

External Evaluation of PMNCH's 2021-2025 Strategy

PMNCH Board Meeting

DECEMBER 2024



Evaluation Approach and Methods

GHV carried out an independent, external evaluation of PMNCH’s 2021-2025 Strategy, focusing on identifying where the Partnership has had the most success, and what are potential areas for improvement.



- Annual reports
- Board Meetings
- Previous Evaluations
- PMNCH 2021-2025 Report on Results Framework November 2024
- Other relevant materials

- Role-based selection to include Secretariat, Constituencies, donors and other partners

- Structured short, online interview tool
- Confidential, covering key themes and universe of partners

- Update to Global Leaders Network (GLN)
- Spotlight on Collaborative Advocacy Action Plans (CAAPS) and Digital Advocacy Hubs

Thematic areas and research questions

- Achievements (originally High Level and Intermediate Outcomes)
- Short Term Outcomes for functional areas— Partner Engagement, Knowledge Synthesis and Campaigns & Outreach
- Value Proposition
- Monitoring, Learning and Evaluation (MLE)
- Communication
- Accountability

Findings from Desk Review, Interviews/FG & Survey

Achievements	Short Term Outcomes	Value Proposition
Significant progress under 2021–2025 strategy. Partner feedback aligned with the achievements in Results Framework Highlights ranged from PMNCH's influence at G20 to the Global Forum for Adolescents to the successful Born too Soon Report and Campaign Respondents were eager to better understand impact of events, publication, media coverage, etc.	Knowledge Synthesis: Overall appreciation for products, with mixed feedback on academic vs. advocacy focus. Desire for more support to use in national advocacy. Partner Engagement: Acknowledgement that size brings credibility and diversity. Eager to better define partnership model. Concerns re: cost & use of Hubs; potential noted. Campaigns & Outreach: Consensus that effectively raised visibility of WCAH. Excitement about GLN. Questions on influence.	Consensus on: • Convening Role • Consistency and Stability of messaging • Access to 'Power' • Collective Voice • Local to Global Connection • Diversity of the Partnership The last three were seen as more aspirational, with fewer concrete examples provided.

Findings from Desk Review, Interviews/FG & Survey

Communications	MLE	Accountability
Despite various options to receive information, respondents raised concerns: • One-way information sharing over fostering internal dialogue and collective decision-making between Secretariat and Working Groups and Governing Bodies • Governance meetings feeling “scripted and performative” • Less involved partners have more difficulty finding information • Need for better cross-constituency communication • Finding more opportunities to discuss progress and think strategically about how and to whom to communicate impact.	• Theory of Change (TOC) resonated well. • Various changes to results frameworks; therefore, MLE focused on intermediate outcomes and outputs. • Short Term Outcomes, focused on ensuring that partners and champions are engaged, capacitated and networks/coalitions are strengthened, were not measured. • Gaps in mechanisms for ongoing reflection and feedback on PMNCH initiatives (CAAPs, DAHs, and knowledge products).	• 2022 shift to focus more on the implementation of current commitments was timely and necessary • Setting up and building capacity of CAAPs significant step in strengthening in-country accountability mechanisms • Partners report lack of understanding of role in national accountability efforts and real-time insights into progress on national commitments • Mixed feedback on if PMNCH is able to hold “feet to fire.”

Evidence that ground the analysis

Need to take their guerilla tactics to the ground....

Impactful global advocacy organization but where is the impact at the country level...

PMNCH's performance updates often focus on outputs rather than impact, leaving stakeholders unclear about the tangible difference the partnership is making....

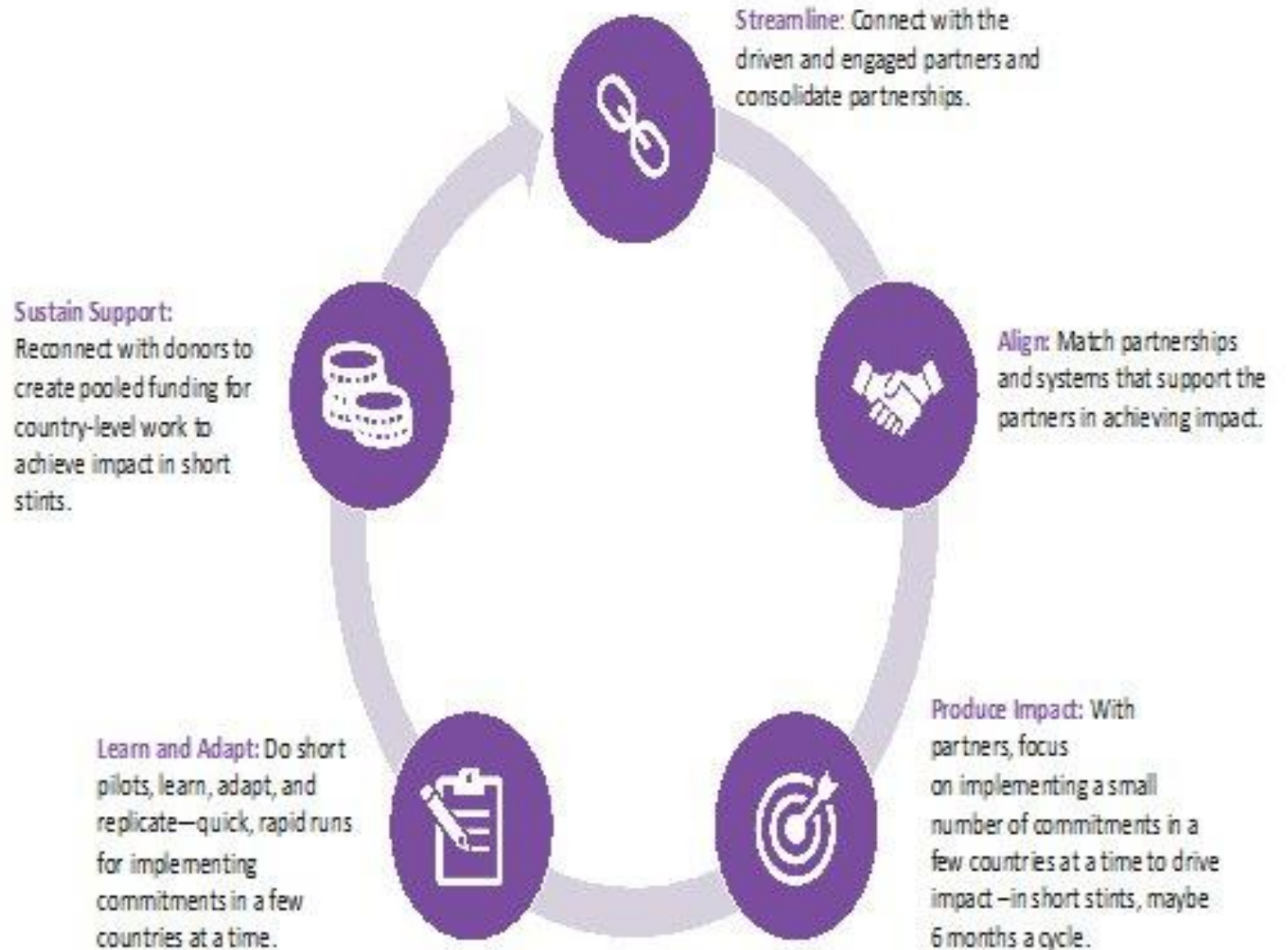
The commitment is what is celebrated, not the action on the commitment....

I would imagine a session where we ask partners, 'what is the most pressing issue/question?'....

Systems- and complexity-aware thinking have led to the recognition of new organizational capacities needs beyond technical and administrative abilities. These include building social capital as well as incorporating experimentation, learning, and adaptation into organizational behaviors. While the technical and management capabilities of the traditional framework (often referred to as Capacity 1.0) are still considered important, this new set of skills Capacity 2.0—is being recognized as the driver of innovation and resilience for sustainability. (Momentum Enhanced Capacity Framework)

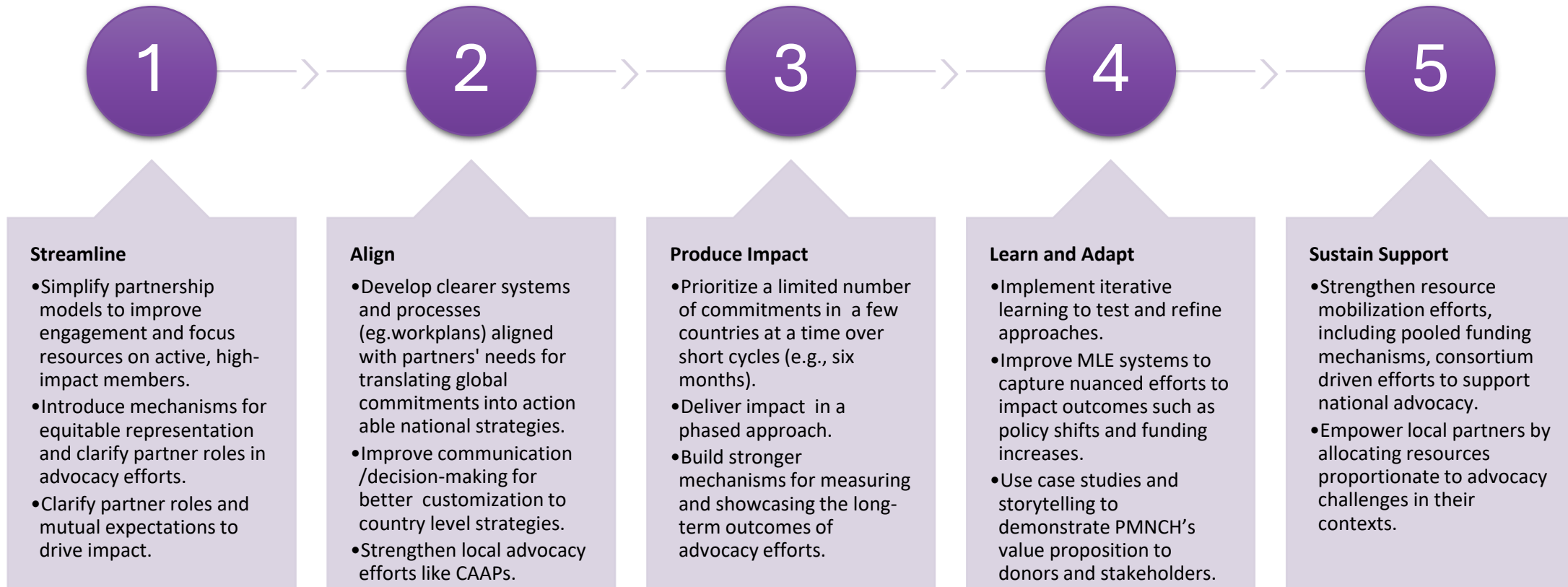
Strategic Recommendations: SAILS Framework

The evaluation recommends a focused approach to improve performance using the ideas in this suggested SAILS (Streamline, Align, Produce Impact, Learn and Adapt and Sustain Support) Framework.



Strategic Recommendations

These are sequential, iterative and complementary efforts driven towards creating a high performing resilient and adaptive culture.



Discussion