Overview of WHO materials to support programme reviews for maternal, newborn, child and adolescent health

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World Health Organization
A programme review for maternal, newborn, child and adolescent health (MNCAH) is:

- A process for assessing mid- or end-term **country progress in improving the health of women, newborns, children and adolescents**
- Conducted on a periodic basis as part of the **regular programme planning and implementation cycle**
- Most useful if **coordinated with other ongoing health-sector review and planning activities, such as**:
  - strategic planning, annual reviews of country accountability frameworks, annual/biannual district reviews and planning exercises, etc.

**Note:** Throughout these materials, we use the term MNCAH to reflect the programme areas covering pre-pregnancy, pregnancy, childbirth, newborn, childhood, adolescence and post-reproductive stages. As ministries of health are structured uniquely, the programmes/departments involved in a review of MNCAH may be arranged differently or include or cover additional areas not explicitly listed under this term (e.g. sexual and reproductive health, immunization, or nutrition).
Where does the MNCAH programme review fit into planning and management cycles?

A programme review is an **integral part of a programme planning and management cycle** occurring periodically as mid-term and end-term activities.
Objectives of an MNCAH programme review

The purpose of the MNCAH programme review is to **assess progress towards the goals and objectives** of the MNCAH programme(s).

**Objectives:**

- To **assess how well national and subnational MNCAH programme(s) implemented their plans** and identify successes, lessons and good practices;

- To **identify problems and gaps, facilitating factors, emerging issues, opportunities, lessons, threats**, etc. to determine solutions;

- To **align the programmes’ priorities and guidelines** with the Sustainable Development Goals (SDGs), Global Strategy for Women’s, Children’s, and Adolescents’ Health and other regional and global priorities;

- To **develop recommendations** including priority actions to be taken, resources needed, and responsible people and organizations needed to implement them in order to improve implementation;

- To **decide on the next steps for implementing the recommendations**, including utilisation in revision and development of strategic plans.
The programme review process is developed based on the following principles:

- **Focus on proven, effective, high impact interventions**

- **Address all the target populations of MNCAH**: women of reproductive age during pregnancy, childbirth and postnatal periods; newborns; children (up to 9 years of age); and adolescents (10-19 years of age) as well as cross cutting and multi-sectoral areas such as nutrition, WASH, etc.

- **Use a continuum of care approach**:
  - **Life stages**: pre-pregnancy, pregnancy, childbirth, newborn, childhood, adolescence, post-reproductive
  - **Levels of the health system**: household and community, first-level health facilities, referral facilities

- **Align with national or subnational strategic plans for MNCAH** and also global/regional initiatives such as the Global Strategy for Women’s, Children’s and Adolescents’ Health and related initiatives (e.g. *EPMM, ENAP, CSA, AA-HA!, etc.)*

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*EPMM = Ending Preventable Maternal Mortality; ENAP = Every Newborn Action Plan; CSA = Child Survival Action; AA-HA! = Global Accelerated Action for the Health of Adolescents*
Suggested activity flow for an MNCAH programme review

**Preparation for MNCAH programme review**
- Define the purpose, scope and objectives of the review
- Identify and mobilize resources
- Select programme review coordinator
- Form programme review committee
- Prepare content and logistics, including reviewing and updating data tool with relevant indicators

**Gather data and information**
- Collect or analyse data to meet information requirements for review:
  - Surveys
  - Routine data
  - Key informant interviews or focus groups
  - Field visits
  - Client perspectives
- Assess data quality
- Confirm and validate information
- Enter data into data tool

**Analysis and review**
- Programme review workshop:
  - Review information to prioritize intervention packages for in-depth analysis
  - Use discussions and group work to identify main problems of programmes
  - Formulate solutions and recommendations on priority actions to take

**Implementation of recommendations and solutions**
- Develop report on findings and recommendations of programme review
- Plan for implementation of recommendations and solutions from programme review
Information requirements for a programme review

- Data and information are essential for informing programmes on how they are performing against subnational, national, regional and global MNCAH goals and objectives.
  - Subnational, national and regional/global reference documents are necessary to review existing goals and targets
  - The most recent quantitative data and qualitative narratives are needed to assess intervention coverage and equity, and identify disparities and the most critical needs of women, newborns, children and adolescents
- Examples of reference documents and data sources for an MNCAH programme review, include:
  - National and subnational documents: health strategies; policies/policy statements on MNCAH; guidelines/operational guidance on MNCAH; most recent operational plans/workplans from all levels; previous MNCAH programme review reports; annual training summaries
  - Global and regional strategic documents and monitoring frameworks
  - Data sources: routine monitoring and administrative data (HMIS*, LMIS*, HRIS*, CHIS*, national health accounts); survey data (population or household surveys, health facility assessments); qualitative data (key informant interviews/focus groups; field visits; client perspectives)

* HMIS = health management information system; LMIS = logistics management information system; HRIS = human resources information system; CHIS = community health information system
WHO materials to support programme reviews for MNCAH (1/3)

1. Guide for conducting national and subnational programme reviews for maternal, newborn, child and adolescent health
2. Facilitators’ guide for conducting national and subnational programme reviews for maternal, newborn, child and adolescent health
3. Maternal, newborn, child and adolescent health programme review data tool

Materials accessible through:
https://www.who.int/publications/i/item/9789240088221
https://www.who.int/publications/i/item/9789240088900
WHO materials to support programme reviews for MNCAH (2/3)

1. **Guide for conducting national and subnational programme reviews for maternal, newborn, child and adolescent health**
   - Assists in planning and managing national or subnational MNCAH programme reviews
   - Provides overview of purpose, methodology, scope and other considerations for MNCAH programme reviews

2. **Facilitators’ guide for conducting national and subnational programme reviews for maternal, newborn, child and adolescent health**
   - Outlines main steps for coordinating and implementing a programme review for MNCAH
     - Planning for the programme review
     - Gathering data and information
     - Preparing for the programme review workshop
     - Planning, implementation and facilitation of the programme review workshop*
     - Reporting and using findings of the programme review

*Templates for group work are available to support facilitation of programme review workshop through [https://www.who.int/publications/i/item/9789240088900](https://www.who.int/publications/i/item/9789240088900)
WHO materials to support programme reviews for MNCAH (3/3)

3 Maternal, newborn, child and adolescent health programme review data tool

- Microsoft Excel-based tool which is **flexible for country-specific adaptation** and linkages to national/subnational MNCAH strategic plans and monitoring frameworks, special MNCAH initiatives
- Proposed MNCAH indicators and space for data entry (baseline, targets, most recent values, etc.) at national, subnational or other levels
  - Should be reviewed and tailored to country setting (e.g., revise/remove/add indicators as relevant)
  - Simple built-in analyses to help identify areas for prioritization
- Should be completed prior to programme review workshop for review and use during the workshop

Suggested indicators cover:

- Impacts and outcomes
- Coverage (e.g., from household/population surveys)
- Service utilisation and delivery (e.g., from HMIS)
- Implementation readiness
  - Policy and guideline
  - Service availability and infrastructure
  - Funding
  - Human resources and training
  - Commodities
  - Multi-sector, community and stakeholder engagement

In addition to the Instructions worksheet in the data tool, a user guide has been developed with practical tips for populating and adapting the Excel file.
Overview of the MNCAH programme review workshop

**Principles of the MNCAH programme review workshop:**
- Reviews progress in order to identify most important problems, bottlenecks, gaps and formulate solutions to address them at all levels
- Uses available data on health status, intervention coverage and programme outputs at all levels
- Is a multi-stakeholder process which actively involves participants in making assessments and recommendations for all levels

**Content and process**
Participants will review and analyse:
- Progress on the health status of women, newborns and children and adolescents
- Programme coverage at all levels
- Programme implementation at all levels of the health system

**Outcomes**
Participants will:
- Identify the main problems the programmes are having
- Suggest solutions and formulate recommendations on priority actions to take at all levels of the health system

These findings, solutions and recommendations will be synthesized into a report.
Steps of the MNCAH programme review workshop

**Step 1:** To what extent has the MNCAH programme contributed to improving the health status of women, newborns, children and adolescents?

1a. Review goals, objectives, targets and barriers

1b. Review intervention coverage in terms of progress towards achieving target impact

**Step 2:** Which MNCAH interventions were implemented and where? How well were they implemented?

2a. Review service utilisation

2b. Review availability, access, quality, demand and readiness

**Step 3:** What are the most important problems causing gaps in implementation of the MNCAH programme?

**Step 4:** What are solutions and recommendations for the most important problems?

Templates for group work for each step are available for use during a programme review workshop through [https://www.who.int/publications/i/item/9789240088900](https://www.who.int/publications/i/item/9789240088900)
Steps of the MNCAH programme review workshop – group work templates

During a programme review workshop, the populated data tool, along with other information gathered, should be used to review progress to identify the most important problems, bottlenecks, gaps and formulate solutions to address them at all levels.

To help facilitate this process, including prioritization of interventions (packages) for in-depth review (based on data and information gathered), suggested templates for groupwork/discussion are available*.

*Suggested templates for group work available through: https://www.who.int/publications/i/item/9789240088900
The findings and recommendations should lead to clear actions for follow-up and can be used in several ways.

<table>
<thead>
<tr>
<th>Review type</th>
<th>Purpose of review</th>
<th>Timing of activity</th>
<th>Role of MNCAH programme review</th>
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<tbody>
<tr>
<td>Annual review</td>
<td>Adjust ongoing implementation activities of programme</td>
<td>Annually</td>
<td>Improve ongoing implementation of the programme through immediate adjustments to service delivery and addressing bottlenecks to scaling up services</td>
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<tr>
<td>Mid-term review</td>
<td>Review progress towards meeting objectives of programme and reprogramme if necessary</td>
<td>Mid-point of programme cycle</td>
<td>Assess whether programme is on track to achieve objectives through outputs and outcomes Redirect programming or reallocate resources where necessary</td>
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<tr>
<td>End-term review</td>
<td>Review performance of programme and develop new strategic plan</td>
<td>Before the end of the programme cycle</td>
<td>Contribute to assessing what the programme has achieved by reviewing outcomes and impact measures, along with other evaluation activities requires for developing next strategic plan</td>
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Links to MNCAH programme review materials available through:
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https://www.who.int/publications/i/item/9789240088900

For more information, please contact mncah@who.int

WHO Department of Maternal, Newborn, Child and Adolescent Health and Ageing
https://www.who.int/teams/maternal-newborn-child-adolescent-health-and-ageing