HECA Resource Mobilization Strategy

Draft Elements

I. Introduction

The strategy depends integrally on the manner in which the Alliance develops and takes form. The structure and governance of the Alliance will largely determine the nature and magnitude of resources to be mobilized and what those contributing resources may expect from HECA. The Alliance’s priorities will determine who should be approached and on what issue(s). HECA’s advocacy and communication strategy will play an important role in determining the messages to be used when appealing to various constituencies for resource mobilization. HECA’s overall workplan, and implementation strategies will form the basis, and largely determine the success, of funding proposals.

II. Purpose

The purpose of this strategy is to facilitate the mobilization of adequate resources for (1) the operations of a HECA secretariat, (2) Alliance-branded activities to be undertaken by one or more of the HECA partners, and (3) non-Alliance activities which support the overall vision and goal of HECA.

III. General Principles

The following are some factors involved in mobilizing funds to ensure adequate, stable funding for HECA.

- Build donor confidence through the efficient delivery of HECA commitments.
- Make the case for the scaling-up of resources devoted to healthy environments for children.
- Move beyond the “generating interest” stage to offer concrete new, attractive, results-oriented investment opportunities.
- Undertake strategic, regular dialogue with major donors.
- Recognize the importance of, and develop strategies for, acquiring non-financial resources, such as contributions of human resources.
- Provide satisfactory reporting and information on the use of donor funds.
- Develop mechanisms to rapidly correct problems identified in consultation with donors.
- Use creative approaches and innovative resource mobilization techniques with non-traditional donors.

IV. Identify and approach potential donors

Key organizations with potential interest for HECA need to be identified. In order to do this efficiently, criteria need to be developed which would give guidance on which
organizations should be investigated. For example, potential HECA donors or funders are those with an interest/involvement in, inter alia:

- Health and sustainable development issues
- Child health
- Health and environment linkages
- Housing and health/Healthy urban planning
- Healthy schools/Health promotion through schools
- Community development emphasizing environment and health issues.

Criteria should also be developed so that donors could be assessed both for their ability to contribute and their estimated interest in contributing. For example, their ability to contribute depends on the their budget and the amount of funds earmarked for child health and environmental programmes related to child health. Donors estimated interest in contributing may be related to factors such as: whether they have contributed previously to programmes related to healthy environments for children, whether they have matching interests, and whether they have identified as priorities countries where HECA will be active.

Similarly, key individuals in organizations that may have an interest in and/or resources for HECA need to be identified. Those already known by members of the Alliance-building Task Force should be contacted first, and these initial contacts will be used to contact others at key institutions.

A) Resource mobilization for the Alliance (global work) and its Secretariat

A limited number of key donors should be identified for overall HECA support. Additional donors may be identified through a near-term stock-taking exercise, which would identify high-potential organizations for general resource contributions to HECA. This would include support for overall HECA advocacy activities, coordination of HECA issue-specific activities, and the HECA secretariat. It would involve systematically identifying key organizations with strategies that include HECA-relevant objectives (as above).

Potential donors should be sent communications and advocacy material to raise their awareness of HECA. Within the context of WHO, many opportunities exist to approach donors. Appropriate staff within the WHO internal Task Force could use existing contacts within their area of expertise to target key individuals within governments/bilaterals through informal phone calls or meetings. These would have to be coordinated so the same donor was only approached once.

HECA should also be put on the donor agenda at bilateral donor consultations or in upcoming gatherings such as the World Health Assembly. Subsequently, face-to-face meetings could be arranged, either around set events such as the WHA, and the Meeting of Interested Parties, or on a more informal basis.
B) Resource mobilization for priority issues and Alliance members

A primary goal of HECA is to create the enabling environment, which would facilitate resource mobilization for its various members. That said, it may be easier to raise resources for specific HECA activities and themes rather than trying to attract buy-in to HECA overall. To this end, the Alliance will support activities undertaken under the HECA “brand” by one or more of the Alliance partners, operating individually or jointly. Resources would likely remain within partner operations.

A “settings-and-issues” matrix is proposed to approach key individuals and organizations. For example, examples of issues in the household setting under the major HECA themes include:

- Household water security → point-of-use water disinfection
- Sanitation and hygiene → handwashing promotion
- Indoor air pollution → stove improvement
- Vector control → expanded use of insecticide-treated bednets
- Injuries → cottage industry/microenterprise safety
- Toxic substance exposure → lead exposure

In this way, it will be easier to identify key organizations with specific issues and build partnership with them within HECA. The Alliance does not necessarily need to own all the issues itself, but rather form HECA-branded partnerships with other organizations that have identified HECA-related issues as their own (e.g. Water Supply and Sanitation Collaborative Council, Network to Promote Safe Water Storage and Point-of-Use Treatment).

Fleshing out this matrix and including prospective organizations with whom partnership would be desirable is a key WG4 task to be completed by the end of March. One key outcome will be to avoid competition for limited issue-specific resources with existing advocacy and implementation-focused organizations.

While information is gathered about potential donors in the context of the “settings-and-issues” framework, it is essential to also make contact with key individuals in organizations that may have an interest in and/or resources for HECA. This would be done initially through informal phone calls and meetings, where interest could be explored at both the international policy level and at the country (and/or regional) level.

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1 There are also likely to be other activities of HECA partners which, while broadly relating to the theme of healthy environments for children, may not be undertaken under the HECA brand.
This should be coordinated with the advocacy efforts to be undertaken as part of World Health Day.

V. **Set human and financial resource targets**

Resource targets will be dependent on the overall workplan, and specific implementation strategies developed by HECA. For example the Secretariat would need to mobilize the resources to necessary to perform the following expected tasks:

Keeping track of local and country level activities and establishing databases on HEC activities world-wide; developing advocacy and communications strategies; developing fund-raising strategies; producing agreed HECA technical and advocacy/promotional materials as needed; information sharing, communication with alliance members/movements, interested parties/potential partners, steering committee, advisory committee, media etc; identifying and promoting setting-specific approaches (home, school and community/neighbourhood environment); developing *menus for action* that can be tailored to the interests and strengths of alliance members; documenting promising approaches and results (case studies of good practice); supporting and facilitating the development of national and local HEC movements (including capacity-building efforts); planning and management of special events, consultative meetings and activities of the alliance as appropriate; and human resource, financial planning and budgeting.

VI. **Establish criteria for accepting funding**

Criteria for accepting resources for HECA support and for attributing resources to HECA need to be established (i.e. who can use the HECA brand and under what circumstances can it be legitimately used?). Fund-raising with the private-sector is a very challenging task. HECA has to be cautious in developing relations with private donors, and should ensure objective screening of potential donors. Before HECA approaches a potential donor it should ensure that it is ethical and appropriate to develop an alliance with this corporate partner, using the criteria to be developed by HECA.

VII. **Prepare and submit funding proposals**

Proposals should be prepared, based on an overall workplan with clearly defined objectives, milestones and outcomes. It should also match each donor’s current priorities, focus, and funding areas.

VIII. **Reporting and follow-up**

Investors desire not only attractive spending opportunities, but regular and accurate reporting on their investment. Donors need to be provided with information on how resources are handled (budgeting, financial management, accounting), progress reviews (monitoring outputs, assessing outcomes), and given an understanding on the overall effectiveness of their investment (value-for-money, quality of impact). Regular dialogue needs to occur so that problems can be anticipated and solved.