

Global Handwashing Partnership 2020 – 2024 Strategic Plan

Goal 1

- Promote clean hands for all through advocacy efforts.

Goal 2

- Serve as a knowledge hub to share evidence and resources on handwashing and hand hygiene programming.

Goal 3

- Ensure the Global Handwashing Partnership is sustainable for the long-term.



**GLOBAL
HANDWASHING
PARTNERSHIP**

Global Handwashing Partnership 2020 – 2024 Strategic Plan

Vision	Handwashing with soap and the use of hand hygiene products will be universally recognized, promoted, and practiced as fundamental to good health.		
Mission	Improve global health by acting as the preeminent global advocate and knowledge hub on handwashing and hand hygiene programming to achieve clean hands for all.		
Guiding Principles for the Strategic Plan	<ul style="list-style-type: none"> • Partner driven • Shared responsibility 	<ul style="list-style-type: none"> • Multi-sectoral participation 	<ul style="list-style-type: none"> • Clear and transparent • Achievable and measurable
Goals	1. Promote clean hands for all through advocacy efforts.	2. Serve as a knowledge hub to share evidence and resources on handwashing and hand hygiene programming.	3. Ensure the Global Handwashing Partnership is sustainable for the long-term.
Objectives	<p>A. Elevate the importance of handwashing and hand hygiene at the global level.</p> <p>B. Partner with governments and other stakeholders to support country-level advocacy.</p> <p>C. Highlight the impact of handwashing in sectors outside of water, sanitation and hygiene (WASH).</p>	<p>A. Synthesize research on handwashing and share actionable and context-specific learnings with stakeholders.</p> <p>B. Generate and share best practice and learnings for programming to address access, behavior change, and systems strengthening to support handwashing uptake.</p>	<p>A. Ensure the partnership has the resources necessary to implement the strategic plan through fundraising and partnership contributions.</p> <p>B. Strengthen the engagement of new partners including the private sector and partners outside of the WASH sector.</p>
Strategic Enablers	<ul style="list-style-type: none"> • Partner contributions • Secretariat support 	<ul style="list-style-type: none"> • Maintaining current funders 	<ul style="list-style-type: none"> • Monitoring and evaluation

Background

The Global Handwashing Partnership (GHP) was formed in 2001 as a coalition to promote handwashing with soap and recognize hygiene as a pillar of international development and health. GHP has made a key contribution to elevate the prominence of handwashing in the water, sanitation, and hygiene (WASH) sector and in the global health community during the last 18 years. GHP achieved tremendous success sharing the importance of handwashing with individuals, communities, policymakers, and influencers. More than one billion people have been reached through advocacy during Global Handwashing Day, which was founded by the GHP. Also, there is a hygiene specific indicator in the Sustainable Development Goals (SDGs) due to GHP's work with other handwashing champions.¹

A central part of GHP's work is in knowledge management, so advocates, implementors, and the general public have ready access to handwashing, hygiene and behavior change research and resources that can shape policies and practice. GHP members identified the partnership's focus on knowledge management as one of its greatest strengths. One GHP member said, "It's a go to resource for organizations that don't have expertise in-house."

While GHP played an important role in elevating the importance of handwashing, there is still much work to do. Research shows that only 19% of people are washing their hands after coming in contact with excreta.² As a result, illnesses are still spreading because of a lack of infrastructure, focus, funding, policies, and effective and sustainable approaches to improve handwashing behavior.

¹ SDG 6.2.1 Proportion of population using safely managed sanitation services, including a handwashing facility with soap and water.

² Freeman MC, Stocks ME, Cumming O, Jeandron A, Higgins JP, Wolf J, Prüss-Ustün A, Bonjour S, Hunter

As GHP's 2017 – 2019 strategic plan ends, there is clear agreement amongst members of GHP that there is a need for this partnership in the future. All members who were interviewed agreed they see no endpoint for GHP in the coming years as there is still a significant amount of work required to ensure clean hands for all. One member said, "Handwashing is such a problem area. GHP will have a role until at least the end of SDGs and it's clear that the partnership adds value." Another member said, "The end goal is to have handwashing universally recognized and implemented." GHP must ensure the partnership has the financial and human resources necessary to implement the strategic plan to achieve this. The 2020 – 2024 strategic plan builds on the past work of GHP in advocacy and as a knowledge hub for handwashing and hand hygiene while also ensuring it is financially sustainable for the long-term.

Overview of the Strategic Plan

The Global Handwashing Partnership 2020 – 2024 Strategic Plan is guided by GHP's vision: **handwashing with soap and the use of hand hygiene products will be universally recognized, promoted, and practiced as fundamental to good health.**

The strategic plan includes goals, objectives, activities, indicators, and strategic enablers. It is accompanied by an updated governance and financing plan. These components are all aimed at allowing GHP to achieve its mission, which is **to improve global health by acting as the preeminent global advocate and knowledge hub on handwashing and hand hygiene programming to achieve clean hands for all.**

PR, Fewtrell L, Curtis V. Hygiene and health: systematic review of handwashing practices worldwide and update of health effects. *Trop Med Int Health*, 2014 Aug.

The driving principles for the strategic plan ensure all goals, objectives, and activities are **partner driven**, have **shared responsibility** across members, and there is **multi-sectoral participation**. Additionally, the strategic plan must be **clear, transparent, achievable, and measurable**. These driving principles will guide GHP's Secretariat and all member organizations when making decisions, implementing activities, and making changes to processes and procedures to GHP.

The three goals of the Strategic Plan are to:

- 1. Promote clean hands for all through advocacy efforts;**
- 2. Serve as a knowledge hub to share evidence and resources on handwashing and hand hygiene programming.**
- 3. Ensure GHP is sustainable for the long-term.**

Objectives and Supporting Activities

While the objectives and supporting activities of GHP are broken down into three goals, it should be noted that often GHP activities support two or even three of the goals through the same activities. This demonstrates the interconnectedness of the goals of GHP.

Goal 1: Promote clean hands for all through advocacy efforts.

Objectives:

- Elevate the importance of handwashing and hand hygiene at the global level.
- Partner with governments and other stakeholders to support country-level advocacy.
- Highlight the impact of handwashing in sectors outside of WASH.

Support from decision-makers, policymakers, and influencers to commit the necessary resources and to advance policies that promote

clean hands are required for handwashing with soap and the use of hand hygiene products to be universally recognized, promoted, and practiced. From 2020 – 2024, GHP advocacy efforts will elevate the importance of handwashing and work towards governments providing adequate funds and implementing policies to advance clean hands for all.

GHP will continue to catalyze attention and action around the importance of handwashing and hand hygiene at the global level through supporting campaigns, such as GHP's most recognized advocacy effort, Global Handwashing Day, that is geared towards the general public, influencers, and key constituents. GHP will continue to identify timely and engaging themes, produce supporting documents, coordinate global planning, advise celebrants, lead communications efforts, and measure the impact of these activities.

Along with the work on Global Handwashing Day, GHP will collaborate with key advocates and organizations to promote, monitor, and publicize progress on the handwashing indicator (SDG 6.2) and hygiene practice globally through the production of advocacy documents and presentations at global conferences and meetings. GHP will continue to call for the prioritization of hygiene in commitments, policies, plans, and guidelines enacted at the global level.

GHP will also work to support and catalyze meaningful change in key countries by partnering with select governments and other stakeholders to support country-level planning and implementation of advocacy activities. The Steering Committee will identify criteria for country selection including feasibility assessments, presence of GHP partners in countries, the enabling environment, and other relevant criteria. GHP will then work to influence government policies, funding, and promotion of handwashing by engaging in dialogues with policymakers, key constituencies, and other important stakeholders.

GHP's success in promoting clean hands for all through advocacy efforts will depend upon its ability to work in partnership with organizations in other sectors to highlight the broad benefits of handwashing. For example, proper hand hygiene plays an important role in reducing diarrheal disease, undernutrition, and pneumonia, which can impact a child's development, school attendance, and overall well-being. The connection between handwashing and other related areas must be leveraged, with the aim of adding new advocates outside of the WASH sector who will promote handwashing in programmatic interventions, policies, and budget lines in order to improve policies and gain more resources for handwashing programming,

GHP will create these connections through outreach efforts to foster opportunities for collaboration with organizations who are not current members of GHP. GHP will participate in other global observation days, such as World Water Day and World Toilet Day, and events to spotlight the contribution of handwashing to those areas. When appropriate, GHP will take a leadership role in relevant communities, such as the Clean, Fed, and Nurtured Coalition and the Frontline Health Workers Coalition, to promote integration.

GHP will also facilitate introductions among members, so they can find opportunities to collaborate on projects and programming aimed at addressing handwashing determinants, such as access to enabling products, so all people can benefit from clean hands.

Goal 2: Serve as a knowledge hub to share evidence and resources on handwashing and hand hygiene programming.

Objectives:

- Synthesize research on handwashing and share actionable and context-specific learnings with stakeholders.
- Generate and share best practice and learnings for programming to address access, behavior change, and systems strengthening to support handwashing uptake.

A long-standing success of GHP has been its role in knowledge management. GHP has supported an online platform that houses research, advocacy tools, and resources to be used by implementers, advocates, and the public. GHP has also worked to share handwashing research and evidence to shape programming through presenting at conferences, hosting roundtables and webinars, and sponsoring behavior change think tanks.

In the next five years, GHP will build on this success to continue serving as a knowledge hub to share research, evidence, and resources on integrated handwashing and hand hygiene, while also ensuring that the knowledge is shared in appropriate formats for a range of practitioners implementing handwashing programs.

GHP will leverage the technical knowledge and thought leadership within the partnership to synthesize the newest and most relevant research on handwashing, with the aim to share key findings and provide practical insights. GHP will also work to develop practical tools for programmatic implementers that provide evidence-based approaches to move people up the hygiene ladder in different settings and disseminate findings through its online platform and at relevant convenings.

GHP will generate knowledge resources that guide best practice for addressing context-specific enablers and barriers to handwashing and highlight innovative solutions. Members of GHP were asked, “*What is the most important change that would be needed to radically improve handwashing rates in the next five years?*” The number one response was to improve access to soap, hand hygiene products, and handwashing facilities. However, respondents also noted there are multiple barriers to handwashing that must be addressed – including changing social norms and systems strengthening to support handwashing.

An advantage of GHP is that it brings together experts from the public and private sectors, academia, and civil society. GHP can leverage the strengths of each partner to facilitate collaborations aimed at finding innovative solutions for the range of barriers to handwashing. The diversity of the sectors represented will allow partners to share different insights and approaches while working together to address a common goal.

The activities that support this will include facilitating distance learning courses, webinars, and in-person trainings about access, behavior change and local systems at the community, regional and national level. GHP will also use the Handwashing Think Tank and presentations at conferences to share key learnings to improve handwashing programming.

Goal 3: Ensure the Global Handwashing Partnership is sustainable for the long-term.

Objectives:

- Ensure the partnership has the resources necessary to implement the strategic plan through fundraising and partnership contributions.
- Strengthen the engagement of new partners including the private sector and partners outside of the WASH sector.

When interviewed, partners universally agreed that GHP’s presence is vital. GHP serves as a catalytic facilitator for handwashing progress. Without it, there would be no unified platform for coordinated handwashing advocacy or knowledge sharing. While the benefits of the partnership are widely recognized, GHP has experienced a decline in consistent funding during the 2017 – 2019 strategic plan period.

Moving forward, an essential part of GHP’s work must focus on ensuring the partnership has stabilized financial resources from partnership contributions and fundraising efforts to implement the strategic plan. After financial stability is achieved, GHP will work to increase funding to allow growth of the activities and impact of the GHP Secretariat. The strategic plan is built upon the principles of shared responsibility and multi-sectoral participation. Based on those ideals, GHP will establish a working group to develop a fundraising strategy and oversee funder engagement. The working group will create funder engagement materials (business case, fact sheets, and annual report) that GHP can share with prospective and current funders. The working group will also identify prospective funders to support GHP operations. The goal is to determine the optimal value for each partner and GHP for each of the partnerships.

Along with creating a working group, there is a need to strengthen the engagement of new partners, particularly private sector partners. The private sector has a critical role to play in advocacy, knowledge management, and improving access for handwashing. Identifying specific motives and benefits beyond corporate responsibility will be an important key in optimizing the different roles of involvement of different private sector partners.

With the increased focus on handwashing integration into different programming, it is essential that GHP bring in additional non-WASH partners to ensure handwashing is integrated within their work. Even more than in

the past, members will be actively encouraged to bring in new members. GHP will identify opportunities to strengthen collaboration with the private sector and non-WASH partners, such as projects on improving access, collaborating on in-country advocacy, promoting Global Handwashing Day, and sharing knowledge through hosting webinars or speaking at conferences.

By identifying opportunities to strengthen collaboration with the private sector and non-WASH partners, there will be greater support for the partnership while also finding innovative approaches to ensuring handwashing is universally recognized, promoted, and practiced as fundamental to good health.

Performance Indicators

Key performance indicators will be used to track progress toward GHP goals and objectives. These indicators measure activities that are led by the GHP Secretariat or where the Secretariat has made significant contribution, and where the Secretariat typically works in concert with the GHP partners. The indicators on Global Handwashing Day will also include numbers reported by both the Secretariat and partners and is indicated as such. In addition, the GHP Secretariat will request information on key handwashing-related activities from its members to highlight in GHP’s annual report the range of activities partners engage in to support handwashing and hand hygiene. The role of non-WASH stakeholders will be captured by several indicators, as this is an important cross-cutting objective.

Goals	1. Promote clean hands for all through advocacy efforts.	2. Serve as a knowledge hub to share evidence and resources on handwashing and hand hygiene programming.	3. Ensure the Global Handwashing Partnership is sustainable for the long-term.
Objectives	<ul style="list-style-type: none"> A. Elevate the importance of handwashing and hand hygiene at the global level. B. Partner with governments and other stakeholders to support country-level advocacy. C. Highlight the impact of handwashing in sectors outside of water, sanitation and hygiene (WASH). 	<ul style="list-style-type: none"> A. Synthesize all research on handwashing and share actionable and context-specific learnings with stakeholders. B. Generate and share best practice and learnings for programming to address access, behavior change, and systems strengthening to support handwashing uptake. 	<ul style="list-style-type: none"> A. Ensure the partnership has the resources necessary to implement the strategic plan through fundraising and partnership contributions. B. Strengthen the engagement of new partners including the private sector and partners outside of the WASH sector.
Indicator	<ul style="list-style-type: none"> A. Number of people reached through Global Handwashing Day activities (this includes activities conducted by the Secretariat, members, and other handwashing stakeholders) B. Number of policies, financing, or programmatic changes enacted in target countries catalyzed through the efforts of the Secretariat, 	<ul style="list-style-type: none"> A. Number of page views on the GHP website for products related to handwashing access, behavior change or systems B. Number of learning events hosted or convened related to handwashing access, behavior change or systems C. Number of written products produced to improve knowledge of issues of handwashing access, behavior 	<ul style="list-style-type: none"> A. Number of prospective funders engaged B. Number of members at different membership levels C. Number of private sector members

	<p>members, and other stakeholders</p> <p>C. Number of advocacy materials produced beyond the Soapbox newsletter and regular online presence</p> <p>D. Number of advocacy activities implemented</p>	<p>change or systems beyond the Soapbox newsletter and regular online presence</p>	
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Targets for Indicators

The table below presents the target numbers for each indicator and sub-indicator that GHP aims to achieve by the end of the five-year strategic plan period. GHP will present an annual work plan with the targets for that respective year, which will contribute to the total targets for the strategic plan period. GHP’s work will be measured against its ability to achieve these targets.

Indicator	Target for 2020-2024
Goal 1: Promote clean hands for all through advocacy efforts	
Number of people reached through Global Handwashing Day activities (this includes activities conducted by the Secretariat, members, and other handwashing stakeholders)	3 billion
Number of policies, financing, or programmatic changes enacted in target countries catalyzed through the efforts of the Secretariat, members, and other stakeholders	3
Number of advocacy materials produced beyond the Soapbox newsletter and regular online presence	40
Number of advocacy activities implemented	10
Goal 2: Serve as a knowledge hub to share evidence and resources on handwashing and hand hygiene programming	
Number of page views on the GHP website for products related to handwashing access, behavior change or systems	175,000
Number of learning events hosted or convened related to handwashing access, behavior change or systems	20
Number of written products produced to improve knowledge of issues of handwashing access, behavior change or systems beyond the Soapbox newsletter and regular online presence	30
Goal 3: Ensure the Global Handwashing Partnership is sustainable for the long-term	
Number of prospective funders engaged	26
Number of members at different levels	
Steering Committee	6 to 8
Strategic Partner	5
Member	8
Number of private sector members	6

Governance and Financing

GHP must have the necessary human and financial resources and support to fully implement the activities in the 2020 – 2024 strategic plan and to achieve the objectives and goals. The following sections address how GHP can ensure it is sustainable over the five-year strategic plan period.

Governance Structure: Secretariat

GHP is managed by the Secretariat, which is housed at FHI 360. The Secretariat is responsible for overseeing the implementation of the activities in the strategic plan and ensuring GHP achieves its objectives and goals. The Secretariat oversees the GHP platform to ensure that members and the public have access to the knowledge management resources, advocacy materials, and coordinates events and meetings. The Secretariat is also responsible for managing the operations of GHP. This includes representing the partnership in meetings and conferences, coordinating the relationships with members, managing the budget, and fundraising. The roles and responsibilities of the Secretariat will remain the same in 2020 – 2024.

Governance Structure: Levels of Member Affiliation

Historically, GHP has had three levels of membership: Steering Committee, Strategic Partner, and Member. The membership levels were largely based on contributions to the partnership.

Steering Committee Members have been required to contribute substantial financial and/or in-kind resources, attend Steering Committee meetings, and provide input on the direction and deliverables of GHP.

Strategic Partners have been required to contribute US\$30,000-50,000 to support GHP's work on at least one occasion.

Members have been comprised of organizations that work in handwashing/hygiene and have an active interest in partnering across sectors.

There are more than 30 partners across the three levels of membership that include representation from academia, government agencies, multilateral and nongovernmental organizations, and the private sector. There has been varying levels of financial and in-kind support from these members.

Along with the official members, there have been instances when organizations/companies that were not part of GHP have sought technical advice and guidance on handwashing programming or provided resources to support the activities of the GHP.

The guiding principles for the strategic plan are that it must be partner-driven and have multi-sectoral participation and a sense of shared responsibility, and be clear and transparent, and achievable and measurable. To ensure alignment between the guiding principles and GHP's governance, there is a need for different levels of affiliation that are clearly defined and articulate what the responsibilities and benefits that come with each level of affiliation. The aim of the updated governance structure is to provide partners with the expectations and requirements at each level of affiliation so they can join at the appropriate level and contribute accordingly.

The four levels of member affiliation include:

1. Steering Committee Member
2. Strategic Partner
3. Member
4. Affiliate

1. Steering Committee

GHP aims to have representation from various types of groups involved in handwashing on the Steering Committee, i.e. academic/research, governmental, multilateral, non-governmental, and businesses. Steering Committee Members will provide technical oversight and significant human and financial resources to the partnership. The Steering Committee will be responsible for participating in meetings to guide the direction of GHP. During those

meetings the Steering Committee will review the status of the implementation of the activities in the annual work plan and annual report which are based upon the strategic plan and evaluate if GHP is on the path to meeting its objectives and goals based on the performance indicators. The Steering Committee will then provide technical advice on adjustments to priorities and activities, as needed.

Individual Steering Committee Members are also responsible for identifying activities in the strategic plan that their organization will support, participate in relevant working groups, and report on activities. In addition to providing technical and human resources support, Steering Committee Members must provide a minimum annual contribution of US\$25,000 in 2020³ to GHP, or an equitable in-kind amount by academic/research organizations. Potential new Steering Committee Members who meet these qualifications and also fill gaps in sector representation on the Steering Committee will be considered for appointment by the Steering Committee.

2. Strategic Partners

Strategic Partners represent organizations or companies that seek to make a significant contribution to GHP in order for it to achieve its vision and mission. Strategic Partners are not expected to guide the direction of the program or provide technical oversight through the Steering Committee, but rather based upon their interest, they can participate in the implementation of the strategic plan through identifying activities to support, participating in relevant GHP working groups, and reporting on activities. Strategic Partners will also have preference to serve on panels and at conferences, as relevant. To be considered a Strategic Partner, organizations must provide a minimum financial contribution of \$15,000 annually to GHP.

3. Member

Member status of GHP is open to all sectors. Members are required to support the implementation of the strategic plan through identifying activities to support, participating in relevant GHP working groups, and reporting on activities. Additionally, Members will be required to pay dues that are based on each organization's annual revenue and type of organization. Further details are explained in the financing section.

4. Affiliate

Academia, civil society, nongovernmental organizations, and the private sector are eligible to have Affiliate status. This status does not require paying dues or a commitment to implement the full strategic plan. This level of affiliation is designated for those institutions or organizations that want to participate in a designated goal. Affiliates receive GHP mailings which include handwashing information and links to handwashing materials, such as materials for Global Handwashing Day.

Through full engagement at all levels of the partnership, GHP will be able to successfully implement the activities in the strategic plan and achieve its three goals.

Financing Plan

GHP needs to have sufficient and timely funds in order to successfully implement the Global Handwashing Partnership 2020 – 2024 Strategic Plan. The financing plan is based off of an analysis of past financial contributions, stakeholder interviews, and discussions from an in-person strategic planning meeting. The aim for the financing plan is to be realistic and achievable and to provide GHP with the financial support to ensure the partnership is able to continue at full capacity during the five years of the strategic planning period as well as in the future.

³The levels of funding presented are based on the 2020 budget. Annual contribution levels may be adjusted each year to account for inflation or other rising annual costs.

Goal 3 of the strategic plan is to ensure the GHP is sustainable for the long-term. To achieve the objectives under that goal, it will require a resource mobilization plan. However, this section deals with the financial contributions of the levels of affiliation and how that will contribute to the financial sustainability. This section should be viewed as a complement to the work of the activities under Goal 3.

In 2020, a minimum of \$325,000 annually is needed to support GHP's Secretariat at the existing levels, and the number may need to be adjusted to account for inflation and rising staff costs in future years. This will cover two staff and significant but limited activities. Activities funded under this budget will include: maintaining the GHP knowledge management and advocacy platform; managing working groups to implement the activities in the strategic plan; monitoring and reporting on the activities in the strategic plan; hosting a think tank every two years/as determined to be needed; attendance at key conferences; and targeted technical support. This is the minimum financial support needed to ensure the activities in the plan are supported. Securing this amount in a regular, reliable basis is the first major goal of the financing plan as there has been variable funding during the past couple of years. Growth of the funding to support an increase in activities of the Secretariat is a goal, but only after reliable base funding is achieved.

In order to achieve this funding level, the majority of financial support is expected to come from existing partners.

Steering Committee Member

To be a member of the Steering Committee it is expected that a minimum financial contribution of \$25,000 annually will be committed. GHP aims to have all sectors represented on the Steering Committee, and academic/research institutions play a significant role in providing technical oversight. However, academic institutions often do not have the financial resources to contribute monetarily to the partnership. As such, any academic/research

partner that is a member of the Steering Committee must be willing to contribute equitable in-kind support. Examples of this in-kind support include providing research reviews, background materials to support Global Handwashing Day, and technical assistance for partners and projects.

It is critical for GHP to have stable and consistent funding. One Steering Committee Member stressed this by saying, "We need a core budget where core funding is coming from. It can't just be ad hoc." Along with having a minimum annual commitment, Steering Committee Members will be asked to make a multi-year commitment in order to ensure predictability and planning.

The benefits which are associated with membership on the Steering Committee include:

- Voting authority of GHP's leadership decisions and the direction of the Partnership's strategic plan and annual work plan;
- Ability to represent GHP at key gatherings, including panels and conference sessions;
- Invitations to think tank meetings, in-country events, and the GHP annual members meeting or call;
- A detailed annual report of GHP's activities and the impact of their contribution;
- Logo placement on materials and documents, including the annual report;
- Dedicated space on GHP's website to share materials;
- Opportunity to have individual organization's work highlighted in the annual report;
- Preference to have work spotlighted on GHP's online platforms.

Strategic Partner

Strategic Partners will play an essential role in contributing to the financial sustainability of the partnership. In order to be recognized as a Strategic Partner, a company or organization

must contribute at least \$15,000 annually to GHP.

The benefits for Strategic Partners include:

- Three consultation meetings with technical experts per year;
- Preference to serve on GHP-hosted panels and side sessions;
- Invitation to think tank meetings, in-country events, and GHP annual members meeting or call;
- A detailed annual report of GHP's activities and the impact of their contribution;
- Logo placement on materials and documents, including the annual report;
- Dedicated space on GHP's website to share materials;
- Opportunity to have individual organization's work highlighted in the annual report;
- Preference to have work spotlighted on GHP's online platforms.

Member

Starting in 2020, GHP will begin implementing dues for all members of the partnership. Historically, GHP has relied on funding from a few funders on the Steering Committee. GHP aims to be partner-driven and achieve a sense of a shared responsibility. As such, dues for partners at the Member level will be implemented. However, it is understood that not all members have the same financing available to support GHP and it is essential that GHP is inclusive and that smaller organizations are not limited from participating because of their finances so dues will be based on annual revenue.

Dues will be based on each organization's annual revenue as followed.

- **Less than \$5 million annual revenue:** \$2,000 annual dues
- **\$5 million – \$50 million annual revenue:** \$4,000 annual dues
- **Above \$50 million in annual revenue:** \$6,000 annual dues

There is an exemption for academic/research institutions to be considered Members and are asked to provide the equivalent of \$6,000 in in-kind support annually in lieu of providing financial support. There is also an exemption for government entities that have limits on funding GHP but will contribute in-kind support through their knowledge and expertise to advance policies and programming in their countries.

The benefits of being a Member include:

- Preference to participate in GHP's working groups, which provide opportunities to vote on the direction of activities like Global Handwashing Day;
- Invitation to think tank meetings, in-country events, and GHP annual members meeting or call;
- Opportunities to collaborate on advocacy, sharing of learnings, and programmatic work;
- Logo placement on materials and documents, including the annual report;
- Opportunity to have individual organization's work highlighted in the annual report;
- Preference to have work spotlighted on GHP's online platforms.

Strategic Enablers

Successful implementation of GHP's 2020 – 2024 Strategic Plan is dependent upon four key factors being in place.

- 1. Partner contributions**
- 2. Secretariat support**
- 3. Maintaining current funders**
- 4. Monitoring and evaluation**

1. Partner Contributions

Each member of GHP brings its own focus, geographic priorities, and approaches to achieving clean hands for all. The diversity of the partners is a strength that brings together a wide range of expertise and programmatic reach that, if fully harnessed, can ensure GHP is able to implement the strategic plan and achieve its goals, mission, and vision. To maximize the

impact of the partnership, there needs to be appropriate partner contribution of human and financial resources.

Over the 2020 – 2024 strategic planning period, GHP will increasingly rely on its partners to achieve impact, such as academic and technical partners conducting reviews of research of handwashing programming. Collaboration between academia, nongovernmental organizations, governments, multilaterals, and the private sector are needed to find innovative approaches to address barriers to accessing soap and handwashing infrastructure and improve communication on the benefits of hand hygiene. Civil society partners will play a key role in sharing the advocacy messages of GHP and helping craft advocacy plans in countries. And, all partners will need to be able to commit human resources as well as appropriate levels of financial resources to implement and support the strategic plan.

2. Secretariat Support

GHP's success is dependent on each partner contributing financial and human resources. Equally important, is strong Secretariat support.

The Secretariat will provide the leadership to oversee the implementation of the strategic plan and annual work plans; work with funders and partners to ensure the work is fully financed; track the progress of the plan; and convene partners to share updates and course correct when needed.

There is also a need for sufficient staffing to implement the activities in the strategic plan. A small Secretariat will not be able to implement the full scope of the activities on its own and that is why it is critical to ensure that members of GHP identify areas of work they can contribute to and support the Secretariat in implementing the activities.

3. Maintaining Current Funders

Historically, GHP's financing came from a small group of funders who made up the Steering Committee. Funding was determined

on an annual basis. In recent years, that funding has fluctuated year-to-year, and having a small group of funders be responsible for funding the GHP Secretariat created challenges. In particular, when a funder stopped funding GHP or decreased funding, the Secretariat was not able to complete some activities.

The new financing model aims to diversify funding through bringing in revenue through dues from Members as well as securing new funders. However, it is important to maintain current funders' support in order for the partnership to continue to be operational. Securing a significant amount of new revenue will take at least one to two years. Without the continuous support of long-term funders, GHP will not have the funding to fully implement the strategic plan.

4. Monitoring and evaluation

The ultimate success of the strategic plan will rely on GHP's ability to monitor and evaluate the plan and adjust as needed. Regular reviews will determine if activities are delivering the expected results, if the goals and objectives are on the path to being achieved, and if the resources contributed to GHP are being used effectively. GHP will monitor and evaluate the strategic plan on an annual basis based on the indicators laid out in the plan. GHP will adjust the approach if needed and share with funders the impact their funding has in achieving results.

Ultimately, if the strategic enablers are in place and GHP maintains committed to the guiding principles, GHP will achieve the goals of the strategic plan to improve global health by acting as the preeminent global advocate and knowledge hub on handwashing and hand hygiene programming to achieve clean hands for all.

Levels of GHP Membership

Type of Member	Types of Organization Eligible	Responsibilities	Benefits
Steering Committee Member	<ul style="list-style-type: none"> • Academia • Civil society organizations • Government agencies • Multilateral organization • Nongovernmental organizations • Private Sector 	<ul style="list-style-type: none"> • Attend Steering Committee meetings to guide the direction of GHP. • Provide technical oversight of the strategic plan and annual plan development and implementation. • Identify activities in the strategic plan to support. • Participate in relevant GHP working groups. • Report on activities. • Attend the annual members meeting/call. • Make a significant financial contribution to GHP. 	<ul style="list-style-type: none"> • Ability to guide the direction of GHP. • Voting authority on GHP’s leadership decisions and on the direction of the strategic plan and annual work plans. • Ability to represent GHP on panels and at conferences. • Invitation to think tank meetings and in-country events. • Invitation to an annual GHP members meeting/call. • Recognition at GHP-hosted activities and events. • Dedicated space on GHP’s website to share organization/company’s materials. • Preference to feature individual organization/company’s work on GHP’s social media channels. • Opportunity to have individual organization’s work highlighted in the annual report. • A detailed annual report showing the impact of the contribution. • GHP mailings, which include handwashing information and links to handwashing materials such as materials for Global Handwashing Day. • Visibility through logo placement on all materials and documents that recognize Steering Committee Members, including the annual report.

<p>Strategic Partner</p>	<ul style="list-style-type: none"> • Academia • Civil society organizations • Government agencies • Multilateral organization • Nongovernmental organizations • Private Sector 	<ul style="list-style-type: none"> • Make a significant financial contribution to GHP • Support activities in the strategic plan, based on interest. • Participate in relevant GHP working groups, based on interest • Report on involvement in any activities, based on interest • Serve on panels and at conferences, as relevant 	<ul style="list-style-type: none"> • Strategic Partners interested in receiving technical support will have available three consultation meetings (up to 1.5 hours for each) per year with experts to provide technical guidance on handwashing related activities, products, or programming. • Preference given to serve on GHP-hosted panels and conferences sessions. • Invitation to think tank meetings and in-country events. • Invitation to an annual GHP members meeting/call. • Recognition at GHP-hosted activities and events. • Dedicated space on GHP’s website to share organization/company’s materials. • Preference to feature individual organization/company’s work on GHP’s social media channels. • Opportunity to have individual organization’s work highlighted in the annual report. • A detailed annual report showing the impact of the contribution. • GHP mailings, which include handwashing information and links to handwashing materials such as materials for Global Handwashing Day. • Visibility through logo placement on all materials and documents that recognize Strategic Partners, including the annual report.
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Member	<ul style="list-style-type: none"> • Academia • Civil society organizations • Government agencies • Multilateral organization • Nongovernmental organizations • Private Sector 	<ul style="list-style-type: none"> • Identify activities in the strategic plan to support. • Participate in relevant GHP working groups. • Report on activities. • Pay membership dues, if applicable. 	<ul style="list-style-type: none"> • Preference to participate in GHP’s working groups. • Preference to be on the working group to vote on the direction and activities of Global Handwashing Day. • Invitation to attend roundtables, think tanks, and technical meetings. • Opportunities to collaborate on research and programmatic work. • Opportunity to have individual organization’s work highlighted in the annual report. • Preference to feature individual organization/company’s work on GHP’s social media channels. • Invitation to an annual GHP members meeting/call. • GHP mailings, which include handwashing information and links to handwashing materials such as materials for Global Handwashing Day. • Visibility through logo placement on materials and documents that list GHP members, including the GHP annual report.
Affiliate	<ul style="list-style-type: none"> • Academia • Civil society organizations • Government agencies • Multilateral organization • Nongovernmental organizations • Private Sector 	<ul style="list-style-type: none"> • Partner on a designated activity with GHP. • Report on activities. 	<ul style="list-style-type: none"> • Participation in designated activities with GHP. • GHP mailings, which include handwashing information and links to handwashing materials such as materials for Global Handwashing Day. • Recognition as an Affiliate in the GHP annual report.

Partner Financial Contributions

Type of Member	Minimum Financial Contribution	
Steering Committee Member	\$25,000/year	
Strategic Partner	\$15,000/year	
Member	Annual Revenue	Annual Dues
	Less than \$5 million	\$2,000
	\$5 million to \$50 million	\$4,000
	Above \$50 million	\$6,000
Affiliate	Not applicable	