






TOOL SET 9: PARTNERSHIP PLANNING TOOLS

The partnership planning tools in Tool Set 9 are designed to be used in sequence to strategically identify the need for partnerships, assess potential partners, and then develop a plan for engagement with potential partners that have been identified.

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9.1 SWOT ANALYSIS TOOL

PURPOSE

The SWOT (strengths, weaknesses, opportunities, threats) analysis tool can be used to help teams identify program gaps and where partnerships could further strengthen programming. The analysis is designed to survey the program, district, or site external partnership landscape. It may also be used for broader organizational strategic planning.

POTENTIAL USES FOR THIS TOOL

The SWOT tool provides a framework for thinking through the strengths and weaknesses of current programming and the external opportunities and threats. The SWOT can help to define partnership needs as an initial step in creating a partnership plan. Implementation planners may conduct the SWOT analysis, or may find the analysis results help support implementation the revised WHO guidelines in their program, district, or site.

INSTRUCTIONS

1. **List** internal strengths and weaknesses, and external opportunities and threats, in addressing a specific program area - e.g., implementing the roll-out of the revised WHO guidelines.
2. **Analyze** the SWOT list to determine the best approaches to maximizing identified strengths and addressing weaknesses through partnerships with other organizations.

9.1 GUIDELINES FOR SWOT ANALYSIS

SWOT (strengths, weaknesses, opportunities, threats) analysis is a preliminary strategic planning method used to identify issues of strategic importance, and is intended to help a program or organization understand its position in relation to the external environment and how to maximize external opportunities. The findings from a SWOT analysis enable a program or an organization to identify its strengths, reduce its weaknesses, maximize any external opportunities, and tackle any external threats. The SWOT analysis tool can be used for broader needs assessment and strategic planning but can also be tailored to focus on a particular aspect of programming, e.g., implementation of the revised WHO guidelines.

Results of the SWOT analysis on program and partnership opportunities with respect to implementation of the revised WHO guidelines can help inform which partnership opportunities to pursue.

CONDUCTING A SWOT ANALYSIS

STEP 1

Use the questions and examples in the table below to identify and prioritize program strengths, weaknesses, opportunities, and threats. After completing this step, it may be helpful to compare identified *internal* strengths and weaknesses to *external* opportunities and threats.

Table 1: Questions for Program SWOT Analysis

INTERNAL		EXTERNAL	
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<i>Questions to consider:</i>			
What do we do well?	What could we do better?	What opportunities do we know about, but have not been able to access?	Do any of our weaknesses make us critically vulnerable?
What advantages do we have?	What are we criticized for?	Are there emerging trends/ technology on which we can capitalize?	What external roadblocks exist that slow our progress?
What are our assets/ resources?	Where are we vulnerable?	What are the areas in which we need to	What are our competitors doing

		develop strategic partnerships?	differently and more effectively?
Examples:			
Reputation	Lack of visibility	Strong political will	Economic impact reduces funds for programs
Technical expertise	Lack of integrated services	Build/ leverage partnerships	Competitor programs
Geographic spread	Overworked staff	Possibilities for increased visibility (EGPAF 20 th , IAS)	Weak health systems
Financial stability	Inefficient management/ financial systems	Untapped funding opportunities	Poor political will

STEP 2

After listing strengths, weaknesses, opportunities, and threats in Step 1, it is important to use that information to strategize around areas to maximize and areas that will need strengthening. The analysis template below can be used for this strategic planning exercise and, when completed, can help to identify key action areas that will eventually inform a work plan.

This template compares the strengths and weaknesses against the opportunities and threats, and lists potential actions that come from the comparison. The action steps should help in maximizing the strengths and opportunities, while minimizing the weaknesses and threats. Several examples have been provided that may be relevant to the roll-out of the revised WHO guidelines.

Table 2: Comparing Strengths and Weaknesses Relevant to Roll out of the Revised WHO Guidelines

	Strengths	Weaknesses
	<i>1. Leader in PMTCT/Peds</i> <i>2. Large network of sites</i>	<i>1. Need for more resources</i> <i>2. Need for more adherence support</i>

	3.	3.
Opportunities 1. Strong political will 2. Revised WHO guidelines for ARV regimens 3.	Strength-Opportunity (SO) Strategies - Use strengths to maximize on opportunities 1. Provide support at MOH & site level to implement the new WHO guidelines 2. Do research on different issues related to the new WHO guidelines (e.g. Option A vs. Option B: Cost effectiveness of Option A vs. Option B in ANC vs. ART clinic, etc.) 3. Advocate for harmonization of the 4 guidelines at MOHs all levels	Weakness-Opportunity (WO) Strategies - Address weaknesses to take advantage of opportunities 1. Strengthen advocacy and capacity building efforts to improve financial management for high efficiency 2. Need to train HCW on adherence for new regimen and partner with orgs for additional support
Threats 1. Low capacity of HCWs 2. Low uptake of services or LTFU 3.	Strength-Threat (ST) Strategies- Use strengths to overcome threats 1. Train HCW using PMTCT/Peds expertise 2. Strengthen linkages of communities to supported sites	Weakness-Threat (WT) Strategies - Reduce weaknesses to overcome threats 1. Seek funding or partnerships to undertake some of required training 2. Seek partnerships to increase community mobilization and adherence, decrease LTF

Table 3: Comparing Strengths and Weaknesses Relevant to Roll out of the Revised WHO Guidelines

	Strengths	Weaknesses
Opportunities	Strength-Opportunity (SO) Strategies - <i>Use strengths to maximize on opportunities</i>	Weakness-Opportunity (WO) Strategies - <i>Address weaknesses to take advantage of opportunities</i>
Threats	Strength-Threat (ST) Strategies- <i>Use strengths to overcome threats</i>	Weakness-Threat (WT) Strategies - <i>Reduce weaknesses to overcome threats</i>

9.2 COUNTRY PARTNER LANDSCAPE ASSESSMENT TEMPLATE

PURPOSE

There are often local/country-level partners that have developed capacity in certain elements of program implementation that will become even more important in the context of implementing the revised WHO guidelines. Having identified areas that can be addressed through partnerships through the SWOT tool, the Partner Landscape Assessment allows implementation planners to list organizations that have the potential to meet program, district, or site implementation gaps identified through formation of partnerships. The Partner Landscape Assessment looks at the respective organization's mission, strength, areas of program expertise, possible questions to ask, and contact persons. After information is collected for all the potential partners, the tool helps in assessing which organizations are potentially the best fit to fulfill the partnership need in question.

Implementation planners should be should use this tool to conduct a partnership landscape assessment.

POTENTIAL USES FOR THIS TOOL

The country partner landscape assessment can be used for brainstorming and planning the implementation of the revised WHO guidelines, by identifying local partners with complimentary capacity and knowledge.

INSTRUCTIONS

1. List names of potential partner organizations
2. Identify key contacts at each organization
3. Write in each organization's overall mission
4. List each organization's core programmatic competencies and strategies
5. Identify where each organization works
6. Identify areas of potential collaboration with each organization
7. Identify key questions for each partnership
8. Designate a point person to pursue each partnership
9. Follow up with team to determine whether partnerships have materialized and reassess current partnership needs accordingly.

9.2 PARTNER LANDSCAPE ASSESSMENT TEMPLATE

This tool is designed to briefly assess organizations regarding their potential value as a partner in implementation of the 2010 WHO guidelines.

The overall objectives for use of this tool at country level are to:

- Identify tools, expertise, strengths, and resources of other organizations that will enable the implementation of the 2010 WHO guidelines in your program, district, or site.
- Identify gaps that these potential partners can address
- Identify point persons to follow up

Please see the following example of partner, JSI:

Name of Organization	JSI Deliver (example)					
Contact						
Mission	To improve the health of individuals and communities throughout the world.					
Programs (core competencies)	• Strengthening local supply chains, improving logistics					

Name of Organization	JSI Deliver (example)					
and strategies)	management information systems					
Strengths	<ul style="list-style-type: none"> • Strengthen local supply chains and MIS 					
Where they work (e.g., regions, districts, sites, etc.)						
Areas of potential collaboration	<ul style="list-style-type: none"> • Drug supply chain. • Capacity building • Share tools 					
Possible questions	<p>What changes need to be made to accommodate the revised ARV regimen?</p> <p>Any ready tools that can be adapted? What other support can be given to the</p>					

Name of Organization	JSI Deliver (example)					
	governments as they forecast and plan? What needs to happen to already existing stock?					
EGPAF point person						

9.3 ILLUSTRATIVE COUNTRY PARTNERSHIP MENU AND PLAN TEMPLATE

PURPOSE

After identifying the most valuable potential partnerships using the Partner Landscape Assessment (9.2), it is then necessary to draft a partnership plan. Collaboration with other organizations through leveraging of their resources and expertise is an important strategy for more effective and efficient roll-out of the revised guidelines.

POTENTIAL USES FOR THIS TOOL

This tool provides a framework for technical directors and program officers to think through the needs that can be met through partnerships and what organizations would best meet those needs. It also provides a way of prioritizing those partnerships that would be most beneficial to the program.

INSTRUCTIONS

1. Fill in key areas for partnerships under the categories of Program Implementation; Monitoring, Evaluation, and Research; Advocacy/Communications; Resource Mobilization; and Other.
2. Identify key objectives for each partnership area.
3. Brainstorm on potential partner organizations in your country that meet each priority partnership area and associated objectives.
4. Identify steps to be undertaken to solidify the partnerships identified.
5. Identify resources needed and potential funding sources for each partnership area.

9.3 ILLUSTRATIVE COUNTRY PARTNERSHIP MENU AND PLAN TEMPLATE

This illustrative tool provides ideas for key areas and specific partners to consider based upon the gaps and opportunities in a specific country context. It provides examples for thinking and planning that precede the development of a formal partnership plan. The key areas and sample objectives may be applicable at both national and site/community levels in a particular setting. The following menu contains sample partnership objectives in key areas, and can be used as a guide for filling in the Country Partnership Plan that follows.

Sample objectives for partnerships at the national level include:

- Fill gaps to ensure access to key interventions (i.e., address areas that the program, district, or site either wants to strengthen or does not cover)
- Increase collaboration with other organizations to fulfill program implementation, research, and/or advocacy objectives
- Increase learning and problem solving via exchange with other implementing organizations
- Ensure funding to support implementation, advocacy, and research

8.3.1 Sample Illustrative Country Partnership Menu

Key Areas for Partnerships	Example Objectives	Potential Partners (will depend on the country)
PROGRAM IMPLEMENTATION		
Drug Supply & Logistics Procurement/Costing	<ul style="list-style-type: none">▪ Improve supply chain management to sites for drugs and key commodities▪ Contribute to efforts to ensure low cost drug availability▪ Ensure a back-up supply of buffer stock▪ Strengthen forecasting capability	SCMS, JSI Deliver UNICEF CHAI (forecasting tool),
CD4 testing and logistics	<ul style="list-style-type: none">▪ Expand Point of Care CD4 testing	Identify and dialogue with groups doing POC: CHAI, UNICEF, UNC, MSF. Engage community

	<ul style="list-style-type: none"> ▪ Improve and expand existing CD4 laboratory capacity ▪ Improve sample transport and communication of results 	<p>PLHIV/HBC/treatment literacy groups- peer counseling programs</p> <p>Id and engage orgs such as CDC, CHAI that are doing lab upgrades/modernization, training, logistics for sample delivery</p> <p>Cell phone companies can provide donated cell phones and/or minutes for communication of results from lab or clinic and from clinic to patient</p>
Health worker training and mentoring	<p>-Mentor sites/health workers to increase ability to implement revised national guidelines in support of combination regimens for ARV prophylaxis and ART for eligible women</p> <p>-Increase the capacity of providers to deliver high quality counseling</p>	-UCSF, Baylor, JSI, CHAI, ICAP
Community level engagement	<p>-Training of community-based orgs and individuals (community health workers)</p> <p>-Community level IEC/mobilization/sensitization</p> <p>-Linkages to community health workers and home-based care programs for follow-up, adherence counseling</p> <p>-Treatment literacy efforts</p>	PLHIV groups, home-based care programs, government community health worker schemes, CBO/NGO programs, OVC programs

	-Stigma reduction	
Adherence support at facility level	-Provide peer support to increase adherence, decrease stigma -Train and mentor lay counselors	-Mothers 2 Mothers, other peer education programs in country -PLHIV groups -Children's support group providers
MONITORING, EVALUATION, RESEARCH		
Operations Research	Test interventions to identify promising models and approaches	Local Universities
Monitoring and Evaluation: tools and training	Learn from what other groups have been doing regarding tracking of individual patient level data	ICAP, DREAM, MSF
Monitoring and Evaluation: Systems Strengthening	Strengthen EGPAF capacity and the capacity of the national health system to collect and utilize M&E data	Measure Evaluation, JSI
ADVOCACY/COMMUNICATIONS		
Advocacy/Awareness Raising	-Engage other implementing partners and donors in key advocacy issues (joint statement, national fora, etc.) -Engage partners for social marketing/communications campaigns (soap operas, text messaging, bill boards,	ICAP, MSF, FHI, UNICEF

	<p>drama etc.)</p> <p>-Training of journalists to increase accurate report on ARV regimen and other related program issues</p>	<p>Private sector (cell phone/communications companies), communications/marketing NGOs such as JHU/CCP, PSI</p> <p>Can do this jointly with other communications partners (including UNICEF)</p>
Technical Policy Support	<p>-Form alliances with other technical organizations that interact with the MOH to speak with one voice to key policy issues(including those on the TWG)</p> <p>-Convene partners to participate in technical exchanges (e.g. pediatric conference)</p>	CHAI, UNICEF, ICAP, EngenderHealth, etc.
RESOURCE MOBILIZATION		
Donor engagement/education	<p>-Advocacy to ensure support for revised country policy (use talking points to share what we are doing/planning and resources needed)</p> <p>- Advocate for the reprogramming of GF funds in country to support the revised guidelines</p>	USG (USAID and CDC), DFID, UNICEF, Global Fund CCM and others
Seeking additional funds	- Develop and share donor-focused case statements to	Above, bi-lateral, multi-lateral, private and corporate

	<p>describe EGPAF funding needs and priorities for implementation of guidelines</p> <p>-Meet with donors to invite them to join EGPAF to support scale-up of the new guidelines</p> <p>-Prepare donor-specific proposals and budgets with guidance from U.S. based staff</p>	sector donors active in a particular country setting
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COUNTRY PARTNERSHIP PLAN TEMPLATE

Below is a suggested template for use in crafting a country partnership plan. See the illustrative menu above for example key areas, objectives, and potential partners. There are two additional columns in this template that are not on the illustrative menu above. These two additional columns enable the country program to develop concrete next steps and mobilize resources needed to engage in the desired partnership. This tool can be used for partnership planning as well as monitoring progress in establishing the necessary partnerships.

Objectives for partnerships:

- Fill key gaps to ensure access to key interventions
- Increase collaboration with other organizations to fulfill advocacy objectives
- Increase learning and problem solving via exchange with other implementing organizations
- Ensure funding to support implementation, advocacy and research
- ***Fill in additional objectives and/or modify the examples listed above (the first row below is already filled in with an example)***

Key Areas for Partnerships	Specific Objectives	Potential Partners	Steps to Solidify Partnerships	Resources Needed & Potential Funding Sources
PROGRAM IMPLEMENTATION				
Drug Supply & Logistics	<ul style="list-style-type: none"> -Improve supply chain management to sites for drugs and key commodities -Ensure a back-up supply of buffer stock -Ensure adequate forecasting 	SCMS UNICEF JSI Deliver CHAI	<ul style="list-style-type: none"> -Increase dialogue and coordination with orgs focused on supply chain management and gov't capacity building -Increase coordination of existing resources -ID support and resources needed for buffer stock -ID relevant forecasting tools by other organizations 	Additional \$_____ needed -Global Fund (via government support) -UNICEF -USG -CHAI (UNITAID)
CD4 testing and logistics				
Health worker training and mentoring				

Key Areas for Partnerships	Specific Objectives	Potential Partners	Steps to Solidify Partnerships	Resources Needed & Potential Funding Sources
Community level engagement				
Adherence support at facility level				
MONITORING, EVALUATION, RESEARCH				
Operations Research				
Monitoring and Evaluation: tools and training				
Monitoring and Evaluation: systems strengthening				
ADVOCACY/COMMUNICATIONS				

Key Areas for Partnerships	Specific Objectives	Potential Partners	Steps to Solidify Partnerships	Resources Needed & Potential Funding Sources
Advocacy/Awareness Raising				
Technical Policy Support				
OTHER				