

Policy Implementation Toolkit

SUPPORTING TOOL: BUILDING STRONG PARTNERSHIPS FOR POLICY IMPLEMENTATION



*Together we can
save millions
of lives.*

The Global Road Safety Partnership is hosted by:



International Federation
of Red Cross and Red Crescent Societies



**GLOBAL
ROAD SAFETY
PARTNERSHIP**



Acknowledgement

↘ GRSP acknowledges the financial contributions from Bloomberg Philanthropies and for making the preparation and publication of this manual possible.





Building Strong Partnerships for Policy Implementation

Successful implementation campaigns often result from a group of organizations working together toward a common goal. In the area of policy implementation, a partnership is a group (formal or informal) of organizations and individuals that come together for a period of time to collaborate to support policy implementation.

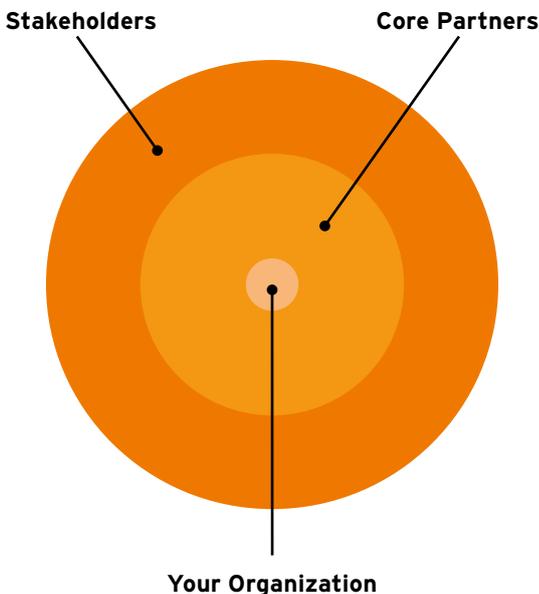
Reaching out to other potential partners from civil society, government and the private sector presents an excellent opportunity for working with groups or organizations that may not be traditional road safety allies but who, nonetheless, share the same policy goal. Successful campaigns rely on a broad network of committed advocates and active supporters. Advocacy networks are useful and powerful tools for achieving shared goals.

Core partners are steadfast, long-term allies who are helpful throughout the life of your implementation campaign. Other organizations or stakeholders outside of the core group can be leveraged as and when their expertise or relationships are helpful within the campaign. While stakeholders are not part of the core partnership, engaging with them at strategic times is important. Some stakeholders may also represent, and be able to mobilize, important constituencies with whom your core partners do not have relationships.

Establish Your Core Partnership and Agree on How to Work Together

Successful implementation campaigns typically result from hard work by groups of people who share a common goal. These campaigns are generally led by a small partnership of core members - dedicated individuals, technical experts, and representatives of important organizations - who agree to join forces for a common cause. It is more effective to work with a small group of like-minded, committed people who each assume a leadership role in strategic planning, decision-making, and managing campaign implementation. Many of these partners worked together on passing the policy. For your implementation campaign, you may realize that you need to engage a new set of partners to achieve your implementation objectives.

Once you have identified organizations to be part of the core partnership, meet to determine how you will work together. Reach agreement on your campaign objectives (for guidance on establishing campaign objectives, see GRSP's *Determining Your Implementation Objective* tool). You will also want to work out a system for your partnership which outlines how you will collaborate. Once you have agreed on these points, write them down and share among the group.



Assess Your Core Partnership's Strengths and Gaps

Now that your core partnership is formed, it is time to identify the strengths and gaps of the core partnership. Before reaching out to other stakeholders, the core partners should have a clear and realistic idea of what each of their organizations brings to the table and what they can do to support your implementation campaign's objective. An easy way to do this is for each core partner to complete a self-assessment tool for their organization.

Each organization should complete an honest self-assessment. This is a mapping exercise, not a competition. It works best if core partners don't inflate their own capacities. Each organization should come to a consensus internally among its team before giving a final mark.

Advocacy Self-Assessment for Organizations

Demographics	
List the geographic areas of the country or region where your organization has the greatest reach.	
List the communities where your organization has the best relationships (e.g., women, transport, economists, youth)	
What is the #1 road safety topic and issue area where the organization has the greatest knowledge, expertise or experience?	



Please agree on a rating for your overall organization in the following areas, using a scale of 1 to 5:

1 = Strongly disagree 2 = Somewhat disagree 3= Neutral 4= Agree 5= Strongly agree

Advocacy Strategy / Capacity

- a. Advocacy to support road safety policy implementation is an organizational priority and is included in your overall strategic plan. ____
- b. Your organization develops advocacy messages that are evidence based. ____
- c. Your organization's policy implementation planning includes a goal, objectives, timelines, target audiences, M&E plans, and costs. ____
- d. Your organization has a monitoring system in place to evaluate its campaigns. ____
- e. Your organization is familiar with the country's policy-making and/or policy implementation process. ____
- f. Your organization has identified and completed analysis of key decision-makers needed to move your implementation objective forward. ____
- g. In the past, your organization has successfully advocated for road safety policy passage or implementation. ____

Staff Capacity

- a. Your staff have credible experience in advocacy. ____
- b. Your staff have adequate time to devote to advocacy. ____
- c. Your staff have experience in or knowledge of road safety. ____
- d. Your staff have regulatory drafting capabilities necessary to support an implementation campaign. ____
- e. Your staff have experience designing and running implementation campaign. ____
- f. Your staff have a good working relationship with the media for advocacy purposes. ____
- g. Your staff have capacity to find and use research for evidence-based advocacy. ____
- h. Your staff have experience with direct communication with decision-makers. ____

Partnerships and External Relations

- a. You consult with partner organizations before advocacy strategies are finalized. ____
- b. Your organization has a relationship with, or access to, key stakeholders or important constituencies. ____
- c. Your organization has access to road safety "champions" who can be message carriers. ____
- d. Your organization has access to road safety "champions" who are also decision-makers, and can assist to move the agenda forward. ____
- e. Your organization has the ability to mobilize people at the community level. ____
- f. Your opinions and expertise of the organization are solicited by media. ____
- g. Your organization is recognized externally for its advocacy expertise. ____

Financial Capacity

- a. Your organization's budget allocates resources for advocacy activities and materials. ____
- b. Your organization shares the financial or in-kind cost of advocacy efforts with partner organizations or network members. ____

Once your organization and your core partners have completed the self-assessment, it is best to come together to share the results honestly, begin to identify if your core partnership has any gaps which might affect the success of your campaign, and assign campaign responsibilities. Here are some key questions to help you in your analysis:

- *What can we learn about core partnership's strengths?*
- *What can we learn about our weaknesses?*
- *Where are there overlapping competencies? Are strengths nicely distributed among the group?*
- *What gaps should be addressed right away?*
- *Do we have access to our policy targets and/or the strongest influence with our policy targets?*
- *Can we get media attention on the issue?*
- *What is the best way to address these gaps? Do we build our own capacity in these areas, or reach out to other organizations to help us fill these gaps?*
- *What other "take-away" lessons can be learned from this exercise?*



Identify Stakeholders

Now that your organization, and your other core partners, have completed self-assessments, it is time to assess where additional stakeholders might strengthen your campaign and expand your reach with decision-makers.

As previously mentioned, in the life of an implementation campaign, other stakeholders will probably come and go as needed. They might not be part of the core partnership but they are important assets

for engagement at strategic times; some may also represent and be able to mobilize important constituencies. Stakeholders may only be necessary for brief periods in your implementation campaign.

Think back to the self-assessment of your core partnership. What gaps do you see that you want to address by reaching out to other stakeholders? What organizations or individuals can help fill these gaps? With your core partners, fill out the table below:

Gap	Potential Stakeholder	Potential Stakeholder	Potential Stakeholder	Potential Stakeholder

Now that you have identified some potential stakeholders to support your implementation campaign, it is important to do a bit more analysis and develop some ideas on how to reach these stakeholders. Not all of the stakeholders that you identified in the previous activities will be well-suited to join your campaign. For example, they may not have sufficient influence over your policy target. Within your core group, you will need to consider whether all of the potential stakeholders are worth engaging.

When reaching out to potential stakeholders, take some time to consider how each organization might

be interested - or currently engaged - supporting road safety policy implementing. Analyze how your policy implementation campaign suits their organizational priorities, missions, objectives, goals, or plans. You might be engaged in the campaign for one reason but the potential stakeholder might be interested in the campaign for another reason. You will need to consider this when developing a plan for approaching each stakeholder.

For more information on the next steps, please see GRSP's *Strategic Planning for Implementation Campaigns* tool.



Global Road Safety Partnership
Route de Pré-Bois 1
1214 Vernier
Geneva
Switzerland

Tel: +41 (0)22 730 4423
Fax: +41 22 733 0395



For more information about
how to join the Global Road
Safety Partnership please
visit our website
www.grsproadsafety.org



GLOBAL
ROAD SAFETY
PARTNERSHIP



Together we can
save millions
of lives.

The Global Road Safety Partnership is hosted by:



International Federation
of Red Cross and Red Crescent Societies