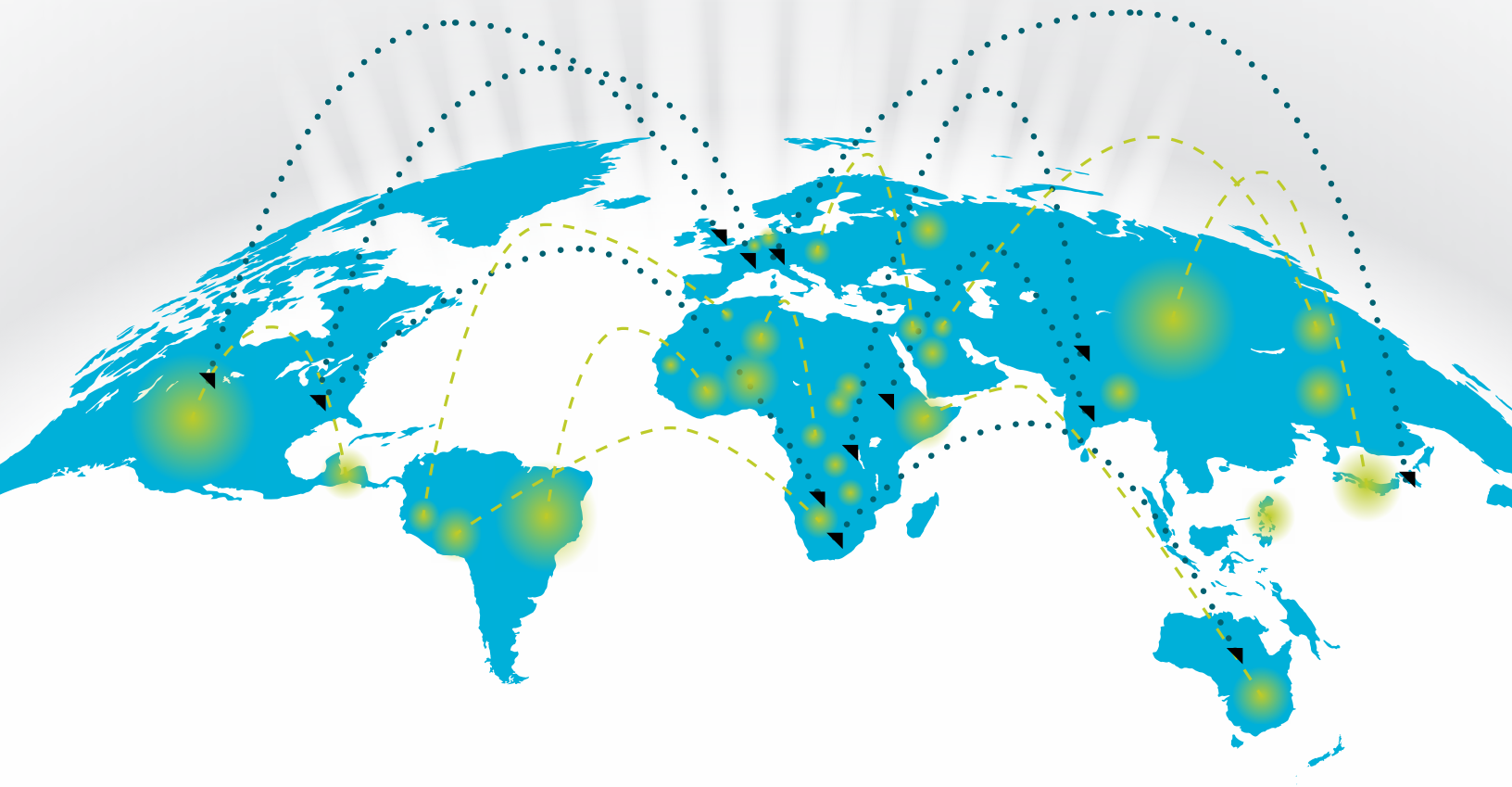


Strategic Framework

2017-2021



*Creating a World Where All People Have
Equitable Access to Health*



WACI Health gets ready for "20 by 30" march at AIDS 2016.
Credit: WACI Health

CREATING A WORLD WHERE ALL PEOPLE HAVE EQUITABLE ACCESS TO HEALTH

TABLE OF CONTENTS

Acronyms // 4

Vision, Mission, and Values // 5

Summary of Strategic Framework, 2017–2021 // 6

Our Approach // 8

Impact 2017–2021 // 10

Outcomes of ACTION's Impact 11

Strategies for Impact 11

Impact Objectives 12

Influence 2017–2021 // 17

Outcomes of ACTION's Influence 18

Strategies for Influence 18

Influence Objectives 19

Partnership 2017–2021 // 23

Outcomes of ACTION's Partnership 24

Strategies for Partnership 24

Partnership Objectives 25

ACRONYMS

AU	African Union
AMR	Antimicrobial Resistance
CSO	Civil Society Organization
ECD	Early Childhood Development
EU	European Union
G7	The Group of Seven
G20	The Group of Twenty
Gavi	Gavi, the Vaccine Alliance
GFF	Global Financing Facility in support of Every Woman Every Child
Global Fund	The Global Fund to Fight AIDS, Tuberculosis and Malaria
GVAP	Global Vaccine Action Plan
MP (or MoC)	Member of Parliament (or Congress)
N4G	Nutrition for Growth
RMCAH	Reproductive, Maternal, Newborn, Child, and Adolescent Health
R&D	Research and Development
SUN	Scaling Up Nutrition
SDGs	Sustainable Development Goals
TB	Tuberculosis
UHC	Universal Health Coverage
WHA	World Health Assembly

VISION, MISSION, AND VALUES

Our Vision

A world where all people have equitable access to health.

Our Mission

To influence policy and mobilize resources to fight diseases of poverty and achieve equitable access to health.

Our Values

Our actions are guided by the following values:

- **Equity-focused:** Our work is guided by the belief that every person deserves equal access to health regardless of race, religion, age, gender, disability, sexual orientation, education, or wealth.
- **Evidence-based:** Our advocacy is grounded in the global health and development evidence base, and we pride ourselves on being an informed and reliable source of best practice.
- **Collaborative:** We believe collaboration between elected representatives and other decision makers, researchers, champions, international partners & allies, and engaged citizens & communities is critical to achieving and sustaining measurable impact on diseases of poverty and equitable access to health.
- **Accountable:** We seek to be accountable and transparent partners with each other, our supporters, funders, and allies; a responsive and credible resource for those to whom we advocate; and responsible and effective champions on behalf of those for whom we advocate.
- **Bold:** Our advocacy is inventive, persistent, and based on a clear and ambitious vision of what is necessary to achieve our mission.



ACTION partner staff bring a diversity of lived experiences to their global health advocating. *Credit: RUK/Tom Maguire*

STRATEGIC FRAMEWORK, 2017 – 2021

Over the five years from 2017 through 2021, the world's people will decide whether to work toward the full ambition for a more equitable, healthy, and balanced planet that was put forth in the Sustainable Development Goals (SDGs); to accept a status quo where progress is possible, but deliberate and pervasive inequity still means that each child's opportunity for a healthy start depends heavily on where and to whom she is born; or to reject the principles of global solidarity altogether. There are political movements pulling in all three directions all over the world.

In this context, the ACTION global health advocacy partnership commits to enhancing our impact, influence, and partnership, so we can galvanize political will to achieve the ambitious sustainable development agenda. Our specific role will be to build, expand, and maintain the movements that drive progress toward health equity.



STRATEGIC FRAMEWORK, 2017 – 2021



- Advocate for investments
- Push for policy change
- Foster and maintain accountability

OBJECTIVES

- End the epidemics ▾
- Give all children a healthy start, with equal opportunities for girls and women to thrive ▾
- Build equitable and sustainable systems ▾



- Support a diverse group of individuals and organizations to participate in policy and advocacy work
- Work alongside policymakers as trusted resources and critical friends
- Actively participate in the governance and decision-making of global health institutions

OBJECTIVES

- Amplify more voices, from more places, with more influence ▾
- Work alongside policymakers to help them make informed and strategic choices about global health ▾
- Shape global health institutions to be more responsive to the needs and priorities of affected communities ▾



- Connect and grow our work in ways that reflect our core philosophy
- Strengthen our partners' advocacy by learning from each other
- Amplify the contributions of each organization and champion so that ACTION's partnership is more than the sum of its parts

OBJECTIVES

- Connect and collaborate as equals with diverse expertise ▾
- Strengthen both ACTION's capacity and the impact of health advocates globally ▾
- Achieve greater impact—more responsively and creatively—by amplifying opportunities, collaborations, and individual contributions ▾

OUR APPROACH

ACTION, founded in 2004, is a partnership of locally rooted organizations; as equal partners, we create strategies that amplify individual efforts and strengthen collective impact. To achieve our mission, we focus our advocacy on governments, the primary funders and drivers of health systems globally. We target the health issues where each partners' efforts are most likely to drive meaningful change—the issues where changes in policies, approaches to implementation, or levels of financing could dramatically improve health equity.

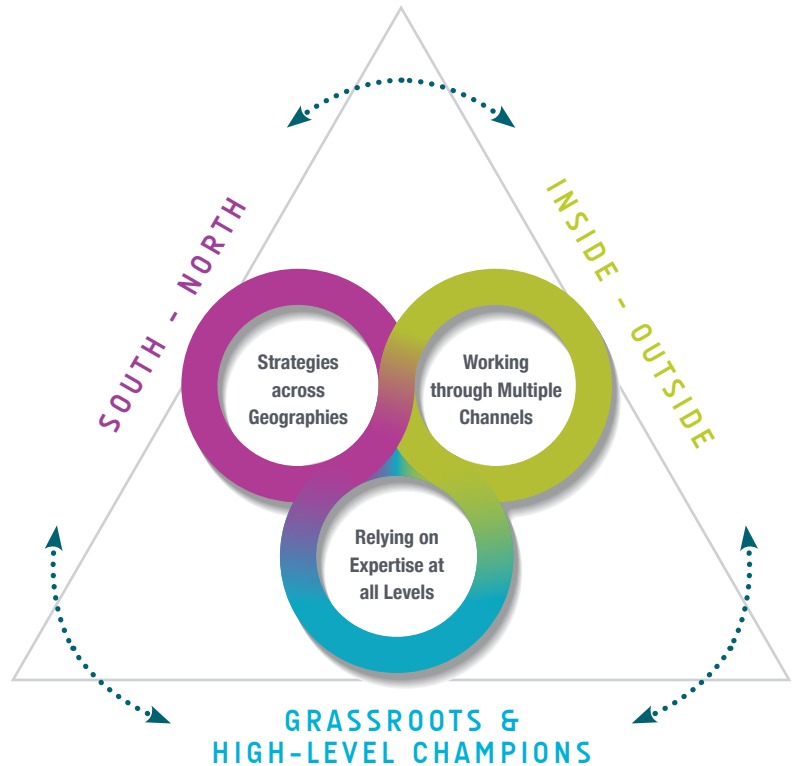
ACTION has a track record of success in convening diverse stakeholders, mobilizing resources, and influencing both national and global policies and political priorities for global health. We have experience advancing South-North connected advocacy strategies, working through “inside/outside” channels to become trusted collaborators directly with policymakers while also raising key points in the media or with other external stakeholders, and shaping agendas based on the expertise and skills of both grassroots and high-level champions.

Our Core Approach

Partners develop and implement country-level plans that are coordinated and complemented by joint campaigns to contribute to ACTION's global agenda.

ACTION partners:

- Develop long-term, trusted relationships with policymakers based on the credibility of our locally rooted independent organizations and model of effective civil society and citizen engagement.
- Identify, train, support, amplify, and elevate policymaker, patient/survivor, celebrity, and citizen advocate champions, and connect them directly to meaningful opportunities to influence policy.
- Through oversight and policy research, identify barriers or gaps in financing and delivery of key proven health solutions.
- Engage media deeply at all levels, including locally relevant small media markets that influence key policymakers.
- With a seat at key tables where global health decisions are made, directly influence the global health agenda to respond to community needs.



ACTION's approach to advocacy is grounded in a simple, but important, principle: since all politics is local, our greatest strength is our commitment to building a powerful global movement for health equity on the experience of individuals and governments setting their own political priorities. That experience is shaped by the quality and accessibility of information; the agenda set by media, community leaders, and other influencers; economic realities; and access to the formal and informal structures of decision making. ACTION partners' policy advocacy works at all those levels to ensure health is a political priority in our countries and that our efforts become more than the sum of their parts globally.

We know that policy advocacy can be a slow process of building policy space and political will, punctuated by moments of urgent action to make change. We also know that this is continuous, long-term work—even once progress is made, it constantly needs to be protected and maintained. We are bold enough to believe that health is a global public good and that governments can make it a universally accessible one. We are practical enough to understand the political, financial, and structural constraints on governments, so we work both to maximize health equity through existing channels and to create new political space over time that widens the set of choices available. We believe that the processes by which global health decisions get made at the global, regional, national, and subnational level should be responsive and accessible to the people most affected by global health challenges—and we work to make that true.

Our Track Record

For more than a decade, ACTION has achieved key health financing and policy change outcomes, including individual low-, middle-, and high-income country and multi-country advocacy victories to build political support for each of ACTION's health priorities and the cross-cutting issues of equity and sustainable systems.

Recent outcomes include:

- Successful replenishments of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund)—helping to achieve over US \$9.8 billion of the nearly \$13 billion pledged in 2016—and of Gavi, the Vaccine Alliance, with a role in securing over 60 percent of the \$7.5 billion raised in 2015;
- Increasing resources for tuberculosis (TB) research and development (R&D) from the Australian government; protecting the U.S. Agency for International Development and other bilateral TB funding; and ensuring delivery of Global Fund commitments by building a globally linked network of parliamentary, expert, and affected-community champions to generate further support and action for TB and the Global Fund—including the launch of a Global TB Caucus;
- Ensuring that the new Global Financing Facility in support of Every Woman Every Child (GFF) incorporated civil society demands for a focus on impact, equity, and additionality—as well as civil society participation to increase effectiveness—by participating in national and global decision making directly and connecting other champions to key resources on the process; and
- Securing meaningful financial and policy pledges at the 2013 Nutrition for Growth Summit and driving accountability on nutrition, helping to influence the nutrition investments of major donors like the World Bank, and building momentum for new financial and policy commitments to reduce stunting.



IMPACT

2017-2021

Impact defines our role in shaping global investments in and delivery of all the elements of the SDGs that will help us achieve equity in health by 2030. This section of the framework describes what ACTION wants to change in the world from 2017 to 2021.

Outcomes of ACTION's Impact

By 2021, ACTION's impact will lead to improved health and nutrition equity around the world. Diseases of poverty, undernutrition, and other barriers to health will less systematically prevent people at the lowest economic quintile from achieving their potential. This will be a result of increased investments and better (and better-implemented) policies, developed and sustained through the leadership of governments around the world in partnership with civil society, global institutions, and the private sector—and sustained by broad political will.

Strategies for Impact

To achieve this impact, ACTION will advocate for increased resources, improved policies, and accountability for results.

- **We will advocate for investments** in effective health services for the poorest and most underserved people to be made by governments in their own countries and globally.
- **We will push for policy change** based on our collective expertise about political systems, policy options, proven health interventions, and gaps in R&D.
- **We will foster and maintain accountability** at subnational, national, regional, and global levels to ensure that those investments and policies translate into practice—and into health impact. In addition to our direct advocacy, ACTION will develop accountability tools, skills training, and policy analysis to support civil society in countries where there is not a formal ACTION partner.

While our overall goal remains broad—health equity—our strategy for achieving impact is to advance targeted advocacy on key health issues where each partners' efforts are most likely to drive meaningful change. This means focusing on areas where political and financial opportunities would be missed without smart advocacy. These include:

- **TB**, the issue that brought the ACTION partnership together and remains a core focus, including drug-resistant forms of TB and TB-HIV coinfection;
- **Other infectious diseases that impact people living in poverty**, where there are gaps in political advocacy or synergies with our other campaigns. For example, we will work to align with global advocacy on malaria, as it impacts child health and infectious disease control; HIV/AIDS, particularly around TB-HIV coinfection; and emerging diseases, when strategic;
- **Preventable childhood illness and death**, where proven solutions such as immunization and other strategies that improve reproductive, maternal, newborn, child, and adolescent health (RMNCAH) are currently underutilized; and

- **Undernutrition**, an insufficiently addressed underlying cause of illness and barrier to full physical and mental development.

We will integrate cross-cutting factors, including health workforce and R&D for new tools, into our health issue advocacy. We will prioritize cross-cutting outcomes, including universal health coverage (UHC) grounded in strong primary health care systems, alongside disease-specific wins. We are committed to holding governments accountable for sustaining health outcomes as funding sources change and economic growth alters the global health landscape.

Impact Objectives

1 End the epidemics.

- ▼ **RESOURCES:** To ensure enough funding is available to end TB and other infectious disease threats, ACTION will advocate for more domestic spending in countries with high burdens of TB; for a fully funded Global Fund; and for bilateral donor assistance that complements domestic and multilateral funding. We will also push for public and private funding for R&D, such as product development partnerships for TB, to develop new diagnostic, preventive, and treatment tools with a particular focus on responding to drug resistance.

Case Study: Global Fund and Gavi Replenishments

ACTION partners' coordinated advocacy has been a key driver of success for the campaigns to fully fund the Global Fund and Gavi to deliver on their ambitious missions. By linking the advocacy of true experts—individuals affected by TB and vaccine-preventable diseases, health workers, and policymakers—with the media and government decision makers at the right moments, ACTION partners have been instrumental

in securing over \$15 billion in pledges to both institutions by governments including Australia, Canada, the EU, France, Italy, Japan, Kenya, the UK, the U.S., and Zambia since the mid-2000s. As importantly, ACTION's sustained efforts to maintain long-term champions for the Global Fund and Gavi among politically relevant media and legislators and political leaders across parties have ensured that those pledges have been delivered.

- ▼ **POLICIES:** In all the policy forums where we are active, ACTION will work to ensure that members of affected communities and representatives of civil society are included in the policymaking process at local, national, regional, and international levels. Over the next five years, our policy priorities will include asking governments to adopt ambitious evidence-based TB policies and recommended TB-HIV program integration strategies; ensuring TB is central to the antimicrobial resistance agenda; and reducing policy barriers to innovation and R&D, for example through better incentives for public-private partnerships, better government capacity to register and pilot new tools quickly, and better access to affordable prices. ACTION will help shape the policies of national governments, the Global Fund, and other donors so that their investments adequately support the human resources deployed to end the epidemics and contribute to achieving UHC. With broader coalitions, ACTION will push for policies that ensure sustainable financing and service delivery in middle-income countries with high burdens of TB and other infectious diseases, whether or not they continue to access donor assistance.
- ▼ **ACCOUNTABILITY:** The ultimate measure of accountability for government spending, policy, and implementation (at the global, regional, national, and subnational levels) will be whether or not we reduce the burden of TB and other preventable and treatable infectious diseases. Therefore, ACTION will draw attention to progress or failures in reducing the impact of diseases of poverty. At national and global levels, we will ensure that resources pledged or committed are delivered; that health impacts are measured and reported; and that the recommendations of the Global Plan to End TB are adopted and implemented. Where the TB-HIV burden remains high, ACTION will push for TB-HIV integration policies set at the national level to have impact in communities by being both adequately funded and fully implemented. ACTION will help to hold governments accountable for implementing disease-specific programs in the most efficient and equity-targeted manner, and for designing disease-specific responses that are fully integrated in and helping to build stronger health systems.

2

Give all children a healthy start, with equal opportunities for girls and women to thrive.

- ▼ **RESOURCES:** ACTION will advocate for national budgets, bilateral assistance, and multilateral donor funds such as the GFF to increase spending on children’s health. Only by investing more in underutilized—but proven—health and nutrition interventions can we close the gap in health outcomes across families’ incomes, wealth, or social status. Investments in child survival must be matched by commitments to the full continuum of care so that, as children—particularly girls—grow, they have the opportunity to achieve their full potential. Each partner will focus on the elements of the RMNCAH continuum of care where they can best leverage political opportunities in their country, and together, ACTION will work to ensure that no point along that spectrum is significantly underfunded.

 - **Nutrition:** As part of a healthy start for all children, ACTION will advocate for larger investments in high-impact nutrition-specific interventions that reduce stunting, wasting, and micronutrient deficiencies. In addition, we will work for sustained increases in spending in the nutrition-sensitive sectors that have the greatest impact on children and women, such as funding for early childhood development (ECD). We will ensure that milestones around World Bank, United Nations (UN), Nutrition for Growth (N4G), and Decade of Action for Nutrition meetings are used to drive ambitious investments by countries with high burdens of malnutrition and global donors.

- **Access to disease prevention:** To reduce the toll of vaccine-preventable diseases on the poorest and most marginalized children, ACTION will campaign for increased investment in immunization by national governments, for full funding of Gavi, the Vaccine Alliance (Gavi), and for sufficient funding to eradicate polio and shift polio assets to support broader health impact. We will mobilize funds globally so that the tools for prevention—of diseases that kill children under five, of HPV and cervical cancer among adolescent girls, or of devastating emerging disease outbreaks—are not just luxuries for families or communities with sufficient means, but rather a universal right.
- **Innovation:** In addition to funding to make existing RMNCAH solutions universally available, ACTION will also advocate for funding to catalyze innovation and expand the range of solutions through relevant basic science, R&D for new tools, and operational research on program delivery.
- ▼ **POLICIES:** ACTION will make the case for governments and institutions supporting child health to include sufficient space and funding for civil society to continue and expand its demand creation and community education work, which is critical to the success of child health strategies. ACTION partners will continue to work with governments and multilateral institutions on specific policy solutions to give all children a healthy start, including: to prioritize routine immunization as both a life-saving intervention and an anchor for strong primary health care; to prioritize nutrition strategies and outcomes within agriculture, food security, climate change, social protection, and ECD programs; and to address the social determinants of health through integrated or aligned strategies across RMNCAH programs. ACTION's advocacy will support the policy goals of the Global Strategy for Women's, Children's, and Adolescents' Health 2016–2030 and fill gaps in the RMNCAH advocacy landscape by focusing on the most neglected and least integrated areas: adolescent girls, nutrition, ECD, and WASH (water, sanitation, and hygiene).

Case Study: Nutrition Advocacy

In countries with high burdens of undernutrition, ACTION has helped Scaling Up Nutrition (SUN) Movement civil society alliances (CSAs) to achieve policy change to improve children's early years. By training CSA leaders in advocacy, communications, and media skills, ACTION has helped connect a cohort of powerful nutrition champions with the policy process. In Kenya, for

example, efforts by ACTION partner KANCO and its fellow national SUN CSA members have led to better coordination across Kenyan government ministries to address the root causes of undernutrition and deliver nutrition-specific interventions more effectively, while also positioning nutrition as a political priority publicly championed by the First Lady of Kenya.

- ▼ **ACCOUNTABILITY:** If the policy change and sufficient funding that ACTION seeks are fully delivered, all children will have an equal chance at growing up healthy and achieving their full potential. Therefore, it is imperative that governments deliver all the resources they commit to spending on RMNCAH (through Gavi, the Global Polio Eradication Initiative, the N4G process, Every Woman Every Child, and other platforms), and ACTION will work with broader coalitions and civil society to ensure follow-through. To do so, ACTION partners will continue to track government spending on RMNCAH, and to put pressure on governments to translate that funding into implementation and measurable impact. ACTION will also support accountability frameworks that go beyond financial commitments, including:
- Using the Global Vaccine Action Plan (GVAP) to drive measurable progress on immunization coverage and equity at the national, regional, and global levels, as well as the Global Strategy for Women’s, Children’s, and Adolescents’ Health 2016–2030 and global targets for preventable diseases like malaria to gauge whether policymakers are doing as much as they can to improve health.
 - Leveraging ACTION’s representation in oversight positions for and relationships with country delegations to Gavi, GFF, the World Bank, the G7 and G20, and the World Health Assembly to focus attention on their health equity performance.
 - Advancing the SDGs accountability frameworks for RMNCAH and nutrition, with a particular focus on improved tracking of nutrition-specific and nutrition-sensitive investments alongside clear reporting of their impact.



A legislative aide meets with RESULTS staff and REAL Change Fellows. Credit: Deborah Lash/RESULTS

3

Build equitable and sustainable systems.

- ▼ **RESOURCES:** Recognizing that the quality and accessibility of health services depend on the quality of infrastructure, management, and human resources, ACTION will promote sustainable increases to domestic spending on health; innovative finance to expand the resources available (including within middle-income countries); and increases and responsible targeting of donor funding toward impact for marginalized groups, people living in poverty in low- and middle-income countries, and global goods, including innovation and global health security. In our advocacy on specific health issues, we will prioritize and promote those investments that most sustainably expand the health workforce; strengthen supply chains for vaccines and essential medicines; expand R&D partnerships; promote innovation in health tools, delivery mechanisms, and community engagement; and target services to traditionally underserved people. This focus on sustainable systems will be strongly emphasized within our domestic resource mobilization strategies, and we will influence donor agencies and multilateral institutions to build sustainability—particularly for health workforce and infrastructure—explicitly into all of their investment strategies and transition or withdrawal policies.
- ▼ **POLICIES:** ACTION partners will advocate for governments and their development partners to enact health policies that extend primary health care services to the poorest and most marginalized and solve health worker shortages in order to achieve UHC. ACTION will also support policy advocacy led by others in the global health community to promote global health R&D models that address the needs of the communities affected by health conditions and generate affordable and accessible diagnostic, preventive, and curative tools. Across our issue-specific campaigns and coalitions, ACTION will push for policy coherence across actors and work toward the goal of sustainably funded health systems providing universal primary health services.
- ▼ **ACCOUNTABILITY:** ACTION will evaluate whether the policies and practice of governments, donor agencies, and multilateral organizations enhance or undermine the sustainability and equity of health systems. Through policy analysis and oversight research, we will evaluate the extent to which the pricing and availability of services respond to the areas of most need and highest disease burden, whether investments sufficiently account for human resource constraints and sustainability of critical infrastructure, whether the equity impacts of investments are measured in real time, and the extent to which integration is a factor in the design of disease-specific programs.



INFLUENCE

2017–2021

Influence defines our role in building the network of champions, responsive institutions, and engaged communities needed to sustain political will and political action on global health. This section of the framework describes how ACTION wants to drive change from 2017 to 2021.

Yvonne Chaka Chaka meets with Japanese Prime Minister Shinzo Abe about children's health issues. *Credit: Princess of Africa Foundation*

INFLUENCE 2017–2021

Outcomes of ACTION's Influence

By 2021, ACTION's influence will lead to an expanding base of political support for global health that is solid and sustainable, along with global health institutions that are responsive and effective. This will be a result of the partnership's ability to put health issues and advocacy goals first, ahead of our organizational or partnership brands, and to be seen as “critical friends” — trusted colleagues and collaborators — by policymakers, advocates, and diverse stakeholders around the world.

Strategies for Influence

To achieve this degree of influence, ACTION partners will maximize the ability of communities, champions, and global health institutions to drive demand for health equity, accountability for results, and continuous engagement in policy decisions by those most directly affected by global health challenges.

- **We will support a diverse group of individuals and organizations to participate in policy and advocacy work** at the community, subnational, national, regional, and global levels as champions for global health; fundamentally, this work is about getting people interested and informed to use their own power and reach to make an impact on key health issues.

Who Are Global Health Influencers?

ACTION works extensively with traditional global health influencers, such as health policymakers, academics, and philanthropists. At the same time, we work to expand the definition of influencers beyond the “inner circles” of health policy to include all individuals or groups who are able to help shape political priorities for health, the public narrative around global health, the public health research agenda, and the advocacy agenda for health at the community, subnational, national, regional, and global levels. We do this by expanding

the influence of diverse champions. ACTION defines “champions” as individuals who use their personal experience and passion, as well as evidence-based policy options and campaign messages, to promote equitable access to health. ACTION partners believe that any individual can be a champion, whether speaking as a patient or survivor, a political leader, a community leader, a citizen, a journalist, an opinion leader, or a passionate advocate. We are committed to providing opportunities and tools to help ensure champions are equally heard.

- **We will work alongside policymakers** to influence political and bureaucratic decisions about health as trusted resources for setting policy based on the best available evidence and translating policy into practice.
- **We will actively participate in the governance and decision-making of global health institutions** both by sitting at the table of key decision-making bodies and by influencing other stakeholders within the global health infrastructure in a coordinated way.

Influence Objectives

1 Amplify more voices, from more places, with more influence.

ACTION will expand the number of champions on global health policy and financing and increase their influence by connecting them with evidence, advocacy tools, media engagement skills, and specific advocacy opportunities. Across different types of champions, ACTION will continue to prioritize tailored, long-term collaboration with informed and engaged experts from a wide range of experiences.

- ▼ **INDIVIDUAL CHAMPIONS:** ACTION will continue to train people affected by key health issues, health workers, and passionate advocates in the skills needed to expand their influence on global health policies and investments. In order to ensure that champions' influence is expanded and amplified, we will link champions to each other and to specific political opportunities (such as moments in the legislative calendar when budgets are considered) and refine our advocacy strategies with their guidance. We will help individual champions translate their expertise and experience into simple messages that resonate with decision makers. We will also support individual champions to translate key health evidence and policy into messages for communities, to ensure that the progress we make is accessible to non-technical audiences.

Case Study: Global TB Caucus

ACTION's model of support to parliamentarians has been successful at the national level in partners' countries over many years. Cross-country collaboration has been a key element of that model since the beginning as well, through parliamentary delegations/learning tours and coordinated outreach. In 2014, champions cultivated and supported through ACTION's parliamentary engagement model

took their work to a new level of global impact by forming the Global TB Caucus. The Caucus uses the principles underlying ACTION's work with parliamentarians—MP education, cross-party coalition building, and mutual learning among parliamentarians on shared challenges and opportunities—and expands it across national borders.

INFLUENCE 2017–2021

- ▼ **POLITICAL CHAMPIONS:** Supporting long-term champions within government, particularly Members of Parliament/Congress (MPs/MoCs), to understand global health issues using simple messaging and to push their own colleagues on funding and policy decisions, will remain a core strategy of ACTION's work. We will also link parliamentary champions across borders to share experiences and build global momentum and solidarity. We will cultivate champions across the political and partisan spectrum to increase the resilience of political will for global health to changes in leadership. Even while doing complex accountability work, ACTION views political leaders as allies, champions, and partners rather than adversaries. We will let political champions lead the charge for health equity, helping them to succeed by recruiting others to join them, providing background information, and connecting them with relevant stakeholders and opportunities for impact.
- ▼ **OPINION LEADERS AND CELEBRITIES:** ACTION will strategically work with a small number of celebrity champions to open doors that advocates then follow up on. ACTION's celebrity engagement will be limited to opportunities where truly joint advocacy is possible. In addition, ACTION will help educate philanthropists, public intellectuals, and other opinion leaders on global health equity and support them to base their own work and advocacy on the experiences and priorities of individuals affected by healthy inequity.
- ▼ **MEDIA:** As key actors in public awareness-raising, agenda-setting, thought leadership, and accountability, media are important influencers for global health. ACTION will continue to build long-term relationships with engaged media, use journalist delegations (particularly groups drawn from multiple media markets) and media briefings to highlight key issues, and alert journalists to key moments when their voices may influence policy.
- ▼ **REGIONAL POLICYMAKERS:** ACTION partners' direct advocacy to national governments can be reinforced by decisions and activities of regional bodies. To set agendas and priorities, reinforce national policy, and exert accountability pressure, ACTION will engage at the meetings of, and with national representatives to, regional bodies such as the regional development banks, African Union, East African Community, Southern African Development Community, Economic Community of West African States, Association of Southeast Asian Nations, and the EU.
- ▼ **PRIVATE SECTOR:** To the extent that private sector actors influence global health policy and political agendas, ACTION partners may engage them as champions and allies in cases where we find alignment of goals and strategies, and we are satisfied that there is no conflict of interest. This engagement may include connecting companies across a variety of sectors with affected communities or with policymakers as appropriate, educating private sector leaders on global health issues, or connecting corporate social responsibility funds or programs with advocacy opportunities.
- ▼ **COMMUNICATION FOR INFLUENCE:** ACTION works with other advocacy communities—across specific health issues and for broader health and development goals—to improve the quality of communications by aligning messages and strategies that support effective, evidence-based advocacy (for example, by providing toolkits). We will also strive to evolve our training and communication tools to take advantage of new technologies, including social media, to ensure champions are well-supported and closely connected to political opportunities. In our own advocacy activities and with our champions, ACTION partners will enhance our capacity to use communication tools, particularly social media, as a channel for influence.

2

Work alongside policymakers to help them make informed and strategic choices about global health.

- ▶ ACTION partners will play an “inside” advocacy role in supporting civil servants and technical experts within health, finance, and foreign ministries; development agencies; and multilateral institutions to identify policy challenges and solutions, share innovations across countries, and connect to experts outside of their traditional networks. In particular, we will work to ensure that these policymakers and implementers have access to the experience and expertise of people personally affected by the health issues we are tackling. By doing so, ACTION will support civil servants to understand the role of advocacy and become champions for health equity.
- ▶ ACTION will continue to connect policymakers with medical and scientific experts—including from the social sciences—to deepen their understanding of global health challenges. This will include developing short messages tailored to a policymaker audience that distill evidence from basic science, medical research, economics, behavior change, and sociology into actionable recommendations. In addition, ACTION will explore forming an “Expert Advisory Board” by 2021 to deepen our relationships and credibility among the scientific and medical community; further enhance our capacity to translate scientific progress into useable, understandable public policy; and to better link experts with advocacy opportunities.

3

Shape global health institutions to be more responsive to the needs and priorities of affected communities.

- ▶ We will encourage and support ACTION partner staff—particularly those in low- and middle-income countries—to fill seats on key global health decision-making bodies, to communicate closely with partners about the decisions under consideration in real time, and to leverage the full breadth of the partnership’s experience and network of coalitions to inform their positions. ACTION partners and the Secretariat team will actively support the integrated and coordinated use of these seats, including information-sharing. The partnership will ensure that the size and staff capacity of individual partners is not a barrier to participating in global health governance. For example, shared funding, Secretariat staff time, and/or communication tools/resources may all be employed to support a partner staff member’s participation on behalf of the partnership.
- ▶ ACTION partners will coordinate their advocacy to government representatives on multilateral global health institutions’ governing boards in order to build consensus or voting blocs in support of key decisions. In addition, ACTION will use its close relationships with policymakers within major donor agencies to help shape community- and evidence-based policies, including policies that influence the decisions of multilateral institutions.

- ▶ Through ACTION’s active participation in global health decision-making bodies, we will focus on promoting consistent approaches across institutions on:
 - Appropriate eligibility and transition/graduation/withdrawal policies that reflect more nuanced considerations than simply country income classification;
 - Responsible transition readiness support through donor assistance for countries to increase their capacity and commitment to fund equitable health systems through domestic sources of finance, including support to civil society for domestic resource mobilization and accountability; and
 - The full inclusion of civil society in priority-setting and decision-making at the national and global levels, including support for civil society representatives to participate effectively in decision-making bodies.
- ▶ Though not a primary strategy for influence, ACTION will seize opportunities to shape the global health dialogue at key civil society, academic, scientific, and multi-stakeholder forums. At venues such as the Union World Conference on Lung Health, ACTION Partner Meeting, International AIDS Conference, UN General Assembly, World Health Assembly, Women Deliver, World Bank Annual and Spring Meetings, SUN Global Gathering, World Economic Forum, African Union Summit, and Global Fund and Gavi replenishment conferences, ACTION will use light-touch strategies to shape event agendas, insert key talking points, support space for political or individual champions to tell their stories, and strengthen relationships across a diverse network of actors to advance our overall advocacy strategies.

Case Study: Influencing World Bank Leadership on Health

With partners across low-, middle-, and high-income countries around the world, ACTION has been well positioned to influence how major multilateral institutions like the World Bank approach health. By engaging effectively at all levels of the institution, ACTION has influenced World Bank support for specific issues, including TB and nutrition, as well as its overall prioritization of health equity. For example, during the formation of the World Bank-hosted GFF, ACTION’s multi-level approach meant partners raised key issues in

eligible countries’ national consultations, in regional forums, in the global-level Investor’s Group, and with World Bank staff who advise both the country offices and Investor’s Group. Complementing that work with direct outreach to senior leadership, including the Executive Directors representing ACTION partners’ governments, helped raise the profile of the new mechanism and ensure that all stakeholders felt the urgency to prioritize equity and additionality of funding in the mechanism’s policies and practice.

A photograph of four women of diverse backgrounds smiling and holding a large sign. The sign has the hashtag '#RESEARCHSAVESLIVES' written on it in white chalk. The background is a blurred office or meeting room with whiteboards and papers.

PARTNERSHIP

2017–2021

Partnership defines the unique ways ACTION partners work closely together as equals and jointly learn, grow, and amplify coordinated global advocacy strategies. This section of the framework describes who ACTION believes will lead change in the world from 2017 to 2021.

PARTNERSHIP 2017–2021

Outcomes of ACTION's Partnership

By 2021, ACTION's partnership will lead to a stronger, more diverse, and more collaborative global health policy and advocacy community. This will be a result of a stronger, expanded, and more equitable ACTION partnership that has deeper connections between, joint learning among, and amplification of ACTION partners' independent and joint efforts. The principles underlying ACTION's partnership model will also have helped shape broader coalitions to be more equity-focused, with advocates from countries at all levels of economic and social development contributing as equals to shaping subnational, national, regional, and global investments in health.

Strategies for Partnership

To achieve this result, ACTION will connect, strengthen, and amplify the work of its partners, champions, and coalitions.

- **We will connect and grow our work in ways that reflect our core philosophy.** ACTION partners come together as a group of equals to jointly create strategies informed by our diverse experiences and each partner's unique expertise in what works and what is needed in its own political context. Internally, we will grow our work to further promote connected advocacy in low- and middle-income countries. Externally, we maintain our commitment to connect with and support champions and coalitions, working with other stakeholders without competition for credit or branding, to have national, regional, and global impact.
- **We will strengthen our partners' advocacy by learning from each other.** We will encourage and facilitate mutually beneficial open dialogue, form regional support and coordination mechanisms, and make the case for funding advocacy champions and organizations from traditionally under-resourced communities. Together, we will work to institutionalize advocacy best practices within strong, sustainable, locally rooted civil society organizations.
- **We will amplify the contributions of each organization and champion so that ACTION's partnership is more than the sum of its parts.** By drawing on each partner's and champion's unique and authentic knowledge and skills, we will ensure that every organization's and individual's work is informed by one another's work—from strategic planning through to implementing complimentary, coordinated, and joint activities.

Partnership Objectives

1 Connect and collaborate as equals with diverse expertise.

- ▼ **ACTION GOVERNANCE AND EXPANSION:** Partners’ roles and relationships will be defined according to ACTION’s governance documents and Leadership Group decisions, not by funding relationships. As a mission-driven partnership, we connect to create strategies and conduct coordinated or joint advocacy because we can have greater impact that way, not because of shared funding. Our goals for enhanced governance and expansion reflect our values:

 - We believe that countries at all levels of economic and social development need skilled local advocates to actively participate in policy development and political priority-setting. Further, we believe that global health institutions should be equally accessible and responsive to advocates from countries at all levels of development. We will, therefore, support each other’s capacity to lead increasingly effective advocacy in our respective countries and enhance our linkages across countries so that all our advocacy is informed by our peers’ experience in other parts of the world. In addition, we will increase the number of ACTION partners in order to expand the range and diversity of coordinated advocacy that informs global health decisions, with a particular focus on facilitating leadership by advocates whose communities face the largest challenges to health equity.
 - We believe that regional coordination will reinforce our national-level advocacy, improve our ability to support champions, and allow us to have influence in countries where there are no formal ACTION partners or there is not sufficient political space for ACTION’s model of advocacy. We will therefore prioritize regional coordination among partners in sub-Saharan Africa, the Asia-Pacific region, and Europe.
- ▼ **GALVANIZING COALITIONS:** Though ACTION will not play a traditional “coalition-building” role, we will work in coalition with a diverse group of stakeholders wherever we can to have greater impact and influence. In particular, we will work to galvanize coalitions (at country or global levels) around strategic political opportunities and around advocacy strategies or messages informed by our partnership’s collective expertise. This will often mean putting ACTION’s or its partners’ brands in a secondary role behind a coalition identity, working with nontraditional coalition members as honest brokers or bridges between unfamiliar groups, and balancing priorities across varied health issues and political moments. ACTION and its partners can play a neutral convening role in a variety of contexts, trusted to bring diverse actors together to find pragmatic solutions that reflect community needs.
- ▼ **SUPPORTING CHAMPION NETWORKS:** ACTION will not speak on behalf of the champions with whom we have developed relationships, but will instead facilitate their broader engagement in global health advocacy by supporting networks to identify advocacy opportunities and share real-time intelligence and best practices. We view the building and maintaining of champion networks as a long-term process which requires continuous engagement and dedicated resources.

2

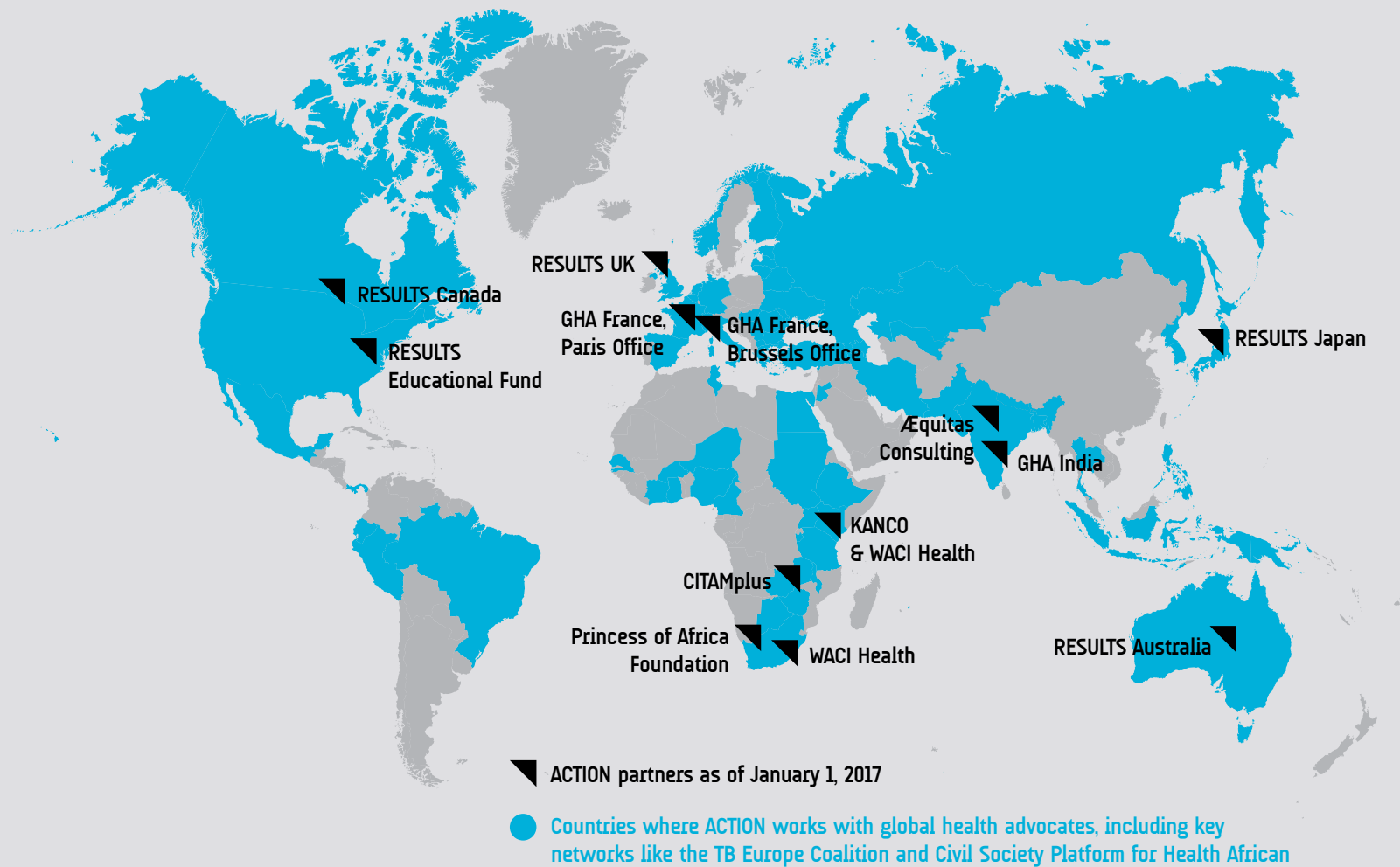
Strengthen both ACTION's capacity and the impact of health advocates globally.

- ▼ **ORGANIZATIONAL DEVELOPMENT:** ACTION partners will support each other to grow our organizational capacity through exchanges of learning throughout our long-term relationships and by building continuous learning into the core of partnership interactions and governance. We believe that building inclusive, well-managed, efficient, sustainable organizations is critical to both credibility and impact in advocacy.
- ▼ **BUILDING THE EVIDENCE BASE FOR ADVOCACY:** ACTION will document advocacy best practices to share internally and externally. We will create a full feedback loop for more real-time “thermometer” measures of which strategies are working for which partners. We will actively use this evidence base to build and sustain the space and funding for civil society to actively and effectively participate in policy and resource allocation decisions.

3

Achieve greater impact, more responsively and creatively, by amplifying opportunities, collaborations, and individual contributions.

- ▼ Since ACTION's joint strategic framework and ACTION partners' individual strategies are all informed by the unique knowledge and skills of the full partnership, we will be able to identify, seize, and create opportunities in ways that no partner could accomplish alone.
- ▼ Leveraging each other's experience and capacity will not only make the partnership more efficient in its national and global impact, but also more responsive and creative. Working together, ACTION partners will strengthen one another's work by complementing each other's strengths, compensating for each other's weaknesses, and building on each other's expertise to create more innovative and unique strategies.
- ▼ As a partnership and as individual partners, we will consciously and deliberately amplify the contributions of traditionally underrepresented groups to national and global policy dialogues. In addition, we will support each other in overcoming structural barriers to the full participation of vulnerable or traditionally underrepresented groups in national and global decision-making processes.



The territorial boundaries of countries as shown on this map are neither accurate nor authentic, and do not represent the actual and sovereign claims of any government.

ACTION is a partnership of locally rooted organizations around the world that advocate for life-saving care for millions of people who are threatened by preventable diseases.

Our partners work across five continents:

- Aequitas Consulting
- Community Initiative for Tuberculosis, HIV/AIDS, Malaria Plus other related diseases (CITAMplus)
- Global Health Advocates France
- Global Health Advocates India
- Kenya AIDS NGOs Consortium (KANCO)
- Princess of Africa Foundation
- RESULTS International Australia
- RESULTS Canada
- RESULTS Educational Fund (REF)
- RESULTS Japan
- RESULTS UK
- WACI Health

For more information, please visit www.action.org.

ACTION GLOBAL HEALTH ADVOCACY PARTNERSHIP

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