FIELD AID 5
LEVERAGING RESOURCES & PARTNERSHIPS
About this field aid

Inside this field aid you will find best practices, how-to’s, and step-by-step guidance for mobilizing and leveraging resources to meet your needs at the national, sub-national and district level.

Specifically, this guide covers how to identify and select partnerships that will result in the procurement of both financial and in-kind resources, and how to sustain and maintain the partnerships in the longterm to aid financial stability. This guide is intended to be used by subnational authorities and civil society.

Overview

Sound resource mobilization—which includes both procuring new resources and leveraging existing ones—is critical to the continuation and long-term sustainability of measles and rubella vaccination programs and vaccination in the second year of life initiatives.

There are five key actions to mobilizing financial resources:

1. Identify needs and determine objectives and targets
2. Analyse funding/donor trends and potential opportunities
3. Strategize and take action
4. Build partnerships with resource providers
5. Sustain long term partnerships with resource providers

A breakdown of each of these five actions follows.
ACTION 1: IDENTIFY NEEDS AND DETERMINE OBJECTIVES AND TARGETS

The first step in resource mobilization involves identifying your needs using a Need Identification Tool and determining which existing resources you can leverage to meet your needs. These resources will include assets and capacities you possess or can access.

Identify financial and in-kind resource needs

Before identifying partners, you must first determine your resource needs. Identify your short (1–3 months), medium (3–12 months), and long-term (more than 1 year) needs. At the subnational level, refer to your microplan to determine the types of in-kind or financial resources needed to implement the outlined activities. A clear understanding of your needs, the available resources, and what gap exists between the two will not only dictate the resources you mobilize and the partnerships you create, but how to prioritize specific resources and partnerships throughout the process. The mobilization that addresses your most pressing needs should come first.

Note: Regularly update your needs on a rolling basis to prevent any resource-related problems.

Next, identify whether the resources you need are funding or “in-kind” support. In-kind support includes resources such as technological staff, technology, innovation, logistics support, supplies and the like. Before seeking out new partnerships, consider how existing resources in the form of internal capacity or current partnerships can be maximized to meet your newly-identified needs.

The provided Need Identification Tool will help you in identifying financial or in-kind needs. Examples of potential assets and capacities to consider for leverage include:

- **Internal skills.** Determine if certain departments or personnel might have the skills or capacity you’re looking for.
- **Training.** It may be possible to train existing staff to perform new functions.
- **Internal management resources.** Ask department managers to identify the assets and capacities in their departments.
- **Existing partnerships.** Your existing partnerships may be able to be altered to better meet your new needs.

Note: Transparently sharing how existing resources are being used can make advocating for additional funds easier. This is particularly important with facility health committees that include community or local resource providers.

If needs still remain after an analysis of existing assets and capacities that can be leveraged, move onto seeking resources from new partnerships.
ACTION 2: ANALYSE FUNDING/DONOR TRENDS AND POTENTIAL OPPORTUNITIES

After you have determined your needs, the next step is two-fold: identifying potential opportunities, and identifying decision makers and selecting potential partners.

Identify potential resource mobilization opportunities

Identify decision makers and select potential partners

Identify potential resource mobilization opportunities

The immediate next step is identifying potential resource mobilization opportunities. This involves finding potential funding sources and analysing the recent investment trends of each resource to determine how aligned measles and rubella vaccination and other vaccination in the second year of life programs are with each source’s funding goals.

There are a variety of potential funding resources. The resources you choose to approach should depend on the result of your particular needs assessment. Common funding sources include:

- Grants
  - Universities
  - Research institutes
- Donors
  - Local clubs
  - Societies
  - Organizations
- Civil society of organizations
- Private sector
  - Local businesses
  - Private aid
    - Private philanthropy
    - South-South philanthropy
  - Businesses engaged in forms of corporate social responsibility
  - Private media channels
- Public sector
  - Consult your local Ministry of Finance [or related entity] for potential public sector donors
- Government departments
  - Immunization advisory groups
  - Politicians
  - Government media channels

Just as you should regularly update your needs on a rolling basis, you should additionally be proactive about identifying potential partnerships and resources. Track who you engage with, the outcomes, and future actions that should be taken. Regularly identifying potential partners and tracking your actions will streamline future resource identification exercises.
Once you have identified potential resources, the next step is to identify the sources or decision makers of the resources in order to select potential partners. This is done by mapping the resources available in your area. In your mapping you will want to determine:

- What types of resources (financial or in-kind) are available.
- What each potential partner’s relationship is with other potential partners—whether or not they collaborate, compete for the same funding, etc.
- The extent to which a potential partnership would be able to meet your resource needs.
- What other benefits of the partnership might be, including access to additional partners.

**Note:** Don’t forget about the beneficiaries. Often community members will mobilize resources on their own accord to fill in funding gaps. While mapping out the available resources, be sure to consider whether or not a potential partner’s image, values, and work is on message with vaccination in general, measles and rubella vaccination and vaccination in the second year of life specifically. Also consider their motivations, interests, and check any funding requirements to ensure you are able to apply for funding. Be strategic and tactical in your selection by noting that more partners aren’t always better, noting which particular groups or persons might be best able to help. Developing a selection criteria and short-listing potential partners is important to avoid wasting time with unnecessary asks so that time isn’t wasted by approaching unnecessary potential partners.

**Selecting the right partner:**

Evaluating an identified potential partner is important to the success and strength of the partnership. Criteria for selecting an appropriate partner includes:

- Does the partner have expertise and experience in a relevant sector/area?
- Does the partner have local experience, presence and community relations?
- Does the partner have the capacity to commit to timelines and plans to achieve MR communications programme objectives?
- Will collaborating with the partner accelerate the potential for achieving MR coverage results?
ACTION 3: STRATEGIZE AND TAKE ACTION

Once you have identified the partnerships you will want to seek and how their resources will help meet your needs, it’s time to approach potential partners and establish relationships. This process includes creating advocacy materials (i.e. meeting handouts, presentations, brochures, etc.) and engaging potential partners. It is essential that you highlight the benefits of partnership throughout the engagement. Focusing on the benefits for the partner is critical to creating buy-in.

Create materials necessary for advocating your work

Engage a potential partner

Depending on your audience, key messages to focus on can include the following facts:

**Vaccination is a powerful public health intervention**
- Vaccines are among the most powerful public health interventions ever developed.
- Vaccines can save millions of lives and result in healthier children, increased school attendance, and increased productivity.

**Vaccination helps health workers do their jobs better**
- Vaccination can be a platform for providing other essential services such as growth and monitoring promotion, management of common illnesses, proper sanitation, de-worming, etc.
Vaccination is a cost-effective investment

- Vaccines are one of the best uses of limited public funds—it’s an exceptionally good value, returning many dollars in economic benefits for every dollar spent.

Overall it is essential to focus on the following narratives:

- Vaccination is the right of every child.
- All children who are not vaccinated are susceptible to the measles virus until it is eliminated.
- Elimination strategies do work.

**Note:** Key messages should be tailored to your target audience. For partnerships, choose messages that align with potential partner’s values, goals or needs.

Engage a potential partner

Once your materials are created, it’s time to meet with the potential partners you have identified in order to seek to establish partnerships. You can meet with potential partners in a variety of ways, from a breakfast briefing and consultation to formal meetings. Choose the approach that best suits the potential partner you are trying to engage.

In general, there are five steps to partner engagement: gathering information about the partner, creating a strategy for the partnership, determining the communication approach, highlighting the benefits of partnership, and monitoring and evaluating your work.

1. **Gather information about the potential partner.** Understand the potential partner’s goals and how they align with your work. Review their website and previous donations, areas of support, amount of donation, and other requirements. Determine the other forms of funding, if any, that they engage in. Explore if they have previously engaged or supported in any humanitarian work and the nature of their engagement. Through your review try to determine what influences their decisions and investments, their guiding principles, and their interests, for example visibility. Identify the key
decision maker who you will want to reach if the potential partner is an organization.

2. **Build a plan / strategy for partnership.** Clearly determine how you would use their support. Again, reiterate the benefits they can expect from partnership and give them concrete steps to making the partnership happen. Consider how investing in vaccination relates to the organizational goals, priorities, and funding strategies uncover in your review. This can be achieved through the use of concept notes or a full proposal.

3. **Determine the communication approach.** Identify what information would be the most persuasive for your potential partners and their decision makers to hear, as well as who would be the most persuasive person on your team or in your network to share that information. It’s important to determine how you will define and position your “ask”, or the specific thing that we are asking the donor or partner to support. Also consider the best way for them to receive your message by selecting the best channel or method for delivery.

4. **Highlight the benefits of partnership.** It is important to clearly and frequently mention the benefits that the partner will receive through the partnership. Make sure the partner knows that you’re a reliable organization with a transparent management system and low overhead. It is essential that partnerships are mutually beneficial. Consider mentioning the benefits to the global community, the beneficiaries of the vaccine, as well as any potential tax rebates they partner may receive.

5. **Monitor and evaluate your work.** Monitor the outcome of the outreach and evaluate it for efficacy and to determine areas for improvement moving forward.

**Tips to maximizing advocacy and partnership engagement:**
- Plan ahead
- Know your audience
- Leverage existing networks for introductions
- Keep people engaged
- Be specific
- Create and leverage compelling narratives and media
ACTION 4: BUILD PARTNERSHIPS WITH RESOURCE PARTNERS

After engagement, if partners are willing to supply resources, the next step is to create and formalize an effective partnership with them. There are two key steps to this action: defining the partnership and engaging in joint planning and strategy.

Defining the partnership

It is important to define the relationship you’ll be having with your funding partner and how that relationship will function with transparency. This is called a partnership agreement. These documents cover:

• What the goal of the partnership is and how resources will be used to meet that goal
• The role that each party will play in the partnership and how the partner will be represented and credited in your work
• How long the partnership will last for
• When and how the transfer of resources will take place
• How decision making regarding the use of resources will take place

Engaging in joint planning and strategizing

• Who the decision makers will be
• How the use of resources will be monitored and reported
• If or when funding will be renewed and what the terms of renewal are
• What systems of communication will be put in place to exchange information with the partner
• What potential barriers to partnership may exist and how those risks may be mitigated

A Partnership Agreement Template is provided to help you outline the terms of your partnership.

The Partnership Agreement Template provided will guide you in developing your own partnership agreement.
Engaging in joint planning and strategizing

Establishing and maintaining trust with a partner is essential to an effective partnership. One central way to create trust is by engaging in joint planning and strategizing activities, collaborating on decisions and keeping the relationship transparent.

- Create shared or mutually reinforcing plans and strategies designed to address similar challenges with mutual accountability
- Exchange ideas and thoughts
- Develop and disseminate joint messages

Monitoring and evaluation of the partnership and its activities is another important element of trust-building. It ensures that both parties are putting their best efforts forward to fulfil the agreed-upon commitments. Engage in monitoring and evaluation with your partners by:
  - Establishing key milestones for the partnership
  - Monitoring and reporting the progress towards those milestones
  - Exchanging information and data based on contacts, knowledge, and learnings gathered
  - Regularly sharing updates that demonstrate the achievement and successes that have come from the partnership
ACTION 5: SUSTAIN LONG-TERM PARTNERSHIPS WITH RESOURCE PROVIDERS

Successful partnerships require continuous maintenance throughout the duration of the partnership, and even afterwards, in order to retain positive relationships for the future. Partnerships sustained over the long term also contribute significantly to the sustainability of your work. In order to sustain long-term partnerships, be sure to:

• Consistently communicate with your partners:
  - Discuss and set clear expectations
  - Be conscious of when requests might overwhelm your partners
  - Ask questions in order to achieve clarity
  - Use language that reflects partnership (inclusive language like "we" versus "I")
  - Negotiate about problems and differing priorities as they arise
• Engage in effective project management:
  - Adhere to your determined role within the partnership
  - Be flexible
  - Frequently check in with partners regarding progress.
  - Bring the partners together
  - Involve partners in your process from beginning to end
  - Transition to collaboration
• Practice effective relationship skills:
  - Take the perspective of your partner, especially when resolving issues
  - Work to preserve the relationship even if the project doesn’t work
  - Work to ensure a smooth transition of the relationship at the end of the project
• Help your partners shine:
  - Include their logos on branded campaign materials
  - Highlight their contributions in talking points in campaign launches
  - Pitch story ideas to journalists during campaigns that feature the partnership
# Need Identification Tool

**Steps in need identification:**

**Step 1:** Identify and outline all necessary activities for the MR communications program

**Step 2:** List the total resource budget needed for each given activity

**Step 3:** List the resources available from the Ministry of Health

**Step 4:** Identify your resource gap by figuring out how much of total resource budget need is unmet (i.e. total resource budget required for activity minus available resources from Ministry of Health)

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<th>ACTIVITY</th>
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<th>AVAILABLE RESOURCES FOR ACTIVITY FROM MoH</th>
<th>RESOURCE GAP</th>
<th>PARTNER CONTRIBUTION TO FILL RESOURCE GAP</th>
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GUIDANCE FOR ESTABLISHING A PARTNERSHIP AGREEMENT WITH THE PRIVATE SECTOR
Memorandums of Agreement; Memorandums of Understanding;

Increasing Public Health and Immunization Impact through Partnerships

The [Name of Local Government/Ministry] has limited resources needed to fully and comprehensively implement public health strategies, especially strategies that address the low coverage of measles immunization coverage. Broad societal goals for health promotion and measles prevention cannot be achieved without:

- widespread adoption of programs that promote immunization at schools, work sites, and community-based settings;
- enacting policies that promote healthy environments;
- ensuring access to a full range of quality health and immunization services;
- implementing programs that focus on eliminating immunization coverage disparities; and
- educating the public effectively about their health and importance of measles vaccination.

Thus, the government/ministry periodically considers partnerships, including ones with private sector organizations, to carry out its mission.

Purpose of This Guidance

The purpose of this guidance is to:

1. provide specific criteria against which all public-private partnerships will be measured and approved to ensure the best interest of [name of local government/ministry].
2. provide a consistent, fair, and transparent review process to be followed for all public-private initiatives; and
3. provide a high level of confidence that the public’s interests are fully assured through provisions in the contracts that provide for on-going monitoring and oversight of the agreement

Public-Private Partnership Defined

For purposes of this Guidance, a Public-Private Partnership is a contractual agreement between [Name of Local Government/Ministry] and one or more private sector organizations. Through this agreement, the skills and assets of government/Ministry and the private-sector organization are shared for the purpose of improving the health of the public. In addition to the sharing of resources, each party shares in the risks and rewards that result from the partnership.
These partnership agreements are used to identify common areas of interest and express the intention to collaborate, to commit resources to collaborative projects, or any combination of these activities. The basis for these agreements should be voluntary and not found in statutory authority or other legal agreements. Situations in which [Name of Local Government / Ministry] is mandated to work with the private sector are not subject to the criteria and recommendations in this Guidance. For example, interactions with the private sector that [Name of Local Government / Ministry] carries out as part of its legal authority such as responses to emergencies [e.g., epidemics, etc.] and health hazard evaluations or interactions covered by other laws or regulations [such as grants, cooperative agreements, contracts] are not considered to be collaborations subject to the criteria and recommendations in this Guidance.

Components of a Partnership Agreement

The essence of a public-private partnership arrangement is the creation of benefit and sharing of risks. Central to any successful public-private partnership initiative is the identification of risk associated with each component of the project and the allocation of that risk factor to either the agency, the private sector, or perhaps to both.

Partnership agreement formats can vary. In some cases, the minimum elements are specified in regulations or policies. In other cases, they are dictated by one of the collaborators or by the judgment of the person writing them. Regardless, partnership agreements should be as comprehensive and as specific as is necessary to avoid misunderstanding between the parties.

The agreements must be in compliance with applicable national laws, department and agency regulations, policies, and procedures that are applicable to all parties.

The typical elements for partnership agreements include:

- type of agreement
- purpose of the collaboration
- institutions involved/location of work
- background
- benefits to parties
- project overview, clearly identifying the accountabilities and responsibilities of the government and the private sector
- communication plan, that includes how both parties will describe the nature and results of the partnership, including use of the [Name of Local Government/Ministry] logo;
- process for resolving conflicts
- amount of grant (if applicable)
- duration of agreement
- procedures for amending the agreement
- effective date
- administrative arrangements [i.e., personnel, travel, supplies, equipment, etc.]
- agency contacts
- signatories (similar organizational levels)
Getting Started: From Concept to Proposal

1. The first step in establishing a partnership agreement with the private sector is for the local government/ministry to evaluate whether a partnership with the private sector is a government priority. Ministry/health staff[s] should:
   
a. identify the purpose for establishing the partnership agreement [e.g., public education, professional education, research, evaluation];
   
b. assess the risks involved in implementing each component of the partnership agreement; and
   
c. identify a list of potential collaborator[s].

2. Once the suitability of collaboration has been established, a draft concept proposal should be developed that contains a brief version of the elements listed above. The concept proposal is to be discussed with appropriate Ministry/government staff to determine program relevance, priority, etc. and submitted to the Ministry/Government legal department for approval and the development of the partnership.

Operational Definitions:

**partnership agreement** - formal arrangements between [Name of Local Government / Ministry] and other Federal, State, and local governments, academia, or private sector organizations in which one or more of the organizations agrees to provided to, purchase from, or exchange, services, supplies, and/or equipment with another.

**private sector** – for-profit and nonprofit.

   Nonprofit includes voluntary associations, foundations, civic groups, professional associations, universities, and other groups.

   For-profit includes product or service industries, such as food and pharmaceutical companies, insurance companies, advertising firms, and health and fitness facilities.

**technology transfer** - Examples of technology transfer activities include the development and evaluation of commercial products such as vaccines, diagnostic tests, computer software, and media tools.

**public education** – Examples of public education activities include mass media campaigns, production and dissemination of educational materials, direct client or patient intervention programs.

**professional education** – Examples of professional education include conference or meeting support, publication of conference proceedings, recommendations, or other materials.

**applied research and evaluation** – Examples of research and evaluation include development or assessment of the effectiveness of various commercial or pharmaceutical products and efficacy of non-pharmacologic interventions, investigations of etiology, evaluation of health promotion activities, and dissemination of results.
The development of global MRI Communication field resources was the result of collaboration among many individuals and organizations who gave their time and expertise as well as their support. The following individuals contributed substantially to the project and their input is gratefully acknowledged: Elisabeth Wilhelm, Laura Conklin, Aaron S Wallace, and Mawuli Nyaku (CDC); Stephanie Shendale, Karen Hennessey, Mable Carole Tevi Benissan (WHO); Lora Shimp and Rebecca Field (JSI); Yodit Sahlemariam, Robert Kezaala, and project leads Suleman Malik and Imran Mirza (UNICEF).