Building our digital future:
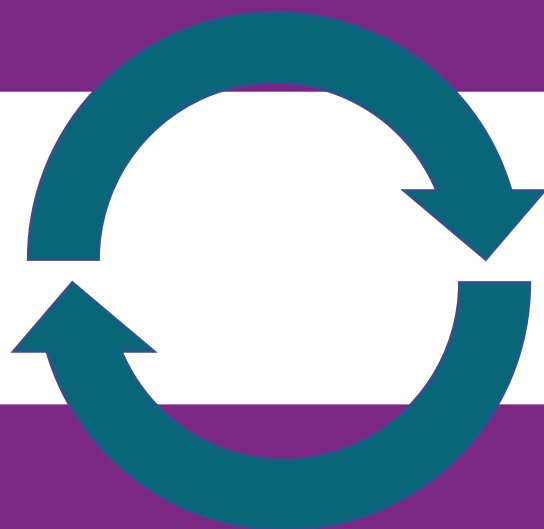
Status report on PMNCH digital platform development

Dec. 2020

Purpose

This report focuses on how PMNCH, the world's largest advocacy alliance focused on women's, children's and adolescents' health, is harnessing new forms of networked power through digital and innovative approaches. This report, prepared by the Secretariat, provides an update on the development of PMNCH's new digital platform. The proposed design of this platform has been guided by a broad range of inputs from partners and Secretariat members during 2019-2020. This includes the outcomes of partner consultations on digital development (2019); the results of the PMNCH independent evaluation (Jan 2020); the 2021-2015 Strategy; as well as proposals by the Governance and Nominations Committee on PMNCH governance and operational reform. Further inputs to this plan were collected during consultations on PMNCH partner engagement (October-November 2020), as well as iterative discussion with PMNCH staff members and leadership during 2020. A model of this platform will be presented to the PMNCH Board at its meeting in December 2020 for response and feedback. Implementation of the platform will take place in a phased manner, allowing feedback and adaptions in an agile and responsive manner.

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BACKGROUND

PMNCH Strategy 2021 – 2025 – Harnessing the Power of Partnership in a Digital Era

The digital era pushes organizations such as PMNCH to rethink how to deliver on their role through harnessing digital solutions to members and the public. With the arrival of the digital era, global partnership organizations have an expanding set of options to organize and mobilize their members for effective joint advocacy. New models come with implications for how such advocacy networks can use emerging digital opportunities to forge common goals, agree on strategies, and operate with greater scale, impact, and inclusion.

The new PMNCH five-year strategy focuses on comprehensive digital transformation at multiple levels, including governance, partner relations, management, and operations. In doing so, PMNCH is poised to be on the leading edge of harnessing networked power in the global health sector. This document reports on progress by the Secretariat in responding to the guidance of the new Strategy in relation to digital development.

CONTEXT

Digital support for the 2021-2025 Strategy

Successful implementation of the 2021-2025 Strategy will depend on the Partners' collective ability to work better together through improved partner engagement approaches and digital platforms, which can take many forms and will be inherently agile to make sure PMNCH is responsive to different access realities and members' needs.

PMNCH seeks to improve meaningful Partner engagement and promote more effective Governance and Secretariat operations. Its approach to digital operations, guided by the 2021-2025 Strategy, rests on the "dual value proposition" approach, which recognizes the value to Partners of engaging with PMNCH as well as the value to PMNCH of engaging with each individual Partner to ensure that we successfully deliver more together than alone. Our digital platform development builds on the results and recommendations from a Digital Consultation with partners held in 2019, as well as on more recent consultations in 2020. This is depicted in the timeline below.

Developing the PMNCH Digital Platform, 2019-2020

Implementation of Activities

● Finalized

Timeline:

- **Kick off – Digital Action Plan** (Mar '20)
- **Internal Consultations** (May '20)
- **External consultations & Secretariat's alignment** (July '20)
- **Building of the digital platforms** (Sept '20)
- **Branding development & rollout plan development** (Nov '20)

Timeline axis: Nov '19 | Mar '20 | Apr '20 | May '20 | June '20 | July '20 | Aug '20 | Sept '20 | Oct '20 | Nov '20 | Dec '20

- **Digital Consultation & Recommendations**
- **Plan Development & alignment with WHO IMT Department**
- **Launch of WhatsApp channel and SharePoint for communication with Board and Committees**
- **Definition of initial phase:**
  1. Website
  2. Partners Zone
  3. PMNCH Connect
  4. Social Media and beyond
- **Migration of the content from the current to the new website.**
- **Launch and first bi-annual report**

Objectives

To develop a digital platform that shares information effectively on a broad scale, including to external audiences, and facilitates effective interactions among PMNCH partners. This includes the following goals:

i. **To foster interaction, alignment and collaboration between partners**. Facilitating and encouraging the creation of Communities of Practice, tailored listservs, virtual workspaces.

ii. **To promote more efficient governance and secretariat operations**. Virtual access to relevant governance documents, strategies, reports and campaign materials for amplifying and sharing. Creation of regional hubs to service members in their own languages and regions, using digital platforms to facilitate information-sharing.

iii. **To enable measurement of reach/impact of PMNCH efforts**. Tracking of digital efforts to understand the reach, adjust strategies and listen to our needs with an agile and responsive mindset.

iv. **To combat disinformation and misinformation.** Strengthening partner capacity by increasing access to the latest information and evidence-based resources (e.g., access to tools for advocacy, fit-for purpose resources, dynamic information, and links to relevant materials, including in regional languages to support our reach beyond the English-speaking world.)

Consultations on development

PMNCH has undertaken dedicated efforts during 2019-2020 to develop an effective digital platform. This proposal builds from:

- [Digital Consultations with PMNCH partners, and related mapping exercises on social media and digital health opportunities](#) (2019; Dr. Jane Thomason, consultant)
- Digital Communications landscaping (April 2020)
- PMNCH Staff Ideation Workshop (September 2020),

- PMNCH Constituency consultations, included in PMNCH Governance Reform consultations (October 5 – 27 November, 2020)
- Discussion with PMNCH Digital/Communications leads (October 7, 2020).

Partner consultations were between 90 minutes to two hours and were set up to ask a set of guiding questions, with identified prompts to solicit input in specific areas. Inputs gathered were assessed by the PMNCH Digital Communications team, supported by PMNCH Secretariat management, to design our proposed platform.

RECOMMENDATIONS

What We Heard

The consultations produced a clear set of recommended goals for the PMMCH digital platform, including:
- Fostering interactions and alignment among Partners
- Strengthening Partner capacity through access to resources and tools for advocacy
- Enabling measurement of reach and impact
- Promoting efficient operations

In sum, partners felt that all structures that facilitate our work as PMNCH – our Board, constituencies, and committees - should be digitalized to meet the ambitious plans of the new PMNCH 2021-2025 Strategy. Innovations based on the extensive application of digital technologies are essential to achieve this. Regarding the Secretariat, digitalization can facilitate flexible staffing models to help PMNCH deliver value for money through greater efficiency and support for partners, including at the country and regional level.

Delivering better through digital solutions

The digital solutions to address the needs of PMNCH are proposed through four main approaches.

#1. Website	**#2. Partner Zone**	**#3. PMNCH Connect**	**#4. Social Media**
The **website** will be centered around an updated, accessible, dynamic & interactive platform, hosted by WHO with improved navigation experience.	The **Members Only Portal** will support dedicated communities of practice on shared thematic/ regional/constituency interests, an interactive member database, and a repository for partner-led information on events & materials	**Digitalization of operations** will improve the ability of the Secretariat to connect with each other, with partners and with our broader audience, making operations more effective and efficient	**PMNCH's social media channels** will service our digital platform by amplifying the outputs and outcomes of partner-led work and drawing new members and partners into our work.

#1. WEBSITE

The core component of the new PMNCH digital platform is a revamped, updated, more accessible, and sophisticated website. This hub will differ from our current website in important ways. One, it will allow PMNCH to share information, tools, and resources clearly and effectively; two, it will foster a vibrant community of partners through interactive features, such as communities of practice, event calendars, and virtual work spaces; three, it will be updated with a fresh brand identity, aligned with the ambitions of our new Strategy. While the website is the main building block of our platform, and will continue to be hosted by WHO within the technical parameters of PMNCH's hosted agreement, it will also feed content into different platforms (e.g., social media) to increase accessibility across regions and sectors.

The figure below summarizes how this website has been designed in response to feedback from partners and the PMNCH Secretariat team:

What We Heard	Details
	Partnership-Centric: The website will be a partnership-centric platform that includes all essential features needed to engage partners, including an events calendar shaped by contributions from partners; a members'-only area ("Partner Zone"); a compendium of reviewed and vetted resources, including advocacy toolkits and other evidence products; specific WCAH-related web pages, and more. It includes a search engine optimization and will be agile and responsive based on partners' needs.
	Aligning for Action: The website will unite partners in aligning for action by presenting content in a dynamic, interactive, fit for purpose and customizable digital format. The site will have a strong visual identity echoing PMNCH's updated branding, with simple and consistent icons. It will highlight membership benefits and opportunities of collaboration, encouraging users to get involved. It will be integrated with live social media feeds.
	Events: The website will feature upcoming events and activities. The events page will list upcoming events, sortable by date and other features, and will allow users to click to learn more. From there, they can easily register for events and get involved. Past events and related event resources will also be linked.

Resources hub/portal: The website will offer a one-stop-shop for WCAH information, with downloadable resources and partner links. Users will be able to filter by category (including PMNCH and Partner resources, thematic area, and country) and download everything from toolkits, case studies, policy platforms, videos and technical reports.

#2. PARTNER ZONE

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

The figure below summarizes how the Partner Zone has been designed in response to feedback from partners:

What we heard	Details
SORTABLE DATABASE	• Creation of an **up-to-date, database** of all PMNCH members, sortable by country and thematic area, and through a phased approach, to enable partners to link with each other through improved knowledge of their projects, activities and events. • The database will provide an **opportunity** to partners to showcase their programs, events, team members, project results, and more with partners and a broader audience through the website.

- **The database will support r**ecruitment of new Partners;
- **The database** allows PMNCH members working in the same geographies and/or subject areas to know about each other and to come together to do more.

PLATFORMS AND TOOLS FOR INTERACTIVE, MEASURABLE COMMUNICATIONS

- **Interactive communications platforms and tools** will allow partners **to connect** and the Secretariat to more easily **measure** the impact of current PMNCH communication tools, including:
  - PMNCH newsletter (e-Blast) engagement (i.e., "click rate");
  - Attendance of PMNCH-organized meetings, events;
  - Email interactions/tracking
- Partners will be provided with platforms and facilitation that will enable the creation of partner-led **communities of practice**, e.g., by themes, constituencies, regions, etc.
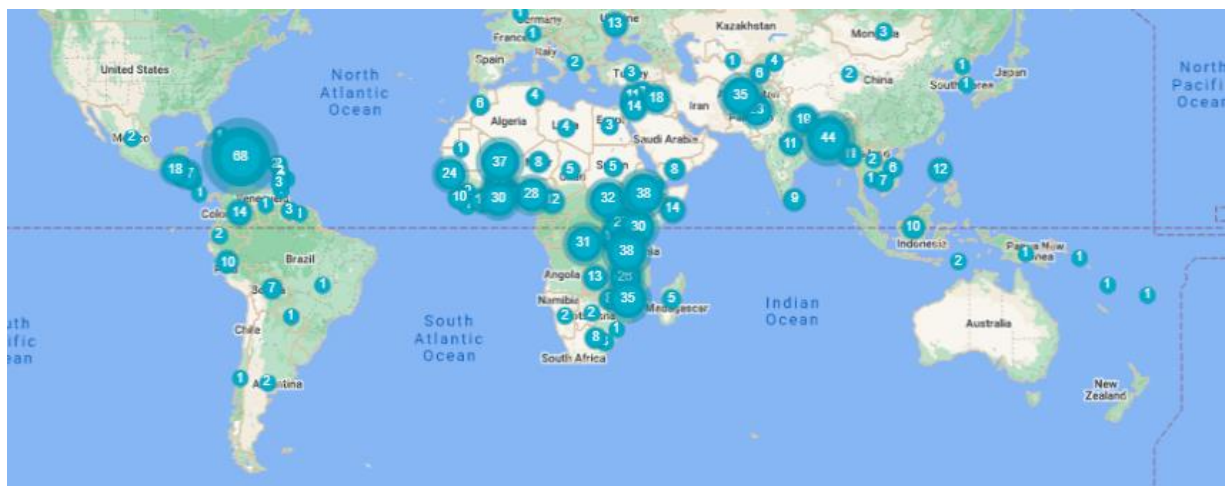
#3. PMNCH CONNECT

PMNCH is strengthening its ways of working virtually by adopting new platforms suited for the innovative organization that PMNCH aspires to be. This improves the ability of the Secretariat to connect with each other, with members and our broader audience. Through the integration and uptake of the suite of Microsoft 365 Suite of tools, the staff will be able to improve the efficiency and effectiveness of working virtually, project management, and connecting with Partners.

The figure below summarizes how PMNCH Connect has been designed in response to feedback from partners and Secretariat members:

What We Heard	Details
	Regional placement of Secretariat members: supporting virtual hubs of members sharing common languages and regional interest, collaborating through Communities of Practice.
	Capacity building: of existing staff and new team members to service Communities of Practice and regional hubs effectively, building stronger links across working groups for reciprocal knowledge-sharing, planning and implementation; all through measurable KPIs.
	Digital Working Tools: to promote real-time information-sharing, better team communication and messaging prioritization. Staff require tools that are intuitive, easy to use, for key aspects such as file-sharing and allocation of tasks.

What are we doing?	Details
OBJECTIVE	• To leverage existing Microsoft 365 products and apps to optimize the ability for the PMNCH secretariat to work effectively and efficiently virtually, e.g. Microsoft Teams and SharePoint

	• To implement a culture of connectedness and optimal working relationships through intentional communication and processes.
FUNCTIONALITY	• Transition all staff from using email-based communication systems to a channel-based messaging system. • Implement a "Task" feature to enable requests and project management between team members • To align Microsoft 365 Teams with SharePoint, J-Drive Folder, and the revised website and to develop a process for maintaining file organization. • Assessing possible strategic/regional hubs, (e.g., NY/DC and regional hubs in Africa, Latin America and Asia).

#4. Social Media and Beyond

In a digital era, real-time exchange of information and knowledge is more important than ever. PMNCH's social media channels will service our digital platform by amplifying the outputs and outcomes of their work and drawing new members and partners into our work. But we are not all the same. Different countries and regions have different needs. Digital access is not equal. Digital communication skills are not equal. The "digital divide" is real for many of our partners. PMMCH does not exclude: It invites. Because our plan is first and foremost tailored to country

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needs, it takes account of low-bandwidth and other constraints by offering **choice**, appropriate to setting.

What We Heard	Details
	Constituency Research on Communication Preference: The external evaluation highlighted that Board members and external informants share the need for communication to flow in both directions, from the Secretariat to them and the other way around. The 2019 Digital Consultation further showed that most partners would like to benefit from a social media influencing strategy. Finally, in 2020, PMNCH carried out constituency-by-constituency research on communication preferences, finding important variations by both sector and region. The result is that our platform will offer a major emphasis on the most popular, and frequently used social media platforms by our members, including: - Facebook - WhatsApp - Twitter - Instagram, especially for our younger members
	Emailing and campaigns: Members use email to communicate. Cleaned and updated member and constituency listservs will allow all members to know the latest, including event invitations, updates and e-Blasts. This allows members to share information with each other and with the Secretariat, so that the communication is flowing in both directions. Social media will also be used to disseminate messaging, amplify campaigns and influence social media users on the work done by members on WCAH.
	WhatsApp and Messenger functionalities: to promote real-time information-sharing, better communication and familiarity with the tools used.

CONCLUSIONS AND NEXT STEPS

The development of the PMNCH digital platform has reached a critical stage, with certain features ready for "soft launch" and testing by partners. The PMNCH Board, meeting in

December 2020, will be asked to review and comment on progress to date, guiding the Secretariat in its further development of this platform.

The figure below depicts progress to date and phasing of the digital platform roll-out in 2021-2022. A further update will be provided to the Board by the Secretariat in spring 2021.

Development of the PMNCH digital platform

Implementation of Activities

- Implementation of CoP with different groups and champions
- Development of features/ functionalities as identified by Digital Team and Advisory Group

- Continue assessment and development.

Q1 2021   Q2 2021   Q3 2021   Q2 2021   2022

- Website Launch
- Creation of a Digital Advisory Group
- Website test and assessment and brainstorming of needs together with Digital Advisory Group
- Collection and update of date from partners
- Pilot of Communities of Practice
- Communication Plan to disseminate activities

- Assessment report and results 2.
- Continue assessment and development.

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