

NON-STATE ACTOR'S TRIENNIAL REVIEW OF THE OFFICIAL RELATIONS WITH WHO

Collaboration Plan between WHO and International Baby Food Action Network (IBFAN) for the period 2026-2028

The official relations are governed by the Framework of engagement with non-State actors, according to which the basis of official relations is a plan for collaboration between WHO and the non-State actor, with agreed objectives and outlining activities for the coming three-year period, structured in accordance with the WHO General Programme of Work and Programme Budget and consistent with the Framework. These plans are expected to be free from concerns which are primarily of a commercial or profit-making nature.

The present document outlines the plan for collaboration, and serves as an agreement, between WHO and International Baby Food Action Network (IBFAN) for the period 2026-2028, as discussed and agreed between WHO and the entity.

The objective of WHO's collaboration with non-State actors is, inter alia, to promote the policies and strategies derived from the decisions of the governing bodies of WHO. The agreed activities are intended to contribute to the outcome targets in the WHO General Programme of Work. The plan for collaboration contains activities that have been jointly planned with and are tailored for WHO, and contribute directly to WHO's programmes. The WHO Designated Technical Officer and the entity's focal point are responsible for drafting and implementing the agreed activities on behalf of WHO and the non-State actor.

To demonstrate the breadth of the collaboration, plans contain a minimum of two areas with three activities or three areas with two activities to cover the three-year duration of planned collaboration.

Certain activities are beyond the functional scope of official relations and are not to be reflected in this plan. These include, inter alia:

- participation in each other's meetings and conferences, including WHO experts' groups, as well as co-organization and co-sponsorship of meetings;
- policy, norm and standard setting, including information gathering, preparation for, elaboration of and the decision on normative texts;
- provision of interns, secondees or other types of human resources-related loans to WHO, and fellowships. These activities are subject to specific WHO rules and procedures;
- development and issuance of qualifying diplomas, certificates or delivery of courses offered as part of an established degree programme;
- activities which the entity conducts to serve its own mission and mandate (not with WHO);
- technical assistance or advocacy provided directly to WHO Members States, without WHO's involvement or request.

Once adopted by the WHO Executive Board, this plan for collaboration cannot be modified. The plan is published in the WHO Register of non-State Actors.

Non-State actor focal point: Patti Rundall, Global Council Member, International Baby Food Action Network

WHO Designated Technical Officer (DTO): Laurence M. Grummer-Strawn, Unit Head, Food and Nutrition Action in Health Systems, Department of Nutrition and Food Safety

Summary of the overall collaboration (100 word limit)
This plan for collaboration between the World Health Organization (WHO) and International Baby Food Action Network (IBFAN) for the period 2026-2028, supports WHO's work on global policy making on maternal health and infant and young child feeding and nutrition, in line with WHO's 14th General Programme of Work (GPW-14) and programme budget, particularly by supporting WHO's activities towards strengthening implementation of the WHO/UNICEF Global Strategy for Infant and Young Child Feeding, the International Code of Marketing of Breastmilk Substitutes and subsequent World Health Assembly (WHA) resolutions. It also supports WHO's advocacy activities at national, regional and international level for global policy implementation of statutory maternity protection entitlements, the WHO/UNICEF Baby-friendly Hospital Initiative and programme monitoring. Bearing in mind the current context, along with environmental, climate-related, humanitarian, and nutritional challenges, this collaboration will also support WHO's advocacy work towards increased support for breastfeeding and protection from commercial misinformation.

1. Area of collaboration ¹							
WHO strategic objective(s)	Strategic Objective 2: Address health determinants and the root causes of ill health in key policies across sectors						
WHO joint outcome(s)	Outcome 2.1: Health inequities reduced by acting on social, economic, environmental and other determinants of health						
Objective ² : (50 word limit) To support WHO’s advocacy and awareness raising activities towards strengthening implementation of the Code of Marketing and relevant WHA resolutions and recommendations, with the aim of reducing the risk factors outlined in GPW-14 (including the target on exclusive breastfeeding) and addressing NCDs, food safety, health inequities, environmental and commercial determinants of health.							
Description of the activities to be undertaken, expected deliverables, timeframe and budget. In describing the activity, please indicate how it contributes to the work of WHO. The specific role of WHO and that of the entity for each activity are described.							
Activities	Expected deliverable (add as many as needed)	Timeframe ³		Other entities involved in the activities ⁴	Budget for the activity in USD	Source of funding ⁵	Comments
		Start	End				

¹ The WHO strategic objectives and WHO joint outcomes shall be filled in by the WHO DTO. Please see last page.

² Indicate the objective of the collaboration and briefly describe how this collaboration will contribute to WHO's work. If the collaboration is related to a specific strategy, please indicate which one.

³ Indicate year of planned activity.

⁴ Please list Member States, intergovernmental organizations and other non-State actors involved if applicable (not individuals).

⁵ Indicate the non-State actor's budget for the activity and additional funding from other sources (name the donor), etc. supporting this area of collaboration. WHO does not fund non-State actors in official relations.

1. At WHO's request, providing technical inputs for WHO's consideration, that may inform its work when developing the biennial report on Code legislation and other relevant WHO reports on the marketing of feeding products for infants and young children. As per WHO's requests, provide technical support for WHO's consideration by disseminating selected WHO reports, through agreed communication channels and in alignment with WHO's rules and policies. WHO will review and approve the content of the technical inputs and ensure their alignment with WHO's norms, rules, policies and standards, as well as recommendations, guidance and public health messages. WHO may use the technical inputs developed/provided by the entity on the subject matter as deemed appropriate. WHO will solely liaise with Member States.	1. Technical inputs provided and documented in a technical report submitted for WHO's consideration and approval, that may inform WHO's work when developing the 2026 and 2028 WHO's Code Status Reports. 2. Report is submitted for WHO's consideration, on activities conducted in support of the dissemination of WHO's reports and materials relevant to the Code and subsequent WHA resolutions.	2026	2028	N/A	In-kind.	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.
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2. At WHO's request and under its guidance, support WHO's capacity building activities towards promoting increased understanding, support and political will to strengthen implementation of WHO's Maternal, Infant and Young Child Nutrition (MIYCN) resolutions and recommendations among relevant stakeholders, by supporting WHO in the conduct of advocacy and awareness-raising activities that build capacity for effective and sustained monitoring and implementation of WHO's recommendations at national, local and regional level. WHO will review and approve the content and modalities of the advocacy and awareness-raising activities and ensure their alignment with WHO's norms, rules, policies, and standards, as well as recommendations, guidance and public health messages. WHO may use the technical inputs developed by the entity on the subject matter as deemed appropriate. This activity will be implemented in selected countries as identified by WHO and in agreement with the national authorities. WHO	At least 100 advocacy and awareness raising activities are conducted. Reports are submitted for WHO's consideration on advocacy and awareness raising activities conducted and their uptake, in support of WHO's work towards increased understanding and support to strengthen implementation of WHO's MIYCN resolutions and recommendations.	2026	2028	N/A	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.
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will solely liaise with Member States.							
3. At WHO's request and under its guidance, support WHO's advocacy activities on the importance of strengthening national implementation and compliance with the WHO/UNICEF Baby- friendly Hospital Initiative (BFHI), with specific attention to Step 1a of the 10 Steps (the Code and Resolutions), by supporting WHO in the conduct of awareness raising activities among health workers on the Code and conflicts of interest, in alignment with WHO's recommendations, guidance and public health messages on the subject matter. WHO will review and approve the content and modalities of the awareness raising activities and ensure their alignment with WHO's norms, rules, policies, and standards, as well as recommendations, guidance and public health messages. WHO may use the technical inputs developed by the entity on the subject matter as deemed appropriate. This activity will be implemented in selected countries as identified	At least 50 awareness-raising activities are conducted. Reports are submitted for WHO's consideration, on awareness raising activities conducted towards supporting WHO in advocating on the application of the BFHI.	2026	2028	N/A	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.

by WHO and in agreement with the national authorities. WHO will solely liaise with Member States.							
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Geographical area⁶: ☒ International ☐ Regional (specify WHO regions): ☐ National (specify country/ies):
If the area of collaboration was agreed with another staff member from WHO than the DTO, please provide his/her name and department: N/A
If another staff member from the non-State actor than the focal point is responsible for this area of collaboration, please provide the name and contact: N/A
Additional information if any: N/A

⁶ *International*: it involves agreement to act at the country level in more than two WHO regions; or the outcome is intended to be relevant to countries worldwide (e.g. a joint publication); or it is open to all countries (e.g. workshop with participants from more than two WHO regions). *Regional*: as above, except that the activity is restricted to a specific WHO region. *National*: a product/activity/service that is relevant only to the country, for example a national workshop.

2. Area of collaboration ⁷							
WHO strategic objective(s)	Strategic objective 5: Prevent, mitigate and prepare for risks to health from all hazards						
WHO joint outcome(s)	Outcome 5.1. Risks of health emergencies from all hazards reduced and impact mitigated. Outcome 5.2. Preparedness, readiness and resilience for health emergencies enhanced.						
Objective of collaboration ⁸ : (50 word limit) To support WHO's activities towards advocating for coordinated emergency responses and humanitarian food distribution that is safely labelled and not influenced by commercial agendas or used to create new markets for risky products that disrupt breastfeeding – a resilient practice that provides food, care and immune protection, preventing infection and malnutrition in all its forms.							
Description of the activities to be undertaken, expected deliverables, timeframe and budget. In describing the activity, please indicate how it contributes to the work of WHO. The specific role of WHO and that of the entity for each activity are described.							
Activities	Expected deliverable (add as many as needed)	Timeframe ⁹		Other entities involved in the activities ¹⁰	Budget for the activity in USD	Source of funding ¹¹	Comments
		Start	End				
1. At WHO's request and under its guidance, support WHO awareness raising activities, by supporting the dissemination and promotion of WHO's recommendations, guidance and public health messages on the right to adequate support for breastfeeding, optimal maternal, infant and young child feeding in emergencies, among relevant stakeholders, through agreed communication channels and in alignment with WHO's	Reports are submitted to WHO for its consideration, on awareness raising activities conducted, including materials developed for WHO's review and approval, as well as potential dissemination and uptake, to increase awareness of WHO's recommendations, guidance and public health messages for optimal maternal, infant and young child feeding.	2026	2028	Infant feeding In Emergencies Core Group (non-State actors subject to due diligence and risk assessment)	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form

⁷ The WHO strategic objectives and WHO joint outcomes shall be filled in by the WHO DTO. Please see last page.

⁸ Indicate the objective of the collaboration and briefly describe how this collaboration will contribute to WHO's work. If the collaboration is related to a specific strategy, please indicate which one.

⁹ Indicate year of planned activity.

¹⁰ Please list Member States, intergovernmental organizations and other non-State actors involved if applicable (not individuals).

¹¹ Indicate the non-State actor's budget for the activity and additional funding from other sources (name the donor), etc. supporting this area of collaboration. WHO does not fund non-State actors in official relations.

rules and policies. WHO will review and approve the content of materials developed and ensure their alignment with WHO's norms, rules, policies, and standards, as well as recommendations, guidance and public health messages. WHO may use the technical inputs developed by the entity on the subject matter as deemed appropriate. WHO will solely liaise with Member States.							without any modifications, ensuring fidelity to the official materials. The entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.
2. At WHO's request and under its guidance, support WHO's awareness raising activities, by supporting the dissemination and promotion of WHO's recommendations, guidance and public health messages on pre-preparedness plans to prevent commercial exploitation in health emergencies, including on indigenous care practices, protection, promotion and support for the provision of culturally appropriate,	Reports are submitted for WHO's consideration, on awareness raising activities conducted and their impact, towards supporting the dissemination and promotion of WHO's recommendations, guidance and public health messages on the subject matter.	2026	2028	N/A	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The

indigenous nutritious food during emergencies, through agreed communication channels and in alignment with WHO's rules and policies. WHO will solely liaise with Member States.							entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.
3. At WHO's request and under its guidance, provide technical support for WHO's consideration by advocating towards strengthening understanding on the role of re-lactation and wet nursing where feasible and acceptable, skin-to-skin contact and nurturing care, through supporting WHO in the conduct of awareness raising activities, in alignment with the revised WHO's Global Nutrition Targets and WHO's recommendations, guidance and public health messages on the subject matter. WHO will review and approve the content and modalities of the awareness raising activities and ensure their alignment with WHO's norms, rules, policies, and standards, as well as recommendations, guidance and public health messages.	At least 30 awareness-raising activities are conducted. Reports are submitted for WHO's consideration, on awareness raising activities conducted towards supporting WHO in advocating on the role of re-lactation and wet nursing, skin-to-skin contact and nurturing care, in line with the revised WHO's Global Nutrition Targets and WHO's recommendations, guidance and public health messages.	2026	2028	N/A	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials

WHO may use the technical inputs developed by the entity on the subject matter as deemed appropriate. This activity will be implemented in selected countries as identified by WHO and in agreement with the national authorities. WHO will solely liaise with Member States.							are solely those of the entity..
Geographical area¹²: ☒ International ☐ Regional (specify WHO regions): ☐ National (specify country/ies):							
If the area of collaboration was agreed with another staff member from WHO than the DTO, please provide his/her name and department: N/A							
If another staff member from the non-State actor than the focal point is responsible for this area of collaboration, please provide the name and contact: N/A							
Additional information if any: N/A							

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3.Area of collaboration ¹³							
WHO strategic objective(s)	Strategic objective 1: Respond to climate change, an escalating health threat in the 21st century						
WHO joint outcome(s)	Outcome 1.1. More climate-resilient health systems are addressing health risks and impacts. Outcome 1.2. Lower-carbon health systems and societies are contributing to health and well- being						
Objective of collaboration ¹⁴ : (50 word limit) To support WHO's activities towards advocating for integration of support for breastfeeding and protection from commercial misinformation into WHO's One Health approach, ensuring that women, children are prioritised and the role of breastfeeding protected as the most climate-resilient environmentally sustainable first food system, that reduces greenhouse gas emissions, mitigates and contributes to more resilient health systems.							
Description of the activities to be undertaken, expected deliverables, timeframe and budget. In describing the activity, please indicate how it contributes to the work of WHO. The specific role of WHO and that of the entity for each activity are described.							
Activities	Expected deliverable (add as many as needed)	Timeframe ¹⁵		Other entities involved in the activities ¹⁶	Budget for the activity in USD	Source of funding ¹⁷	Comments
		Start	End				
1. At WHO's request and under its guidance, support WHO's advocacy activities, by supporting the dissemination and promotion of WHO's recommendations, guidance and public health messages on the One Health approach and towards ensuring that women and children are prioritised and the role of breastfeeding is recognized as protected as the most environmentally sustainable option for infant	Reports are submitted to WHO for its consideration, on advocacy activities conducted towards supporting the dissemination and promotion of WHO's recommendations, guidance and public health messages on the subject matter, and their impact on national, local and global policies and practice.	2026	2028	N/A	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The entity should not be

¹³ The WHO strategic objectives and WHO joint outcomes shall be filled in by the WHO DTO. Please see last page.

¹⁴ Indicate the objective of the collaboration and briefly describe how this collaboration will contribute to WHO's work. If the collaboration is related to a specific strategy, please indicate which one.

¹⁵ Indicate year of planned activity.

¹⁶ Please list Member States, intergovernmental organizations and other non-State actors involved if applicable (not individuals).

¹⁷ Indicate the non-State actor's budget for the activity and additional funding from other sources (name the donor), etc. supporting this area of collaboration. WHO does not fund non-State actors in official relations.

feeding, through agreed communication channels and in alignment with WHO's rules and policies. WHO will solely liaise with Member States.							considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.
2. At WHO's request and under its guidance, support WHO's advocacy activities, by supporting the dissemination and promotion of WHO's recommendations, guidance and public health messages on the prevention of prenatal and postnatal exposure to toxic chemicals from infant feeding products and packaging, plastics and endocrine disrupting chemicals, and their impact on babies' immune, reproductive and endocrine systems, through agreed communication channels and in alignment with WHO's rules and policies. WHO will solely liaise with Member States.	Reports are submitted to WHO for its consideration, on advocacy activities conducted to support the dissemination and promotion of WHO's recommendations, guidance and public health messages on the subject matter, and their impact on national, local and global policies and practice.	2026	2028	N/A	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.

3. At WHO's request and under its guidance, support WHO's advocacy activities, by supporting the dissemination and promotion of WHO Guidelines on Preparation of Powdered Infant Formula, as well as its recommendations, guidance and public health messages on the risks of probiotics, fungal and bacterial contamination, especially in relation to preterm babies, through agreed communication channels and in alignment with WHO's rules and policies. WHO will solely liaise with Member States.	Reports are submitted to WHO for its consideration, on advocacy activities conducted to support the dissemination and promotion of WHO's recommendations, guidance and public health messages on the subject matter.	2025	2028	N/A	In-kind	IBFAN	The dissemination of WHO resources including public health messages is conducted with the agreement of the Organization. The content is shared in its original form without any modifications, ensuring fidelity to the official materials. The entity should not be considered as speaking on behalf of WHO, and any views or interpretations expressed in conjunction with the dissemination of these materials are solely those of the entity.
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If another staff member from the non-State actor than the focal point is responsible for this area of collaboration, please provide the name and contact:

N/A

Additional information if any:

N/A

Annex: “WHO strategic objectives” and “WHO joint outcomes”, in line with the General Programme of Work and current Programme Budget (GPW 14)

Strategic objective 1: Respond to climate change, an escalating health threat in the 21st century.

- **Joint outcome 1.1.** More climate-resilient health systems are addressing health risks and impacts.
- **Joint outcome 1.2.** Lower-carbon health systems and societies are contributing to health and well-being.

Strategic objective 2: Address health determinants and the root causes of ill health in key policies across sectors.

- **Joint outcome 2.1.** Health inequities reduced by acting on social, economic, environmental and other determinants of health.
- **Joint outcome 2.2.** Priority risk factors for noncommunicable and communicable diseases, violence and injury, and poor nutrition, reduced through multisectoral approaches.
- **Joint outcome 2.3.** Populations empowered to control their health through health promotion programmes and community involvement in decision-making.

Strategic objective 3: Advance the primary health care approach and essential health system capacities for universal health coverage.

- **Joint outcome 3.1.** The primary health care approach renewed and strengthened to accelerate universal health coverage.
- **Joint outcome 3.2.** Health and care workforce, health financing and access to quality-assured health products substantially improved.
- **Joint outcome 3.3.** Health information systems strengthened and digital transformation implemented.

Strategic objective 4: Improve health service coverage and financial protection to address inequity and gender inequalities.

- **Joint outcome 4.1.** Equity in access to quality services improved for noncommunicable diseases, mental health conditions and communicable diseases, while addressing antimicrobial resistance.
- **Joint outcome 4.2.** Equity in access to sexual, reproductive, maternal, newborn, child, adolescent and older person health and nutrition services and immunization coverage improved.
- **Joint outcome 4.3.** Financial protection improved by reducing financial barriers and out-of-pocket health expenditures, especially for the most vulnerable.

Strategic objective 5: Prevent, mitigate and prepare for risks to health from all hazards.

- **Joint outcome 5.1.** Risks of health emergencies from all hazards reduced and impact mitigated.
- **Joint outcome 5.2.** Preparedness, readiness and resilience for health emergencies enhanced.

Strategic objective 6: Rapidly detect and sustain an effective response to all health emergencies.

- **Joint outcome 6.1.** Detection of and response to acute public health threats is rapid and effective.
- **Joint outcome 6.2.** Access to essential health services during emergencies is sustained and equitable.
