PMNCH 2016 Annual Workplan

02 May, 2016

1. Purpose

This document sets out the Partnership for Maternal, Newborn & Child Health's (PMNCH; Partnership) annual 2016 Workplan and Budget, which provides for the Partnership's Secretariat to support Partners and constituencies to work together on specific activities and deliverables that will be undertaken in support of the Partnership's 2016 to 2020 Strategic Plan in line with the Business Plan. It is presented to the Partnership's Board for review and approval.

2. Introduction and context

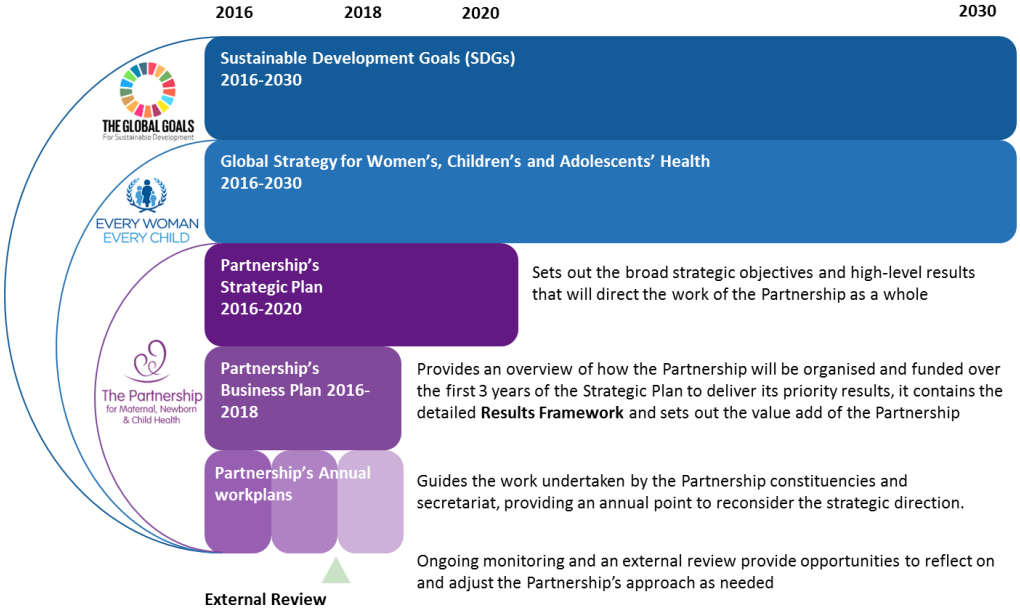
In October 2015, the Board approved the Partnership's Strategic Plan. This Strategic Plan sets out the Vision and the Mission of the Partnership, and identified four Strategic Objectives (SOs) that the Partnership will work towards over this five year period.

The implementation of the Strategic Plan is operationalised through the Partnership's 2016 to 2018 Business Plan, adopted by the Board in February 2016. The Business Plan provides an operational blueprint for the Secretariat to support the Partnership's constituencies and individual Partners to work together towards successfully responding to country-based challenges, which can best be addressed through multi-partner and multi-sectoral action.

The Strategic Plan, implemented by the Partnership, under the direction of its Board and facilitated by its Secretariat, will be delivered through annual Workplans that are developed in the context of the overarching Business Plan and its Results Framework, to deliver across the full continuum of care for sexual, reproductive, maternal, newborn, child and adolescent health (SRMNCAH).

Figure 1 below provides an overview of the interaction between the range of strategic documents and, in particular, how this 2016 annual Workplan and Budget fits within these.

Figure 1: Partnership's annual Workplans and budgets in the broader context



The 2016 Workplan and the identified activities reflect the Board's intention to implement the Strategic Plan through a Partner-centric approach; the development of the Workplan has been overseen and driven forward by Partners themselves. Whilst the new SO specific Communities of Practice, Steering Groups and co-Conveners are being finalised, as agreed by the Executive Committee, all Partners who have volunteered for these groups (almost 60) from all eight constituencies have been involved in developing this Workplan. Once set up in April, 2016, these groups of Partners will work with the Secretariat's SO Managers to ensure that the Partnership maximizes its potential in bringing together such a diverse range of stakeholders to work together in delivering activities specified in this Workplan and planning for the future. (Annex 1 will provide the lists of Partners serving as co-Conveners, on Steering Groups and in Communities of Practice, once these have been agreed by the EC)

3. Workplan and Budget structure

The 2016 Workplan and Budget is the first of five annual Workplans that will deliver the Partnership's Strategic Plan. It has been developed in the context of the Partnership's role in the Every Woman Every Child (EWEC) Architecture Framework, as articulated in the UN Secretary-General's Global Strategy for Women's, Children's and Adolescents' Health 2016-2030 (Global Strategy). It articulates how the Partnership will deliver using its four core functions of **Alignment, Analysis**, **Accountability** and **Advocacy** in full support of the 2030 **Survive, Thrive and Transform** targets of the Global Strategy.

The activities within the 2016 Workplan and Budget focus on implementing prioritised Partnership's actions, as supported by its Secretariat, for partners to work together to meet the following four targets prioritised in the Strategic Plan.

- Reduce global maternal mortality to 70 or fewer deaths per 100,000 live births [SDG3.1]
- Reduce newborn mortality in every country to 12 or fewer deaths per 1,000 live births [SDG3.2]
- Reduce under-five mortality in every country to 25 or fewer deaths per 1,000 live births [SDG3.2]
- Achieve universal access to sexual and reproductive health and reproductive rights [SDG3.7/5.6]; Ensure at least 75% of demand for family planning is satisfied with modern contraceptives

The Workplan details the activities that the Partnership aims to achieve under the following four Strategic Objectives:

- **SO1: Prioritise engagement in countries.** Multi-stakeholder platforms and processes align all stakeholders and most affected communities in on-going inclusive dialogue and planning to shape priorities, policy, financing; programme decision-making in countries and places with the highest burden and need.
- **SO2: Drive accountability.** Unified, independent and mutual accountability processes and platforms hold all Partners to account for results resources and rights, building accountability by duty bearers to rights holders, and driving advocacy and action for impact.
- **SO3: Focus action for results.** Programmes, policies and financing deliver health and well-being outcomes for women, newborns, children and adolescents, especially the marginalised, excluded and those lagging behind, sustaining their needs and rights at the centre of the development agenda.
- **SO4: Deepen Partnership.** Collective action to drive effective policies, programmes, finance and accountability, relying upon strengthened, balanced and inclusive engagement of diverse and committed Partners.

As this year we are committed to a bolder country engagement, the following are our guiding principles:

1. Supporting 'One National Platform, One Strategy, and One M&E framework' and supporting country-led priorities.

2. Strengthening and supporting existing country SRMNCAH platforms.

3. Ensuring active engagement and participation of all eight Partnership Constituencies in multistakeholder processes and adherence to IHP+ principles.

4. Linking to Sustainable Development Goals (SDGs) framework, Global Strategy for Women's, Children's and Adolescents' Health and its Operational Framework Global Financing Facility (GFF) and Independent Accountability Panel (IAP) activities.

5. Leveraging networks of Partnership members and partners in countries.

6. Strong focus on principle of 'adding value', i.e. leveraging Partnership resources where it can have a tangible and measurable impact (value proposition to be clearly articulated in each country)

7. Commitment to transparency, dissemination of information and responsiveness to country stakeholders and Partnership Board.

8. Strong links to Partnership Strategic Plan principles.

9. Partnership to work towards supporting multistakeholder platforms in countries with the objective of influencing greater attention to SRMNCAH in national programme.

10. The country engagement work has a universal focus - i.e. the work in focus countries will have an impact beyond the focus countries.

11. Following the decision by the EC, the Partnership will approach the Governments of Afghanistan, Angola, Cameroon, DRC, Gambia, Malawi, Mozambique and Nigeria in 2016.

The activities for each of the SOs are set out in the tables below, together with the anticipated results and Outcome(s). Each table also indicates the overarching milestones for the year, which will contribute to achieving the three-year Measures of Success in the Business Plan.[1]

The operational model underpins the Workplan and the tables that highlight the interdependency between the four SOs, which together drive this Workplan. For example, achieving strong engagement in countries (SO1) depends on strengthened in-country constituency engagement (SO4); a key element of accountability is advocacy for action and so this spans both SO2 and SO3.

Specific examples of this interdependency include:

- Engagement of multi-stakeholder platforms to facilitate mutual accountability for the Global Strategy (SO1) also supports the processes to engage Partners to drive accountability and remedial action (SO2).
- The support to strengthen multi-stakeholder platforms (SO1) will further enable engagement towards increasing domestic political and financial commitment (SO3).
- Executing a Partner engagement strategy (SO4) will support prioritising engagement in countries (SO1) and will further enable advocacy for action and accountability (SO2) and building consensus (SO3).

[1] More detailed performance management tools for the Secretariat to track implementation will be developed once the Workplan and budget have been approved.

The Partnership will put in place management structures to ensure collaboration and coordination between SOs, including regular coordination meetings of the Partner Co-Conveners and the secretariat SO Managers and these will report regularly to the EC and Board. Where activities have clear links across SOs, this is indicated in the cross SO column (column 6)

The Workplan has been scaled to be delivered with a budget of approximately US $ 11.2 million in 2016, as specified in the Partnership's Business Plan and approved by the Board. Specific activities and their related costs have been identified and estimated through a bottom up (zero based) costing approach, within the available budget envelope. The summary Partnership resource mobilization plan is also included in this Workplan.

As approved in the Business Plan, a degree of flexibility among the SOs funding envelopes is needed to accommodate any shifts in priorities during the year as well as collaboration between the SOs, where one SO might fund an activity carried out by two or multiple SOs.

4. Partnership Communications

By supporting work across the Partnership, to deliver all four SOs, the 2016 Communications Workplan, to be completed by the end of Q4 in 2016, aims to promote the value of the Partnership as a multistakeholder platform that supports implementation of the Global Strategy. The Workplan will also seek to build awareness and understanding of our work at the country and global level and facilitate stronger partner engagement through:

- The development of a multiyear communications strategy to support our work and identify how the Partnership contributes to achieving targets outlined in the Strategic Plan. This strategy will also help maintain moment for Women's Children's and Adolescents' Health and incite effective action by all stakeholders. This will form the bedrock of all communications activities moving forward.
- Creating or building on new and existing corporate tools such as videos, infographics, reports etc. that will be crucial in explaining the who, what and why of the partnership as we broaden our engagement and outreach.
- Enhancing our engagement and interaction via our web and social media channels through increased distribution of relevant and fresh content ex. Vblogs/blogs, op-eds deliberately linked to key moments in the Women's Children's and Adolescents' Health calendar, highlighting success stories and programmes from countries and curating and promoting partner content across our platforms.
- Strengthening our media engagement through needs identified by the communications strategy and leveraging the resources of partners (including media networks, events, expertise etc.) to help raise awareness of critical issues.

5. Resource Mobilisation and "Corporate Services"

The activities delineated in this Workplan assume that full funding will be available for the Workplan, and that efficient and effective financial and administrative support is in place. Should funding be delayed or insufficient, each Steering Group will guide the prioritization process within the SO itself. The Steering Groups will also inform the EC of any significant changes and request EC guidance on overall prioritization as necessary.[2] During 2016, the Partnership secretariat will continue to work closely with all Partners to mobilise resources for the present Workplan, as well as for work that is expected to be undertaken in 2017 and beyond.

In the context of the Board approved 2016 to 2018 Business Plan and annual budgets for these years (see Annex 2 for 2016 Budget) , the Secretariat is working closely with the Partnership's governance structures and individual Partners to secure financial and in-kind resources necessary to deliver the agreed SOs. As at the end of March 2016, the Partnership has around 50% of its 2016 funding requirement either secured or pledged, and anticipates to have the 2016 budget fully funded before the end of the year, through proposals that have either been submitted or are under development. The focus in 2016 will therefore be to translate the anticipated funding into reality and to work with the donor community on securing funding for the 2017 and 2018 annual Workplans, which are yet to be fully funded.

[2] The ongoing governance strengthening process may result in governance changes at the Partnership. Should any new governance arrangements emerge, the process for approving any prioritisation of activities will be updated to reflect a new governance structure and responsibilities.

Strategic Objective 1: Prioritise engagement in countries

Anticipated achievements in 2016

In 2016, SO1 will establish and articulate the Partnership's mode of engagement in countries; strengthen multi-stakeholder platforms to facilitate action to successfully implement the actions of Global Strategy and; ensure representation and contribution of the Partnership's members in SO1 activities, particularly in the focus countries.

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
1.1: Stronger, more inclusive decision-making and priority-setting in countries with platforms engaging a wider range of voices, made possible by governance structures that institutionalize inclusive representation and collaboration	1.1a Country-led multi-stakeholder platforms (at least 4) supported, based on country needs and as relevant, to: - Facilitate inclusive & meaningful engagement of key stakeholders - Advance evidence-based national programmes & policies - Advance financing	1.1a: Identify SRMNCAH needs in Priority countries and PMNCH's role: • Develop Country Engagement Guidance Note that will: o Define a functional platform, leaning on existing work (e.g. SRMNCAH coalitions, Country Platforms in support of the GFF) o Clearly articulate the Partnership's value proposition at the country level; o Include an illustrative set of areas in which the Partnership, through its country, regional and global partners, can facilitate actions that have the greatest impact on SRMNCAH outcomes in countries (such as inclusion of package of essential interventions for women's, children's and adolescents' health under Universal Health Coverage (UHC) etc.); Include guidance on key areas of interest to specific constituencies such as HCPAs, ARTs, private sector and civil society	Draft note in Q2 Final note in Q3	$152,000	SO4	SO1 Steering Group; GFF Secretariat Ministries of Health; Partnership members across all 8 constituencies present in countries	Q2-Q3

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
		○ Build on existing relationships in focal countries leveraging existing comparative advantages of the Partnership. • For each priority country, identify focal points: (a) at MoH, (b) among Partnership Members (across the 8 constituencies) engaged at country level.	Establish formal working relationship with priority focus countries (at least 4) For each focus country: 1) clear value proposition agreed; 2) mechanism and type of support from Partnership agreed; 3) focal points identified; 4) key stakeholders and partners by constituency identified and agreed				Q2 Q2- Q3
		1.1b: Strengthen country platforms to facilitate inclusion of all constituencies in the development and implementation of national plans and investment cases through a strong focus on participation, inclusivity and transparency; and, support engagement of all key stakeholders around "One national platform, One strategy and One M&E framework" in line with IHP+					

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
	1.1b: National Plans and Investment cases in countries developed and implemented through engagement with all key stakeholders and constituencies.	principles • Develop and deliver light touch country specific engagement strategies for the Partnership to support multi-stakeholder platforms actions to align with national plans and processes including on resource mobilisation for national SRMNCAH plans, leveraging partners, existing financing mechanisms such as GFF. • Identify existing country platforms and their roles in national level planning, and ensure that country partners and key stakeholders from all constituencies are informed about country platform activities to facilitate meaningful and sustained participation in platform dialogues. • In GFF countries, facilitate and support: a) key stakeholders' engagement in development and implementation of national SRMNCAH investment cases through ensuring access to GFF tools and documentation and development of resources to facilitate engagement b) Support national engagement by civil society, youth, the private sector, health care professional associations and ART institutions in SRMNCAH platforms for the delivery of the Global Strategy • Ensuring that GFF IG (Investors Group) discussions are leveraged to advance action from a global to local level in priority countries through	Country specific engagement strategies agreed Inclusive process for development of country SRMNCAH investment cases is in place in the Partnership's priority countries e.g. - Issuing of a Government Order (GO) on the formation/ functioning of the platform - Agreed Terms of Reference of the platform - Role and responsibility of the stakeholders agreed upon - Minutes of meeting made	$440,000	SO2, SO3 and SO4	Country Ministry of Health; Country Lead Partner; Country Focal Points; GFF Secretariat; GFF IG ; EWEC	Q3 – Q4 Q2-Q3 Q4

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
		these platforms, aligning action to coincide with national planning cycle; • Support collation of knowledge, best practices and technical toolkits for the EWEC web based resource centre in support of the Global Strategy Operational Framework	available - Draft investment plan put up on the website for greater consultation Briefing notes, guidance documents on engagement in SRMNCAH platforms are produced and share with all constituencies.				Q4 Q4
	1.2a: Capacity of country-led multi-stakeholder platforms	1.2a: Initiate the process of developing a standard operating procedure (SOP) for establishing and strengthening a multi-stakeholder platform, (building on existing structures/ processes, including through a:					

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
1.2: Enhanced capacity for multi- stakeholder participation, alignment and action at country, regional and global levels including the identification, synthesis and dissemination of replicable best practices relating to multi-stakeholder partnerships in countries	strengthened to establish in countries: • inclusive governance structures • strong management processes • effective monitoring systems *Note: close co-ordination with related mechanisms, such as Gavi, the Global Fund and GFF*	• Global overview exercise /consultation to learn from existing multi-stakeholder platforms, including Gavi, Global Fund. This will draw on reviews already undertaken and will summarise key enabling and success factors for an effective and sustainable multi-stakeholder platform, including engagement of non-state actors such as private sector and civil society. • Consultation with Partnership focus countries' (max 8): to enable them to share experiences and also present evidence on best practices for SRMNCAH multi-stakeholder platforms (sharing of experiences and innovative practices)	Mapping exercise of existing multi-stakeholder platforms is complete Country consultation organised with focal points from Partnership focus countries.	$120,000	SO3	Steering Group	Q3 Q4
	1.2b: Best practices regarding functioning and effectiveness of multi-stakeholder platforms exchanged across countries and regions	1.2b: Knowledge product on Multi-stakeholder platforms in SRMNCAH • Knowledge summary: An independent assessment (lessons and experiences) of multi-stakeholder platforms in SRMNCAH informed by activities under 1.2a (mapping and country consultation) • Knowledge product: Improve delivery of Community-based Essential Interventions in countries	Knowledge Summary on multi-stakeholder platforms is published and disseminated, e.g. at UN General Assembly (UNGA), Knowledge product on Essential Interventions published and	$20,000; HCPA project already funded	SO3, SO4	Steering Group	Q3 - Q4

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
		• Collaboration across healthcare professional groups for better delivery of essential interventions (in health care settings)	disseminated, e.g. at UNGA Improved collaboration between HCPAs and success factors documented				

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
1.3: Improve accountability of all key stakeholders towards SRMNCAH outcomes.	1.3a: Process to address barriers to effective and fully inclusive multi-stakeholder platform operations supported to enable multi-stakeholder collaboration 1.3b: Engagement of multi-stakeholder platforms in accountability for the Global Strategy promoted and advanced, including to facilitate mutual accountability	1.3: Support Multi-stakeholder platforms to strengthen mutual accountability at country/ sub-country level, including: • Discussion on full implementation of the Global Strategy monitoring framework; • Review of the IAP report recommendations; • Facilitate identification and implementation of remedial actions based on IAP report recommendations and other evidence; • Institutionalising effective multi-stakeholder accountability mechanisms as appropriate, e.g. citizen hearings.	Multi-stakeholder platforms in 4 countries discuss implementation and use of the Global Strategy monitoring framework and develop plans to address gaps in its implementation	Costs under 1.1b	SO2	Steering Group, H6, NGO constituency	Q3 – Q4

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
Ll 3 1.4: Strategic links made with other sectors (and across the SDGs) to support comprehensive efforts to invest in health outcomes in women, children and adolescents.	1.4: Targeted collaboration across sectors is enabled, guided by country-led platforms and processes, as required to achieve the four core targets.	1.4: Strengthen efforts to support/ facilitate cross-sectoral engagement in line with the partner-centric approach including through the exchange of best-practices and investment in promising innovations • Track, document and where appropriate, and in line with country demand, improve and facilitate engagement of health-related sectors in Multi-Sectoral Platforms in focal countries • Discussion paper on best practices from focus countries' experiences on inter-sectoral engagement (informed by activities under 1.1 and 1.2)	Improved understanding of health-related sectors in national SRMNCAH activities. e.g. Evidence of joint planning and joint programmes across sectors i.e WASH being reflected/ addressed as a crosscutting issue in health plans · Strategies in place for joint monitoring of programmes · Increased and inter-sectoral financial allocation Discussion paper on inter-sectoral engagement For SDG 17 HLM in	$30,000	SO3	Steering Group; Partners from Alliance of Alliances;	Q3 - Q4

SO1: Prioritise engagement in countries							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
			November 2016				

Strategic Objective 2: Driving Accountability

Anticipated achievements in 2016

In 2016, SO2 will strengthen data availability and monitoring for the Global Strategy, build the capacity of citizens, parliaments and the media to hold duty bearers to account, mobilise platforms at different levels to advance mutual accountability, and identify opportunities to enhance intersectoral linkages for a more integrated approach to accountability.

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
2.1: Increased capacity, willingness and expectation to strengthen mutual accountability year on year (at global, regional, country and sub-national levels)	2.1a: All Partners supported to engage in mutual accountability mechanisms	SO2 co-convenors, steering group, community of practice established and operational (see 2.6)	Board commentary produced with agreed follow-up actions discussed at Board meetings and made available to UNSG and on PMNCH website		SO4		
	2.1b: Partnership Board facilitates dialogue and action, promoting mutual accountability across all constituencies	2.1b: Board facilitates consultations among constituencies on the basis of IAP report recommendations to develop a Board commentary with agreed follow-up actions for the Partnership, Board and individual constituencies and partner organizations as relevant		$40,000	Comms & AGG (Ad Hoc Governance Group) processes, SO4, IAP Secretariat		Q2-Q3

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
2.2: Holistic, unified accountability framework (UAF), with multi-stakeholder inclusion and participation, focused on equity, and driving action and redress	2.2a: Consensus facilitated across all constituencies for Global Strategy core indicators and monitoring & reporting mechanisms	2.2a.i: Support advocacy and awareness raising on the UAF and the Global Strategy Monitoring Framework with different constituencies to promote full implementation and harmonisation. This would include: • Consultation on monitoring framework by Post 2015 Working Group • Accountability advocacy working group to advocate for the data gaps in the monitoring framework to be addressed and capacities and systems strengthened for full implementation in collaboration with the Health Data Collaborative (HDC) • Produce and disseminate communications on the UAF including GS Monitoring Framework (incl. at the High Level Political Forum (HLPF)) • Facilitate partner harmonisation around the UAF and GS Monitoring (particularly the indicators used, data collected and numbers of reports produced), through a review and workshop, including an agreed approach to commitment tracking for 2017 onwards	Common monitoring framework for the GS (incl. results, resources, rights) finalised and disseminated	$120,000	SO3 SO3 Comms, SO3 SO1, SO3, SO4		Q1-Q2 Q2-Q4 Q2-Q4 Q2-Q4

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
		2.2a.ii:Identify lessons learned related to UAF implementation and opportunities to strengthen intersectoral accountability (e.g. humanitarian, human rights, education, WASH, hunger), to inform a knowledge summary and 2017 UAF planning			Comms, SO1 (1.4), SO3 (3.5a & 3.6)		Q4
	2.2b: The Partnership is actively engaged in coordinating the development and implementation of the unified global accountability framework with multi-stakeholder engagement, building from current accountability initiatives	2.2b: Convene a multi-stakeholder workshop to agree and plan 2016-17 UAF priorities, and maintain structures for coordination	2016-17 priorities agreed as summarised in a synthesis meeting report which informs the annual SO2 workplan	$75,000			Q1
2.3: Independent Accountability Panel	2.3a: IAP nominated, established and	2.3: Support the IAP with outreach for evidence and inputs to the annual State of Women's, Children's and Adolescents' Health report and dissemination of their		$240,000			

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
established, and producing widely-read and acted upon annual reports on the State of Women's Children's and Adolescents' Health that track results, resources and rights and focus action	adequately supported to function effectively, with independence secured from the Partnership secretariat 2.3b: Annual State of Women's, Children's and Adolescents' Health Report, including Board commentary, is disseminated to a wide range of stakeholders and bodies	2016 report as requested. This includes • IAP appointed, supported and first meeting held in Johannesburg[3] • Ways of working between the Partnership and IAP Secretariat agreed • Partnership supports IAP in outreach to a range of stakeholders requesting data/evidence/input • EWEC commitments analysed for 2016 and 2017 IAP reports • Joint IAP report dissemination plan produced by IAP, IAP Secretariat and Partnership, leveraging the full Partnership to disseminate at all levels	IAP and IAP secretariat established and functioning All constituencies requested to submit evidence to the IAP and 2016 report is widely disseminated		SO3, SO4 SO4 SO1, SO3	IAP Secretariat ExO, IAP Secretariat ExO, IAP Sec, IAP Comms - NB EOSG, IAP	Q1 Q1-2 Q2 Q2-Q4 Q3-Q4

[3] The IAP is working on a separate workplan.

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
2.4: Accountability processes lead to remedial action (and follow-up monitoring) focused on leadership, policy, commitment, financing, and actions that support results, resources, and rights	2.4a: Processes established and functioning to engage Partners from the 8 constituencies to drive advocacy and remedial action based upon accountability findings, including IAP report recommendations 2.4b: Remedial constituent led action that advances results, resources and rights is advocated for and undertaken by selective global, regional and domestic fora in 4-8 countries	2.4: Accountability advocacy working group convened to drive action (incl. on the IAP report recommendations) at country, regional and global levels with key political platforms and events for accountability review and follow up action. • Outreach to country missions and regional intergovernmental bodies to support strong WHA resolution with reference to accountability for GS 2.0, and related side events • Hold event during UNGA to stimulate multi-stakeholder dialogue on action at global/regional and country levels based on IAP report recommendations • Develop joint working group advocacy strategy to drive action on IAP report recommendations (implementation in 2.5) • Support to country and sub-national multi-stakeholder platforms strengthen mutual accountability (see 1.3), including discussion on full implementation of the monitoring framework, remedial actions based on the IAP report recommendations, and ensuring synergies between UAF and GFF where there is overlap • Support parliamentarians through IPU and other regional bodies to strengthen their involvement in accountability mechanisms for SRMNCAH at country, regional and global levels through, such as	UNGA event prompts discussion on action based on IAP recommendations Joint advocacy strategy is produced with the IAP to drive action Multi-stakeholder platforms in 4 countries discuss strategies towards the Global Strategy Number of countries with public hearings on annual SRMNCAH	$180,000	SO1, SO3 SO1, SO3 3.3, Comms SO1, SO3 3.3, Comms SO1, SO3 3.3, Comms SO1 SO1	GFF, H6	Q1-Q4 Q3 Q3-Q4 Q2-Q4 Q1-Q4

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
		organising public hearings on annual SRMNCAH budgets and progress reports • Work with H6 to support countries to facilitate dialogues on the IAP report recommendations and support countries to identify remedial actions and progress towards full implementation of the monitoring framework	budgets organised Multi-stakeholder platforms in 4 countries discuss strategies towards the Global Strategy		SO3		Q4

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
2.5:Citizen-led accountability processes championed and in place, especially in high burden and other priority countries and places	2.5a: Civil society, youth, Parliamentarian and media supported and strengthened to drive accountability in countries, including developing mechanisms to hold duty bearers to account 2.5b: Expanded opportunity for citizen voice, including youth, to be heard in accountability mechanisms at country, regional and global levels	2.5a: Support to key constituencies to implement activities that strengthen citizen-led and human rights accountability mechanisms as agreed by the accountability and advocacy working groups. • Support to CSOs and adolescents and youth to organise citizens hearings during the WHA and in one regional event in Africa and Asia such as heads of states summits and ministers of health and finance annual meetings • Support to other CSO activities at sub-national, country and regional levels (such as budget advocacy, exploration of a Citizen's Accountability Charter etc.), including capacity strengthening of CSOs at country and regional levels through training and mentorship • Support media to strengthen accountability for SRMNCAH by developing key media messages for print, online and electronic platforms and ensuring their usage at country, regional and global levels • Knowledge summary on effective multi-stakeholder platforms includes lessons for citizen participation (see 1.2b)	▪ Number of citizen hearings supported technically or financially (disaggregated by country) Number of CSOs trained (disaggregated by country) Number of media engaged to develop key media messages (disaggregated by country and type of media) Number of adolescents and youths trained on accountability (disaggregated by country)	$375,000	SO3 SO3 SO1		Q1-Q4 Q2-Q4 Q2-Q4 Q2-Q4 Q1-Q4

SO2: Driving Accountability							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
		• Support the implementation of adolescent and youth constituency workplan accountability activities, including training on accountability to strengthen engagement at global, regional and country levels			SO4		
2.6: Governance structures and processes in place by end 2016, and functioning effectively throughout the life of the Strategic Plan, to enable the delivery of orchestrated partner responses to the results of a unified global accountability framework	2.6: This will be implemented through SO4	2.6: SO2 co-convenors, steering group, community of practice established and operational	SO2 co-convenors, steering group and CoP active		SO4		Q1-Q2

Strategic Objective 3: Focus action for results

Anticipated achievements in 2016

In 2016, SO3 will mobilise more government and partners to commit to improving SRMNCAH outcomes, encourage through targeted advocacy more global, regional, and national policies that address SRMNCAH priorities, and make available evidence in a timely and palatable manner to all SRMNCAH stakeholders for their use.

SO3: Focus action for Results							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
3.1: Domestic and global political and financial commitment and engagement sustained and enhanced at all levels to drive impact.	3.1a: Multi-stakeholder campaigns and advocacy, to advance innovative approaches that have the biggest impact in areas of greatest need, strengthen national, regional and global policies to better contribute to the achievement of the four core targets	3.1a: Develop an advocacy strategy, based on expressed country need, to prioritize systematically advocacy efforts on inequity and the full range of "frontier" issues and to identify best timing and approach over the life of the Business Plan. 3.1a.i. Support global engagement in the GFF process through: • Transparent nomination of representatives to the GFF Investors' Group • Support for constituency consultation for IG representatives • Support IG representative participation in GFF meetings • Act upon the Private Sector GFF engagement strategy as appropriate	Advocacy strategy for the Partnership available Monthly GFF updates are sent to constituencies. Bi-monthly webinars inform all constituencies on progress around the GFF and inform PMNCH nominated IG representatives on constituency	$ 50,000	SO1	GFF CS Coordinating Group[4], Grand Challenges, Philips, GFF secretariat, EOSG,	Q3 Ongoing

[4] Results, WVI, STC, WRA, MSH, GHC, IPPF, AHBN, RHSC, MSI, CHESTRAD, PAI, WACI, AMREF, AFP, ARHR Ghana, Pop Council, Plan Canada

SO3: Focus action for Results							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
			perspectives. Briefings of GFF IG representatives held before IG meetings				
	3.1b: Advocacy for commitments to and increased and improved domestic spending on health in countries	3.1. b: Develop and implement a strategy for political mobilization around the Global Strategy that will include: generation of commitments, sustaining support for EWEC and for implementation of the Global Strategy. This work will leverage opportunities, such the development of the Africa operational framework for women's, children's and adolescents' health. This will include targeted youth events. 3.1b.i: Provide guidance for Partnership members on how to make commitments to the Global Strategy	Reference to SRMNCAH in global and regional political outcome document At least 10 statements during UNGA reference EWEC/SRMNCAH Guidance on commitments available At least 50 additional commitments made to the Global Strategy by	$260,000		EOSG, WHO AFRO, UNF, Afriyan ICM, WVI, STC, JOICFP,	Ongoing

SO3: Focus action for Results							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
			organizations and countries in 2016 and launched during key moments such as WHA and UNGA				
		3.1b.ii: Convene G7 advocacy working group to influence political attention to UHC for women's, children's and adolescents' health in support of the Global Strategy	G7 outcome document includes a commitment to universal health coverage that focuses on reaching the most vulnerable with SRMNCAH services, and to increasing ODA for health				Q1-Q2
3.2: Knowledge building with associated communication and advocacy to set the agenda, deepen commitment, and strengthen dialogue around emerging	3.2: Knowledge, including best practices, lessons learned, on innovations and emerging priorities, collated and made accessible for all Partners to support evidence-based	3.2a: In support of countries, develop and implement a strategy for knowledge management which might include: • Development of communities of practice, webinars, information exchange series aimed at strengthening access at the regional and country levels (see 1.2) • Launch and dissemination of Knowledge Summaries, including on adolescent health, multistakeholder platforms and community oriented interventions for SRMNCAH (see 1.2b) • Production of one knowledge product on solutions for addressing emerging priorities (as identified	Dissemination reports, meeting reports, and downloads and citations, in support of evidence-based investment plans and strategies Adolescents KS is launched and disseminated	$60,000, in addition to SO1 budget	SO1	UNFPA, WHO, Afriyan, Women Deliver, APHA, Lancet,	Q2-Q3

SO3: Focus action for Results							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
priorities and new or challenging contexts.	advocacy	by steering group and linked to 3.4) • Development of a research agenda on knowledge priorities and gaps and advocacy for resource mobilization for this research agenda 3.2b: Organize events for policy makers and implementers to discuss the latest emerging evidence across the continuum of care, thereby increasing understanding of new evidence and policy implications: organize mission briefings, side events at Women Deliver, UN GA and World Health Assembly (WHA), partnering with Lancet series efforts	KS on multistakeholder platform is launched and disseminated Number of relevant policy makers, implementers attending side events sharing the latest SRMNCAH evidence			BMGF, WHO Bulletin	Q2-Q3
3.3: Advocacy based on accountability findings drives stronger impact, and facilitates "remedial action".	3.3: See results 2.4a (Processes established and functioning to engage Partners from the 8 constituencies to drive advocacy and remedial action based upon accountability findings, including IAP report recommendations) and 2.5 a (Civil society, youth, Parliamentarian and media supported and strengthened to drive accountability in countries, including	3.3a: Accountability advocacy working group convened to drive action (incl. on the IAP report recommendations) at country, regional and global levels with key political platforms and events for accountability review and follow up action. Activities to include: • Outreach to country missions and regional intergovernmental bodies to support strong WHA resolution with reference to accountability for Global Strategy , and related side events • Hold event during UNGA to stimulate multi-stakeholder dialogue on action at global/regional and country levels based on IAP report recommendations • Develop and implement joint advocacy strategy to drive action on IAP report recommendations (implementation in 2.5) • Support parliamentarians through IPU and other	~~As measured under SO2, 2.4.1~~ UNGA event prompts discussion on action based on IAP recommendations and a joint advocacy strategy is produced with the IAP to drive action Multi-stakeholder platforms in 4 countries discuss implementation Multi-stakeholder platforms in 4	Included in the SO2 workplan (2.4: $180,000: 2.5: $375,000)	All activities to be implemented in conjunction with SO2		Q2-Q4

SO3: Focus action for Results							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
	developing mechanisms to hold duty bearers to account	regional bodies to strengthen accountability for SRMNCAH at country, regional and global levels through organising public hearings on annual SRMNCAH budget and annual reports 3.3b: Support to key constituencies to implement activities that strengthen citizen-led and human rights accountability mechanisms as agreed by the accountability and advocacy working groups • Support to CSOs including youth led organizations to organise citizens hearings during the WHA and in one regional event in Africa and Asia such as heads of states summits and ministers of health and finance annual meetings • Support to other CSO activities at sub-national, country and regional levels (such as budget advocacy, exploration of a Citizen's Accountability Charter etc.), including capacity strengthening of CSOs at country and regional levels through training and mentorship • Support media to strengthen accountability for SRMNCAH by developing key media messages for print, online and electronic platforms and ensuring their usage at country, regional and global levels	countries use of the Global Strategy monitoring framework Multi-stakeholder platforms in 4 countries develop plans to address gaps in its implementation Number of citizen hearings. Number of capacity building workshops Development and implementation of budget Advocacy Strategies Media toolkits developed and available					Q2-Q4

SO3: Focus action for Results							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
3.4: Advocacy focused on equity, leaving no one behind, and focusing action and policy to enhance impact, particularly in humanitarian and conflict affected settings.	3.4a: Increased attention to and action on inequity, legal barriers, and "frontier" issues such as stillbirths, SRHR, and adolescents is systematically prioritised in key policies 3.4b: Increased attention to women's, children's and adolescents' health in humanitarian and conflict affected settings, which is aligned with evidence, well understood and acted upon in order to achieve the four core targets	3.4a.i: Coordinate advocacy and communications campaigns for scale up of national action on stillbirths 3.4a.ii: Coordinate a youth led advocacy campaign to scale up national action on adolescent health and to increase meaningful engagement of youth and adolescents 3.4a.iii: Work with the EWEC Everywhere workstream to scale up action on SRMNCAH in humanitarian settings 3.4a.iv: Based on the sequencing and recommendations identified in the advocacy strategy deliver campaigns, events and/or other products and interventions including related to ECD; Quality of care, linked to ENAP, EPMM; preterm; midwifery and respectful care, and breastfeeding advocacy	Global coordination drives national action by advocates (e.g., number of national campaigns emerging from global advocacy processes) Youth led advocacy campaign developed and implemented Humanitarian advocacy strategy developed and implemented Advocacy activities delivered	$110,000	SO1	I SA, WRA, SC, LSHTM A&Y constituency Everywhere workstream	Q2-Q4

SO3: Focus action for Results							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 Milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
3.5: Analysis, advocacy and alignment around inter- sectoral challenges that have a significant and measurable impact on health, delivering on the unfinished business of the MDGs and the Global Strategy agenda of Survive, Thrive and Transform	3.5a: Increased partner understanding of and desire to undertake inter-sectoral planning and action	3.5a. 1.4, 2.2a and 4.5a, partner with existing programmes (such as Scaling Up Nutrition, SUN) and partnerships working on joint delivery of the SDGs to highlight the need for a cross sectoral approach to SRMNCAH, and to ensure that women's, children's and adolescents' health are central to evolving action on SDG17, including through: • Support for co-sponsored events or knowledge and advocacy products and dissemination, including participation in working groups that develop resources and organise events, with other partners leading specific workstreams	Dialogues among global level partnerships on approaches to joint SDG delivery prioritize SRMNCAH (e.g. increased access to knowledge resources, increased use of those resources)	$ 5,000	SO1, SO2 and SO4	SUN, Global Partnership for Effective Development Cooperation, Netherlands	Q2-Q4
wha 3.6: The newly formed 'Alliance of Alliances' supports inter-sectoral knowledge building, communication, coordination and cross-sectoral accountability opportunities to enhance delivery of the Global Strategy objectives	3.6a: The Global Strategy and four core targets are included in the work of the 'Alliance of Alliances' due in part to knowledge sharing and advocacy by the Partnership	3.6a. Engage with existing inter-sectoral partnerships, such as the Alliances of Alliances and the Global BabyWash Coalition to: • Produce guidance on integration • Advocate for integrated approaches to achieve the targets of the Global Strategy • Strengthen accountability for integration	Dialogues among global level partnerships on approaches to joint SDG delivery prioritize SRMNCAH. Agreement on indicators for measuring integration.	$15,000	SO1 and SO2	Alliance of Alliances, Baby Wash Coalition	Q2- Q4

Strategic Objective 4: Deepen Partnership

Anticipated achievements in 2016

In 2016, SO4 will enhance consensus building and decision making through a more efficient and effective governance model and streamlined processes, strengthen the large and diverse partner and constituency base to advance the Partnership's strategic and business plans, and attract diverse partners operating at global, regional and country levels to join the Partnership through establishing a robust membership system and entry criteria.

SO4: Deepen Partnership							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
4.1: Clear articulation of agreed entry criteria for participation in the Partnership, to be agreed and implemented in 2016.	4.1a: Robust membership system of the Partnership is established based on agreed entry criteria for enhanced Partners committ to the Global Strategy and the EWEC movement	4.1a Developing the membership entry criteria and interventions to improve the membership system linked to the partnership engagement strategy.	Entry criteria agreed by the Board Increased number of partners commit to the Global Strategy and the EWEC movement	Included in the Governance Strengthening contract		SO4 Steering Group EC/ Board	Q4
4.2: Execution of a targeted, data-driven and balanced Partner engagement strategy rooted in the delivery	4.2a: Improved quality of Partner engagement, through the	4.2a: Finalize the partners' engagement strategy. 4.2a.i: Mapping of stakeholders against the Partners Engagement Strategy and executing Partner	EC adopts the partner engagement strategy At least two partner engagement	Included in the Governance	SO1,SO3	SO4 Steering Group Partners in	Q3

SO4: Deepen Partnership							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
of shared value.	implementation of an agreed Partnership engagement strategy and accompanying campaigns	Engagement campaigns, including through events at the WEF Africa, WD, WHA and UNGA. The detailed campaigns will be drawn from the final Partner Engagement Strategy - Partner Countries constituency campaign	campaigns have been carried out Response rates to consultations, surveys, as well as other means that will be articulated in the Partner Engagement Strategy.	Strengthening contract		Africa and constituencies	Q3-Q4
	4.2b: Growing virtual and physical participation especially at country and regional level in EWEC, Partnership, and/or other processes aimed at achieving the four core targets.	4.2b: Governance strengthening process, including constituency consultations. 4.2b.i: Developing materials and updating manuals in support of governing bodies and partners engagement, including translation, communication, and development of virtual platforms and tools	Board's adoption of the governance strengthening recommendations. Governance materials updated.	$420,000		AGG, EC, constituencies and the Board	Ongoing Q3-Q4
4.3: Successful and balanced recruitment of representative voices across constituencies to enable equitable, inclusive dialogue and a balanced partnership	4.3a: Broad partnership base that enables equitable and representative voices across all constituencies, driven by Partner Country needs	4.3a Update all members profiles	All members' profiles updated. Significant increase in adolescent & youth constituency			Partners & SO4 Steering Group	Q2-Q3

SO4: Deepen Partnership							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
base.	4.3b: • Significant increase in adolescent and youth-led partner organisations • All constituencies include adolescent and youth-led organisations • At least 20% strategic growth in Private sector partners , with a focus on engaging companies with capacity to accelerate achievement of the four core targets in countries where the need is greatest	4.3b.i: Developing the structure and governance of the Adolescents and Youth constituency. 4.3b.ii: Targeted campaign to increase membership of the adolescents and youth constituency. 4.3b.iii: Assigning Adolescents and Youth members for each of the other constituency. 4.3b.iv: Strengthening engagement of the Private Sector –formalizing an agreed engagement model, including implementing relevant activities in the Private Sector Workplan	partners All constituencies include adolescent and youth-led organisation members and/ or observers 20% growth in Private Sector partners	$155,000		AY constituency Private Sector Constituency	Q2-Q4 Q3-Q4 Q2 Q2- Q4
4.4: Increasing Partner satisfaction and	4.4a: Enhanced, dynamic, efficient and	4.4a.i: Organizing 12 EC meetings/ teleconferences, 2 Finance Committee meetings and other subcommittee meetings (as per the new governance structure) 4.4a.ii: Finalize membership of the SO communities of practice, steering groups and co-conveners, and review this new way of working during the 19th board meeting in Q4. 4.4a .iii: Establish clear structures, processes and tools	Planned governance events organized timely and	Approx. $	All Sos	EC, FC and other subcommittees Constituencies and the EC Constituencies	Ongoing Q2 – Q4 Ongoing

SO4: Deepen Partnership							
High Level Outcomes	**Partnership results by 2018**	**Activities**	**Indicative 2016 milestones**	**2016 Indicative Budget**	**Cross SO**	**Indicative Key Partners**	**Timeline**
participation across the duration of the Strategic Plan.	effective governance structures in place, enabling full participation of all partners	to support constituencies, including focal points and organizing regular constituency meetings. 4.4a.iv: Board retreat, Johannesburg, 1-2 March 2016 4.4a.v: Board meeting, Copenhagen, 19-20 May 2016 4.4a.vi: Second Board meeting, Africa, October/ November 2016, including pre-Board constituency meetings.	successfully List of SO Partner Co-conveners and SGs finalized and agreed by the EC. A light touch review conducted Metrics established to track participation, engagement and satisfaction developed by the end of 2016 and implemented year on year	485,000		EC & Board EC & Board EC & Board	Q1 Q2 Q4
	4.4b: Increased satisfaction of Partners through implementation of plans of action following annual Partner Satisfaction Surveys	4.4b.i: Carry out one members satisfaction survey 4.4b.ii: Development and execution of an action plan to increase partners satisfaction				All members All members	Q2 - Q3 Q4

Corporate Services:

In order to deliver on the four Strategic Objectives and in line with the Secretariat structure, the Corporates Services and Communications Team support implementation of all activities designed to deliver the Strategic Plan. In the Business Plan, the high level outcomes and results have not been identified for these teams but are detailed below.

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		A.1: Planning and Performance Monitoring					
		A.1a: Annual workplan development review and sign-off in coordination with relevant WHO departments	• Workplan loaded on corporate system				Q1
		A.1b: Monthly review of project implementation reports	• Departmental review and signoff				Q1-Q4
		A.2: Financial Management					

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		A.2a: Annual Workplans and Budgets prepared in host agency format	• Annual Workplans and Budgets approved in GSM.				Q1
		A.2b: Monthly review of Secretariat financial and budget reports, including the Partnerships cash flow and reserves,	• Departmental review and signoff				Q1-Q4
		A.2c: Quarterly review of financial compliance reports to ensure compliance with applicable WHO policies and procedures,	• Departmental / Cluster review and signoff				Q1-Q4
		A.2d: Meetings of the Finance Committee to undertake statutory financial reporting (e.g. PMNCH Finance Report, Resource Mobilization)	• Finance Committee approval and reports to PMNCH Board				Q2-Q4
		A.2e: Co-ordinating with WHO oversight and financial control activities such as external and internal audit, governance mechanisms, reporting,	• Timely response to WHO requests for information.				Q1-Q4
		A.2f: Full compliance with financial obligations outlined in the WHO Memorandum of Understanding (MOU).	• WHO Chief Accountant / Comptroller certification • No pending / Outstanding issues				Q1-Q4
		A.2g: Monthly encumbrance review and clearance of outstanding issues	• WHO Cluster review approval				Q1-Q4

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		A.2h: Compliance with WHO staff resourcing requirement of 6+1 month reserve.					Q1-Q4
		A.3: Human Resources	• Board and Host approved Secretariat organigram				Q2
		A.3a: Secretariat Organigram developed	• 100% agreed by Host				Q2
		A.3b: Update core staff position descriptions to reflect PMNCH Strategic Plan/Business Plan	• Acting DED + Acting IAP Head recruited				Q1
		A.3c: Key Secretariat positions filled	• DED, SO Managers and permanent IAP Head recruited				Q3
		3b: Quarterly review on HR management reports (e.g. Contract review report) to ensure appropriate action is taking in accordance with WHO best practice	• Cluster review and signoff				Q1-Q4

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		A4: Staff Development / Internal Communications					
		A4a: Ensure compliance with Permanent Management Processes.	• All staff ePMDS completed - Mid-Year Review - End of Year				Q3-Q4 Q1-Q4
		A4b: Identify professional development options	• Ensure recommended 5% staff time dedicated to professional development.				
		A4c: SMT and full staff team Meetings	• Weekly and Monthly meetings held				Q1-Q4
		A4d: Senior Team retreat					Q1,Q2,Q4
		A4e: Full staff team retreat					Q3
		A5: Information Technology A5a: Planning and managing the delivery of information technology and telecommunications services to the Partnership. Including optimization of conference calls to ensure efficient Partnership communications	• Necessary services available to Secretariat to deliver workplan effectively				Q1-Q4
Resource Mobilisation							
		B1: Resource Mobilization Strategy and Implementation					

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		B.1a: Resource mobilization strategy developed B.1b: Pledged funding secured B.1c: Proposals submitted to donors. B.1d: Ongoing liaison with existing donors, who have not yet extended invitations for proposals; B.1e: Full compliance with WHO procedures concerning coordinated resource mobilization. B.1f: Continued dialogue with new donors to ensure diversification of donor base B.1g: Exploring opportunities to reach out to yet new donors, including background research on 10 potential donors (which may include existing donors). B.1h: Continued dialogue with new donors to ensure diversification of donor base	• Resource mobilization strategy adopted by Board • 50% of budget secured • 100% of budget secured • 100% of proposals submitted			Board, D&Fs, SO SGs	Q1 Q2 Q4 Q3
		B.2: Sound management of resources and ensuring value for money					

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		B.2a: Submission of Technical and Financial report as outlined in individual donor agreements. B.2b: Discussions with individual donors to provide update on state of affairs of grant utilization. B.2c: 100% compliance with WHO award management requirements, including recognition of donor funding, follow up on funding receivables and statutory reporting requirements,	• 100% compliance with donor reporting requirements. • Virtual 8 face to face meetings				Ongoing Q2-Q4
Partnership Wide Communication							
		C.1: Develop a multi-year Communication Strategy Develop a multi-year communications strategy to support the Partnership's work that will aim to identify how the Partnership contributes to the achievement of the targets outlined in its mission; maintaining momentum for SRMNCAH; creating a sense of urgency for prioritizing and investing in improved health for women, children and adolescents; and inciting effective action by all stakeholders at the global and regional level, and in priority countries.	Strategy produced implementation in process with agreed metrics (e.g. activity, reach, engagement & impact metrics) in place to measure results.		Input from all SOs	Select group of PMNCH partners for views	Q3-Q4
		C.2: Corporate re-branding			All SOs	Partner input	TBD-2017

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		Engage a Communications/branding agency to develop and design new corporate visual identity for the Partnership in line with recent board discussions.					
		C.3: Mapping & identification of events and opportunities for engagement	At least three key events identified with Partnership prominent role and media mention /online coverage received /visibility of PMNCH related quotes		All SOs	EWEC	Q1 -Q4
		Identify key moments/activities and events where the Partnership can proactively communicate and also generate favourable coverage, provide opportunities for visibility of the Partnership and where accompanying products such as our videos, blogs etc. can be used					
		C.4: Corporate Brochure	Brochure produced		Input from Secretariat particularly SO4		Q3
		Support the development/ update of a corporate brochure to present the Partnership's brand, message and added value					
		C.5: Introductory video	Frequency of use		Input from		Q3-Q4

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		Support the development of a corporate video describing the Who, what, why of the Partnership in 2-3 Mins. To be used for meetings and presentations, website about section and part of media briefings	• Shares/likes on YouTube • Qualitative feedback		all SOs as well as partners		
		C.6: Progress report Support the delivery and dissemination of annual report	Report finalised and disseminated		Input from all SOs & ED & Board Chair		Q4
		C.7: Blogs/op-eds Develop a series of op-eds and blogs for the Partnership's Executive Director commenting on recent developments in the community and the Partnership's role/engagement/strategic response.	Reach and shares on social media		Executive Director and SOs as needed		Q1-Q4
		C.8: Video blogs Develop alternative approach to a blog with a personal insider take on what's happening. Opportunity to build upon this format during upcoming events such as Women Deliver and WHA	Increase in video view rate		Executive Director and SOs as needed		Q1-Q4
		C.9: Corporate infographic	Shares, likes and comments on social media		All SOs		Q2-Q3

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		Create an infographic that describes who we are and what we do and our reach. Support SO leads in developing snack size versions for each SO to be used in presentations	• Qualitative feedback • Online coverage received				
		C.10:Events Merchandise					Q1-Q4
		C.10a: Designing and printing banners C.10b: Women Deliver (booth design, USB keys and giveaways & shipping)					
		C.11: Translation, Printing and Shipping					Q1-Q4
		Translating and printing corporate materials for dissemination and online					
		Website and Social Media					
		C.12: Website & maintenance revamp C.12a: Two- stage revamp begins with review, archiving, page deletes, broken links and update of main pages- About, Our Work etc. to reflect language in newly approved strategic and business plan				.	Q2

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		C.12b: Full web re-vamp undertaken by WHO (a pilot programme is underway by WHO which is testing a new redesigned website). Revamp will also incorporate new branding and allow our site to be more visually attractive with additional capabilities.	• Update completely to reflect new Strategic Plan & SDG language		Input from all SOs		Q4 or 2017
		C.12c: Maintain website using it to showcase our work and results as well as that of our partners. Keep the community informed about the latest developments and curate content from partner websites to share on pmnch.org	• More emphasis on visual elements • Pages updated weekly with new top story featured • Improved web traffic • Increase in search ranking				Q1-Q2
		C.13: Twitter			Support and promote work of all SOs	Link to work of EWEC partners	Q1-Q4
		Use @PMNCH Twitter handle to showcase results and to engage and encourage the community to get involved. Support Twitter chats and help amplify stories and events around key dates through live tweeting and promos.	• Increase in number of followers/likes/shares • Levels of engagement and content distributed				
		C.14: YouTube					
		Promote corporate video, video blogs and partner content via the YouTube linking to newsletter and major community outlets such as the Daily Delivery around					Q1-Q4

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		UNGA and other major events					
		C.15: LinkedIn & Facebook					
		Extending The Partnerships social media footprint by exploring new communications channels					Q1-Q4
		C.16: Newsletter					
		Produce a monthly newsletter update on PMNCH activities, driving traffic to website and highlighting partner content and news.	Number of opens/views and click-through to content weighted against industry average		All SOs		Q1-Q4
		Media Engagement					
		C.17: Media Strategy					To be discussed
		Support media outreach through engaging a PR firm that will work with the Partnership to identify prominent media networks and recommend ways to engage their key decision---makers—and editors	• Increase in press coverage and spokesperson/interview requests • Visibility of quotes and coverage of SRMNCAH issues in relation to PMNCH				

High Level Outcomes	Partnership Results by 2018	Activities	Indicative 2016 Milestones	2016 Indicative Budget	Cross SO	Indicative Key Partners	Timeline
		C.18: "Public faces"/Spokespeople network					
		Identify "Public faces" /Spokespeople the Partnership can reach out such as Graça Machel or other high level public faces who can validate the work we do through reference in speeches, op-eds etc.	• Development of spokesperson lists			TBD	
		C.19: Global Poll survey					
		Explore options for a global poll survey to test the pulse on views about a series of SRMNCAH topics. Views and stats from these surveys can be packaged into PMNCH branded stories/infographics to pitch to media.	• Number PMNCH related quotes and references • Media pickup		SO1, S02, S03 and other partners TBD	TBD	Q4-2017

ANNEX 1

Co-conveners, Steering Group and Community of Practice

The membership of these groups will be made available and kept updated on the Partnership's website (www.pmnch.org).

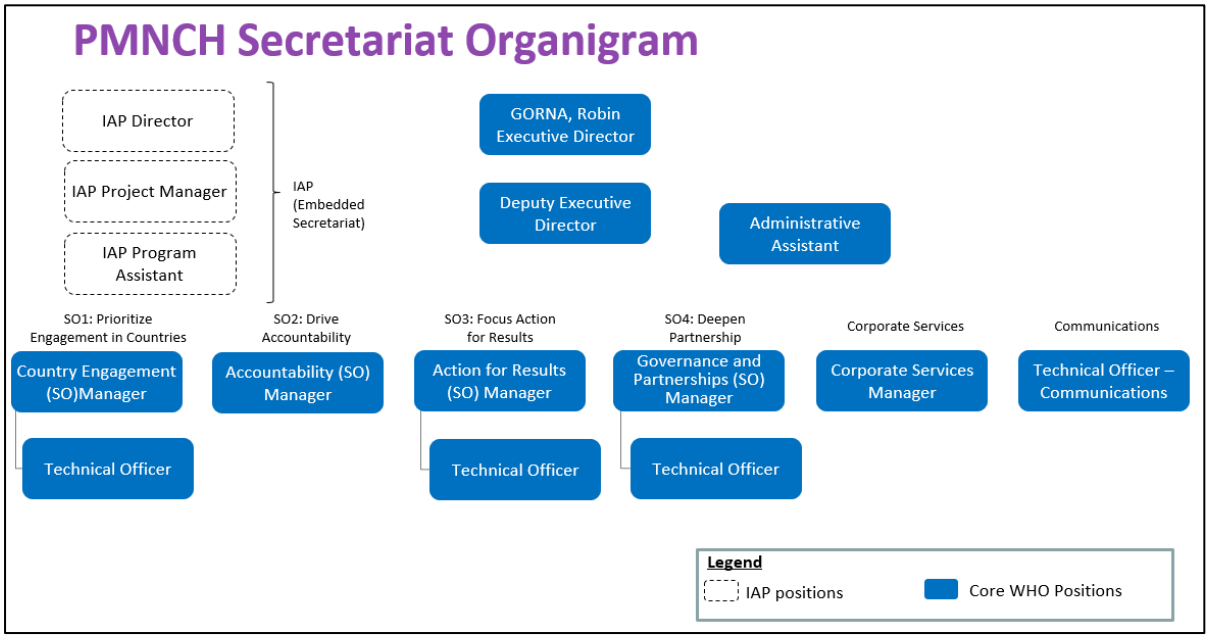
ANNEX 2

2016 Budget	USD
SO1: Prioritise engagement in countries	
SO1 Staff	$ 423,223
Accelerating activities	$ 762,000
SO2: Drive accountability	
SO2 Staff	$ 1,438,126
Accelerating activities	$ 1,030,000
IAP Activities	$ 750,000
(dedicated) IAP Staff	$ 841,525
SO3: Focus action for results	
SO3 Staff	$ 809,135
Accelerating activities	$ 500,000
SO4: Deepen partnerships	
SO4 Staff	$ 897,541
Accelerating activities	$ 1,060,000
Cross Cutting & Special Projects	
Partnership Wide Communications	$ 180,000
External Evaluation	$ -
Office Management	$ 150,000
Strategy, workplan, resource mob.	$ 100,000
Secretariat Admin Support	$ 452,025
IT & Technology Support	$ 70,000
Contingency	$ 473,000
Sub-total programme budget	**$ 9,936,575**
PSC Cost to WHO @ 13%	$ 1,291,755
Total Budget	**$ 11,228,330**

ANNEX 3

Secretariat Structure

The Partnership's secretariat is founded on 12 core positions providing technical leadership, administrative and communications support to the Partnership across all four strategic objectives. Additional temporary expertise will be leveraged as needed to ensure Partner support of the results framework and depending on the success of ongoing resource mobilization efforts. The IAP secretariat has an additional three technical and administrative positions, reporting administratively to the Partnership's Executive Director and with a principal reporting line to the IAP Chair.



Secretariat Organigram

ANNEX 4

29 February, 2016

Partnership's Resource Mobilization Strategy

Financing the 2016 to 2018 Business Plan

Purpose

In October 2015, the Board of the Partnership for Maternal, Newborn & Child Health (PMNCH; Partnership) approved a new 2016 to 2020 Strategic Plan. Since then, the Partnership has been focusing its efforts on raising the necessary resources to finance its 2016 to 2018 Business Plan, as a means to deliver the first phase of the overall strategy. In this context, this Resource Mobilisation Strategy provides a brief overview of: (i) historical context; (ii) principles underpinning the resource mobilisation efforts; (iii) approach to prioritising donor interactions; and (iv) related governance and management issues. It also provides a summary of resources that have been secured to date, resources that are under review and the potential resources that need to be followed up.

Context

Since its inception, the operations of the Partnership have been governed by multi-year strategic plans or frameworks, as agreed by the Board. In late 2015, a new five year 2016 to 2020 Strategic Plan was approved, which will be operationalised through a three year Business Plan. The Business Plan expresses the results that the Partnership will work towards, and costs the efforts of the Secretariat to support that collective endeavour.

Transitions between one strategic plan and the next have always presented a resource mobilisation challenge for the Partnership. In January 2012, when the Partnership transitioned into its last strategic period, available resources at the time were only sufficient to cover two months of Secretariat staff salaries, with under $100 in the activity budget. We enter this new strategic period with significantly better finances, having more than US$ 2 million in secured resources. However, significant and concerted effort is required to ensure the financial stability of the Partnership.

From a historical perspective, it is worth noting that during the 2012 to 2015 Strategic Framework, 16 donors[5] provided grant funding totalling around US$ 47 million, most of which was un-earmarked and provided through multi-year grants:

- More than 70% of resources received by the Partnership were un-earmarked.

[5] Governments of Australia, Canada, Finland, Germany, India, Netherlands, Norway, Sweden, UK and USA. Private foundations including the Bill & Melinda Gates Foundation and MacArthur Foundation, as well as multilateral organisations and initiatives: Commission on Information and Accountability, UNICEF and the World Bank, and one private sector company, Johnson & Johnson.

- More than 80% of resources were provided as part of multi-year grants. Almost half came from four year grants, and just under 70% from four and three years grants combined:
    - UK, Canada and Australia provided four-year grants, at US$ 21.4m (45% of total);
    - The Bill and Melinda Gates Foundation, MacArthur Foundation, Sweden and the World Bank provided three-year grants (the former three provided multiple back-to-back grants), at US$ 11.35m (24% of total);
    - Norway and Netherlands provided two year grants (both providing multiple back-to-back grants), at US$ 7.40m (16% of total); and
    - Commission for Information and Accountability (CoIA), Finland, Germany, India, Johnson and Johnson, UNICEF and USA provided grants for single years of the period, although USA did so every year and Germany and CoIA for multiple years, at US$ 7.40m (16% of total).

Principles underpinning the resource mobilisation effort

The Strategic Plan and the accompanying Business Plan provide the framework for the Partnership's resource mobilisation efforts. In working with the donor community, the Partnership will follow a number of principles that will guide its work and decision making, as noted below:

- **Un-earmarked funding.** The Board approved the Strategic Plan, and the underpinning Business Plan, as a set of coherent objectives and activities that collectively contribute to the delivery of the Partnership's vision and mission. As such, the most effective way to finance these activities is through grants that fund the whole business plan, rather than any specific activities within it. The Partnership will therefore endeavour to secure un-earmarked funding whenever this is possible, working with grant makers who are not able to provide un-earmarked funds to identify possible funding modalities.
- **Multi-year funding.** The Partnership will seek grants for at least the duration of the three year Business Plan, and if possible for the full five years of the Strategic Plan (2016 to 2020). Multi-year grants enable better activity planning and seamless delivery of workstreams spanning more than one year. It also reduces the significant transaction costs of raising new resources annually, and managing individual grants for both the Partnership and donors.
- **Diversified funding base.** Over the years, the Partnership has benefited from a diversified donor base, having in the region of 10 active donors in any one year. This has proven to be helpful in ensuring financial stability, managing cash flows, attracting new donors, and fostering constructive discussions on priorities. Partnership efforts

will therefore be focused on ensuring a wide range of funders, in terms of their size, interest, geography, etc.

- **Mix of existing and new.** The Partnership will work to create the right circumstances for existing donors to continue supporting the work of the Partnership, and will also reach out to new donors. This balance will provide stability and continuity of ideas and priorities that have led to Partnership's successes to date, whilst opening up to new ideas and directions.
- **In-kind contributions.** In addition to financial resources in the form of grants, the Partnership will also explore opportunities with existing and new donors related to in-kind contributions towards implementing the Partnership's Business Plan. These may include secondments to the Secretariat, staff time from partner organisations on specific projects, direct hiring of consultants to deliver relevant activities, etc.
- **Highest ethical standards.** Any existing or new donor to the Partnership will need to adhere to the rigorous ethical standards set out in the WHO rules and regulations, preventing those who, for example, have commercial or other interests in industries such as tobacco or armaments, from funding the work of the Partnership. All due diligence processes for any new donors are closely coordinated with the WHO legal office.

Prioritisation approach

Although the Partnership starts the new strategic period with better finances than last time it transitioned, current resources are not sufficient to cover the Board approved 2016 budget. This funding gap will need to be met quickly from existing and new donors (who do not necessarily need to be Partnership members), which in turn shapes the resource mobilisation prioritisation, as noted below.

- **Securing existing funding.** The first order of priority is to finalise processes for any newly approved grants for 2016, follow up on approval processes under way and secure any opportunities for no-cost extensions on existing resources. In early 2016, this has included working with the governments of India, Netherlands and Norway on securing no-cost extensions, with the MacArthur Foundation on finalising its new grant for the Partnership, and with the Government of USA on the 2016 grant that is currently under consideration.
- **Existing and new donors who have extended invitations for proposals.** The second order of priority is to respond to any donors who have invited the Partnership to submit a proposal for funding, including the Bill and Melinda Gates Foundation, Children's Investment Fund Foundation, UNICEF as well as governments of Canada, Sweden, UK and Germany.
- **Existing donors who have not yet extended invitations for proposals.** The Secretariat will reach out to donors who have previously funded the Partnership to discuss opportunities and options for continuing their investment in the work of the

Partnership. These include the governments of Australia and Finland, as well as Johnson & Johnson.

- **New donors with whom discussions have started.** To date, the Secretariat has opened discussions with new donors, introducing the Partnership and its work. These have included the Government of Japan, European Commission, and Bernard van Leer Foundation. Some initial discussions were also held last year with colleagues from KOICA (South Korea).
- **Exploring opportunities to reach out to yet untapped donors.** Finally, there are donor organisations with whom the Partnership has not yet engaged. Once the funding base is more stable, it will be important to explore opportunities with both public and private sector donors, including multilateral agencies, who have to date not funded the work of the Partnership. The Private Sector constituency, for example, has provided a number of leads to private sector organisations and foundations.

Governance and management

Whilst the Partnership's Secretariat facilitates the resource mobilisation efforts, resources are raised from a broad range of stakeholders interested in improving women's, children's and adolescents' health for use by the Partnership as a whole. The Secretariat therefore works closely with existing governance bodies, including:

- **Finance Committee** advises the Secretariat on resource mobilisation efforts, regularly reviews progress, reaches out to partners, and reports on progress to the Executive Committee and the Board. The Finance Committee will also review financial reports as prepared by the Secretariat throughout the year.
- **Executive Committee.** The Chair of the Finance Committee attends regular Executive Committee meetings, updating on resource mobilisation progress. This committee will oversee business plan and annual workplan development and implementation, linking with available resources.
- **Board.** The Board is responsible for the delivery of Partnership's Strategic Plan.

Sound management of resources and ensuring value for money will be central to the Partnership's way of operating. Any resources raised are secured in a fully ring-fenced account within WHO for the sole use of the Partnership and their use are subject to the highest financial management standards. Resources are used and reported on in line with WHO rules and regulations, and in accordance with the individual grant agreements. In addition, adhering to the rules and regulations of WHO, the Partnership will manage resources received so as to achieve the greatest value-for-money. This includes rigorous procurement rules for any external service providers, use of information technologies to

reduce travel costs, and when they are necessary, use most economical routes, leverage existing events and meetings, etc.

Summary of available resources to finance the 2016 to 2018 Business Plan

The Business Plan's first year (2016) annual budget has been approved by the Board at US$ 11.2m. As at the end of February 2016, the Partnership's available resources for the year 2016 are set out in Table 1 below.

Table 1: Tracking of resources for 2016 (US$)

	2016		
	Secured	**Pledged**	**Anticipated**
Total	2,946,000	2,250,000	6,100,000
Cumulative total	2,946,000	5,196,000	11,296,000
Budget	(11,228,330)	(11,228,330)	(11,228,330)
Gap/ surplus	**(8,282,330)**	**(6,032,330)**	**67,670**

Note

Secured – Funds received

Pledged – Pledges made to support the Partnership, with administrative processes ongoing.

Anticipated – Proposals have been invited and are currently under development or review.

Table 2 below summarises the secured, pledged and anticipated resources for the entire 2016 to 2018 Business Plan.

Table 2: Resource tracker for 2016 to 2018 (US$)

	2016 to 2018	
	Secured and pledged	**Anticipated**
Total	7,506,000	20,700,000
Cumulative total	7,506,000	28,206,000
Business Plan budget	(40,283,428)	(40,283,428)
Gap/ surplus	**(32,777,428)**	**(12,077,428)**