discrimination. Article 26 of the International Covenant on Civil and Political Rights states: All persons are equal before the law and are entitled without any discrimination to the equal protection of the law. In this respect, the law shall prohibit any discrimination and guarantee to all persons equal and effective protection against discrimination on any ground such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.
3. **Leadership and Stewardship**: This refers to the "careful and responsible management of something entrusted to one's care", setting the climate for continuous improvement, adaptive and collaborative management.
4. **Participation and Openness:** it is important that those who are directly affected by decisions should be aware of them, understand them, and also appreciate the goals of the those who make decisions. This will build trust and credibility, as well as a sense of ownership and collective responsibility for decisions made.
5. **Transparency:** This is "built on the free flow of information".

Next Steps and Timeline

Action	Deadline
GNC Members to discuss and approve the TORs of the Ad hoc WG	22 October
GNC Members to discuss and approve the TORs for the RfP for an External consultant	22 October
PMNCH Secretariat to publish the TORs for the External Consultant	23 October
PMNCH Secretariat and Good Governance Ad hoc WG to review the received bids	16 November
External Consultant to start working	23 November
External Consultant to present preliminary recommendations	14 December