



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
E: pmnch@who.int
www.pmnch.org

PMNCH Executive Committee Meeting

Thursday, 20 January 2022, 14:00 to 15:00 CET

Document Title: EC-01-2022; 04, PMNCH finances and resource mobilization

Summary: This document provides:

- summary of PMNCH's financial position as it prepares to implement the 2022 workplan; and
- overview of PMNCH's extensive resource mobilization efforts, and donor engagement plans to secure the finances required to deliver on PMNCH's workplans.

Actions Required: The EC is asked to reflect on the resource mobilization efforts currently underway by PMNCH, including:

- provide guidance on whether there are any additional approaches, or aspects of existing approaches, that PMNCH should explore and integrate into its ongoing efforts; and
- input into the facilitation efforts by the Secretariat towards:
 - increasing grants from existing donors;
 - opening doors and establishing contacts with new donors;
 - outreach to private philanthropic foundations;
 - engaging the private sector; and
 - engaging partners to provide in-kind support to the work of PMNCH.



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 delivers on its [2021 to 2025 Strategy](#) and an overview of the resource mobilization efforts to date, including plans to engage with current and prospective donors.

EC members and PMNCH partners more broadly are invited to participate in these efforts through for example, identifying leads and contact persons at potential donor organizations, acting as 'door-openers', sharing information and contacts, actively brokering relationships, as well as highlighting what content resources are needed from the Secretariat that would enable the EC to take these efforts forward. The EC members are particularly asked to consider ways in which they can support PMNCH to increase its engagement with the philanthropic foundations and the private sector more generally.

2. Budget and financial situation

PMNCH annual budgets for 2022 through to 2025 have been reconfirmed by the Board to remain at US\$ 10 million for the delivery of 'Essential' activities, and up to US\$ 15 million for delivering a more 'Comprehensive' plan of work, such as in 2023, when PMNCH's Global Forum on Adolescents is due to take place.

2021 was the first year of [PMNCH's 2021 to 2025 Strategy](#) and intensive efforts had been underway throughout the year to raise sufficient resources to not only secure the delivery of activities in 2021 itself, but also for future years of the Strategic period. Historically, first years of any strategic period have tended to be most challenging in terms of fundraising, as donors' multi-year agreements ended with the previous strategy and new ones take time to establish. On top of that, PMNCH's finances were not immune to the pressures of the COVID-19 pandemic.

Nevertheless, as at the end of the year, PMNCH managed to secure more than 80% of its Essential workplan budget for 2021 (approximately US\$ 8.2 million), delivering important outcomes against its Strategy (see [Traffic Lights 2021 Report](#) for more information). These efforts had also resulted in a stronger longer-term financial position than had been the case at the start of 2021, with approximately US\$ 18 million in new multi-year grants agreed for the period to the end of 2025.

These multi-year grants have reduced the funding gaps in future years, with a stronger funding profile established. As noted in Annex 1, which provides a more detailed income overview, PMNCH enters 2022 with approximately 50% of the budget secured (approximately US\$ 5 million) and another US\$ 2.2 million under consideration. This provides an excellent base to continue the resource mobilization efforts already underway.

Attractive investment opportunities are already being developed for the 2022-2025 period. PMNCH will seek support for integrated annual workplans aimed at deepening partner engagement, knowledge synthesis, and campaigns and outreach to achieve greater financial, policy and service delivery commitments for WCAH. However, in addition and new in 2022, PMNCH will also offer donors a unique time-bound investment opportunity: The chance to support the first-ever Global Forum for Adolescents. The Global Forum will be a watershed moment in a worldwide movement led by young people for bringing global, regional and national attention to the well-being of the largest cohort of adolescents in the world. This innovative digital forum will command political attention and prioritization of adolescents' well-being, generating political and financial commitments, producing



concrete action plans and promoting knowledge-sharing and youth leadership. Powered by PMNCH expertise in producing highly engaging global and country digital summits, the Global Forum will convene more than 1 million people worldwide over course of 2023, including two days in September 2023, uniting community members with global leaders gathering at an in-person event in New York, bringing collective influence to bear on the 2030 SDG Summit at the UN General Assembly.

3. Resource mobilization approaches

Over the last 15 years of its existence, PMNCH's work has been funded by 25 different donors¹, with ongoing discussions to broaden the donor pool. The relatively large number of donors (even if grant sizes varied considerably) 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. It has, however, meant that the transaction costs of raising and managing (e.g., reporting) these resources has been relatively high.

Having completed the first year of its Strategy, PMNCH is now in a strong position to engage with these existing and historical donors, as well as new governments and organizations, to attract additional investments into the work that it does.

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](#)). Among these resources is the updated [Theory of Change and Results Framework](#), as a tool for presenting PMNCH's outcomes and outputs as well as being a measure of work progress and impact. 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, planning multi-foundation events to introduce PMNCH, etc.

The shifts in global aid flows away from 'traditional' donors has also meant that PMNCH is particularly interested in more actively exploring funding opportunities from private philanthropic foundations and the private sector more generally, where this is possible in the context of PMNCH being hosted by WHO. As PMNCH grows more leads for prospective donors, within each of the various categories of governments, philanthropic foundations, and the private sector, mechanisms could be put in place to track the growth of investments each year, according to uniquely strategic approaches for each category of donor.

PMNCH will endeavor to meet its funding gap in 2022 and beyond by: (i) securing new grants; (ii) cost-sharing deliverables; (iii) seeking partner in-kind contributions; and (iv) promoting budget efficiency. These are discussed below in turn.

3.1 Securing new grants

PMNCH has been very active in its resource mobilization efforts, relying on existing knowledge, historical precedent, and detailed, ongoing, analyses of the bilateral and multilateral, public and private donors' landscape. In this regard, PMNCH's approach is focused on the following:

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: GAVI, Global Financing Facility (GFF), UNFPA, UNICEF, World Bank. Private companies: Johnson & Johnson, Merck Sharp and Dohme Corp.



- (i) **Existing donors and previous donors.** PMNCH is in conversations with these donors with a view to renew their support. The interactions include regular reporting on work progress and impact, sharing updates and highlights, regular meeting check-ins and touch points. Furthermore, this has included engaging existing and previous donors in governance structures (e.g., standing committees, working groups), as well as in the development of the Results Framework itself and related products, events, and processes.
- (ii) **New donors.** PMNCH has also worked to identify those donors who have a good match with the work of PMNCH and those with whom the PMNCH Secretariat or Board leadership have ongoing relationships. This has included Board leadership reaching out to their respective contacts, organizing and holding numerous meetings to explore and align priorities, iterative development of information packages and proposals, 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. Approaches with new donors include:
- exploring options of donor-funding conferences, either foundation or government-led, or both, that could take the form of pledging conferences, e.g., Fondation Botnar has offered to host an event in Q1 of 2022 to introduce PMNCH to the Alliance of Swiss Foundations and we are looking for other similar opportunities;
 - direct and ongoing targeted relationship-building with individual donors through donor-mapping exercises;
 - Board leadership, along with PMNCH champions, reaching out to donors on PMNCH's behalf to establish relationships and mobilize resources;
 - Donors and Foundations (D&F) Constituency members reaching out to donors within their network and acting as 'champions' for PMNCH within their community;
 - raising the profile of PMNCH through op-eds, media engagements, earned media, social media, publicity around award-receiving PMNCH members, etc.

Annex 2 contains an overview of PMNCH's engagement plan with current and prospective donors.

3.2 Cost-sharing deliverables

PMNCH has been working closely with its partners to both plan and co-produce a number of key deliverables as part of the workplans. 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.), cost sharing Secretariat positions (e.g., with UNICEF), having partners procure and pay directly for external consultants and other experts needed on projects, etc.

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 Seeking Partner in-kind contributions



PMNCH, by its very nature, is partner centric. Products such as the Results Framework and Workplan contain activities that are partner conceptualised, developed and amplified, thereby enabling partner-centric 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, and in particular through providing in-house staff's time on PMNCH projects through full or partial secondments to the Secretariat.

3.4 Promoting Budget efficiency

PMNCH has also been actively considering ways in which it could create greater efficiency on 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, relying on established processes and procedures within WHO, 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 set out in the Strategy will remain unfulfilled.

PMNCH requires support from the EC in particular² and other governance bodies and partners, and in this context is seeking EC's support on the following workstreams:

- **Increasing grants from existing donors.** Taking account of the current funders (Annex 1 and Annex 2, category A), EC members are asked to consider whether they may be able to advocate with PMNCH's existing donors – bilaterally or in coordination with the Secretariat – on exploring options to increase the size of existing grants.
- **Opening doors and establishing contacts with new donors.** EC members are asked to suggest any relevant focal point persons in donor organizations, as described in Annex 2 – Section C, and in particular with regards to bilateral (government) donors, multilateral initiatives and organizations, and private philanthropic foundations.
- **Private philanthropic foundation outreach.** Appreciating that the philanthropic foundation sector operates very differently to the public funders, EC members' support is sought in reaching out to both global and regional foundations, either as:
 - directly with individual foundations; or
 - modelled on the example of Fondation Botnar convening a conference of the Swiss Alliance of Foundations to introduce the work of PMNCH to foundations in Switzerland and motivating their support of our work.
- **Private sector.** Support in seeking funding from the private sector more widely, including exploring the different types of support that may be forthcoming from this sector. This may be related to individual workstreams, such as the Global Forum on Adolescents, or PMNCH's entire workplan.

² 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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- **Other ways of supporting PMNCH's workplan delivery.** PMNCH would like to also reach out to a selection of members, in coordination with the EC and Chairs of respective constituencies, to explore options of:
 - co-hosting and/ or supporting pledging conference(s) to draw in new donor support;
 - offering member organizations' staff time (or that of their constituency members) on PMNCH branded projects;
 - looking into potentially hiring experts or paying for specific aspects of PMNCH projects directly;
 - consider developing joint projects and / or joint funding proposals to one or more donors; etc.

It would be particularly valuable to get feedback from the EC on what support from the Secretariat would be most helpful in order to take some of these actions forward.

Annex 1: PMNCH revenue position – 2021 to 2025 as at November 2021

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	-	107 000	107 000	107 000	-	-
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	815 186	-	-	-	-
Government of Norway (2022-23 grant proposal)	-	-	780 000	780 000		
Government of Spain	-	180 000	-	-	-	-
Government of Sweden - Sida	410 088	410 088	420 000	420 000	420 000	-
Government of Sweden - MFA	109 120	-	-	-	-	-
Government of Switzerland	904 345	-	-	-	-	-
Government of the UK	330 375	2 000 000	2 000 000	2 000 000	2 000 000	-
USAID	150 000	-	-	-	-	-
Balances brought forward	250 000	-	-	-	-	-
<i>Total confirmed</i>	7 965 535	8 192 949	5 157 000	4 357 000	4 000 000	1 000 000
<i>Total pledged / under consideration</i>			2 200 000	2 200 000	1 420 000	1 000 000
Total confirmed and pledged / under consideration	7 965 535	8 192 949	7 357 000	6 557 000	5 420 000	2 000 000
<i>Annual Essential budget</i>	<i>(10 000 000)</i>	<i>(10 000 000)</i>	<i>(10 000 000)</i>	<i>(10 000 000)</i>	<i>(10 000 000)</i>	<i>(10 000 000)</i>
<i>Funding gap, Essential budget (confirmed resources)</i>	<i>(2 034 465)</i>	<i>(1 807 051)</i>	<i>(4 843 000)</i>	<i>(5 643 000)</i>	<i>(6 000 000)</i>	<i>(9 000 000)</i>



Annex 2: Donor Engagement Plan

Donor Category	Engagement Activities
(A) Currently Active Donors <i>Currently a list of nine donors</i>	Build donor stewardship, with the view to strengthening relationships towards ongoing and/or increased funding, through: • Update/check-in meetings with grant managers. • Regular sharing of PMNCH highlights, e.g., Self-care video series, e-blasts, through personalised e-mail communication. • Review meetings coinciding with grant reports to explore future funding commitments. • Ongoing discussions on seeking opportunities to renew and increase existing grants into future years.
(B) Inactive donors <i>Currently a list of 12 organizations</i>	Re-engagement to introduce PMNCH's new strategy and workplan, with the view to exploring opportunities for renewed funding: • Prospect research to establish changes in thematic areas of funding within organizations and ascertain leads for new focal point persons. • Sharing media resources, such as events highlights videos and PMNCH advocacy messages, updates on country-level commitments and interventions associated with respective donor thematic focus areas. • Touch-base meetings to explore renewed engagement.
(C) Prospective Donors <i>Currently a list of 30 internationally-based donor organizations and 45 Swiss-based foundations</i>	Introduce PMNCH to new donors and foundations with a view to increasing the diversity and funding commitments of PMNCH's donor community: • Prospect research to establish a "top ten" list of international organizations to approach, prioritized according to thematic focus and giving capacity. • Outreach to key programme staff and heads, based on individual leads, to introduce PMNCH and set up engagement meetings. • Invitations to high-level participation in virtual event panels, co-writing op-eds, contributions to committees and working groups. • Event with Swiss Alliance of Foundations to introduce PMNCH's work and encourage funding support, hosted by Fondation Botnar.
Donor mapping efforts	
<u>Segmentation of donor types:</u> • Donor countries, e.g., FCDO, AECID, GIZ • Philanthropic Foundations, e.g., Bill and Melinda Gates, Fondation Botnar • Private Sector, e.g., MSD for Mothers • Global Platforms, e.g., Global Financing Facility, Gavi <u>Securing further information on donors:</u> • Desktop prospect research • Discussions with consultant experts on a pro-bono basis • Review of databases, e.g., lists of philanthropic foundations who fund WHO • Interactions with PMNCH governance bodies (e.g., EC, Board, etc.) • Advice and suggestions from existing donors	

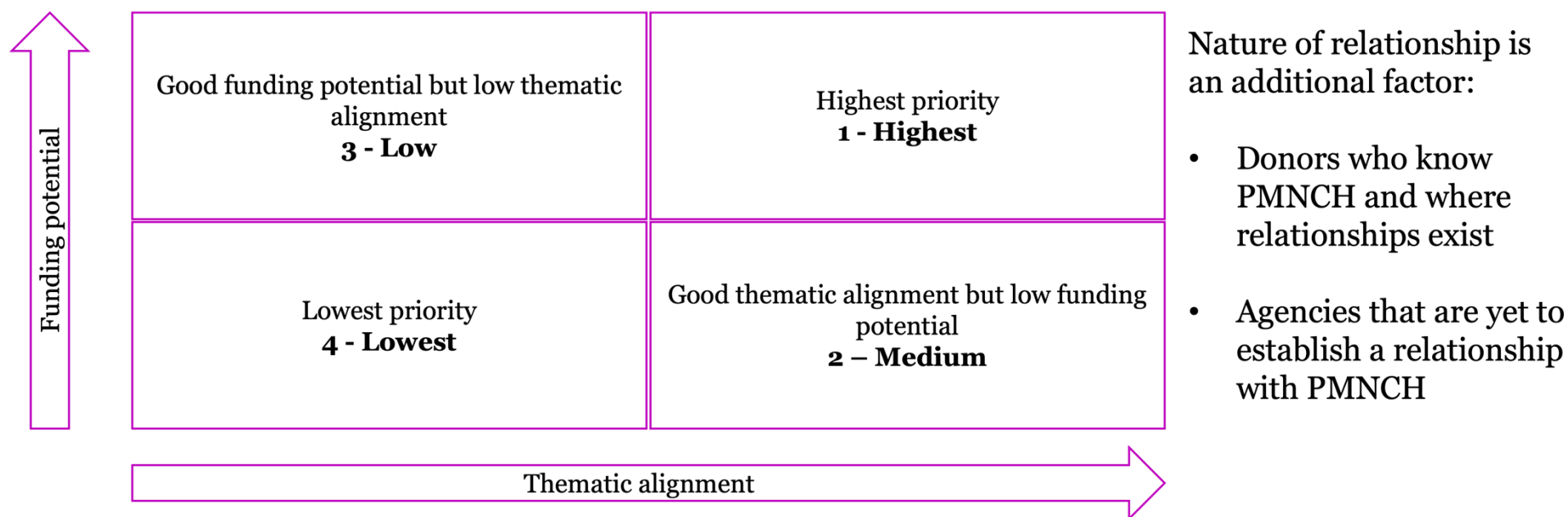


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Approach to shortlisting of donors

Shortlisting of donors is also an ongoing process, based on thematic alignment and funding potential (e.g. over US\$ 150 p.a.).





Annex 3: Opportunities for constituency engagement

Constituency	Engagement in Resource Mobilization <i>(Examples for further discussion)</i>
Academic, Research and Training Institutes	• Staff secondments, use of academic and research expertise • Joint projects, publications, and funding applications
Adolescents and Youth	• Joint projects, publications, and funding applications
Donors and Foundations	• 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	• 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	• Provision of training expertise • Use of project-specific equipment
Inter-Governmental Organizations	• Joint projects and funding applications • Staff secondments
Non-Governmental Organizations	• 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	• Project-specific needs: such as venues, equipment, other infrastructure, translation services, etc.
Private Sector	• Brokering relationships with philanthropic arms of private companies • Sponsorships (in-kind and financial) on events. • Staff secondments
United Nations Agencies	• Joint projects and funding applications • Staff secondments related to specialised expertise and knowledge