

## Final Financial Report for 2009

## Executive summary

- Following decisions by the Board, and the work undertaken by the Outputs Task Force over 2008 and into early 2009, the Partnership has: (i) moved to a "partner-centric" model of operations; and (ii) defined six Priority Action areas (PAs) which provide the framework for future activities of the Partnership. This modality of operations was finally agreed in April 2009.
- The Board approved a three year Strategy and Workplan (2009 - 2011) along these operational principles, together with an overall PMNCH budget for 2009 of \$5,856,000, net of PSC<sup>1</sup>. PMNCH entered 2009 with a favourable position of having sufficient funding for this year's budget already secured.
- Total available funding for 2009 of \$5,856,000 is sourced from: (i) under spend in 2008 of \$2,300,000; (ii) \$3,200,000 of 2009 specific commitments; and (iii) work paid for in 2008 but delivered in 2009 under PA 5 of \$355,000. The 2009 budget was funded from the Gates Foundation \$3,943,000; Norway \$87,000; DFID \$573,000; Ausaid \$206,000; Other Specified funds (MacArthur Foundation and USAID) \$215,000; and Unspecified funds (Italy, Netherlands and other sources) \$478,000.
- Actual annual expenditure for 2009 was \$4,804,000. This is an under-spend of \$706,000, or 13% of the total 2009 funded budget. These funds will be carried forward into 2010.
- Work in 2009 has demonstrated that the Strategy and Workplan 2009 - 2011 is on track, and provides a significant platform for continuing the work in 2010. Details of achievements and products are set out in a separate paper entitled "Implementation of PMNCH 2009-2011 Strategy and Workplan", April 2010.
- An important aspect of the Partnership's transition to a partner-centric model of operations was to successfully institute an Executive Committee to the

Board. This Committee now meets regularly and is an important factor in streamlining decision making within the Partnership, as are the meetings of the Finance Committee. In addition, the Secretariat's internal accounting and management information system has been improved, and the PMNCH website is updated regularly.

- The Secretariat structure and staffing now fully reflects the relevant decisions by the Board. Recruitment of new positions took place at an exceptional pace, with full support from the WHO HR department and the Assistant Director General's management office. The new structure required down-sizing of the Secretariat by about one half, with all staff finding other employment.

The summary Table E.I below sets out the funded budget and actual expenditure by expenditure category and source for 2009.

Key points to note when reviewing Table E.I are as follows:

- ❖ Column A shows the Budget as approved by the Board and as set out in the April 2009 Strategy and Workplan document.
- ❖ Column B shows the adjustments made to the budgets of PA3 and PA6 on 28 October 2009, as approved by the Chair and co-Chairs of the Board.
- ❖ Column C is the funded budget. The total amount of \$5,501,000 is less than the total in Column A of \$5,856,000 because \$355,000 of activity under PA 5 had already been funded in 2008 but delivered in 2009.
- ❖ Column D provides details of expenditure allocations by donor, and Column E shows the total for this expenditure.
- ❖ Column F shows the balance remaining from the funded budget and Column G provides the implementation rate (i.e. the proportion of funded budget that has been spent in 2009).

<sup>1</sup> Consistent with WHO practice, all expenditure figures are quoted net of 13%Program Support Costs (PSC). PSC are charges levied by WHO on all organizations it hosts. The levy is charged to grants as they are activated and as such cannot be used to fund Partnership activities directly.

Table E.1: Actual funded budget and expenditure for 2009, in US\$

PRIORITY ACTIONS and CORE FUNCTIONS	(A) Approved BUDGET for 2009	(B) Adjustments in 2009 (6)	(C) Funded BUDGET as at Jan 1, 2009 (1)	(D) EXPENDITURE January to December 2009 by source of funds (in USD)							(F) BALANCE (7)	(G) Implementation Rate
				Gates	Norway	DFID (4)	AUSAID	Other Specified (2)	Unspecified (3)	(E) TOTAL		
PA 1 - KNOWLEDGE MANAGEMENT	235,000		235,000	202,614	0	5,430	0	0	0	208,044	26,956	89%
PA 2 - CORE PACKAGE OF INTERVENTIONS	100,000		100,000	119,019	0	0	0	0	0	119,019	(19,019)	119%
PA 3 - ESSENTIAL COMMODITIES	415,000	(80,000)	335,000	74,273	0	3,377	0	0	0	77,650	257,350	23%
PA 4 - STRENGTHENING HUMAN RESOURCES	760,000		760,000	538,471	0	(74,577)	0	85,686	2,381	551,961	208,039	73%
PA 5 - ADVOCACY	898,000		543,455	511,110	70,881	15,166	0	29,246	2,000	628,403	(84,948)	116%
PA 6 - TRACKING PROGRESS	350,000	80,000	430,000	339,946	2,153	6,831	0	0	(49,302)	299,628	130,372	70%
CORE PARTNERSHIP FUNCTIONS	900,000		900,000	861,148	22,553	123,227	0	19,358	(131,624)	894,662	5,338	99%
Sub-total ACTIVITIES (net of PSC)	3,658,000		3,303,455	2,646,581	95,587	79,454	0	134,290	(176,545)	2,779,367	532,641	84%
Sub-total STAFF (net of PSC)	2,198,000		2,198,000	1,295,978	0	493,620	79,495	80,531	74,723	2,024,347	173,653	92%
TOTAL WORKPLAN ACTIVITIES + STAFF (net of PSC)	5,856,000		5,501,455	3,942,559	95,587	573,074	79,495	214,821	(101,822)	4,803,714	706,294	87%
Programme Support Costs at 13% (5)			715,189	512,533	12,426	74,500	10,334	27,927	(13,237)	624,483		
TOTAL WORKPLAN ACTIVITIES + STAFF (including PSC)			6,216,644	4,455,092	108,013	647,574	89,829	242,748	(115,059)	5,428,197		

(1) The Funded budget in 2009 is \$5.50m as opposed to \$5.86m because of the prepayment of Development Media International activities in India in 2008.

(2) Other Specified includes contributions from MacArthur Foundation and USAID.

(3) Unspecified includes contributions from Italy, Netherlands, interest earned, adjustments and balance forward from past bienniums, etc.

(4) DFID PA4 shows a net figure and includes a credit of \$(85,641) in relation to an expenditure item allocated to DFID in 2008, but subsequently paid for by Child and Adolescent Health Department at WHO.

(5) PSC on activities and staff costs are indicative only and do not form part of expenditure as PSC charges are deducted immediately when funds are received from donors.

(6) Adjustments presented here were agreed by the Chair and co-Chairs of the Board on 28 October 2009.

(7) Sub-total Activities (net of PSC) of US\$532,641 also includes US\$ 8,553, which was unspent from funds transferred for projects in the WHOAfrica region in 2008. These funds were used for activities in 2009.

## Introduction

This report provides a summary financial position, together with related activities undertaken by the Partnership for Maternal, Newborn and Child Health (PMNCH) for the period from 1<sup>st</sup> January to 31<sup>st</sup> December 2009. It also provides information to the Finance Committee on the activities and progress as part of the Partnership's Strategy and Workplan for 2009.

This report is structured as follows:

- Section 1: Income Overview sets out the actual funding and in-kind contributions available to the Partnership for undertaking activities in 2009.
- Section 2: Expenditure Overview sets out actual expenditure for 2009, with an analysis of the financial information and details of largest recipient of funding.

Annex I provides details of the actual expenditure for 2009 by Output of each Priority Action area, Core Function activities and Staff Costs.

Details of achievements and products by the Partnership under each of the Priority Actions are set out in a separate paper entitled "Implementation of PMNCH 2009-2011 Strategy and Workplan", April 2010.

## I. Income Overview

I.1 A total budget of \$5,856,000, was approved by the PMNCH Board for the calendar year 2009 to fund implementation of work under the Priority Action areas, PMNCH Core Function activities and Secretariat Staff costs.

I.2 The 2009 budget was fully funded from existing resources and commitments. Total available funding for this year is sourced from: (i) under spend in 2008 of \$2,300,000; (ii) \$3,200,000 of 2009 specific commitments; and (iii) work paid for in 2008 to be delivered in 2009 under PA 5 of \$355,000. Table I.1 below shows the available funding for this year by source.

Table I.1 - Funding by donor as at 1<sup>st</sup> January 2009, US\$

Donor	2009
Bill & Melinda Gates Foundation	3,942,559
Norwegian Government	87,034
United Kingdom Government (DFID)	573,074
Australian Government (AUSAID)	205,802
Other Specified Funds (MacArthur Foundation & USAID)	214,821
Other Unspecified Funds (Italy & Netherlands) and other sources (e.g. interest earned)	478,165
<b>Total Funding Available \$</b>	<b>5,501,455</b>
<i>Expenditure funded from 2008</i>	354,545
<i>Total</i>	5,856,000

1.3 In addition to the financial contributions set out in Table 1.1 above, it is important to note the support extended by WHO to the Partnership on account of WHO's 13% Programme Support Costs (PSC). As the Partnership's host organisation, WHO has provided a number of services to PMNCH, including:

- Fully equipped and serviced office space.
- WHO HR department has been instrumental and very supportive during the recruitment drive for Secretariat staff in 2009. This department also provides all the relevant HR management services on an ongoing basis for Secretariat staff, including managing payroll.
- WHO legal department has worked closely with the Secretariat and the Partners in preparing the relevant Memorandum of Understanding (MoU) between the Partnership and WHO.
- WHO procurement office in Malaysia handles the issuing of contracts by the Partnership, e.g. for external consultancy support.
- There is an external / internal financial audit function provided by WHO, to which the Partnership has access.
- Other support services including security, obtaining visas, booking and ticketing staff travel.

1.4 In addition to the funding available at the start of 2009 (as set out in 1.1 above), \$8,553 of Norwegian unspent funds from 2008 projects in the African region were received during 2009.

1.5 On 2<sup>nd</sup> December 2009, the Partnership anticipated \$396,000 be carried forward to 2010. Since then, the carry forward to 2010 has increased to \$706,000. This increase was the result of both some additional funds (US\$8,553) returned unspent from projects in the WHO Africa region in 2008 and further anticipated expenditure not materializing in 2009, namely:

- Countdown related expenditure of US\$ 60,000.

- HCPA Bolivia workshop, with estimated expenditure of US\$ 120,000.
- Staff costs underspend of US\$ 67,000.
- Policy Analysis Project, Vietnam related study costing around US\$ 20,000.
- Contract with Population Action International for around US\$ 30,000.

## 2. Expenditure Overview

2.1 Actual expenditure to 31st December 2009 was \$4,804,000. This represented an overall implementation rate of 87% for the year.

2.2 Actual expenditure by donor for the year 2009 is shown in Table 2.1 below. An under spend of \$706,000 will be carried forward into 2010.

Table 2.1 - Actual expenditure by donor in 2009, US\$

Donor	Funded budget at 1 Jan 2009	Unspent 2008 funds	Total expenditure	Balance c/f
Bill & Melinda Gates Foundation	3,942,559	0	(3,942,559)	0
Norwegian Government *	87,034	8,553	(95,587)	0
United Kingdom Government (DFID)	573,074	0	(573,074)	0
Australian Government	205,802	0	(79,495)	126,307
Other Specified & Unspecified Funds (MacArthur Foundation, USAID, Italy and Netherlands)	692,982	0	(112,999)	579,987
<b>Total</b>	<b>5,501,455</b>	<b>8,553</b>	<b>(4,803,714)</b>	<b>706,294</b>

\* US\$ 8,553 was unspent from funds transferred for projects in the WHO Africa region in 2008. These funds were used for activities in 2009.

## Actual expenditure and outputs by Priority Action area

This section presents the budget and actual expenditure for 2009 for each Priority Action area, together with details of who the major recipients of funding were. A more detailed financial breakdown by Output for each Priority Action area is presented in Annex I.

As noted earlier, a balance of \$706,000 was under spent in 2009, across the expenditure categories, and is carried forward into 2010.

### PA 1 - MNCH Knowledge Management System

2.3 The 2009 budget for this PA was **\$235,000**, with total actual expenditure recorded in the year as \$208,000. The largest expenditure item was on the report by the Management Sciences for Health (MSH). Largest recipients of funding were:

- Management Sciences for Health (MSH) - US\$ 112,000.
- Abrasco Associacao - US\$ 25,000

### PA 2 - MNCH Core Package of Interventions

2.4 The 2009 budget for this PA was **\$100,000**, with expenditure of \$119,000 recorded in 2009. The original budget was underestimated in terms of time needed for the extensive review of the evidence. Largest recipients of funding were:

- Aga Khan University, Pakistan - US\$ 55,000
- Child & Adolescent Health, World Health Organization - US\$ 28,500
- Making Pregnancy Safer, World Health Organization - US\$ 28,500

### PA 3 - Essential MNCH Commodities

2.5 The 2009 budget for this PA was **\$415,000**. As a consequence of Population Action International independently funding and implementing the three country studies themselves, thus creating savings for PMNCH of

\$300,000, on October 28, the Chairs and Co-Chairs of the Board approved the transfer of \$80,000 budgeted expenditure to PA6 Tracking Progress Countdown Products. Of the remaining budget of \$335,000, \$78,000 was recorded as expenditure in 2009. Largest recipient of funding was:

- Cambridge Economic Policy Associates (CEPA), London - US\$ 50,000.

### PA 4 - Strengthening Human Resources for MNCH

2.6 The 2009 budget for this PA was **\$760,000**, with total expenditure recorded in 2009 as \$552,000. The under spend was a result of some delays in implementation occurring during the year due to the complexity of the work and a requirement for additional staff within the Secretariat. Largest recipients of funding were:

- Arab Association of Obstetricians - US\$ 120,000
- Johns Hopkins University - US\$ 88,000
- Making Pregnancy Safer, World Health Organization - US\$ 80,000
- PAHO (Chile) - US\$ 70,000
- International Paediatric Association - US\$ 34,500
- Professor Blami Dao - US\$ 26,000

### PA 5 - Advocacy for increased funding and better positioning of MNCH in the development agenda

2.7 The 2009 approved budget for this PA was **\$900,000**. However, of this approved budget, \$355,000 was for work paid in 2008 to Development Media International in India for creative and managerial tasks associated with media-based activities, but delivered in 2009 as part of this year's workplan. Total expenditure recorded for the year 2009 was \$628,000. Largest recipients of funding were:



- Family Care International - US\$ 100,000
- Development Media International - US\$ 75,000 (as final tranche of funding from 2008 contracts)
- O.N. DA Osservatorio - US\$ 37,000
- Eamonn Taylor Consulting - US\$ 29,000
- London School of Hygiene & Tropical Medicine - US\$ 25,000.
- The Palmer Group - US\$ 20,000

#### PA 6 - Tracking Progress and Commitment for MNCH

2.8 The 2009 budget for this PA was **\$350,000**. On 28<sup>th</sup> October 2009, the Chair and co-Chairs of the Board approved the transfer of \$80,000 budgeted expenditure from PA3 to PA6 Tracking Progress Countdown Products, in order to support the Countdown working groups, thus increasing the 2009 budget to **\$430,000**. Total expenditure recorded in the year 2009 was \$300,000. Largest recipient of funds were:

- Abrasco Associacao - US\$ 125,000
- Institute for Health Policy - US\$ 50,000
- Jennifer Harris Requejo - US\$ 34,000
- Mr Fernando Barros - US\$ 30,000
- Family Care International - US\$ 29,000
- John Hopkins University - US\$ 20,000
- Aga Khan University, Pakistan - US\$ 13,500

#### Core Functions

2.9 The 2009 budget for Core Function costs is **\$900,000**, with total expenditure recorded in the year as **\$895,000**.

2.10 This year witnessed a consolidation of some existing processes and an introduction of a number of changes to the Partnership's governance and internal management of activities. This included:

- **Introduction of the Executive Committee.** The Board decided to constitute an Executive Committee made up of seven Board members<sup>2</sup> and supported by the Secretariat. The Committee meets regularly by telephone, discusses issues brought to its attention and makes relevant operational decisions, as empowered by the Board. The Secretariat facilitates the meeting through enabling member participation, preparing the agenda, writing of minutes etc. There have been six Executive Committee meetings in 2009.
- **Continuation of the Finance Committee.** The Finance committee met three times in 2009 to review the financial position of the Partnership. In support of this Committee's work and as part of improvements to the financial management of the Partnership, the Secretariat has developed new internal accounting and financial monitoring systems that reflect the needs of the new operational model and the agreed Priority Action areas.
- **Board meetings.** Given the successful operations of both the Executive and Finance Committees, the PMNCH Board only met twice in 2009. The Board was also regularly updated in between the Board meetings by the Director of the Secretariat on operational and other developments.
- **Activity management tool.** The Secretariat developed a Priority Action area management tool, in part based on individual PA report cards, which enabled both colleagues at the Secretariat and PA Lead Partners to be more effective in overseeing the implementation of the workplan. The individual PA report cards were updated every month and are available

<sup>2</sup> The Executive Committee members include: André Lalonde, Jane Schaller, Ann Starrs, Tedros Ghebreyesus, Julian Schweitzer, Helga Fogstad. Daisy Mafubelu serves as ex-officio representing the host organization.

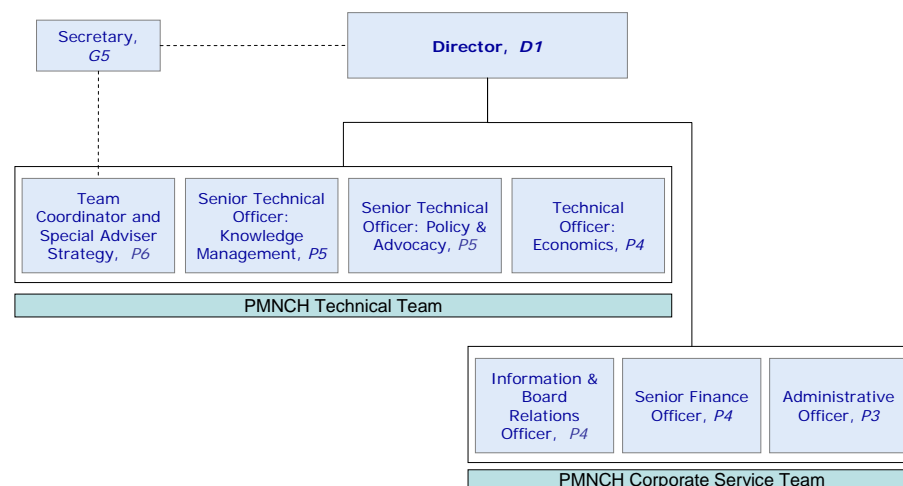
on request.

- **Partnership's website.** The Partnership's website has been updated regularly and continues to be the principal point of contact and information for stakeholders and public at large.

### Staff Costs

- 2.11 The 2009 budget for Staff Costs was **\$2,198,000**. The recorded expenditure for the year 2009 was \$2,024,000. The under spend of \$174,000 related to the time required to complete staff recruitment processes at the Secretariat.
- 2.12 The Secretariat structure and staffing now fully reflects the relevant decisions by the Board, as per the Organigram in Figure 2.1 below.

Figure 2.1: PMNCH Secretariat organigram



- 2.13 The recruitment of the required new positions took place at an exceptional pace. The WHO HR department and the ADG management office were fully supportive of these efforts, enabling a batch recruitment for five positions to take place. The recruitment panel completed its work within three months, and all staff were in positions within three months after that.
- 2.14 The new structure required down-sizing of the Secretariat by about one half. This restructuring was successfully managed, so that all staff were able to find other employment - within WHO, other alliances or their original parent organizations.



## Annex 1: Details of funded budget and actual expenditure for the year 2009, by Priority Action areas, Core Function costs and Staff costs

### Priority Action 1: KNOWLEDGE MANAGEMENT

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	Mapping of existing knowledge resources relevant to MNCH, and links integrated into existing PMNCH website	50,000	156,953	0	0	0	0	0	156,953	(106,953)
2	Knowledge portal created and sustained	85,000	6,033	0	0	0	0	0	6,033	78,967
3	Knowledge summaries on critical issues for MNCH prepared and key "gaps" flagged to the PMNCH Board	85,000	25,744	0	0	0	0	0	25,744	59,256
	Travel Costs	15,000	13,884	0	5,430	0	0	0	19,314	(4,314)
	<b>TOTAL COSTS</b>	<b>235,000</b>	<b>202,614</b>	<b>0</b>	<b>5,430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>208,044</b>	<b>26,956</b>

### Priority Action 2: CORE PACKAGES

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	Consensus developed on content of MNCH package of interventions at each level of the health care system and agreement on how to scale up	95,000	117,008	0	0	0	0	0	117,008	(22,008)
2	Research gaps identified into content of core package of interventions identified, and ongoing researched mapped and synthesized.	0	0	0	0	0	0	0	0	0
3	Consensus built on revised core MNCH packages and agreement reached on how to scale up implementation.	0	2,011	0	0	0	0	0	2,011	(2,011)
	Travel Costs	5,000	0	0	0	0	0	0	0	5,000
	<b>TOTAL COSTS</b>	<b>100,000</b>	<b>119,019</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,019</b>	<b>(19,019)</b>

### Priority Action 3: ESSENTIAL COMMODITIES

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	Consensus reached on supply component of evidence-based MNCH interventions and define a basket of essential commodities identified	55,000	49,655	0	0	0	0	0	49,655	5,345
2	Set of tools and guidance material agreed and used by partners for country MNCH commodity supply management	60,000	2,491	0	0	0	0	0	2,491	57,509
3	Partners' supply management system harmonized, agreed upon, and implemented in up to 25 countries	195,000	0	0	0	0	0	0	0	195,000
4	Global availability and efficiency in procurement by innovative ways for sustained supply of quality commodities to developing countries	0	0	0	0	0	0	0	0	0
Travel Costs		25,000	22,127	0	3,377	0	0	0	25,504	(504)
<b>TOTAL COSTS</b>		<b>335,000</b>	<b>74,273</b>	<b>0</b>	<b>3,377</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>77,650</b>	<b>257,350</b>

### Priority Action 4: STRENGTHENING HUMAN RESOURCES

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	Ensure that MNCH aspects of HR are adequately included in national health plans and human resource plans.	110,000	120,024	0	(85,641)	0	85,686	0	120,069	(10,069)
2	Analysis relating to MNCH content of human resource issues identified and research commissioned.	475,000	182,620	0	374	0	0	0	182,994	292,006

3	National HCPAs strengthened and involved in MNCH policies, planning and initiatives at the country level.	125,000	214,926	0	5,308	0	0	2,381	222,615	(97,615)
	Travel Costs	50,000	20,901	0	5,382	0	0	0	26,283	23,717
	<b>TOTAL COSTS</b>	<b>760,000</b>	<b>538,471</b>	<b>0</b>	<b>(74,577)</b>	<b>0</b>	<b>85,686</b>	<b>2,381</b>	<b>551,961</b>	<b>208,039</b>

### Priority Action 5: ADVOCACY

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	MNCH clearly prioritized and the health system investments needed to achieve MDGs 4 and 5 identified in the HLTF and other fora	120,000	230,405	26,518	9,752	0	0	2,000	268,675	(148,675)
2	Effective channels for funding of MNCH and innovative ways to increase financial resources identified and promoted.	0	211	0	0	0	0	0	211	(211)
3	Advocacy strategies and messages developed and implemented, targeting high level actors and national policy-makers.	88,455	97,916	0	0	0	29,246	0	127,162	(38,707)
4	Mobilization and coordination of MNCH advocacy partners around key global and national events.	300,000	80,126	44,363	6,040	0	0	0	130,529	169,471
	Travel Costs	35,000	102,452	0	(626)	0	0	0	101,826	(66,826)
	<b>TOTAL COSTS</b>	<b>543,455</b>	<b>511,110</b>	<b>70,881</b>	<b>15,166</b>	<b>0</b>	<b>29,246</b>	<b>2,000</b>	<b>628,403</b>	<b>(84,948)</b>

### Priority Action 6: TRACKING PROGRESS

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	Partners (donors', governments', multi-laterals', large NGOs') financial commitments to MNCH monitored annually.	50,000	53,222	0	1,678	0	0	0	54,900	(4,900)
2	Common M&E framework agreed among GHI and disseminated and used in high priority countries.	50,000	0	0	0	0	0	0	0	50,000



3	Advocate the use of Countdown products and information, and making them publicly available.	260,000	53,492	0	5,153	0	0	(49,302)	9,343	250,657
4	Sucessful meeting of tracking progress for MNCH held (support provided to Countdown 2010 conference).	0	5,163	0	0	0	0	0	5,163	(5,163)
5	Trackling progress on MNCH.	50,000	223,547	2,153	0	0	0	0	225,700	(175,700)
	Travel Costs	20,000	4,522	0	0	0	0	0	4,522	15,478
	<b>TOTAL COSTS</b>	<b>430,000</b>	<b>339,946</b>	<b>2,153</b>	<b>6,831</b>	<b>0</b>	<b>0</b>	<b>(49,302)</b>	<b>299,628</b>	<b>130,372</b>

### CORE FUNCTION COSTS

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	Board Meetings	290,000	232,181	0	35,511	0	0	(42,119)	225,573	64,427
2	Miscellaneous	50,000	46,202	0	0	0	18,137	2,581	66,920	(16,920)
3	Consultants and Other Costs	400,000	516,640	22,553	58,301	0	1,221	(89,411)	509,304	(109,304)
	Travel Costs	160,000	66,125	0	29,415	0	0	(2,675)	92,865	67,135
	<b>TOTAL COSTS</b>	<b>900,000</b>	<b>861,148</b>	<b>22,553</b>	<b>123,227</b>	<b>0</b>	<b>19,358</b>	<b>(131,624)</b>	<b>894,662</b>	<b>5,338</b>

### STAFF COSTS

Output	OUTPUT DESCRIPTION	Funded BUDGET as at January 1, 2009	EXPENDITURE - January to December 2009 by source of funds (in USD)							BALANCE
			Gates	Norway	DFID	AUSAID	Other Specified	Unspecified	TOTAL	
1	Technical Team	1,400,000	965,824	0	361,325	50,384	80,531	35,513	1,493,577	(93,577)
2	Corporate Service Team	798,000	330,154	0	132,295	29,111	0	39,210	530,770	267,230
	<b>TOTAL COSTS</b>	<b>2,198,000</b>	<b>1,295,978</b>	<b>0</b>	<b>493,620</b>	<b>79,495</b>	<b>80,531</b>	<b>74,723</b>	<b>2,024,347</b>	<b>173,653</b>