Concept note
Documenting Success Factors for Improving Women’s, Children’s and Adolescents’ Health
What works and why in collaborating across sectors?

Background information

Understanding what works and why for women’s, children’s and adolescents’ health will unlock faster country progress in achieving the 2030 Sustainable Development Goals (SDGs), especially in very low-resource settings. The 2018 Partners’ Forum, to be held in New Delhi on 5-6 December 2018, will bring forward inspiring new examples on how we can ‘bend the curve’, meaning, achieve transformative change in women’s, children’s and adolescents’ health, which goes far beyond incremental progress.

PMNCH’s landmark Success Factors studies (2014) found that, even with similar resources, some countries did better than others in improving maternal and child mortality during the Millennium Development Goal era. One of the main factors distinguishing successful countries was action across multiple sectors. More broadly, key public health studies, such as the Global Burden of Disease, expand the evidence base about the influence of multisectoral determinants. The message is clear: in the era of the Sustainable Development Goals, partners must urgently redouble efforts to work together, across sectors and stakeholder groups, to achieve results for women, children and adolescents.

But what are countries experiencing in working together across sectors? What innovations are emerging which enable this collaboration? What are the impacts? What are we learning? Through this global call for proposals, we are looking for inspirational examples of collaborations across sectors that are designed to improve women’s, children’s and adolescents’ health and wellbeing. We seek to develop case studies from low-, middle-, and high-income countries that provide inspiration, insight and ideas about what has worked and why, as well as the challenges addressed, in collaborating across sectors.

PMNCH and Every Woman Every Child (EWEC) will use the 2018 Partners’ Forum as a common platform for shared ideas and practices. Twelve Success Factors country case studies will showcase how collaboration across sectors can advance action and accountability for the six EWEC priority themes: Early Childhood Development; Adolescent Health and Well-Being; Quality, Equity and Dignity in Services; Sexual and Reproductive Health and Rights; Empowerment of Women, Girls and Communities; and in Humanitarian and Fragile Settings.

Case study development

Twelve examples of collaborations across sectors, whether longer-term or more recently established, that have achieved success judged according to different dimensions relevant to women’s, children’s and adolescents’ health, will be selected through a global call for proposals for development as a case study. See Annex 1 for illustrative examples of multiple dimensions of success.

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1 Success Factors for Women’s and Children’s Health. Available at: http://www.who.int/pmnch/knowledge/publications/successfactors/en/
3 The term stakeholder is used for actors engaged in women’s, children’s and adolescents’ health at the national and sub-national level and can include: policy-makers and programme managers in health and related sectors, healthcare professionals and institutions, non-governmental organizations, civil society groups, multilaterals, researchers and academics, the private sector, donors, adolescents and youth and communities.
4 Collaborations can include routine or long term programmes or special projects/programmes that meet the selection criteria set out in the call for proposals.
A checklist will be used for creating the case study which will be led at the country level by a multistakeholder country team. Multistakeholder Dialogue (MSD) processes will be conducted as part of the process to develop the case study on the collaboration, drawing on methods from the PMNCH guide for multistakeholder dialogues, and developed through the 2014 Success Factors studies process.

Each case study will be developed and told as a story of the collaboration – setting out the origin and background to the collaboration, the challenges and opportunities along the way, and the evidence of the difference to women’s, children’s and adolescents’ lives achieved. Each country would focus on one of the six EWEC priority themes (2 case studies per theme), showing how initiative working together across sectors resulted in solutions and achieved success for women’s, children’s and adolescents’ health, including through partnerships and champions at local and global levels. It is expected that the case studies will illustrate how mechanisms identified by the Global Strategy Operational Framework enable action across sectors and how actions informed by the principles of health in all policies approach and other seminal strategic documents lead to real-life, transformative change.

Together the case studies will be communicated through several different routes, including as a special issue of a global health journal to be launched at the Partners’ Forum. A synthesis of findings across the case studies will also be developed for high level advocacy. The Partners’ Forum will serve as a pivotal advocacy moment at which the 12 case studies will be widely profiled and promoted, including through live-streamed sessions, and disseminated through traditional and digital media channels.

Resources of US$15,000 will be made available to work with each country team to develop a case study on the collaboration and PMNCH will also engage a small team of international consultants to provide additional technical and writing support to country teams. A Steering Committee will be convened by the PMNCH secretariat to provide strategic direction and editorial oversight for case study development, informing and advising the planning of the Partners’ Forum.

Partners, including the “H6” and other multilateral partners, will also play a lead role in the case study development process. Anticipated contributions include:

- Dissemination and support countries to develop applications for submission to the global call
- case identification, expert review and selection
- support country team processes for case study development
- communication/dissemination of published case studies and advocacy for continued investments

Benefits of participating in the project

- **Case study to be published in a scholarly publication**: Each country case study will be developed as an article for publication as a special issue of a global health journal to be launched at the Partners’ Forum by country teams, and globally through the PMNCH and EWEC platforms. The country team would agree the core writing group and authorship for the article. The article will be adapted from a

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5 MSD processes will involve face-to-face meetings of health and development stakeholders to reflect upon questions such as how the case under study came to be, how it developed over time, obstacles overcome and remaining, and parameters for future sustainability and growth.


working paper which will be informed by a case study checklist and reviewed as part of the MSD process.

- **Sharing programming success:** Country teams will have the opportunity to tell their own compelling story and increase the prominence of your programmatic success on the national health and development agenda.

- **Collective knowledge:** By sharing their stories, country teams can help develop the knowledge needed to shed light on how collaboration across sectors can advance action and accountability for women’s, children’s and adolescents’ health. These learnings can be taken forward through country multistakeholder platforms and the programming of partner coalitions to achieving real results together for women, children and adolescents.

- **Networking and capacity strengthening:** Country teams will have the opportunity to engage with other teams to share learnings and best practice, as well as strengthen the capacity of each country team to undertake similar work.

- **Recognition and promotion:** Each case study will be recognized in national and global forums and conferences, as well as shared with decision-makers and wider audiences:
  - **Launch and panel discussions:** A high level S4X (Success Factors for Cross-Sectoral Action) advocacy publication (e.g. 10-12 pages) synthesizing the main learnings/messages from the country cases will be launched at the 2018 Partners Forum. This will complement panel presentations on case study findings by country teams during the meeting.
  - **Multimedia communications, including video:** The S4X messages and stories will be visualized and shared in a short film launched at the Partners’ Forum and disseminated through YouTube and partner websites, social media and an interactive session at the Partners Forum etc.
  - **S4X Innovation Prize:** Competitively selected country teams will be awarded with a cash prize to support efforts to communicate and advocate effectively for multi-stakeholder scale up, and implementation of their innovations, including in other countries.
  - **S4X Deliver for Good:** S4X Innovation Prize-winning country teams will be invited to share their S4X communication and advocacy action plans at the Women Deliver 2019 conference in Vancouver (June 2019) on behalf of PMNCH and EWEC.

**Timelines**

- **21 January 2017:** Deadline for 2 page proposals
- **31 January 2018:** Final selection concluded and each applicant will be contacted directly with the outcome of the decision, e.g. whether they were successful or not.
- **Feb – June 2018:** Case study development, including holding a multistakeholder dialogue. Specific timelines and country support visits by the international consultants engaged by PMNCH will be determined in consultation with country teams.
- **June 2018:** Submission of articles for journal peer review
- **June to December 2018:** Revision and finalization of 12 articles, synthesis article and editorial
- **December 2018:** Launch at Partners Forum in New Delhi, India
Annex 1: Illustrative examples of multiple dimensions of success

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<tr>
<th>Collaboration impacts</th>
<th>Operational impacts</th>
<th>Policy impacts</th>
<th>Service/coverage impacts</th>
<th>Societal impacts and health and development outcomes</th>
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<tbody>
<tr>
<td>• Joint vision and shared purpose</td>
<td>• Time (prevention or reduction of duplicative activities or services)</td>
<td>• Policy-making</td>
<td>• Reach/coverage of services</td>
<td>• Knowledge, attitudes and behavior related to health and development</td>
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<td>• Shared resources and responsibilities</td>
<td>• Achieve more together than separately</td>
<td>• Policy networks</td>
<td>• Quality of services</td>
<td>• Health outcomes (e.g., Global Strategy Survive, Thrive &amp; Transform)</td>
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<td>• Cooperation and mutual support</td>
<td>• Value for money (cost-effectiveness)</td>
<td>• Political capital</td>
<td>• Equity of services</td>
<td>• Development outcomes (e.g., Sustainable Development Goals)</td>
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<td>• Human resources (motivation, skills, retention of staff)</td>
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<td>• Human rights</td>
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<td>• Capacity-strengthening of local community or government to manage across sectors</td>
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<td>• Networks across sectors</td>
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