



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

Strategic Dialogue III

Private sector leadership for women, children and adolescents' health

Tues. 06 Dec 2022, 11.00 – 14.00 CET and Wed. 07 Dec 2022, 11.00 – 13.30 CET

Document Title: PMNCH-B30-2022; 4a: Private sector leadership for women's, children's, and adolescents' health

1. Background

This background paper informs and guides discussion during the 30th PMNCH Board meeting on the topic of opportunities for private sector organizations to play a stronger, coordinated leadership role in advancing women's, children's, and adolescents' health (WCAH), including through improved integration with other stakeholders in country response plans.

In a world of rising challenges to health and well-being, including COVID-19, conflict, and climate change, the private sector holds unique power to drive attention and commitment to these issues through multiple spheres of expertise and influence. Without meaningful partnership between public and private sectors, the goals and targets of the SDGs will not be achieved.

As private sector influence expands in global health, PMNCH – the world's largest alliance on these issues, with nearly 1,400 members and 10 constituency groups – is uniquely positioned to strengthen its coordinating and brokering role, facilitating the contributions of public and private actors in accelerating action, innovation and accountability for improved equity, health and well-being. As service and quality gaps within health systems are more clearly understood, there is a vital role for the private sector – especially local private sector organizations – in working with the public sector and other stakeholders to play its part effectively.¹

Accordingly, how can private sector leadership be supported and strengthened through the PMNCH platform, and how can PMNCH harness the contribution of private sector members through this constituency? What has been learned about the contribution, challenges and opportunities of private-public partnerships in recent years? Looking ahead to our world in 2030, how can PMNCH apply these lessons to

¹ World Health Organization (2020) Strategy Report: Engaging the private health service delivery sector through governance in mixed health systems: Geneva <https://www.who.int/publications-detail-redirect/strategy-report-engaging-the-private-health-service-delivery-sector-through-governance-in-mixed-health-systems>



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

strengthen its position as a driver for change through coordinated and well-supported private sector leadership?

The Board discussion will contribute to the development in 2023 of an updated Private Sector strategy for PMNCH, led by its members and developed in the context of current challenges, opportunities and needs for women, children and adolescents.

2. Trends and opportunities

Accelerating country membership; increasing diversity

Since its launch as a constituency in 2011, the PMNCH private sector membership has grown significantly, both in size and quality of engagement, with increasing participation in PMNCH deliverables related to knowledge synthesis, partner engagement, and advocacy campaigns to foster greater financial, policy and service delivery commitments.

Nearly half (30 members) of the constituency members have joined PMNCH in the last two years alone, outpacing PMNCH's overall high rate of member growth during this time. Many of these new members are headquartered in the global south, at sub-national, national, or regional levels. As such, they join a constituency traditionally populated by multinationals with long experience of operating in the global health arena, with related global influence, reach, and concerns. It is likely that private sector membership growth is due in part to the increasing visibility of the PMNCH platform alongside the rapid growth of small and medium-sized enterprises in emerging economies seeking network development and policy influence.

Increasing heterogeneity in this constituency can be a considerable boon for PMNCH. For example, as PMNCH increases its focus on country level analysis and dialogue among PMNCH partners², new private sector members – including those outside of health – can contribute to national multistakeholder platforms and processes by sharing knowledge and experience of local markets and health providers, contributing to a richer picture of gaps and opportunities for action. Dialogue between new local members and local representatives of existing PMNCH members can be mutually beneficial, including by introducing PMNCH to sub-national, national, and/or regional business platforms not currently within our global network.

² [PMNCH-B30-2022; 2a: PMNCH advocacy and accountability for commitments related to women's, children's and adolescents' health and well-being: A revised approach](#)



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

Shifting context and opportunities for action

The contribution of private sector to global health has rarely been more visible. During the COVID-19 response, private business took on a critical role in developing and delivering vaccines, diagnostics and PPE, and supporting vaccine access through financing, technical capacity provision and training, R&D, and infrastructure development. Private service delivery providers helped to maintain access to essential services when public services were focused on addressing the pandemic.

In relation to other critical issues affecting women, children and adolescents – including service delivery in low-resource settings – PMNCH private sector partners have extensive experience of working within public-private partnerships, playing a leadership role in convening partners across constituencies, contributing technology and local market knowledge to deliver quality service and results (Figure 1).

Figure 1: Experience of PMNCH private sector members within public-private partnerships

Phillips with Republic of Congo and UNFPA

In partnership with the Government of the Republic of Congo (Ministry of Health) and UNFPA, Philips is helping to improve maternal and newborn healthcare delivery, particularly Emergency Obstetric and Newborn Care (EmONC) services. Philips is driving the technological innovation and software behind the program. It provides solar energy technology, a variety of Philips equipment, information technology solutions, capacity building support, and program management support. After testing this in 19 facilities, the program is intended to be scaled up across the country.

Laerdal Global Health with GFF

Laerdal in partnership with the Global Financing Facility for Women, Children and Adolescents (GFF) launched in 2019 an Innovation-to-Scale PPP initiative. The intent of the initiative is to provide evidence of specific PPP programs with high-cost efficiency and practical value, qualifying them for full national scale-up in the host countries. These are also intended to offer solid examples for potential replication by other GFF countries. Two examples of the programs founded as a result of this PPP initiative include “Safer Births Bundle of Care” and “Saving Little Lives”, now to be scaled up to 140 hospitals in Tanzania and 290 hospitals in Ethiopia respectively, potentially saving the lives of 25,000 mothers and newborns in Tanzania and 50,000 mothers and newborns in Ethiopia.

Ferring #Project Family: Safe Birth with WHO and MSD for Mothers

Ferring developed a heat-stable formulation of carbetocin to specifically address limitations in refrigeration and cold-chain transport of PPH medications in low- and lower-middle-income countries (LMICs). Heat-stable carbetocin was researched and developed as part of the CHAMPION (*Carbetocin Haemorrhage Prevention) trial programme, the largest-ever randomized study in the prevention of PPH,



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

in collaboration with WHO and Merck for Mothers. Through its #Project Family: Safe Birth commitment to the WHO and ICPD25, Ferring is making heat-stable carbetocin available at an affordable and sustainable price to publicly controlled or publicly funded healthcare facilities and healthcare facilities operating on a not-for-profit basis in LMICs. Ferring is working to ensure that heat-stable carbetocin is safely and appropriately adopted in maternal health settings where the needs are greatest, including in the humanitarian setting. Ferring's carbetocin is safely and appropriately adopted in maternal health settings where the needs are greatest, including in the humanitarian setting. Ferring is working through partners such as UNFPA, Jhpiego, MSD for Mothers, Smiles for Mothers, and Ministries of Health, conducting implementation research. Heat-stable carbetocin is included in the UNFPA Product Catalogue and has been WHO-prequalified. To date, it has been approved for the prevention of PPH in India, Tanzania (incl. Zanzibar), Sierra Leone, South Sudan, Uganda, the Democratic Republic of Congo, Nigeria, Malawi, Ghana, Zambia, and Kenya.

MSD for Mothers with the Society for Family Health and the Pharmacists Council of Nigeria

In Nigeria, MSD for Mothers has supported the *IntegratE Project*, led by Society for Family Health, and co-funded by the Bill & Melinda Gates Foundation, which focuses on quality improvements in family planning by supporting a government-endorsed tiered accreditation system for private providers in collaboration with the Pharmacists Council of Nigeria. The project also supports quality improvement efforts in over 1,200 private drug shops and pharmacies by helping businesses meet local regulations to become licensed and to report service data to Nigeria's Health Information Management System. This experience underlines how governance strategies that foster public-private collaboration around shared goals for improved health outcomes and client experience can be more effective than those that rely solely on private sector regulation.

Yet, this success drives forward a need to go further and faster: In our current context of health insecurity due to climate change impact, expanding conflicts, the global cost of living crisis, and pandemic impact, there is more need than ever to increase the capacity and leadership of the private sector to deliver what it can do best. It is quite apparent that without the Private Sector the goals and targets of the SDGs or the Global Strategy for WCAH will not be achieved. The role of PMNCH as a collaborating platform among private sector partners, and between this constituency and others, offers an opportunity for joint advocacy as well as mutual accountability.



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

3. Articulating dual value: PMNCH towards the private sector, and the private sector to PMNCH

In tackling financing, policy and service challenges for greater health and equity, PMNCH plays a vital role in encouraging greater integration of public and private actors through its constituency-based platform. National commitments made by governments require coordinated support from all actors, including the private sector.

To promote this integration, PMNCH offers its private sector members access to key leaders and decision-makers from other constituencies, enabling them to voice their experience, ideas and concerns at a global policy-making table. By acting together as a constituency, private sector members can meaningfully influence global priorities and practices in several ways, including by articulating joint perspectives and positions to the PMNCH Board, Executive Committee, committees and working groups. Private sector members are invited to represent PMNCH at high level events, offering greater visibility and traction for their ideas and concerns. Within their constituency, private sector members have an opportunity to network and learn from each other, coordinating their actions for increased voice and impact.

As a constituency that interacts closely with beneficiaries of WCAH interventions, the private sector brings important community-based knowledge to shape PMNCH advocacy goals, as well as technological and innovation capabilities relevant to PMNCH operations and interests, such as digital tool development for knowledge, advocacy and accountability; catalytic financing and domestic resource mobilization for WCAH; and tracking/accountability practices. The constituency's participation in global health financing platforms such as the GFF, Gavi, and the Global Fund, as well as wider development platforms such as the UN Global Compact, bring wider context to PMNCH discussions. This helps PMNCH undertake better-informed, better-aligned, better-resourced work across its spectrum of concerns.

Even with dual value clearly articulated, the history of PMNCH's private sector suggests that, until the past two years, constituency growth has been slow, marked by halting progress in developing a shared vision of success and set of concrete deliverables. This may be linked to considerable heterogeneity of practical interests among traditional global actors within this constituency, but also to rotating leadership and the absence of a shared framework to coordinate disparate concerns into a common set of priorities and deliverables tightly coordinated with the overall strategy, workplan and results framework of PMNCH itself.

Indeed, the development of this paper and Board session emerges from an extensive ongoing effort by the current Private Sector constituency to accelerate progress, to seize the opportunities of a fast-growing membership, to place greater focus on private sector leadership within countries and through national policy



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

platforms, and above all, the urgent need for a shared response to widening inequalities and the deep crisis facing women, children and adolescents, as outlined above.

4. Strategic opportunities for private sector leadership in PMNCH

The three main functions of PMNCH – knowledge synthesis, partner engagement, and campaigns and outreach – offer an important starting point for developing a private sector strategy for PMNCH that builds on this dual value proposition.

These functions are an important lens for assessing opportunities for joint action within the constituency, and between the private sector and the other nine constituencies of PMNCH. These contributions can be realized in a number of fora, including PMNCH working groups and committees, e.g., the Partner Engagement in Countries Committee, the Strategic Advocacy Committee, the Knowledge and Evidence Working Group, and the Accountability Working Group – all of whom have private sector constituency representatives through which shared interests and leadership can be channeled.

Knowledge Synthesis

PMNCH private sector members play a critical role in guiding the synthesis and application of robust and contextualized evidence to support WCAH advocacy and accountability through the PMNCH Knowledge & Evidence Working Group. For example, through its Economics & Financing Workstream, the Private Sector constituency works alongside other constituencies in contributing to the development of a digital compendium of WCAH investment cases, based on a comprehensive scoping review of economics and financing evidence at global, regional, and country levels. Private sector members contribute to such products through their own experience, as well as contribute to the development of advocacy material on the role of innovative financing instruments, including blended financing models and funding from small and medium enterprises. PMNCH is also engaged in disseminating case studies and good practices to make the case for private sector engagement in WCAH and well-being. These knowledge products are featured in stakeholder engagement and capacity strengthening efforts through webinars, workshops and training sessions to build stronger PPPs.



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

Partner Engagement

- **Strengthening country platforms and building national advocacy roadmaps**

The Private Sector constituency contributes to the PMNCH Partner Engagement in Countries Committee (PECC)'s efforts to strengthen national coalitions and multi-stakeholder platforms for joint advocacy, meaningful inclusion and greater accountability towards national commitments for WCAH. For example, Private Sector technical expertise in service delivery and monitoring and evaluation have significantly shaped PECC's contributions to the development of PMNCH's Results Framework, ensuring a clear focus on country-level commitments and results.

The Private Sector also plays a critical role in ensuring the success of PMNCH's alignment and advocacy efforts at the country level through i) identification of existing national multistakeholder platforms (such as those supported by the GFF), and entry points for PMNCH partners, expanding the inclusivity of these platforms, ii) identification of joint funding and programming opportunities at the country level aligned with PMNCH's revised approach to commitments; iii) influencing priority agendas of key national partners such as UN agencies, Academic, Research and Training institutions, CSOs, etc., through partnerships; and iv) sharing industry best practices on topics including advocacy, digital communication, as well as innovative financing and service delivery models.

Additionally, the Private Sector constituency is piloting the Digital Advocacy Hubs (<https://hubs.pmnch.org/>) to facilitate/create and expand the reach of multi-stakeholder interactions at that country and global level, allowing its members to share knowledge resources and ideas for greater action and accountability. The PMNCH private sector hub, with its focus on joint advocacy and accountability for WCAH, plays a complementary role to other digital hubs for Private Sector engagement, including the i3 platform (Investing in Innovation)³.

- **Linking PMNCH with regional and national private sector alliances**

PMNCH members can also leverage their membership in other, existing private sector-focused platforms to encourage a greater focus on health and equity, including in relation to women, children and adolescents at national and regional level. This networking can allow PMNCH networks and influence to expand through

³ <https://innovationsinafrica.com/>



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

these business-focused partnerships. (Figure 2). PMNCH private sector constituency leaders are well-positioned to prioritize which networks are aligned with our mission, engaging with a select few as part of a coherent outreach strategy. Doing so will provide the Partnership with important national and regional insights, increase participation in multistakeholder activities in countries, and help to elevate the leadership of the private sector constituency overall.

Figure 2: Examples of regional health PPP platforms

Africa Business Coalition for Health

ABCHealth is connecting African businesses with communities to access quality healthcare and create prosperity through collaboration for meaningful change for individuals, businesses and economies. It has been co-founded by the Aliko Dangote Foundation (ADF) and the Global Business Coalition for Health (GBCHealth).

[ABCHealth – Transforming health outcomes in Africa](#)

Corporate Alliance on Malaria in Africa (CAMA)

This initiative, created & driven by GBCHealth in collaboration with Marathon Oil, has mobilized business action on malaria, recognizing that the assets of the private sector are a valuable resource in the fight to protect employees, communities and consumers. Today, CAMA member companies both lead and support innovative malaria prevention, control & treatment activities, collectively deploying millions of dollars to programs that serve the needs of malaria-affected people & communities across Africa. An estimated two-thirds of malaria deaths are among children under the age of five.

[CAMA \(gbchealth.org\)](http://CAMA.gbchealth.org)

Asian Venture Philanthropy Network (AVPN)

With 600 members in 33 markets, AVPN is helping to increase the flow of financial, human, and intellectual capital from Asia and around the world into the social sector in Asia. One of its goals is to engage the private sector for better health outcomes. In India, it is fostering strategic partnerships between the public and private sectors to strengthen comprehensive primary healthcare and ensure effective delivery of maternal and child health, family planning and tuberculosis services and the School Health and Wellness program.

[Home - AVPN](#)

Campaigns and outreach

The Private Sector Constituency plays a critical key role in supporting PMNCH-led campaigns for women's, children's and adolescents' health and well-being. Campaign events include those associated with key private sector platforms, aiming the World Economic Forum, as well as platforms with strong private participation,



Women's,
Children's and
Adolescents'
Health

20 Avenue Appia
1211 Geneva 27, Switzerland
T: +41 22 791 259 Fax: +41 22 791 5854
E: pmnch@who.int
www.pmnch.org

such as the annual PMNCH Accountability Breakfast, the Lives in the Balance e-Summit on COVID-19 and others.

Additionally, partners contribute to key initiatives convened by other leading global platforms. For example, PMNCH leadership and members of the the Private Sector constituency have championed the World Economic Forum's flagship initiative and multi-stakeholder coalition "Protecting the Health of Girls and Women". Together with Harvard School of Public Health and drawing from PMNCH data and case studies, a white paper with recommended best buy interventions across regions will be developed, providing the evidence and examples for why investing in girls' and women's reproductive and maternal health is the smart thing to do. The white paper will likely be launched during the UN General Assembly in 2023, providing a joint platform for driving advocacy and mobilizing action.

As part of their Environmental, Social and Governance (ESG) focus, the PMNCH Private Sector constituency is also involved in efforts to establish corporate accountability frameworks for health equity and delivering on the ICPD+30 commitments in cooperation with World Economic Forum, UNFPA and others.

Also in 2023, the PMNCH-coordinated Global Forum for Adolescents will be the world's largest gathering of adolescents and young people and a key milestone within a multi-year campaign for adolescent well-being (1point8.org). PMNCH Private Sector constituency members contribute to planning and governance committees for the Forum, as well as the development of strategic partnerships to transfer knowledge, innovation, and efficiency gains to improve adolescent well-being. The constituency members are also well-placed to support the development of an Innovation Marketplace associated with the Forum and to strategize on media, branding, marketing, sponsorship, champion development, resource mobilization, and programming related to community engagement. Importantly, through Private Sector networks, PMNCH can increase market penetration among its target audience of young people, e.g., as youth consumers of products such as soaps, beauty goods, and sanitary products, where campaign messaging can be shared through intentional partnership efforts to support the 1.8 campaign.

5. The way forward

This paper is a brief summary of the history, need, context and opportunities for strengthening private sector leadership for WCAH through private-public partnerships – notably, through PMNCH as a powerful platform for driving attention and commitment to women, children and adolescents.

Ideas developed during discussion during the 30th PMNCH Board meeting will be captured in a private sector strategy paper to be developed by the constituency in 2023. This strategy will guide the workplan contributions of the Private Sector constituency in a coordinated and effective manner, fully harnessing the power of this constituency in our joint advance toward the 2030 goals.