



# Promoting Shared Value and Collective Impact for Women's and Children's Health

## CREATING BUSINESS AND SOCIAL VALUE THROUGH SUSTAINABLE PARTNERSHIPS

### RATIONALE

Women and Children have multiple, inter-related health needs. Addressing these needs across the 'Continuum of Care' in an integrated manner requires collective efforts from multiple actors. Partnerships allow them to build on each other's core competencies and have a larger, more sustainable impact. Such efforts also create shared value, addressing both social needs and business priorities.



As part of the Every Woman Every Child (EWEC) movement, the creation of shared value and increased collective actions can save 16 million lives by 2015.

### GETTING STARTED

Firstly, actors need to understand the gaps in Women's and Children's health. The 'Essential Interventions, Commodities and Guidelines'<sup>1</sup> publication compiles evidence on the impact of different interventions on the main causes of maternal, newborn and child deaths, while a recent UN Commissioners' Report<sup>2</sup> identifies key barriers and innovative actions for rapidly enhancing access to and use of 13 essential commodities.

#### Thinking about collective impact

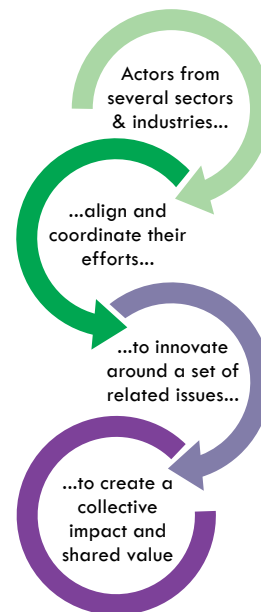


Secondly, different actors need to identify priority intervention areas. The 'Private Enterprise for Public Health'<sup>3</sup> guide highlights examples of how different industries can leverage their core competencies to address different health needs across the health system. It illustrates well how companies can create shared value and build sustainable business models for scale-up. Finally, partnership options can be explored.

### APPROACH

Collective action only transforms into impact when diverse partners align their efforts and innovate collectively.

#### Operationalizing partnerships



INNOVATION

#### 1. ACTORS FROM DIFFERENT SECTORS JOIN:

- Multiple partners from different industries (e.g. pharmaceutical, medical devices, information & communication technologies, financial, media) and from across public and private sector collaborate.
- Each partner brings its competences to act on multiple interrelated needs, as Women and Children rarely face one issue in isolation.

#### 2. ACTORS ALIGN AND COORDINATE THEIR EFFORTS:

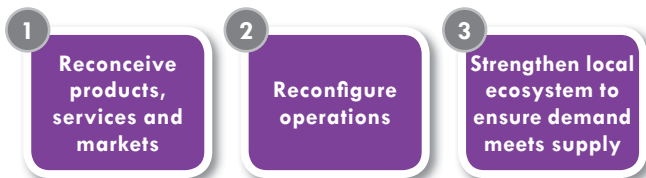
- Partners align their definitions of success and motivations.
- Common agenda should be aligned with relevant country-led health plan.
- A memorandum of understanding is often a useful tool to clarify the objective and roles of partners.
- Partners may use shared metrics to track progress.
- A 'backbone organization' is often necessary to coordinate planning, communication and monitoring.

#### 3. ACTORS INNOVATE AROUND A SET OF RELATED ISSUES:

- An innovative mindset is adopted when thinking about products, markets and service delivery systems, especially in low-resource settings.
- Innovation can be achieved by i) the development of new products and services or the adaptation of existing products and services, ii) the introduction of new pricing

strategies and revenue streams, or iii) the redesign of operations in ways that enhance accessibility to critical interventions and commodities.

### Innovation in meeting challenges to Women's and Children's health



#### 4. ACTORS CREATE COLLECTIVE IMPACT AND SHARED VALUE

- The private sector has the ability to innovate and create financially self-sustaining solutions to challenges in Women's and Children's health by working with other partners. It is playing an increasingly important role in global issues, in particular through companies' core business, but also philanthropically, through workplace policies, employees' engagement and public policy dialogue.
- Partners from other sectors include governments, international organizations, funding agencies, civil society, health professionals, academic institutions and global health partnerships.

Source: Porter M and Kramer M. 2011, *Creating Shared Value, How to Fix Capitalism and Unleash a New Wave of Growth*. Harvard Business Review.

#### CASE STUDIES

##### World Ahead Program for medical education (India)

Actors from several sectors and industries form partnerships.	<ul style="list-style-type: none"> <li>▪ India currently faces an acute shortage of health workers and a lack of uniformity of medical education standards across the country.</li> <li>▪ To address this, a partnership was formed in 2008 between the ICT firms Intel, Cisco and Microsoft, and financial institutions such as the Bank of India.</li> </ul>
They align and coordinate their efforts...	<ul style="list-style-type: none"> <li>▪ The <i>World Ahead Program</i> was launched following the formation of the partnership.</li> <li>▪ Good coordination between partners was essential, as issues as diverse as IT awareness building and broadband infrastructure were tackled.</li> </ul>
...to innovate around a related set of issues...	<ul style="list-style-type: none"> <li>▪ The partnership aimed at increasing the number of IT-enabled clinical professionals in the highly fragmented Indian health system.</li> <li>▪ It delivered an undergraduate medical curriculum as high-quality digital content.</li> </ul>
...and to create shared value and collective impact.	<ul style="list-style-type: none"> <li>▪ The training program has been highly successful, with over 90 000 students and staff, and 410 clinical institutions currently using it.</li> <li>▪ Discussions are also ongoing about expanding the project to the Philippines and Sri Lanka.</li> </ul>

#### RESOURCES

STEP INVOLVED	RESOURCES
Actors from several sectors and industries form partnerships	<ul style="list-style-type: none"> <li>▪ To connect with other actors from all stakeholder groups focused on Women's and Children's health globally, contact PMNCH. <a href="http://www.pmnch.org">www.pmnch.org</a></li> <li>▪ For information on the Every Woman Every Child movement, explore the various initiatives under its umbrella. <a href="http://www.everywomaneverychild.org">http://www.everywomaneverychild.org</a></li> <li>▪ For information on United Nations system and public-private partnerships, refer to the MDG Health Alliance (<a href="http://www.mdgha.org">www.mdgha.org</a>), United Nations Foundation (<a href="http://www.unfoundation.org">www.unfoundation.org</a>) and Global Compact (<a href="http://www.unglobalcompact.org">www.unglobalcompact.org</a>).</li> </ul>
Actors align and coordinate their efforts	<ul style="list-style-type: none"> <li>▪ To see how various public and private partners can work together, refer to 'The Private Enterprise for Public Health' guide. <a href="http://who.int/pmnch/topics/en/">http://who.int/pmnch/topics/en/</a></li> </ul>
Actors innovate around a set of related issues	<ul style="list-style-type: none"> <li>▪ To learn more about innovation, contact the Innovation Working Group at <a href="mailto:iwg-pmnch@who.int">iwg-pmnch@who.int</a> or see <a href="http://www.everywomaneverychild.com/iwg">www.everywomaneverychild.com/iwg</a></li> <li>▪ For specific countries, see National Health Plans (contact the relevant Ministry of Health).</li> <li>▪ The UN Commission on Life-Saving Commodities for Women and Children aims at increasing availability, affordability and accessibility of essential commodities for Women and Children. <a href="http://www.everywomaneverychild.org/resources/un-commission-on-life-saving-commodities/about">http://www.everywomaneverychild.org/resources/un-commission-on-life-saving-commodities/about</a></li> <li>▪ The Child Survival Call to Action mobilizes political leadership to end preventable child deaths. <a href="http://www.apromiserenewed.org/A_Call_to_Action.html">http://www.apromiserenewed.org/A_Call_to_Action.html</a></li> <li>▪ London Family Planning Summit enhances access to family planning and contraceptives. <a href="http://www.londonfamilyplanningsummit.co.uk">http://www.londonfamilyplanningsummit.co.uk</a></li> <li>▪ The global partnership for Saving Mothers, Giving Life aims to reduce maternal mortality. <a href="http://www.savingmothersgivinglife.org/about_smgf.html">http://www.savingmothersgivinglife.org/about_smgf.html</a></li> </ul>
Actors create shared value and collective impact	<ul style="list-style-type: none"> <li>▪ To understand shared value, refer to 'Creating Shared Value' by M. E. Porter and M. R. Kramer. <a href="http://www.isc.hbs.edu/Creating_Shared_Value.htm">http://www.isc.hbs.edu/Creating_Shared_Value.htm</a></li> <li>▪ To learn about country progress, refer to the Countdown to 2015 Report and 75 country profiles. <a href="http://www.countdown2015mnch.org/reports-and-articles/2012-report">www.countdown2015mnch.org/reports-and-articles/2012-report</a></li> </ul>

#### REFERENCES

1. PMNCH, WHO and Aga Khan University (2011). *Essential Interventions, Commodities and Guidelines for Reproductive, Maternal, Newborn and Child Health: A global review of the key interventions related to reproductive, maternal, newborn and child health*. Geneva, Switzerland. [http://www.who.int/pmnch/topics/part\\_publications/201112\\_essential\\_interventions/en/index.html](http://www.who.int/pmnch/topics/part_publications/201112_essential_interventions/en/index.html)
2. United Nations (2012). *UN Commission on Life-Saving Commodities: Commissioners' Report 2012*. [http://www.everywomaneverychild.org/images/UN\\_Commission\\_Report\\_September\\_2012\\_Final.pdf](http://www.everywomaneverychild.org/images/UN_Commission_Report_September_2012_Final.pdf)
3. PMNCH, IWG, Norad (2012). *Private Enterprise for Public Health: Opportunities for Business to Improve Women's and Children's Health - A short guide for companies*. [http://www.who.int/pmnch/topics/part\\_publications/20120628\\_private\\_enterprise\\_guide/en/](http://www.who.int/pmnch/topics/part_publications/20120628_private_enterprise_guide/en/)

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