Introduction

This section provides an overview of the toolkit and outlines the contents within.

Intent of this Document

1.

What is the purpose of this document?

To aid National and Subnational Immunization Program stakeholders with a set of operational tools to facilitate and strengthen effective strategic partnerships with non-immunization actors to tackle immunization gaps.

This document provides practical tools to help navigate activities throughout the partnership lifecycle. Please refer to the separate *Global Strategic Partnerships Framework document* for a conceptual overview of innovative partnerships in immunization.

2.

Who is this document for?

This document is for National and Sub-National Immunization Program decision makers, and those working in support of their agenda, including MOMENTUM Routine Immunization Transformation and Equity Country Teams, other MOMENTUM Technical Teams, and others (e.g., implementing partners) exploring innovative immunization partnership support.

3.

What is in the toolkit?

This document presents suggested step-by-step templates that National and Sub-National Immunization Programs can use to plan for and engage with innovative partners.

Each tool includes an overview outlining a key question addressed. The overview also includes the purpose of the tool, and various assets/templates contained within the tool. Each asset includes instructions for how it should be used, and how it should be used in conjunction with other tools.

What are Innovative Partnerships in Immunization?

Engaging both immunization and non-immunization partners can help overcome entrenched obstacles

Innovative partnerships occur between **immunization and non-immunization actors** who share **mutually agreed-upon objectives** and work together to achieve a **common goal**.

Innovative partners can use their **unique strengths** to improve access to immunization for **priority populations** by overcoming **immunization gaps**.

(such as demand generation, stigma and distrust, supply chain issues, lack of funding, lack of resources to reach populations, and more)

How to Use This Toolkit

Use the materials throughout the Toolkit as a guiding resource. Please apply and adapt as necessary for specific contexts.

Tools are designed to help structure thinking, but don't need to be followed exactly. Tools may be adapted into conversation guides or other formats.

It is not necessary to follow every step of this toolkit from the beginning to the end.
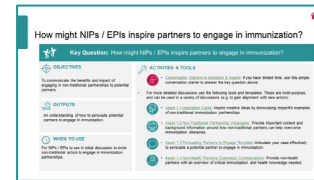
Tools can be printed out or used virtually during planning sessions or discussions with potential partners.

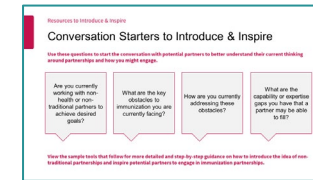**To answer key questions about innovative partnerships, follow the steps below:**

1.
Refer to the **table of contents** and choose which key question you are most interested in answering related to partnerships:
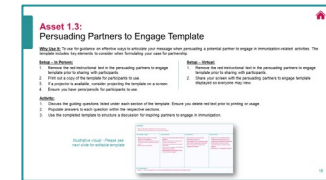
2.
Refer to the **tool overview** to understand how to use each asset:
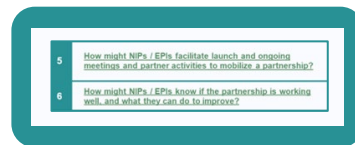
3.
For simpler discussions or for discussions with limited time, use the **conversation starters** to answer each key question:

4.
For more detailed discussions or workshops, use the **sample agendas, tools, and templates**:

How to navigate the toolkit:

Click the hyperlinked key questions in the table of contents to navigate to the corresponding section.

Click to Return to Table of Contents

Click the home button on the bottom right of each slide to navigate back to the table of contents.

Quick Start: Are you having an initial conversation about innovative immunization partnership opportunities?

Click here to start with this slide.

Toolkit Table of Contents

To operationalize innovative partnerships for immunization, the following key questions are important to answer. The tool assets outlined below are designed to help answer the key questions.

#	Key Question	Tool Assets
1	How might partners help tackle immunization gaps that National Immunization Program (NIPs)/ Expanded Program on Immunization (EPIs) are facing?	• 1.1 Partnership Opportunity Definition and Prioritization Workshop Agenda • 1.2 Innovative Partnerships Example Catalog • 1.3 Partnership Opportunity Definition Template • 1.4 Opportunity Prioritization Matrix
2	How might National Immunization Program (NIPs) / Expanded Program on Immunization (EPIs) inspire partners to engage in immunization?	• 2.1 Inspiration Cards • 2.2 Innovative Partnerships Infographic • 2.3 Persuading Partners to Engage Template • 2.4 Non-Immunization Partners Orientation Considerations
3	How might NIPs/EPIs identify and select partners?	
4	How might NIPs/EPIs define a partnership focus and design?	• 4.1 Partnership Focus Workshop Agenda • 4.2 Partnership Focus Definition Template • 4.3 Considerations for Designing a Partnership Model
5	How might NIPs/EPIs facilitate launch and ongoing meetings and partner activities to mobilize a partnership?	• 5.1 Launch Workshop Agenda • 5.2 Partnership Action Plan Template • 5.3 Guiding Questions to Align on a Partnership Cadence
6	How might NIPs/EPIs know if the partnership is working well, and what they can do to improve?	• 6.1 Partnerships Reflection Questionnaire • 6.2 Retrospective Discussion Template

01 Partnership Opportunity Definition and Prioritization

When to Use This:
Identify and prioritize partnership opportunities to overcome immunization gaps.

How Might Partners Help Tackle Immunization Gaps That NIPs/EPIs Are Facing?

Key Question: How might partners help tackle immunization gaps that NIPs/EPIs are facing?

OBJECTIVE

To identify potential partnership opportunities to tackle immunization gaps.

OUTPUTS

A deeper understanding of immunization challenges and gaps.

Identification of priority partnership opportunities.

WHEN TO USE

For facilitation teams to use during co-creation, or NIPs/EPIs to use internally when identifying partnership opportunities.

ACTIVITIES AND TOOLS

Conversation Starter to Define and Prioritize Opportunities: If you have limited time, use this simple conversation starter to answer the key question above.

For more detailed discussions use the following tools and templates:

Asset 1.1 Partnership Opportunity Definition and Prioritization Workshop Agenda: Facilitate a workshop to brainstorm and prioritize partnership opportunities.

Asset 1.2 Innovative Partnerships Examples Catalog: Share examples of how various partners can use their unique strengths for immunization.

Asset 1.3 Partnership Opportunity Definition Template: Ideate how various partners may contribute towards identified immunization gap(s).

Asset 1.4 Opportunity Prioritization Matrix: Prioritize which partnership opportunities are most worth pursuing.

Conversation Starters

Partnership Opportunity Definition and Prioritization

Which immunization gaps should be prioritized?

How might you engage non-immunization actors to address these gaps?

Which potential partners have the most influence, reach, and knowledge about the target population and immunization gap?

Which potential innovative partnerships are the most promising to help you reach your immunization goals?

View the sample workshop agenda and the accompanying tools for more detailed, step-by-step guidance on defining and prioritizing non-immunization partnership opportunities to overcome immunization gaps.

Asset 1.1

Partnership Opportunity Definition and Prioritization Workshop Agenda

Why Use It: As a proposed agenda to facilitate discussion for brainstorming and prioritizing partnership opportunities to overcome immunization gaps.

Activity:

1. Use the agenda and following tools to guide conversation around how to define and prioritize opportunities to overcome immunization gaps.

2. Note that the following outlines only one method of facilitating this type of conversation. Please adjust this approach based on your unique needs, constraints, and available resources.

Timing	Topic	Agenda	Supporting Tools
15 minutes	**Introductions**	• **Arrival, Welcome, and Agenda (5 mins)**: Introductions and review of the objectives of today's discussion. • **View Examples of Innovative Partners (10 mins):** Reference examples of innovative partnerships (Asset 1.2) to encourage creative ideation and spark excitement for discussion.	Asset 1.2 Innovative Partnership Examples Catalog

30-55 minutes	**Defining Partnership Opportunities**	• **Group Discussion (25 mins):** Discuss the following guiding questions (skip if immunization challenges and gaps have already been identified):
		  • *What's going well in immunization?*
		  • *What are the challenges or gaps in immunization?*
		  • *How do you think the challenges or gaps can be fixed?*
		• **Group Activity (30 mins):** Brainstorm ways innovative partners can help solve identified immunization gaps and populate the opportunity definition template (Asset 1.3).
			Asset 1.3 Partnership Opportunity Definition Template

20 minutes	**Prioritizing Partnership Opportunities**	• **Group Activity (20 mins):** Prioritize brainstormed solutions based on level of effort and level of impact for each solution. Use the opportunity prioritization matrix (Asset 1.4) to map out solutions. Select one to two opportunities for further exploration.	Asset 1.4 Opportunity Prioritization Matrix

10 minutes	**Closing**	• **Closing Remarks (5 mins):** Recap key decisions and ideas from session and thank participants.
		• **Discussion Summary and Alignment (5 mins):** Discuss the following questions, document the responses, and send them to all attendees after the discussion:
		  • *What action items were identified during this discussion, who is responsible, and when are they due?*
		  • *What are the next steps that need to be taken?*	

Total Estimated Time: 1 hour, 15 minutes — 2 hours

Asset 1.2
Innovative Partnerships Example Catalog

Why Use It: To share examples of how various innovative partners can help overcome immunization gaps using their unique strengths.

Setup – In Person:

1. Print out enough copies of *the Innovative Partnerships Example Catalog* so everyone participating can have a copy.

Setup – Virtual:

1. Share your screen so everyone can view the *Innovative Partnerships Example Catalog.*

Activity:

1. Share the catalog with all participants.

2. Ask participants to take some time to read through the catalog to better understand how innovative partners can help overcome immunization gaps.

3. Encourage participants to share reflections on the catalog to spark discussion and excitement.

Download the *Innovative Partnerships Example Catalog* **here**.

Asset 1.3
Partnership Opportunity Definition Template

Why Use It: To guide brainstorming of potential partnership solutions for overcoming gaps in immunization.

Setup – In Person:

1. Remove the red instructional text in the *Partnership Opportunity Definition Template* prior to sharing with participants.

2. Print out enough copies of the *Partnership Opportunity Definition Template* so that everyone participating can use a copy.

3. Ensure you have sticky notes and pens/pencils for participants to use.

Setup – Virtual:

1. Remove the red instructional text in the *Partnership Opportunity Definition Template* prior to sharing with participants.

2. Email copies of the template so that each person may edit and populate it on their own computer.

Activity:

1. Discuss the guiding questions suggested under Asset 1.1 and copied below (skip this step if immunization challenges and gaps have already been identified):
   - *What's going well in immunization? What's not going well?*
   - *Why is it not going well? What are the challenges or gaps in immunization?*
   - *How do you think the problem can be fixed?*

2. Share copies of the template with participants. Populate the three questions on the top of the template with the answers to these guiding questions.

3. For each partner type identified, answer the four questions listed across the bottom half of the template to brainstorm how various innovative partners may be able to help. Populate answers into the template.

4. Write a one-sentence description of each idea on a virtual or physical sticky note (these sticky notes can be used for the opportunity prioritization activity in Asset 1.4).

Illustrative visual - Please see next slide for editable template.

Partnership Opportunity Definition

What is the priority immunization gap?

<Based on discussion, insert identified gaps faced by target group>

e.g., Individuals are able to travel to immunization centers

Which target group is facing that immunization gap?

<Based on discussion, insert target group or persona] who is facing immunization gaps>

e.g., Mothers of Under-Immunized Children

Which potential partners might help overcome this gap?

<Brainstorm list of various innovative partners that might help overcome this gap>

e.g., Religious Institutions, Local Government, Community Based Organizations, Educational Institutions, Local Transportation Authority, Professional Associations, etc.

	How does the target group interact with these actors?	*How could each actor help overcome immunization gaps?*	*What benefit would this actor gain from helping solve the gap?*
<Insert specific actors to partner with> e.g., Pastor	**<Insert interactions with target group>** e.g., Mothers confide in and turn to religious leaders for direction	**<Brainstorm one to several ways this actor could help>** e.g., Share reminders about immunization at church events	**<Insert incentives for actor to engage>** e.g., Improve health of church members
<Insert specific actors to partner with>			
<Insert specific actors to partner with>			

Opportunity Prioritization Matrix

Why Use It: To evaluate and prioritize the various brainstormed opportunities to determine which ones are most worth pursuing.
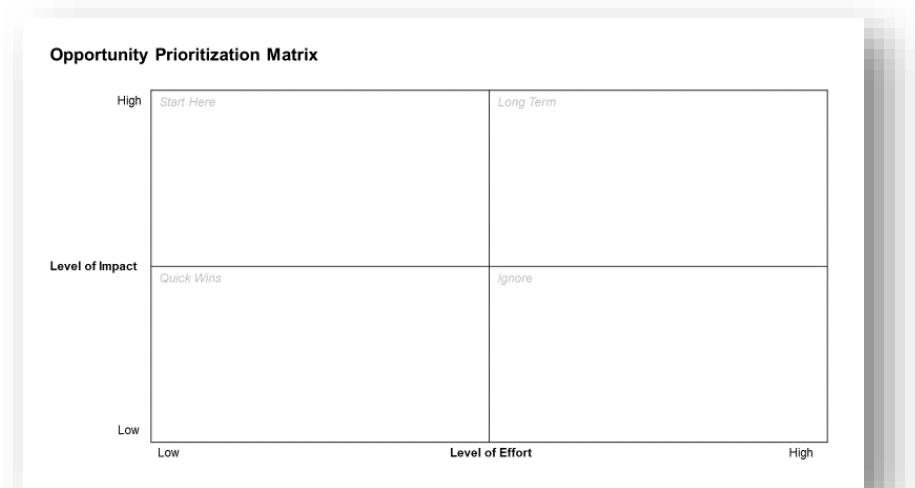
Setup – In Person:

1. Set up the Opportunity Prioritization Matrix on a physical board (e.g., large piece of paper, whiteboard, or blackboard).

Setup – Virtual:

1. Set up the Opportunity Prioritization Matrix on a virtual collaboration tool such as Mural or Miro.

Activity:

1. For each brainstormed idea (outputs from Asset 1.3), discuss the level of effort and level of impact for each idea.

2. When discussing <u>level of effort</u>, consider the following guiding questions:

   · *Are the needed resources to launch this idea readily available?*
   · *Is there existing work this idea can build off?*
   · *How long might this idea take to implement?*
   · *How feasible or realistic is this idea to implement?*
   · *What are the potential risks of implementing this idea?*

3. When discussing <u>level of impact</u>, consider the following guiding questions:

   · *Does this idea address a concern voiced by target populations?*
   · *Does this idea solve for a need not addressed by other solutions?*
   · *What level of immunization reach does the idea have?*

4. Place sticky notes with brainstormed opportunities (outputs from Asset 1.3) in different quadrants of the matrix based on level of effort and level of impact.

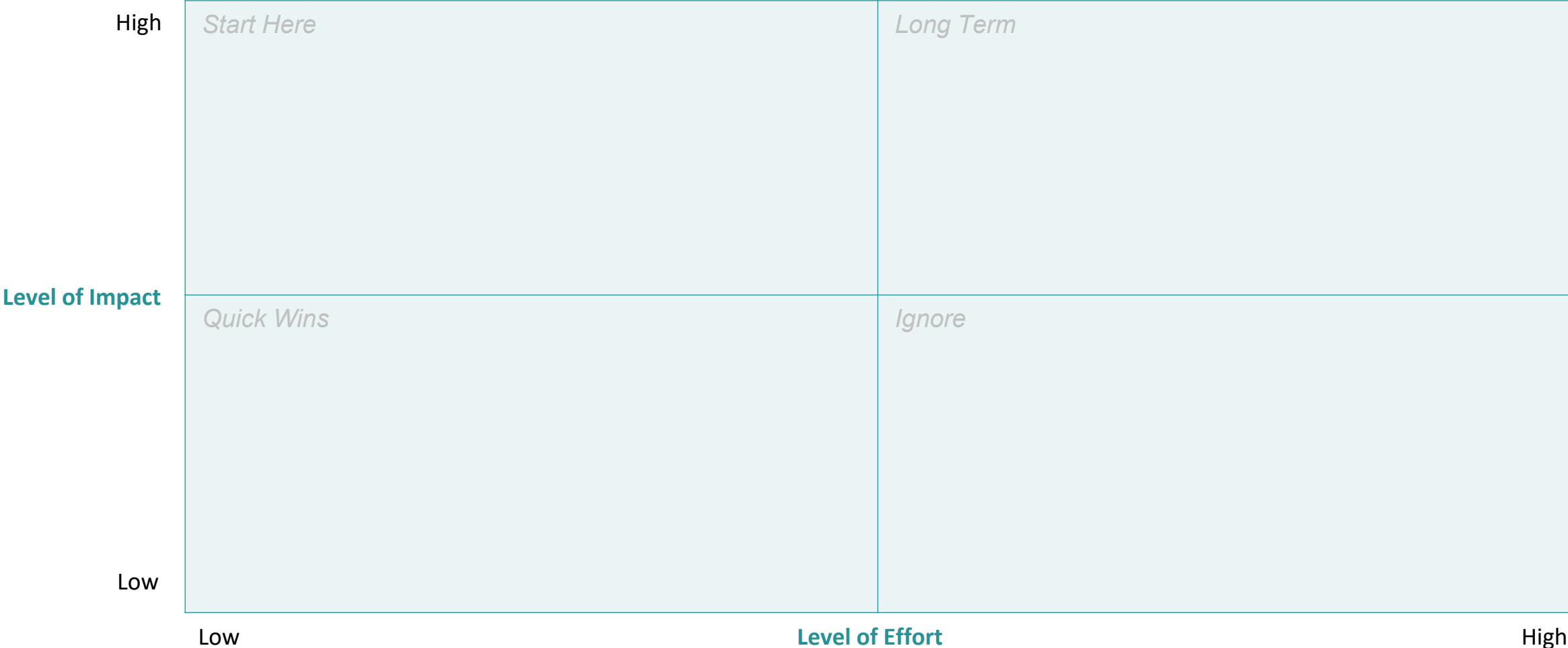5. Select two to three solutions to prioritize based on Opportunity Prioritization Matrix.

Illustrative visual - Please see next slide for editable template.

Opportunity Prioritization Matrix

High

Start Here

Long Term

Level of Impact

Quick Wins

Ignore

Low

Low

Level of Effort

High

02

Resources to Introduce and Inspire

When to Use These Tools:
To inspire innovative partners to engage in immunization partnerships.

How Might NIPs/EPIs Inspire Partners to Engage in Immunization?

Key Question: How might NIPs/EPIs inspire partners to engage in immunization?

OBJECTIVE

To inform potential partners about the benefits and impact of engaging in innovative immunization partnerships.

OUTPUTS

An understanding of how to persuade potential partners to engage in immunization.

WHEN TO USE

For NIPs/EPIs to initiate discussions that invite innovative partners to engage in immunization partnerships.

ACTIVITIES AND TOOLS

Conversation Starter to Introduce and Inspire: If you have limited time, use this simple conversation starter to answer the key question above.

For more detailed discussions use the following tools and templates. These are multi-purpose and can be used in a variety of discussions (e.g., to gain alignment with potential partners).

Asset 2.1 Inspiration Cards: Inspire creative ideas by showcasing impactful examples of innovative immunization partnerships.

Asset 2.2 Innovative Partnership Infographic: Provide important context and background information around how non-immunization partners can help overcome immunization gaps.

Asset 2.3 Persuading Partners to Engage Template: Articulate your case effectively to persuade a potential partner to engage in immunization.

Asset 2.4 Non-Immunization Partners Orientation Considerations: Provide non-immunization partners with an overview of critical immunization and health topics.

Conversation Starters to Introduce and Inspire

Resources to Introduce and Inspire

Use these questions to start the conversation with potential partners or NIP/EPI teams and better understand their current thinking about partnerships and their goals for future immunization activities.

What are some examples of innovative immunization partnerships that you have seen?

What unique strengths and capabilities can innovative partners bring to immunization?

What do innovative partners have to gain from engaging in immunization partnerships?

What is the first action that can be taken to engage innovative partners?

View the sample tools that follow for more detailed and step-by-step guidance on how to introduce the idea of innovative partnerships and inspire potential partners to engage in immunization partnerships.

Asset 2.1

Inspiration Cards

Why Use It: To encourage creative, impactful ideation during discussion and share examples of how different partners can contribute to immunization. Inspiration cards can be shared during the welcome, breaks, or discussions to inspire potential partners.

Setup – In Person:

1. View the following inspiration cards for examples of real immunization partnerships to emulate.
2. Feel free to use the blank template on the last slide to add in your own immunization partnership examples.
3. Print out enough copies of the inspiration cards to ensure that everyone in the group can look through them.
4. Cut out the inspiration cards along the dotted lines.
5. Set the inspiration cards on the table or in an easily accessible location.
6. For additional details on case studies, please reference the Global Strategic Partnerships Framework document.

Setup – Virtual:

1. View the following inspiration cards for examples of real immunization partnerships to emulate.
2. Feel free to use the blank template on the last slide to add in your own immunization partnership examples.
3. Share your screen with the inspiration cards displayed.
4. Alternatively, screenshot the inspiration card and add the image into a virtual collaboration tool such as Mural.
5. For additional details on case studies, please reference the Global Strategic Partnerships Framework document.

Activity:

1. Share copies of the inspiration cards with participants.
2. Ask attendees to take 10 minutes to read through the cards.
3. Gather the participants and pose the following open questions to the group to encourage discussion and excitement:
   - *What types of non-immunization partners did you see contributing to immunization?*
   - *Which examples stood out to you from the inspiration cards? Why?*
   - *What lessons can you take away about effective partnerships for immunization?*
   - *What types of partnerships may be feasible in our context?*

Inspiration Cards: How Can Innovative Partners Contribute to Immunization?

Partnering with Community Resource Groups

Problem: While many partners had provided financial and technical support to Bauchi State, Nigeria, efforts remained fragmented and poorly coordinated, leading to continued **limitations on immunization demand and awareness, resulting in weak linkages to health facilities.**

Action: Community resource group actors were tasked with registering children in their communities, linking them to facilities for routine immunization, and tracking their immunization progress through simplified registers. Traditional religious leaders were also trained and asked to deliver key messaging and event announcements during important gatherings and ceremonies, and barbers were trained to refer children to routine immunization facilities.

Result: The partnership engaged more than 2,000 community leaders, including religious leaders, traditional barbers, and more. This partnership led to a 26 percent increase in successful referrals for child immunization between 2017 and 2018.

District Level Bottom-Up Microplanning

Problem: When creating their routine immunization plan, Shela Borkoshe Health Center in Ethiopia's Sodo Zuria Woreda district only considered pre-set targets based on previous year's performance and outdated census data from 15 years prior. The routine immunization (RI) planning suffered from **lack of quality and current data.**

Action: The Health Governing Board of Shela Borkoshe utilized local leaders (e.g., teachers, government leaders) as experts of their communities. Through this, the team received population data to support children previously missed in planning. They also received additional funding to support outreach. Additionally, leaders were integrated into the Reaching Every District using Quality Improvement (RED-QI) process which increased engagement and accountability.

Result: A 42 percent increase in the number of villages reached with RI services, seven new outreach sites added, 396 outreach sessions across Sodo Zuria Woreda in 2018.

Inspiration Cards: How Can Innovative Partners Contribute to Immunization?

School Based HPV Vaccination

Problem: The Madagascar Ministry of Health (MOH) was rolling out the pilot of its 3-dose HPV vaccine in schools. This effort was hampered by **resource constraints and pushback from religious organizations** based on a rumor that the vaccine was a contraceptive.

Action: HPV pilot committees were formed at national and district levels. Since the target demographic was teenage girls, they chose to focus on outreach through schools. This involved educating religious leaders for private Catholic schools, district leaders of public schools, and influencers, such as parent associations, to garner community support. Information was also integrated into existing school channels, e.g., health curriculum.

Result: Prior to implementation, neither district met Gavi's required coverage target of 50 percent or higher. Post-implementation, the program achieved 61 percent coverage of all three doses in Toamasina and 69 percent coverage of all three doses in Soavinandriana.

Engaging Traditional Leaders for Immunization Tracking

Problem: Despite a robust pipeline of vaccine supplies and a strengthened supply chain, pentavalent vaccine uptake in Yobe, Nigeria was stagnant. This was largely due to two problems: **mistrust at the community level undermining uptake, and outdated/incomplete data** on target children.

Action: Health teams worked with traditional settlement heads, "Mai Unguwas," who acted as keepers of oral rosters of births and deaths, to gather information about newborns and children. Teams also worked with local religious, village, and district leaders, encouraging them to act as health champions and recognizing high performing village leaders. Other community influencers, such as market women and barbers, were also engaged as immunization advocates. Mai Unguwas became custodians of their communities' immunization ledgers.

Result: The percentage of children with Pentavalent coverage increased from seven percent in 2016 to 51 percent in 2019 after engagement of Mai Unguwas.

Inspiration Cards: How Can Innovative Partners Contribute to Immunization?

Engaging Local Government in Routine Immunization

Problem: There was a disconnect in Uganda between technical teams developing routine immunization plans and civil authorities who managed district- and country-level budgets and resources to enable immunization. This led to **poor planning that improperly forecasted available resources and did not meet targets.**

Action: Technical teams engaged district-level elected officials and political officers by attending district, council, and sub-council meetings to involve officials in microplanning. The teams identified problems and co-designed solutions and monitoring mechanisms, helping officials understand why immunization was so critical and paving the way for increased buy-in and resource allocation from local government.

Result: Repurposed six buildings into health facilities; increased district funding by one percent and sub-county funding by five percent of local revenue; provision of motorcycles for immunization; and increased non-health stakeholder support.

Community Based Organizations for Polio Immunization

Problem: In India, polio eradication efforts had been largely top-down vertical efforts of the **MoH/supervisory partners who had lost trust with local populations**. There was a need for community-level engagement to reach all children and re-establish trust in vaccinations.

Action: Large multinationals worked with local nongovernmental organizations (NGOs) and community based organizations (CBOs) to close the gap and rebuild trust. Many CBOs had existing and deep community relationships from years of working in local contexts. The team created the Social Mobilization Network (SMN) to coordinate with frontline health workers and provide concentrated and tailored support for areas with a high-risk of polio infection. In addition, teams collected high-quality and local data from the CBOs.

Result: India was certified as polio-free in 2014. CORE Group Partners Project (CGPP) India programs expanded to address low-immunization coverage for Routine Immunization and are still ongoing.

Inspiration Cards: How Can Innovative Partners Contribute to Immunization?

Professional Associations for COVID-19 Immunization

Problem: Kenya was facing a **low uptake of COVID-19 immunization among health workers**, as many health worker leaders had not been involved in government-led immunization planning. Health workers viewed vaccination as "government-driven", and confidence levels were low.

Action: The National Immunization Program brought in health worker leaders through professional associations (e.g., the President of the National Nurses Association of Kenya) to help bridge the communication gaps and resolve the issue of health worker hesitancy. After these meetings, leaders urged members of the professional associations to get vaccinated, acting as persuasive and credible spokespeople for the COVID-19 vaccine.

Result: According to recent estimates, 921,546 individuals in the priority groups (frontline health workers, teachers, military groups, etc.) in Kenya have gotten COVID-19 vaccine doses as of May 10th, 2021.

Military and Women's Association Support for Immunization

Problem: Expansion of domestic terror groups in Kolofata, Cameroon caused a mass migration away from the area, **closure of many health centers, and left more than 50 percent of children unvaccinated**. Children were also unable to travel long distances to other health centers as they were in a conflict zone, facing potential violence and instability.

Action: Mothers began mobilizing within the district to immunize their children, organized through Women's Associations. The mothers within these associations would work in the community to generate demand for immunization services and identify at-risk youth. Then, under protection from the military, mothers would gather as many children as possible in a temporary, safe location where health workers could deliver immunizations as quickly as possible.

Result: Full immunization coverage for children under 12 months rose by 20 percent after implementation of the rapid immunization partnership program.

Inspiration Cards: How Can Innovative Partners Contribute to Immunization?

<Insert image here if desired>

<Insert image here if desired>

Title <insert title of this case study here>

Problem: <insert the immunization problem here>

Action: <insert the action partners took to solve the problem here>

Result: <insert what the results of the partnership were / what impact partners were able to make on immunization>

Title <insert title of this case study here>

Problem: <insert the immunization problem here>

Action: <insert the action partners took to solve the problem here>

Result: <insert what the results of the partnership were / what impact partners were able to make on immunization>

Asset 2.2

Innovative Partnerships Infographic

Why Use It:

To provide important context for various potential partners around how innovative partners can help overcome immunization gaps and provide actors with illustrative examples of innovative partnerships.

Setup – In Person:

1. Print out 1-2 copies of the innovative partnerships infographic to use as a presentation aid in early conversations.

2. Alternatively, you may consider printing out several copies of the infographic to pass out to various potential partners.

Setup – Virtual:

1. Share your screen with the innovative partnerships infographic displayed to use as a presentation aid in early conversations.

2. Alternatively, you may email copies of the infographic to various potential partners.

Activity:

1. Share copies of the infographic during conversations with potential partners and review for 5 – 10 minutes.

2. This may be passed out as a pre-read during discussions, used as a presentation aid to support your discussion, or left behind for participants to take home and refer to.

*Download the Innovative Partnerships Infographic **here**.*

Persuading Partners to Engage Template

Why Use It: To use for guidance on effective ways to articulate your message when persuading a potential partner to engage in immunization-related activities. The template includes key elements to consider when formulating your case for partnership.

Setup – In Person:

1. Remove the red instructional text in the persuading partners to engage template prior to sharing with participants.
2. Print out a copy of the template for participants to use.
3. If a projector is available, consider projecting the template on a screen.
4. Ensure you have pens/pencils for participants to use.

Setup – Virtual:

1. Remove the red instructional text in the persuading partners to engage template prior to sharing with participants.
2. Share your screen with the persuading partners to engage template displayed so everyone may view.

Activity:

1. Discuss the guiding questions listed under each section of the template. Ensure you delete red text prior to printing or usage.
2. Populate answers to each question within the respective sections.
3. Use the completed template to structure a discussion for inspiring partners to engage in immunization.

Persuading Partners to Engage

AUDIENCE
- Who is the target audience for this conversation?
- Who are the key partner(s) you are trying to engage?

THE UNMET NEED	THE BIG IDEA	THE IMPACT	THE ACTION
• What problems are you currently facing in immunization? • What is the specific problem you are solving for with this partnership and why? • Who are you solving for?	• How can a partnership help solve the problem? • Who are the partners critical to the success of the solution? • Why is your solution promising and important? • How might your solution work? What is required for success? • What benefits might the partner bring to the solution and gain?	• What might be the impact of this partnership solution on immunization? (e.g. number of shots administered, populations reached) • Why is the partner important for creating this impact?	• What are the immediate needs to make this partnership work (e.g. investments, capabilities, expertise)? • What questions do you have or information do you need from the partner? • What are the immediate next steps?

KEY TAKEAWAYS
- What 1 – 3 key messages do you want the potential partner to leave this conversation with?

Illustrative visual - Please see next slide for editable template

Persuading Partners to Engage

THE UNMET NEED
- *What problems are you currently facing in immunization?*
- *What is the specific problem you are solving for with this partnership and why?*
- *Who are you solving for?*

THE BIG IDEA
- *How can a partnership help solve the problem?*
- *Who are the partners critical to the success of the solution?*
- *Why is your solution promising and important?*
- *How might your solution work? What is required for success?*
- *What benefits might the partner bring to the solution and gain?*

THE IMPACT
- *What might be the impact of this partnership solution on immunization? (e.g., number of shots administered, populations reached)*
- *Why is the partner important for creating this impact?*

THE ACTION
- *What are the immediate needs to make this partnership work (e.g., investments, capabilities, expertise)?*
- *What questions do you have or information do you need from the partner?*
- *What are the immediate next steps?*

KEY TAKEAWAYS
- *What are 1 – 3 key messages you want the potential partner to leave this conversation with?*

Non-Immunization Partners Orientation Considerations

Why Use It: To provide key topics for consideration when briefing non-immunization partners to prepare them to engage in immunization partnerships.

Activity:

1. View the four sections of the orientation considerations to understand what topics are important for briefing non-immunization partners.

2. Use the orientation considerations to guide your planning for onboarding non-immunization partners.

3. Optionally, modify the suggested considerations to include additional information.

4. Consider preparing a presentation or other documentation for partners to read and refer to after the orientation.

Non-Immunization Partners Orientation Considerations

1. Global Immunization	2. Local Context	3. Organization Background	4. Partner Roles
❑ Why is immunization important for maintaining population level health and well-being?	❑ What is the current coverage of immunization in this region?	❑ What role do the organizations involved (e.g. EPI, facilitator, partner etc.) play in helping to improve access to immunization?	❑ Why is it important to involve this specific non-immunization partner?
❑ What diseases can be prevented with immunization?	❑ What is the population attitude towards immunization in this region?		❑ What are we hoping to achieve with this partnership?
❑ How is immunization managed?	❑ What historical context around immunization may be important to know about this region?	❑ What major immunization programs/services does the organization offer?	❑ What are the roles, responsibilities, and expectations of this partner?
❑ What are the differences between routine immunization and campaigns?	❑ What are the major obstacles to reaching population coverage of routine immunization?	❑ What is the organization looking to accomplish?	
❑ Who are the key players in immunization?	❑ Which specific organizations or players are important for immunization in this region?		

Illustrative visuals - Please see following slides for editable templates.

Non-Immunization Partners Orientation Considerations

1. Global Immunization	2. Local Context	3. Organization Background	4. Partner Roles
• Why is immunization important for maintaining population-level health and well-being? • What diseases can be prevented with immunization? • How is immunization managed? • What are the differences between routine immunization and campaigns? • Who are the key players in immunization?	• What is the current coverage of immunization in this region? • What is the population attitude towards immunization in this region? • What historical context around immunization may be important to know about this region? • What are the major gaps to reaching population coverage of routine immunization? • Which specific organizations or players are important for immunization in this region?	• What role do the organizations involved (e.g., EPI, facilitator, partner etc.) play in helping to improve access to immunization? • What major immunization programs/services does the organization offer? • What is the organization looking to accomplish?	• Why is it important to involve this specific non-immunization partner? • What are we hoping to achieve with this partnership? • What are the roles, responsibilities, and expectations of this partner?

03

Partner Identification and Selection

When to Use This:
Identify and select potential partners to further engage in overcoming immunization gaps.

How Might NIPs/EPIs Identify and Select Appropriate Potential Partners?

Key Question: How might NIPs/EPIs identify and select appropriate potential partners?

OBJECTIVES

To identify potential partners and relative benefits that each partner can contribute and gain. To prioritize who to partner with.

OUTPUTS

Research and mapping of potential partners landscape.

Initial identification of actors for facilitating partnerships.

WHEN TO USE

For NIPs/EPIs to use internally when searching for specific actors to engage in partnership opportunities.

ACTIVITIES AND TOOLS

Conversation Starter to Identify and Select Partners: If you have limited time, use this simple conversation starter to answer the key question above.

For more detailed discussions use the following tools and templates:

Asset 3.1 Criteria Template for Partner Mapping and Selection: Develop criteria to decide which partners to include in mapping and prioritize for further engagement.

Asset 3.2 Partner Landscape Mapping Template: Identify relevant, potential partners that meet mapping and selection criteria and prioritize which to engage as partners.

Follow up with prioritized partners to foster relationships and gauge true interest in, and feasibility of, the partnerships.

Conversation Starters

Partner Identification and Selection

Use these questions to start internal conversations with the NIP/EPI around how to identify and select various innovative actors helping to solve identified gaps in immunization.

How might potential partners help solve a priority immunization gap?	**Which potential partners might be engaged to address these gaps?**	**What information is useful for us to know about an actor we may want to partner with?**	**What key criteria might help us decide which organizations to prioritize and select?**

View the sample tools that follow for more detailed and step-by-step guidance on how to identify and select the landscape of innovative actors that may be fit to engage as potential partners.

Asset 3.1

Criteria Template for Partner Mapping and Selection

Why Use It: To align on a set of criteria to better understand which types of actors are relevant to include in landscape mapping.

Setup – In Person:

1. Re-create the criteria template in a central location visible to everyone. Delete red text prior to use.

2. Feel free to modify the template and include additional criteria that may be important to you.

3. If a projector is available, consider projecting the template on a screen.

4. Ensure you have pens/pencils for participants to use.

Setup – Virtual:

1. Share your screen with the criteria template displayed so that everyone may view the template. Delete red text prior to use.

2. Feel free to modify the template and include additional criteria that may be important to you.

Activity:

1. Discuss the guiding questions on the left side of the template.

2. Populate responses to the guiding questions in the "defined criteria" column by replacing red text.

3. If an actor meets all the defined criteria, then they should be included in the partner landscape mapping activity (Asset 3.2).

4. This defined criteria can also be used to narrow the partner list to those that should be further engaged. Use the High/Medium/Low analysis to assess a partner's strengths by populating columns "I – L" in Asset 3.2.

Illustrative visual - Please see next slide for editable template.

Partner Mapping and Selection Criteria

Guiding Questions	Defined Criteria	High 🟢	Medium 🟠	Low 🔴
Capabilities and Contributions • What capability or resource gaps can a potential partner fill? • How strong and credible is the potential partner at delivering that capability or resource?	The partner must be able to contribute to one of the following gaps: • *<Insert gap 1>* • *<Insert gap 2>*	The partner has strength in multiple capabilities and is able to make unique and desired contributions.	The partner has strength in a few capabilities and is able to make desired contributions.	The partner does not have relevant strengths or the ability to make desired contributions.
Partnering Interest and Collaboration • What level of interest and collaboration do you need from a potential partner? • What type of culture and values are important to you when selecting a potential partner?	The partner must demonstrate *<insert priority values>* and must be willing to commit to *<insert desired collaboration level and methods>*	The partner has a strong interest in partnering and demonstrates a strong culture fit.	The partner has an interest in partnering and demonstrates a culture fit.	The partner is not interested in partnering and/or does not demonstrate a culture fit.
Reach and Relationships • What provinces and/or health zones must a potential partner be able to reach? • What national and/or local relationships do you value from a potential partner?	The partner currently operates, or has future plans to operate in *<Insert countries and/or provinces of focus>* and the partner has strong relationships with *<insert relevant stakeholders>*	The partner operates in all areas of focus and has strong relationships.	The partner operates in some areas of focus and has existing relationships.	The partner operates in few areas of focus and has few relationships.
Other Factors • What are your other non-negotiable factors when selecting a potential partner (e.g., cost/time to implement partnership)?	The partner should *<insert other important criteria or factors>*	The partner meets and exceeds expectations.	The partner meets expectations.	The partner does not meet expectations.

Asset 3.2
Partner Landscape Mapping Template

Why Use It: To identify relevant actors that meet defined mapping criteria to understand landscape of actors you may potentially partner with.

Activity:

1. Conduct initial research via internet searches, document reviews, or interviews to identify potential partners that meet criteria from Asset 3.1.

2. Populate findings in the partner landscape mapping template (Asset 3.2). Columns with an asterisk indicate required information, columns without an asterisk are optional.

3. Note that the detail columns in the template are suggested, but may not be exhaustive. New columns can be added as needed.

4. Optionally, in columns H – K, use the selection criteria if deciding between a short list of partners (e.g., between two to three) by assessing each partner on a High/Medium/Low scale. For each criteria, type your assessment into the cell.

*Download the Partner Landscape Mapping Template **here**.*

04

Templates for Partnership Focus and Design

When to Use This:
Partner(s) have been identified and there is a need to define the partnership focus and how the partnership might work.

How Might NIPs/EPIs Define the Partnership Focus and Design?

Key Question: How might NIPs/EPIs define the partnership focus and design?

OBJECTIVES

Develop a mutual understanding of how the partnership might function and what role each partner might play.

OUTPUTS

Defined Partnership Focus.

Established Partnership Ways of Working.

WHEN TO USE

For NIPs/EPIs to use when engaging prioritized actors to define how the partnership might function for success.

ACTIVITIES and TOOLS

Conversation Starter for Partnership Focus and Design: If you have limited time, use this simple conversation starter to answer the key question above.

For more detailed discussions use the following tools and templates:

Asset 4.1 Partnership Focus Workshop Agenda: Facilitate a discussion to align on a shared partnership focus and ways of working.

Asset 4.2 Partnership Focus Definition Template: Co-create your partnership focus and goals, and make a commitment to action with your partner(s).

Asset 4.3 Considerations for Designing a Partnership Model: Co-design your partnership model and ways of working.

Conversation Starters

Partnership Focus and Design

Use these questions to start the conversation with identified partners around what the specific focus and ways of working in this partnership might be.

What goals might this partnership aim to achieve and how? What might success look like?

What is the role of each partner? What contributions might each partner make?

What resources might this partnership need, and how might they obtain them?

What level of formality and structure may this partnership require?

View the sample workshop agenda and tools that follow for more detailed and step-by-step guidance on how to define partnership focus, goals, and design.

Asset 4.1

Partnership Focus Workshop Agenda

Why Use It: To use as a proposed agenda to facilitate an initial partnership discussion around defining the partnership focus and ways of working moving forward.

Activity:

1. Use the discussion agenda and supporting tools that follow to guide an initial conversation around how to define a partnership focus and co-create ways of working for the partnership.

2. Note that the following agenda and tools outline only one method of facilitating this type of conversation. If desired, please adjust this approach based on your unique needs, constraints, and available resources.

Timing	Topic	Agenda	Supporting Tools
15 minutes	**Introductions**	• **Arrival, Welcome, and Agenda (5 mins)**: Conduct introductions and a review of the objectives of today's discussion. • **Partners Introduction (10 mins):** Ask each innovative partner to introduce themselves to the larger group.	
25 min	**Defining the Partnership Focus**	• **Group Activity (25 mins):** Define the focus of your partnership and make commitments to take action with partners by answering the guiding questions and populating your responses in the partnership focus definition template (Asset 4.2).	• Asset 4.2 Partnership Focus Definition Template
40 minutes	**Defining the Partnership Ways of Working**	• **Group Activity (40 mins):** Establish and align on the parameters for how your partnership might operate by discussing each parameter and populating the partnership model design template (Asset 4.3).	• Asset 4.3 Partnership Model Design Considerations

10 minutes	**Closing**	• **Discussion Summary and Alignment (10 mins):** Recap the following:
		   • *What are the action items from this discussion, who is responsible, and when are they due?*
		   • *What are the next steps that need to be taken?*	

Total Estimated Time: 1 hour 30 minutes	*Note: This workshop agenda may be combined with Asset 5.1 Partnership Launch Workshop Agenda into a single session*

Partnership Focus Definition Template

Why Use It: To align with partners on a shared focus and goals for the partnership and create commitments to action.

Setup – In Person:

1. Optionally, modify the template and add other relevant sections if necessary.
2. Print or re-create the partnership focus definition template in a central location visible to everyone. If printing, delete red text prior to printing.
3. If a projector is available, consider projecting the template on a screen.
4. Ensure you have pens/pencils for participants to use.

Setup – Virtual:

1. Optionally, modify the template and add other relevant sections if necessary.
2. Share your screen with the partnership focus definition template displayed so that everyone may view the template. Delete red text prior to use.

Activity:

1. Discuss the guiding questions with your partners in each section of the template.
2. Populate responses to the guiding questions in the template. When creating goals, use the "SMART" framework by keeping the following guiding questions in mind:
   - Is the goal _specific_ enough for clarity?
   - Is there a way to _measure_ the goal, or know that you achieved it?
   - Is the goal _attainable_, and do you have the resources/capabilities to achieve it?
   - Is the goal _relevant_ to the problem you are trying to solve?
   - Is there a _timeline_ associated with the goal?
3. Optionally, at the end, ask each partner to make a "commitment to action" by co-signing the partnership focus document.
4. Use this completed template to document the focus and commitment of the partnership.

Defining the Partnership Focus

IDENTIFIED PROBLEM:
- What is the unmet need or identified obstacle we are trying to solve for?
- Who is the population affected by this problem?

PARTNERSHIP GOAL:
- What is this partnership aiming to achieve?
- Who might this partnership serve?

PROPOSED SOLUTION(S):
- How might this partnership help solve for the unmet need?
- What specific ideas / solutions is your partnership seeking to implement to create change?

PARTNER 1 UNIQUE CONTRIBUTIONS:
- What knowledge or expertise does this partner bring?
- What human, financial, or technology resources can this partner provide?
- What relevant relationships does this partner have?
- How else might this partner contribute?

PARTNER 2 UNIQUE CONTRIBUTIONS:
- What knowledge or expertise does this partner bring?
- What human, financial, or technology resources can this partner provide?
- What relevant relationships does this partner have?
- How else might this partner contribute?

ENABLING FACTORS:
- What inputs or resources are needed to facilitate this partnership?

TIMEFRAME:
- How long might partners take to implement this solution?

Commitment to Action (Optional): _____ Signature, Partner 1 _____ Date _____ Signature, Partner 2 _____ Date

Illustrative visual - Please see next slide for editable template

Partnership Focus

IDENTIFIED PROBLEM:

- What is the unmet need or identified gap we are trying to solve for?
- Who is the population affected by this problem?

PARTNERSHIP GOAL:

- What is this partnership aiming to achieve?
- Who might this partnership serve?

PROPOSED SOLUTION(S):

- How might this partnership help solve for the unmet need?
- What specific ideas/solutions is your partnership seeking to implement to create change?

PARTNER 1 UNIQUE CONTRIBUTIONS:

- What knowledge or expertise does this partner bring?
- What human, financial, or technology resources can this partner provide?
- What relevant relationships does this partner have?
- How else might this partner contribute?

PARTNER 2 UNIQUE CONTRIBUTIONS:

- What knowledge or expertise does this partner bring?
- What human, financial, or technology resources can this partner provide?
- What relevant relationships does this partner have?
- How else might this partner contribute?

ENABLING FACTORS

- What inputs or resources are needed to facilitate this partnership?

TIMEFRAME

- How long might partners take to implement this solution?

Commitment to Action (Optional): _____

Signature, Partner 1   Date   Signature, Partner 2   Date

Asset 4.3
Considerations for Designing a Partnership Model

Why Use It: To use as guiding questions or considerations when designing your partnership model to align on ways of working moving forward.

Setup – In Person:

1. Optionally, modify the considerations and add other relevant questions if necessary.
2. Print the partnership model considerations so that there are enough copies for all participants to view.
3. If a projector is available, think about projecting the considerations on a screen.

Setup – Virtual:

1. Optionally, modify the considerations and add other relevant questions if necessary.
2. Share your screen with the considerations displayed so that everyone may view.

Activity:

1. Discuss each partnership model design consideration by posing the discussion questions.
2. View the illustrative examples to the right of each discussion question for inspiration.
3. Document any open questions or further details that need to be clarified and align with partners accordingly (consider setting one to two follow-up meetings to do so).

Illustrative visuals - Please see following slides for editable templates

Partnership Model Considerations

Discussion Questions	Illustrative Examples
Enabling Resources What resources might this partnership need? Who is providing these resources? How might we gain these resources?	• Goods, services, and in-kind contributions from partnership members (e.g., motorcycles, computers) • Contributions from greater community (e.g., participatory budgeting) • Investment from external national, regional, global funders (e.g., grants from WHO AFRO or Gavi)
Partnership Agreement What type of agreement might the partnership commit to? What level of formality is desired?	• Partnership agreement is symbolic and/or oral (e.g., handshake agreement) • Partnership agreement through coordinated strategy and activities (e.g., health workers vaccinate during religious gatherings) • Partnership agreement formalized through a legal agreement (e.g., Memorandum of Understanding)
Partnership Benefits What is the type of value this partnership is seeking to add? What type of value might each partner bring?	• Partners share knowledge, data, and/or expertise to scale solutions (e.g., mothers share knowledge of unimmunized children) • Partners mobilize resources to provide implementation support or service delivery (e.g., local business donates hygiene supplies) • Partners work to design, strengthen and enforce norms and standards (e.g., ensuring that population vaccination needs are routinely reviewed)
Partnership Duration What initial engagement type might this partnership commit to? How long might this partnership last?	• Partnership is indefinite and ongoing as long as mutually beneficial • Partnership based upon completion toward a specific project or goal (e.g., delivery of 6,000 vaccines) • Partnership based upon an agreed-upon length of time (e.g., 3 years) • Partnership based upon utilization of an agreed-upon resource (e.g., $10,000 funding used)
Monitoring and Evaluation How might this partnership know if it's successful? What metrics may be tracked? How might they be tracked?	• Partners hold feedback or self-evaluation discussions to gauge partnership progress • Partners evaluate success using structured tools such as surveys to gain feedback and gauge progress • Partners jointly define and track various and quantitative metrics against progression toward goals

05

Resources to Launch and Manage Partnership Activities

When to Use This:
Planning for a partnership launch ongoing meetings, and an action plan for activities.

How might NIPs/EPIs facilitate launch and ongoing meetings and partner activities to mobilize a partnership?

Key Question: How might NIPs/EPIs facilitate launch and ongoing meetings and partner activities to mobilize a partnership?

OBJECTIVES

Partnership launched, meeting cadences set, and high-level action plan in place.

OUTPUTS

Defined Partnership Cadence.

Developed Partnership Action Plan.

WHEN TO USE

For NIPs/EPIs to use once a partner has been selected to engage with, in order to launch the partnership and define respective activities.

ACTIVITIES and TOOLS

Conversation Starter for Launch and Facilitation: If you have limited time, use this simple conversation starter to answer the key question above.

For more detailed discussions, use the following tools and templates:

Asset 5.1 Launch Workshop Agenda: Facilitate a workshop to align on a shared partnership focus and ways of working.

Asset 5.2 Partnership Action Plan Template: Outline partnership activities and timeline to complete them.

Asset 5.3 Guiding Questions to Align on a Partnership Cadence: Discuss and align on how partners should meet and keep informed of activities.

Conversation Starters to Launch and Manage

Launching and Managing Partnership Activities

Use these questions to guide a partnership launch conversation with identified partners and align on key decisions to operationalize the partnership:

What specific activities might each partner commit to performing and by when?	**How might partners coordinate activities to ensure ongoing progress?**	**How and when might partners communicate with each other?**	**What type of information is important for partners to share with each other?**

View the sample workshop agenda and tools that follow for more detailed and step-by-step guidance on how to launch and manage partnership meetings and activities.

Partnership Launch Workshop Agenda

Why Use It: To use as a proposed agenda to facilitate a launch discussion with partners to co-create partnership plan and define partnership cadence.

Activity:

1. Use the discussion agenda and supporting tools that follow to guide a partnership launch discussion and align on key decisions for partnership operations.

2. Note that the following agenda and tools outline only one method of facilitating this type of conversation. If desired, please adjust this approach based on your unique needs, constraints, and available resources.

Timing	Topic	Agenda	Supporting Tools
10 minutes	**Introductions**	**Arrival, Welcome, and Agenda (10 mins)**: Conduct introductions and review of the objectives of today's discussion.	
1 hour	**Co-Creating a Partnership Action Plan**	**Group Activity (1 hour):** Create a partnership action plan outlining the timing, key activities, and milestones partners might need to enact to accomplish the set partnership goals.	• Asset 5.2 Partnership Action Plan Template
15 minutes	**Setting a Partnership Cadence**	**Group Discussion (15 mins):** Align on the frequency of meetings moving forward, other methods of communication, and what topics should be covered during regular partnership meetings.	• Asset 5.3 Guiding Questions to Align on a Partnership Cadence

5 minutes	**Closing**	• **Discussion Summary and Alignment (5 mins):** Discuss the following questions, document responses, and send them to all attendees after the discussion:
		  • *What are the action items from this discussion, who is responsible, and when are they due?*
		  • *What open questions are left to discuss?*	

Total Estimated Time: 1.5 hours		***Note:*** *This workshop agenda may be combined with Asset 4.1 Partnership Focus and Ways of Working Workshop Agenda into a single session*	

Partnership Action Plan Template

Why Use It: To outline activities and timing partners might need to undertake to meet partnership goals.

Setup – In Person:

1. Optionally, modify the action plan template if there are any other columns or relevant details you wish to add. Delete red text prior to use.

2. Print out enough copies of the partnership action plan template to ensure that there is at least 1 per proposed solution.

3. Ensure you have pens/pencils for participants to use.

Setup – Virtual:

1. Optionally, modify the action plan timeline if there are any other columns or relevant details you wish to add. Delete red text prior to use.

2. Email copies of the partnership action plan template to all participants.

Activity:

1. Write the solution you are creating an action plan for at the top of the template.

2. Identify key activities that need to happen for solution to be implemented.

3. In the respective rows, populate the relevant details for each activity.

Illustrative visual - Please see following slides for editable templates

Partnership Action Plan

Proposed Solution:

#	What key activities are required to implement this solution and what are the expected results?	Who is responsible? Who else may support?	What is the expected completion date of this activity?	Additional comments - What skills, resources or assets may be needed? What dependencies are there?
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
#				

Asset 5.3

Guiding Questions to Align on a Partnership Cadence

Why Use It: To agree upon a partnership cadence for partners to meet, work together, and keep each other informed of activities.

Activity:

1. Pose the "Partnership Cadence Guiding Questions" on the left below to partners to discuss and align on how and when partners might keep each other informed of activities. These should be used when launching.

2. Use the "Suggested Topics for Ongoing Partnership Meetings" on the right below as a suggested agenda for partnership check-in meetings moving forward. Optionally, modify this and add additional topics as necessary. These should be used as a helpful framework for ongoing meetings.

Partnership Cadence Guiding Questions (Launch)

- How and when might partners report and to whom?
- What methods might we use to communicate (e.g., in-person or virtual meetings, weekly email update, WhatsApp groups, etc.)?
- Who might facilitate management meetings?
- Who needs to be present at these meetings?
- What topics do we want to cover in these meetings?
- How and when might we plan to review progress?
- Who might be responsible for ensuring defined and effective communication and coordination?

Suggested Topics for Ongoing Partnership Meetings

- What is the current status of each initiative? Each project should provide a check-in and share recent progress, key highlights, and relevant data since the last check-in.
- What is going well? Why is it going well?
- What could be going better?
- How may other partners support? If partners are unable to support, who may we want to involve outside the partnership?
- Did you identify any new opportunities to increase the value of the partnership or ensure it's success?
- What are the next steps from here? Clarify action items, who is responsible, and when they should be completed. Document any remaining topics that were not covered to address in next meeting.

Partnership Questionnaire and Retrospective Template

06

When to Use This:
Gauge the effectiveness of your partnership and identify areas for improvement.

How might NIPs/EPIs know if the partnership is working well and what they can do to improve?

Key Question: How might NIPs/EPIs know if the partnership is working well and what they can do to improve?

OBJECTIVES

To understand what is and is not going well in the partnership and what steps can be taken to improve it.

OUTPUTS

Meaningful feedback and reflections around the partnership and ideas for improvement.

WHEN TO USE

For NIPs/EPIs to use at significant intervals (e.g., at 6 months, at 1 year) to measure the partnership success.

ACTIVITIES and TOOLS

Conversation Starter for Reflection and Improvement: If you have limited time, use this simple conversation starter to answer the key question above.

For more detailed discussions, use the following tools and templates:

Asset 6.1 Partnerships Reflection Questionnaire: Send a questionnaire to partners to check in and gain feedback on partnership.

Asset 6.2 Retrospective Discussion Template: Encourage open dialogue about partnership through a retrospective discussion once or twice a year.

Conversation Starters to Review and Improve

Partnerships Questionnaire and Retrospective

Use these questions to guide partners through partnership reflection and help them think through how the partnership may continue to improve.

How and when exactly might partners plan to review partnership progress and impact?

Is this partnership adding value to each partner and to immunization?

What is working well in the partnership?

How might we improve our partnership?

View the sample tools that follow for more detailed and step-by-step guidance on how to gain feedback on how well the partnership is functioning and facilitate reflection conversations.

Partnerships Reflection Questionnaire

Why Use It: To check in with partners and gain feedback on how partnership is functioning, if it's having the intended effect, and any ideas for improvement.

Setup – In Person:

1. View and modify the suggested questions on the annual partnerships questionnaire.
2. Print out the questionnaire and share with various innovative partners with a response deadline.

Setup – Virtual:

1. View and modify the suggested questions on the annual partnerships questionnaire.
2. Populate the questionnaire in a survey tool of your choice (e.g., Google Forms, SurveyMonkey) and share with various innovative partners with a response deadline.

Activity:

1. Send the questionnaire to partners with a deadline to respond – consider sending annually.
2. Synthesize insights from the survey and use responses to inform strategic planning for next year of partnership.

Download the Annual Partnerships Questionnaire here.

Retrospective Discussion Template

Why Use It: To facilitate a reflective and open conversation with partners around the partnership and how it might be improved.

Setup – In Person:

1. Re-create the retrospective discussion template on a physical board.
2. Optionally, if you want to add more structure to the conversation, add as many rows as you want with categories. Categories may include different focus areas for discussion (e.g., partner coordination, resource management).
3. Ensure you have sticky notes and pens/pencils for participants to use.

Setup – Virtual:

1. Re-create the retrospective discussion template on a virtual collaboration tool such as Mural.
2. Optionally, if you want to add more structure to the conversation, add as many rows as you want with categories. Categories may include different focus areas for discussion (e.g., partner coordination, resource management).

Activity:

1. Set up the retrospective discussion board in a physical location easily accessible to all participants.
2. Ask participants to write their reflections, one per sticky note, and add to the board:
   - *Start – What should we start doing? (our opportunities)*
   - *Stop – What should we stop doing? (our weaknesses)*
   - *Continue – What should we keep doing? (our strengths)*
3. Discuss and organize the sticky notes with similar items into groups on the board.
4. Discuss the root causes of the critical issues and how they might be addressed.
5. Document insights from retrospective meeting to transform into a clear list of actions and owners.

Start – What should we start doing?	Stop – What should we stop doing?	Continue – What should we keep doing?

Illustrative visual - Please see following slides for editable templates

Retrospective Discussion

Start – What should we start doing?	Stop – What should we stop doing?	Continue – What should we keep doing?

THANK YOU

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