



Women's,
Children's and
Adolescents'
Health

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PMNCH Executive Committee Meeting

Virtual meeting: 14 June 2021, 14:00 to 16:00 CET (120 min)

Document Title: EC-07-2021; 04e, PMNCH finances and resource mobilization

Summary: This paper provides a summary of PMNCH's financial position in 2021.

It also summarizes the extensive resource mobilization efforts undertaken to date to secure the finances required to deliver on PMNCH's workplans in 2021 and beyond.

Actions Required: The EC is asked to consider what actions its members and the partners more generally can take to support PMNCH in these efforts and in particular to:

- identify funding opportunities, make introductions and broker relationships with donors;
- offer staff secondments or staff time on projects;
- hire experts directly for work included in the PMNCH Strategy;
- develop joint projects and joint-funding applications;
- co-host pledging conference(s) to draw in new donor commitments; etc.



PMNCH Finances and Resource Mobilization

Funding the new PMNCH 2021 to 2025 Strategy

1. Objective

This paper provides a summary of PMNCH's financial position as it starts to deliver on its [2021 to 2025 Strategy](#) and sets out the resource mobilization efforts to date. EC members and PMNCH partners more broadly are invited to participate in these efforts, through identifying funding opportunities, being door-openers, sharing information and contacts, brokering relationships, etc.

2. Budget and financial situation

PMNCH annual budgets for 2021 through to 2025 remain at US\$ 10 million for the delivery of 'Essential' activities and US\$ 15 million for delivering a more 'Comprehensive' plan of work.

As at June 2021, PMNCH has been able to secure around US\$ 5 million in funding for its 2021 workplan, with around US\$ 2.6 million pledged or under consideration, thus exposing a US\$ 5 million gap in 2021 to reach PMNCH's Essential budget, or a US\$ 2.4 million gap, if the current grants under consideration materialize. These gaps are, as expected, greater in 2022 onwards. Annex 1 provides an overview of currently secured funding, grants under consideration, as well as funding gaps for years 2021 to 2025.

3. Resource mobilization approaches

Over the last 15 years of its existence, PMNCH's work has been funded by almost 25 different donors¹. This has historically provided a good diversity of income, breadth of experience and engagement, and been instrumental in securing the successes that PMNCH has noted over the years.

PMNCH has not, however, been immune to the changes that the COVID-19 pandemic has introduced. In 2020, PMNCH was not in a position to secure the full US\$ 10 million budget (just under US\$ 8 million was raised, all implemented), and work is ongoing in 2021 to meet the resource needs of its Strategy.

PMNCH has continued to be agile and innovative in ways in which it endeavors to secure the needed resources and has invested considerable time and effort into these processes. It has translated its Strategy into [Arabic](#), [French](#) and [Spanish](#), created [video](#) productions, developed numerous presentations, letters, concept notes (including on what [PMNCH is doing related to COVID-19](#)), etc. Working together with partners, case studies have been developed on PMNCH's impact in countries, more than 50 reporting points a year are fulfilled to meet donor requirements, engaging with fundraising consultants (on a pro-bono basis), considering joint capacity building exercises for small donors, etc.

Using these tools, PMNCH's approach has been to: (i) secure new grants; (ii) cost-share deliverables; (iii) seek partner in-kind contributions; and (iv) reduce the costs of delivery. These are discussed below.

3.1 Securing new grants

PMNCH has been very active in its resource mobilization efforts, relying on existing knowledge, historical precedent and detailed analyses of more than 50 donors. PMNCH has prioritized: (i) **existing**

¹ Governments of Australia, Canada, Finland, Germany (GIZ), India, Italy, Netherlands, Norway, Sweden, Switzerland, UK and USA (USAID). Foundations: Bernard van Leer Foundation, Bill & Melinda Gates Foundation, Fondation Botnar; Ford Foundation, MacArthur Foundation, Children's Investment Fund Foundation. Multilateral initiatives: Global Financing Facility (GFF), UNFPA, UNICEF, World Bank. Private companies: Johnson & Johnson, Merck Sharp and Dohme Corp.



donors, with a view to renew their support; (ii) **previous donors**, whose funding cycles have come to an end with the last strategy and are yet to be renewed; and (iii) **new donors**, who were identified as good matches or with whom PMNCH leadership had relationships. This approach resulted in detailed and ongoing engagement with more than 20 potential donors² in the first six months of 2021. This has included numerous meetings to explore and align priorities, iterative proposal development processes, sharing of documentation, etc., all representing a significant investment of time and effort. In all cases, PMNCH's approach has been to seek multi-year awards, and to work with donors to secure unearmarked grants, supporting the entire workplan, whenever this is possible.

3.2 *Cost-share deliverables*

PMNCH has been working closely with its partners to co-produce a number of key deliverables. This includes, for example, co-hosting of events (e.g. Lives in the Balance), working jointly on specific knowledge products (e.g. the Global Investment Framework, Adolescent Well-being Framework; COVID-19 resource materials, etc.), and / or cost sharing Secretariat positions (e.g. with UNICEF). This is an important avenue of collaboration, as it not only supports PMNCH's ability to meet its budget, but it also increases the buy-in from partners and strengthens the quality and robustness of deliverables, as well as their reach.

3.3 *Partner in-kind contributions*

In addition to working jointly on specific products, PMNCH is working with partners to find other ways in which organizations can support the delivery of PMNCH's workplan. This include, for example, having partners give time to PMNCH from their external consultants / technical experts (e.g. FIA Foundation), partners' in-house staff's time on projects, full or partial secondments to the Secretariat (e.g. WVI, UNFPA), etc.

3.4 *Budget cost-reduction*

PMNCH has also been actively considering ways in which it could reduce the size of its budget, through practically eliminating travel and moving to virtual operations, having members of the team distributed in different and lower cost locations, choosing lower-cost options in expenditures, cost-sharing with partners, etc.

4. **Seeking input from the EC and partners more broadly**

The considerable efforts noted above are bearing results, but more work is needed to accelerate this, otherwise the partners' ambitions in the Strategy will remain unfulfilled. PMNCH requires support from the EC in particular³ and other governance bodies and partners, to:

- identify funding opportunities, make introductions and broker relationships with donors;
- offer staff secondments or staff time on projects;
- hire experts directly for work included in the PMNCH Strategy;
- develop joint projects and joint-funding applications;
- co-host pledging conference(s) to draw in new donor commitments; etc.

Annex 2 provides further ideas of the types of activities that may be relevant across the 10 PMNCH constituencies, to further strengthen and diversify our collective resource mobilization efforts.

² Australia, Belgium, Canada, France, Germany (both GIZ and BMZ), India, Netherlands, New Zealand, Norway, Spain, Sweden, Switzerland, UK, USAID, Bill and Melinda Gates Foundation, Children's Investment Fund Foundation, Fondation Botnar, Merck Sharp & Dohme (MSD), Rotary Action Group for RMNCH, Bernard van Leer, GAVI, Global Financing Facility, World Bank

³ The PMNCH's EC Terms of Reference state that among other functions, the EC works towards securing adequate funding (resource mobilization) and ensures safeguards to monitor the effective use of funds for the operation of PMNCH.



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Annex 1: PMNCH revenue position – 2021 to 2025

Revenue allocations from grants (USD)	2020	2021	2022	2023	2024	2025
Confirmed and pledged						
Bill & Melinda Gates Foundation	1,250,000	2,500,000	-	-	-	-
Botnar Foundation (existing grant)	1,000,000	1,000,000	900,000	100,000	-	-
Botnar Foundation (new grant proposal)	-	-	1,000,000	1,000,000	1,000,000	-
Government of Canada	948,663	-	-	-	-	-
GAVI, the Vaccine Alliance	-	120,000	120,000	120,000	-	-
Government of Germany (existing grant)	-	180,675	-	-	-	-
Government of Germany (new grant proposal)	-	-	150,000	150,000	-	-
Global Financing Facility	600,000	-	-	-	-	-
Government of India (existing grant)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Government of India (new grant proposal)	-	-	1,000,000	1,000,000	1,000,000	1,000,000
Government of the Netherlands	250,000	-	-	-	-	-
Government of Norway (2021 grant)	762,943	840,000	-	-	-	-
Government of Norway (2022-23 grant proposal)	-	-	1,200,000	1,200,000	-	-
Government of Spain	-	180,000	-	-	-	-
Government of Sweden - Sida	410,088	410,088	-	-	-	-
Government of Sweden - MFA	109,120	-	-	-	-	-
Government of Switzerland	904,345	-	-	-	-	-
Government of the UK	330,375	1,500,000	1,500,000	1,500,000	1,500,000	-
USAID	150,000	-	-	-	-	-
Balances brought forward	250,000	-	-	-	-	-
<i>Total confirmed</i>	7,965,535	5,090,763	1,900,000	1,100,000	1,000,000	1,000,000
<i>Total pledged / under consideration</i>		2,640,000	4,970,000	4,970,000	3,500,000	1,000,000
Total confirmed and pledged / under consideration	7,965,535	7,730,763	6,870,000	6,070,000	4,500,000	2,000,000
<i>Annual Essential budget</i>	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)	(10,000,000)
<i>Funding gap, Essential budget (confirmed resources)</i>	(2,034,465)	(4,909,237)	(8,100,000)	(8,900,000)	(9,000,000)	(9,000,000)



Annex 2: Opportunities for constituency engagement

Constituency	Engagement in Resource Mobilization <i>(Examples for further discussion)</i>
Academic, Research and Training Institutes	<ul style="list-style-type: none"> • Staff secondments, use of academic and research expertise • Joint projects, publications, and funding applications
Adolescents and Youth	<ul style="list-style-type: none"> • Joint projects and funding applications
Donors and Foundations	<ul style="list-style-type: none"> • Grant funding to PMNCH • Door openers / bridge builders who help broker essential relationships between PMNCH and new donors • Hosting pledging conference(s) to draw new commitments • Staff secondments, hiring of third-party service providers, etc.
Global Financing Mechanisms	<ul style="list-style-type: none"> • Grant funding to PMNCH • Joint projects and funding proposals, e.g. on investment cases • Staff secondments, hiring of third-party service providers, etc. • Joint projects and funding proposals
Health-Care Professional Associations	<ul style="list-style-type: none"> • Provision of training expertise • Use of project-specific equipment
Inter-Governmental Organizations	<ul style="list-style-type: none"> • Joint projects and funding applications • Staff secondments
Non-Governmental Organizations	<ul style="list-style-type: none"> • Working jointly on funding proposals to major philanthropic organisations • Use of venues for in-country events such as citizen hearings • Staff secondments, hiring of third-party service providers, etc.
Partner Governments	<ul style="list-style-type: none"> • Project-specific needs: such as venues, equipment, other infrastructure, translation services, etc.
Private Sector	<ul style="list-style-type: none"> • Brokering relationships with philanthropic arms of private companies • Sponsorships (in-kind and financial) on events. • Staff secondments
United Nations Agencies	<ul style="list-style-type: none"> • Joint projects and funding applications • Staff secondments related to specialised expertise and knowledge