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.

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

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.

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

Innovation
- Assess gaps for critical interventions and commodities
- Identify key strengths and priority intervention areas for all sectors
- Explore potential for collective impact and shared value through innovation and catalytic partnerships

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.

Thinking about collective impact

Creating Social Value Investments that address social and environmental objectives
Creating Shared Value Investments that simultaneously create business & social value
Creating Business Value Investments in long-term competitiveness

CREATING BUSINESS AND SOCIAL VALUE THROUGH SUSTAINABLE PARTNERSHIPS

GETTING STARTED
Firstly, actors need to understand the gaps in Women’s and Children’s health. The ‘Essential Interventions, Commodities and Guidelines’ 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 identifies key barriers and innovative actions for rapidly enhancing access to and use of 13 essential commodities.

Secondly, different actors need to identify priority intervention areas. The ‘Private Enterprise for Public Health’ 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.

Promoting Shared Value and Collective Impact for Women’s and Children’s Health

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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.


CASE STUDIES

World Ahead Program for medical education (India)

- Actors from several sectors and industries form partnerships.

- India currently faces an acute shortage of health workers and a lack of uniformity of medical education standards across the country.

- 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.

- The World Ahead Program was launched following the formation of the partnership.

- Good coordination between partners was essential, as issues as diverse as IT awareness building and broadband infrastructure were tackled.

- The partnership aimed at increasing the number of IT-enabled clinical professionals in the highly fragmented Indian health system.

- It delivered an undergraduate medical curriculum as high-quality digital content.

- The training program has been highly successful, with over 90 000 students and staff, and 410 clinical institutions currently using it.

- Discussions are also ongoing about expanding the project to the Philippines and Sri Lanka.

REFERENCES


ACKNOWLEDGEMENTS

Adapted from 'Private Enterprise for Public Health', a Partnership for Maternal, Newborn and Child Health, Innovation Working Group, Every Woman Every Child, and Norad guide developed with Global Development and social impact consultants FSG.