



CAPABILITIES & RESOURCES

CONCEPT

#Financial Resources

Sufficient funding or revenue to carry out stated project deliverables and meet overarching goals. Consider:

- Are funding levels sufficient to cover costs and deliver on the partnership goal(s)?
- Do partnership activities generate their own income or do they need access to risk capital, loan guarantees, subsidies, grants, and/or other project development funding?
- Is the partnership financially sustainable in the short and long term?
- Does the capital come from one or more of the project partners? Or will it be funded from an external source?

#Physical Assets

Access to physical goods including properties, equipment, and inventory, as well as infrastructure and facilities (distribution centers, transportation system, etc.). Consider:

- What physical assets might this partnership need? Who will provide these assets?
- How important are these assets to your organization?
- How will your organization leverage and use these assets?
- If you are the one providing the physical assets, what are the provisions for sharing them?

#Technology

Access to innovations, intellectual property, R&D, and specialized technology. Consider:

- What are your specific technology gaps?
- What new or improved technology might this partnership provide you access to? Or, what technology will you share?
- How do you plan to incorporate technology or innovation into existing or new processes?

#Human Resources

Access to professional staff or stakeholders of an organization with relevant expertise. Consider:

- Do you need access to employees, suppliers, distributors, consultants, etc. with specific skill sets to design, implement, and supervise parts of the project?
- Do you want the partnership to bring new skill sets and capabilities into the organization?
- Do people have the availability, willingness and capacity to deliver support? Do they have the skills and competencies needed?
- Are you considering the need for both partnership-facing and support staff?
- Have you planned for human resource levels and expertise to meet expansion and scaling of operations?

#Brand

Access to, and influence through, brand recognition; enhanced legitimacy, credibility, impartiality, and social capital through brand association. Consider:

- What brand(s) might this partnership provide access to?
- How important is brand access, recognition, or influence to your organization?
- How will your organization leverage access to a partner's brand?
- If you are sharing use of your brand with partners, what are the provisions for using it?

#Channels


Access to critical services and functions necessary to support business operations. Consider:

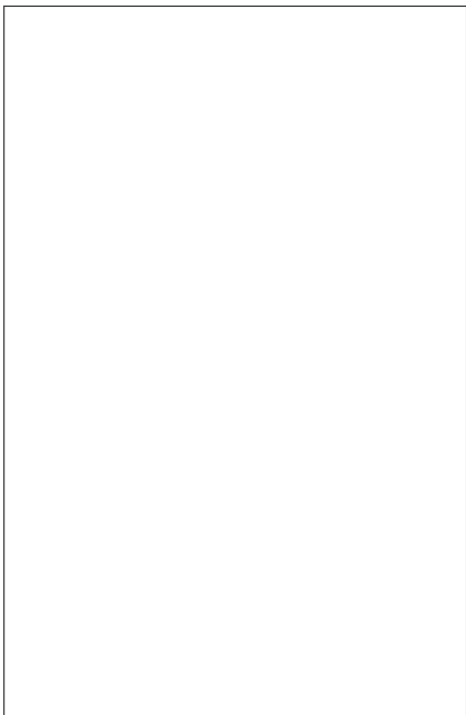
- What new or improved channels might this partnership provide you access to?
 - Channels to increase awareness around products or programs
 - Channels to ensure the physical delivery of products or programs
 - Channels to improve the affordability of products or programs
 - Channels to support customer relationships, including post-sale maintenance
 - Channels to support Monitoring and Evaluation (M&E)
 - Other
- How critical is obtaining access to these channels to your organization's present or future success?
- If you are providing services, will it be a resource drain away from your core activities?

#Knowledge and Information

Access to information, data, and insights critical to achieving partnership goals.

- What type of new information or knowledge do you need (or are you willing to share)?
 - Market analysis or forecasting
 - Local or operational context knowledge
 - Collection of data and statistics
 - Other
- How critical is obtaining access to this information to your organization's present or future success?







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CASE STUDY

#Financial Resources

The Nigerian Bottling Company (NBC), the sole franchiser of Coca-Cola in Nigeria, partnered with Wecyclers, a startup that deploys cargo bikes to collect recyclables in poor areas of Lagos to support a recycling redemption event, where Wecyclers' customers traded points collected by recycling for perks like food, electronics, and cell phone credit. After this successful event, NBC continued to provide financial support to Wecyclers through its corporate social responsibility (CSR) budget. The sponsorship helped NBC meet public relations and compliance goals. As Wecyclers operations expanded, however, donor funding was no longer sufficient to cover its growing costs. The funding shortfall motivated Wecyclers to establish a more sustainable business model and seek longer-term investment partners.

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#Physical Assets

X, the household goods manufacturer, teamed up with social venture **Y** in Rwanda to provide educational information and to sell affordable mosquito repellents to low-income families. Rwanda was chosen for the pilot because it gave **X** access to a large number of small retail shops for community gatherings and for local women entrepreneurs to set up businesses. The well-established kiosk presence in Rwanda was a critical resource for **X** who needed the kiosk infrastructure to launch a basket of health products in a new, hard-to-reach market. Nevertheless, the placement of the **X** products in kiosks was just a first step, and the partners are still working together to incentivize sales and create demand to ensure a financially sustainable business model.

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#Technology

In 2012, technology innovator Logistimo established a state-level vaccine logistics system in Karnataka, and later got the opportunity to implement it nationally, on behalf of the Indian Ministry of Health and Family Welfare. For the Ministry, Logistimo's technology solution, which digitized vaccine stocks and monitors the temperature of the cold chain in real-time through a smartphone application, was a critical resource for optimizing the vaccine supply chain across the whole country. As part of the transition from state to national level, operational responsibilities grew and shifted to United Nations Development Programme (UNDP), while technology design and development responsibilities remained firmly with Logistimo, who had the know-how to scale the system and collect sizable datasets. Nevertheless, as the partnership grew, the data collected by Logistimo began to attract interest from dozens of the Ministry's other agency healthcare partners. Deciding how to manage and derive value from the data analytics generated from the technology solution required compromise and ongoing discussions among the multiple partners.

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#Human Resources

VisionSpring partnered with BRAC to sell low-cost reading glasses to low-wage earners through BRAC's network of community health workers (CHWs) in Bangladesh. BRAC's CHWs were trained to offer free eye screenings, referrals for specialized eye care, and sell low-cost eyeglasses for a small profit. BRAC's community-level network proved to be a critical resource because the health workers were both trained and incentivized to generate demand. As a result, they helped communities understand vision loss, the benefits of eyeglasses, and also worked to confront residual social stigma associated with wearing glasses.

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#Brand

Fenix's flagship product, ReadyPay Power, a pay-to-own home energy system financed over MTN Mobile Money, gained rapid market share in Uganda. For a growing company like Fenix, selling the product under a powerful, trusted brand like MTN provided a significant advantage, particularly since competitive products were not available in local markets. Yet, ReadyPay customers and sales agents often don't recognize Fenix as its own brand, which puts it at risk if the overarching relationship with MTN discontinues in the future. It also leaves Fenix without an established brand at the global level and more exposed as competitors offering similar products enter the market.

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#Channels

In the early stages of the partnership, Fenix used MTN's established network of call centers in Uganda to provide customer service for ReadyPay Power, a novel pay-to-own home energy system. Fenix quickly realized that outsourcing this service to a partner came with a series of challenges. Even though MTN had a well-established system that met its own needs, it offered service in only four of the numerous languages spoken in Uganda, which resulted in inconsistent quality of experiences and incomplete reach for ReadyPay which had many customers in rural areas. Additionally, high churn rates forced Fenix to spend a lot of time re-training staff which affected payment rates and overall satisfaction. Eventually, Fenix brought this critical service in-house to better meet the needs of its ReadyPay Power customers.

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#Channels

Social venture **Y** produces highly nutritious porridge flours for vulnerable population segments such as pregnant and breast-feeding mothers and children in Rwanda. When it needed to increase maize supply it turned to international NGO **X** who was a natural partner due to its connections with farmers on the ground. NGO **X** worked with **Y** to provide access to this network of cooperatives and small scale farms. The two organizations set up programs to address quality standards, increase yields and standardize compensation for high quality maize. NGO **X** also leveraged its powerful network of community health workers (1-2 in every village) to generate demand by helping educate people on the benefits of **Y**'s health products that increase nutrition in children, babies and pregnant women.

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#Knowledge and Information

Tulaa's mobile commerce site connects banks and input suppliers with hard to reach smallholder farmers that lack access to high-speed data or smartphones. Banks and input suppliers often do not have access to these off-grid farmers: they don't know who these farmers are, where they are located, what types of crops they are growing, and what inputs they need. Tulaa aggregates this knowledge and in doing so lowers customer acquisition costs. Tulaa for example can provide insights on farmer savings and borrowing patterns which banks can leverage to design loans for the purchase of discounted agricultural inputs, such as fertilizers and seeds. For input suppliers, Tulaa provides insights on farmer purchasing preferences, which companies can then use for better supply chain management and to develop new products that improve farmers' production and businesses. Farmers also benefit from Tulaa's platform which provides them with tips on good farming practices, weather patterns, and market prices for their products.

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**CAPABILITIES &
RESOURCES**

DIALOGUE

#Financial Resources

Please discuss with your partner(s):

- If financial resources are insufficient for implementation, what are the provisions for closing the funding gap in the short and long term? (Consider external sources, subsidizing costs for predetermined period of time, etc.)

- How can you refine or change the scope of partnership to match financial resources? Are there trade-offs you can make? Can you ensure financial returns either by reducing existing operating costs or by increasing revenue?

- What are the procedures for authorizing utilization of funds? How will money be managed? (e.g. will financial resources be pooled, managed by one partner, etc.)

#Physical Assets

Please discuss with your partner(s):

- Do senior leadership and decision makers understand the scope of resources needed to implement shared partnership activities?
- Have they committed to providing the necessary resources?
- How will critical physical assets be shared and managed? What are the expectations on all sides?
- If physical assets are needed but are not available from any of the current partners, how will you secure them?

#Technology

Please discuss with your partner(s):

•How will the technology, innovation or its outputs be shared? Consider:

- Intellectual Property licensing
- Technology transfer
- R&D services
- Other

•How will the technology be utilized and managed?

•If technology or innovation is needed but is not available from any of the current partners, how will you secure it?

#Human Resources

Please discuss with your partner(s):

- Do senior leadership and partnership decision makers understand the scope and depth of resources needed to implement shared partnership activities? Have they committed to providing the necessary resources?
- How will this resource be shared and managed? What are the expectations on all sides?
- If the resource is needed but is not available from any of the current partners, how will you secure it?

#Brand

Please discuss with your partner(s):

- What rules will be put in place for the use of the brands of the different partners?
- Will the partnership have its own unique brand? What, if any, identity should the partnership develop?
- What aspects of the partnership can be communicated to external parties and through which channels?

#Channels

Please discuss with your partner(s):

- Are the partners in agreement on what it means to leverage or share channel(s)?
- What are the terms for providing these services? What happens to the provision of these services if or when the partnership ends?
- What happens if the anticipated benefit of sharing channels does not materialize?
- What will be the impact on the partnership?

#Knowledge and Information

Please discuss with your partner(s):

- Are the partners in agreement on what it means to share data and insights?
- What are the terms for providing data or information? What happens to the provision of these services if or when the partnership ends?
- What happens if the anticipated benefit of sharing insights does not materialize? What will be the impact on the partnership?

#Blank

Please discuss with your partner(s):

- Do senior leadership and partnership decision makers understand the scope and depth of resources needed to implement shared partnership activities? Have they committed to providing the necessary resources?
- How will this resource be shared and managed? What are the expectations on all sides?
- If the resource/s is needed but is not available from any of the current partners, how will you secure it?