

The Partnership for Maternal, Newborn & Child Health¹

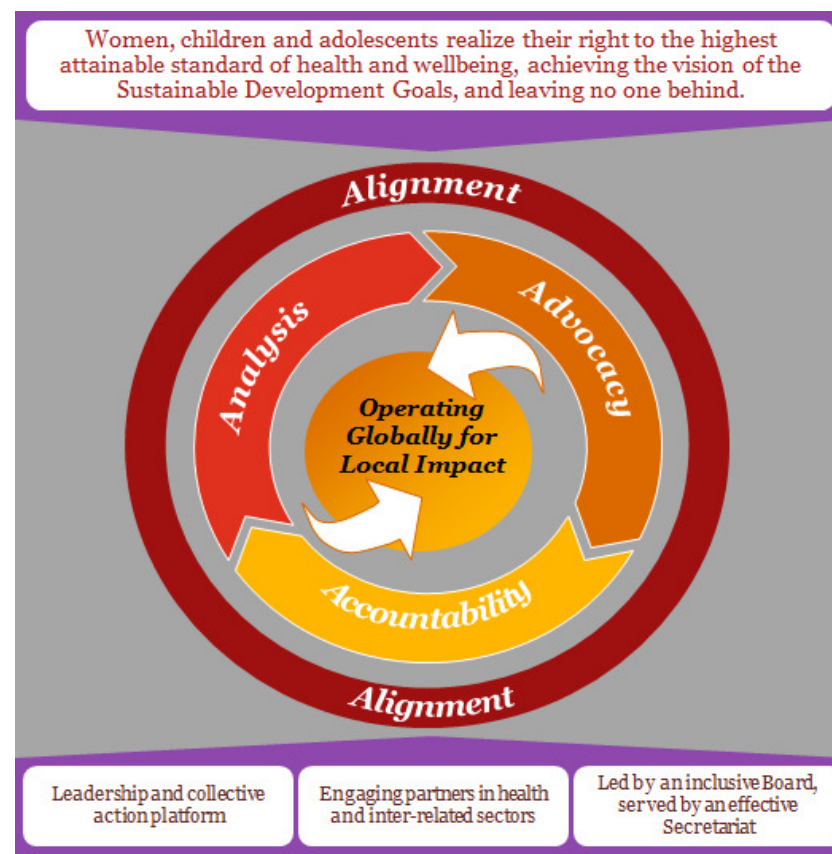
Draft 2016 to 2020 Strategic Framework

Analysis | Advocacy | Accountability | Alignment

Summary

This Strategic Framework sets out the main pillars that are proposed to frame the work of the Partnership in the years 2016 and beyond, and guide the development of the more detailed Strategic Plan towards the end of 2015:

- Vision and Mission.
- Scope of work: Analysis, Advocacy, Accountability and Alignment.
- Five strategic areas of focus
 1. Supporting setting the agenda and securing high level political commitment.
 2. Catalyzing multi-sector and multi-stakeholder forums for dialogue and collective action.
 3. Support effective policies and programmes that improve women's, children's, newborns' and adolescents' health.
 4. Efficient and effective domestic and international financing for women's, children's, newborns' and adolescents' health.
 5. Global accountability platform for monitoring, review and action.
- Expected impact at country level through analysis, advocacy, accountability and alignment.



¹ The name of the Partnership should be reconsidered in late 2015, following the adoption of the full Strategic Plan including the recommendations of the governance review.

Introduction

The 2016 to 2020 Strategic Framework (Strategic Framework) for the Partnership for Maternal, Newborn & Child Health (PMNCH; The Partnership) presents a partner-based approach to achieve the highest attainable standard of health and well-being for women, children and adolescents, providing a bridge from the efforts to achieve the Millennium Development Goals (MDGs) to efforts focused on the implementation of the Sustainable Development Goals (SDGs) in countries.

This draft Strategic Framework takes into account key findings from partner consultations and recent PMNCH governance meetings. This includes the findings from the 2014 independent evaluation of PMNCH (published in the third quarter of 2014), outcomes of the December 2014 Board Retreat, PMNCH Executive Committee deliberations on previous drafts of this Strategic Framework (over the first quarter of 2015), as well as recent consultations undertaken by the Executive Director, PMNCH Secretariat and consultants (also in the first quarter of 2015). It builds on current discussions relating to the updating of the Global Strategy for Women's, Children's and Adolescents' Health (Global Strategy), and the Global Financing Facility (GFF).

This Strategic Framework seeks to prioritize core PMNCH capacities in the linked areas of advocacy, analysis, accountability and alignment of partners, and to articulate how and why PMNCH can add value to the emerging post-2015 agenda in support of country based action. It proposes strategic areas for multi-stakeholder collaboration in relation to shared concerns among partners, as related to advocacy and support for agenda setting, multi-sectoral and multi-stakeholder dialogue and planning, effective policies and programmes, international and domestic financing, and accountability processes.

Once agreed, this Strategic Framework will serve as the basis for developing a more detailed Strategic Plan. The Strategic Plan will be updated to reflect the finally agreed SDGs and will be underpinned by findings from a Partnership governance review, which the PMNCH Board is expected to commission to ensure that the Partnership can deliver on its priorities in 2016 and beyond.

Vision

Women, children and adolescents realize their right to the highest attainable standard of health and wellbeing, achieving the vision of the Sustainable Development Goals, and leaving no one behind.

Mission

Catalyze and support leadership and collective action by Partners across a broad range of health and inter-related sectors to achieve the Partnership's vision and to implement the Global Strategy for Women's, Children's and Adolescents' Health.

Scope

The Partnership addresses the full range of factors that impact on the health and wellbeing of women, children and adolescents, with a focus on under-served and marginalized populations. PMNCH takes an holistic, integrative and rights based approach to support local action to strengthen the health workforce and resilience of health systems to provide high quality, available, accessible and acceptable health care and to maximize the impact of inter-related sectors, which have a crucial impact on health outcomes for women, children and adolescents.

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What value can PMNCH bring to the post-2015 goals? Emerging ideas for consideration

Strategic Areas	Gaps/opportunities/challenges	PMNCH comparative advantage
1. Supporting setting the agenda and securing high level political commitment.	<ul style="list-style-type: none"> Ensuring that the goals and targets of the updated Global Strategy are widely adopted and implemented at national, regional and global levels. Advocating for identification of priority settings (including fragile and humanitarian settings) and populations for accelerated action. 	<ul style="list-style-type: none"> PMNCH's role in advocacy is highly regarded. PMNCH has achieved significant traction for the goals of the 2010-2015 Global Strategy (according to independent evaluations).
2. Catalyzing multi-sector and multi-stakeholder forums for dialogue and collective action.	<ul style="list-style-type: none"> Platforms that bring sectors and stakeholders together for analysis, advocacy, accountability and alignment facilitate stronger programme and collective action. Multi-sector and multi-stakeholder platforms are rarely in place in all priority settings. 	<ul style="list-style-type: none"> As a multi-stakeholder and multi-constituency platform, PMNCH brings institutional experience and a representative governance structures to enable coordination and information flow. PMNCH has a track record in multi-stakeholder dialogue, with processes and guides in place, and a range of existing approaches that can be rolled out to more settings.
3. Support effective policies and programmes that improve women's, newborns', children's and adolescents' health.	<ul style="list-style-type: none"> Promoting generation, synthesis and consensus on the evidence and innovation to inform policies and programmes. Agreement on needs and opportunities for evidence and innovation to support policies and programmes (e.g. high-impact implementation approaches for newborns/ still births, adolescents; collaborating with inter-related sectors, etc.). 	<ul style="list-style-type: none"> PMNCH's multi-stakeholder perspective provides opportunities for holistic approaches and consensus building around evidence e.g. essential Interventions for RMNCH. Valuable experience and results gained from the Success Factors Study by PMNCH partners, with further opportunities to include other sectors in analysis, country dialogue and policy reviews.
4. Efficient and effective international, regional and domestic financing for women's, newborns', children's and adolescents' health.	<ul style="list-style-type: none"> Improve understanding of effective financing mechanisms. Support and align external finance with regional and domestic financing processes. Enhance harmonization of financing by development partners. Global Financing Facility under development. 	<ul style="list-style-type: none"> PMNCH has the capacity to coordinate multi-stakeholder consultations on financing, investment cases and investment frameworks (e.g. in the context of GFF: build consensus on effective interventions and investments, policies and approaches; provide a forum for feedback and information flow; enable oversight and promote accountability across all actors.)
5. Global accountability platform for monitoring, review and action.	<ul style="list-style-type: none"> Unified and independent global and local accountability processes for women's, children's and adolescents' health are essential for improved harmonisation and coherence. iERG and Countdown to 2015 are completing their current mandates in 2015. 	<ul style="list-style-type: none"> PMNCH is a multi-stakeholder platform with mandate to support partners to hold each other accountable. Experience gained by PMNCH in undertaking annual reports on global financial commitments and implementation.

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How the Partnership could achieve its Mission through Analysis, Advocacy, Accountability and Alignment²

Strategic Areas	Comparative advantages of PMNCH addressing these critical factors for success through its multi-stakeholder partnership and convening platform, anchoring the global health architecture			
	Analysis	Advocacy	Accountability	Alignment
1. Supporting setting the agenda and securing high level political commitment.	<ul style="list-style-type: none"> Analyse how other partnerships in different sectors achieve this, and set metrics. 	<ul style="list-style-type: none"> Work through a broad range of national, regional and global partners and platforms to achieve results that impact local policies, programmes and finance. 	<ul style="list-style-type: none"> Ensure high level dialogue on accountability and related processes. Advocate for action on findings from accountability processes. 	<ul style="list-style-type: none"> Engage with national governments and other key national, regional and global institutions, including media, to advocate and communicate.
2. Catalyzing multi-sector and multi-stakeholder forums for dialogue and collective action.	<ul style="list-style-type: none"> Identify and catalyse partner research on multi-stakeholder action and cross sector impacts. 	<ul style="list-style-type: none"> Advocate for greater investment and policy support for national multi-stakeholder forums. Engage with such forums to promote two-way information flow for local impact, linking national forums with regional and global information and opportunities, and promote flow of information from national to regional and global. 	<ul style="list-style-type: none"> Develop monitoring indicators for contribution of all stakeholders in health and other inter-related sectors. 	<ul style="list-style-type: none"> Enhance participation and engagement of stakeholders in inter-related sectors and fields, such as education, WASH, nutrition, gender based violence, gender equality, etc.
3. Support effective policies and programmes that improve women's, , children's, newborns' and adolescents' health.	<ul style="list-style-type: none"> Identify and promote research on knowledge gaps on effective implementation and cross sector impacts. 	<ul style="list-style-type: none"> Communicate evidence of what works and what does not in different settings. Advocate for implementation of evidence-based policies and approaches. 	<ul style="list-style-type: none"> Assess investments and implementation against identified effective approaches. 	<ul style="list-style-type: none"> Engage key non-health actors in Partnership. Align action and provide support at country level on implementing best practice and knowledge.
4. Efficient and effective domestic and international financing for women's, children's and adolescents' health.	<ul style="list-style-type: none"> Support, with GFF and others, the development of consistent financing policies and relevant multi-stakeholder oversight. 	<ul style="list-style-type: none"> Communicate evidence of what works and what does not in different settings, and on agreed approaches. Advocate for greater and more efficient investment and approaches to domestic and international financing. 	<ul style="list-style-type: none"> Develop processes to enable mutual accountability among partners for their financial commitments. 	<ul style="list-style-type: none"> Create partner-led platforms to promote alignment between key financial institutions and mechanisms, engaging with all key stakeholders.
5. Global accountability platform for monitoring, review and action.	<ul style="list-style-type: none"> With local and global partners, help implement robust systems of metrics for mutual accountability. 	<ul style="list-style-type: none"> Communicate findings from accountability processes. Advocate for policy change based on findings from accountability processes. 	<ul style="list-style-type: none"> Using multiple sources, report regularly on achievements of relevant SDGs and Global Strategy. 	<ul style="list-style-type: none"> Build on existing mechanisms and engage with stakeholders to contribute to the alignment of accountability processes.

² In this context, 'Alignment' refers to the Partnership's role in developing and servicing its constituencies, enabling members to effectively align and represent collective views through working groups, governance bodies, and other institutional structures embedded in the Partnership's multi-stakeholder platform. The Partnership's structure to best facilitates this alignment will be articulated through the forthcoming governance review.

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Expected impact

The Partnership is a global structure working to achieve real, measurable and sustained local, country level, impact through analysis, advocacy, accountability and alignment. The metrics and approaches to monitoring the impact by the Partnership will be developed in the context of a more detailed impact and results framework, which is to be integrated into the full Strategic Plan (some examples of likely approaches to measuring and monitoring impact are nevertheless noted below). This Plan will be developed by the end of 2015, incorporating the findings of the Governance Review to be undertaken between April and October, 2015.

The Partnership delivers impact in countries through the work of its Partners, all of whom are active and present in high-disease burden regions and countries. The Partners are represented in the Partnership through an inclusive Board, and served by an effective and appropriately resources Secretariat that facilitates and coordinates the work of the Partners and manages the overall governance of the Partnership.

The Partnership's expected impacts reflect the outcomes and the added value of Partners from multiple constituencies working together through analysis, advocacy, accountability and alignment to make meaningful contributions to the following:

- **Enhanced national leadership and strengthened country plans.** Strong national policies and leadership. Better knowledge resources (e.g. best-practice guides on engaging national leadership) and improved alignment of multi-stakeholder partnerships with national plans and investment cases (e.g. common policies and approaches across partners), in the context of achieving the SDGs.
- **Health systems and services.** Improved coverage, access to, and use of quality health services and interventions (e.g. achieving consensus on best practices, incentivizing and empowering partners to measure coverage of interventions and uptake of services), and strengthening and improving the resilience of health systems (e.g. incentivizing and empowering partners to track tracer indicators).
- **Collaboration with inter-related non-health sectors.** More integrated and holistic approaches to improving health and wellbeing of women, children and adolescents (e.g. collaborative investment projects, joint advocacy statements).
- **Accountability.** Strengthened, inclusive and shared accountability at all levels, through publicly available information (e.g. web based reporting).
- **Rights based approach.** Supporting the realization of the rights of all women, children and adolescents (e.g. rights based interventions and policy statements, joint projects with human rights bodies).

The Partnership, served by its Secretariat, operates principally at the global level with catalytic country level interventions and regional focal points supporting two way dialogue between global, regional and national stakeholders, for improved outcomes for women, children, and adolescents in countries.