



INTEGRATE
HEALTH

Resource Mobilization
CODE
of **ETHICS**





Purpose

Child playing
at a patient's
house in
Sanda-
Afohou,
Bassar district

The Resource Mobilization Code of Ethics complements Integrate Health's (IH) [Culture Code](#) and serves **as an ever-evolving set of guidelines** for IH staff to ensure that we continue to hold fast to IH's commitment to disrupt centuries-long systems of inequity that exist in the sphere of global health development, specifically with regards to philanthropy, resource mobilization, and fundraising. IH acknowledges that international development initiatives have often supported white supremacist ideologies and have allowed Western institutions to profit from those living in poverty. IH understands that improving the health statuses of those living in poverty must be at the center of all health programs and rejects the notion that global health organizations operating in the West are giving voices to the voiceless. **Individuals living in poverty are not voiceless: they have been systemically silenced and unheard.** IH's community-based approach is working to create multi-level systems change (community-level, local government, regional-level, etc.) to amplify the opinions and needs of our target populations.

In order to do this, IH programming relies on funds raised through both individual and institutional donors. More often than not, donors have a major influence in determining what programs get funded, depending on their set personal or

global priorities. This often leads to a disconnect between the goals of donors and the needs of patients. To address this disconnect, IH works with donors to help break cycles of funding based on annual “hot topics” as defined by the global health community.

As IH continues to expand life-saving health services across West Africa, there is an urgent need to grow and diversify our donor network. The Resource Mobilization Code of Ethics details IH’s approach to creating healthy funder relationships that center the wellbeing of IH program participants in all countries of intervention.

Patient from Napotini,
Kéran district,
is answering a
household survey for
a study assessing the
effectiveness of the
Integrated Primary
Care Program



IH's Values and Our Code of Ethics

IH has six organizational values that guide our actions. Each value, and its definition, was created by our Togolese staff in 2016. In 2021, IH created an organization-wide Culture Code that demonstrates how we live out our values through an anti-oppression lens and by shifting power dynamics. This section of the Resource Mobilization Code of Ethics outlines how our fundraising strategy and techniques align with our organizational values.

Patient living
in the Sanda-
Afohou
community,
Bassar district,
during a
Community
Health Worker
consultation



Efficacy

Definition: We strive for the greatest impact in everything that we do because that is what our patients deserve.

Community Health Worker Sirina Asso providing care in the Sanda-Afohou community, Bassar district



What do we do to fulfill this?

- Create and/or improve standard organizational operating procedures to ensure that funding received goes towards community needs as outlined in IH's strategic plan.
- Report to funders on our Key Performance Indicators (KPIs), which drive quality improvement and ensure the best possible care for our patients.
- Decentralize development functions. IH will move away from the Global Support team managing funding partnerships, storing institutional knowledge, etc. Instead, in-country teams will be equipped, to their level of desire, with the ability to fundraise themselves.

Community Health Worker Yindjre Martine N'Wintcha providing healthcare advice to a group of women in Kissating, Dankpen district





Community Health Worker Sirina Asso walking around the Sanda-Afohou community, Bassar district, carrying out active case-finding

What does IH look for in its partners to fulfill this value?

- IH prioritizes partnerships with organizations that center community voices, with a central focus on prioritizing women-led initiatives. This is critical for shifting power and ensuring women have power over their health choices, and ultimately is the most effective way of eliminating preventable deaths.
- IH looks for partners whose values and mission are aligned with those of IH.
- IH acknowledges that complicated grant reporting requirements often pull valuable resources away from addressing issue areas at hand. Therefore, IH seeks funders who request adequate information to understand our programs and our needs: no more and no less.

Empowerment

Definition: We set high expectations and give people the tools they need to achieve success.

Community
Health Worker
Yindjre Martine
N'Wintcha
carrying out
active case-
finding in
Kissating,
Dankpen district



What do we do to fulfill this?

- Provide team members with access to relevant professional development opportunities.
- Connect funders directly with IH's country leadership and health workers, knowing that they are best placed to speak to IH's strategy and vision. The development and communications team will continue to provide support to enable those encounters when requested, including coaching sessions, talking point preparation, etc.
- Set ambitious fundraising goals and work hard to meet them in order to have enough resources to adequately invest in our patients.

Midwife
Sindjalim
Sekalo during
a consultation
at the Sanda-
Afohou health
center, Bassar
district





Community Health Workers from Koutière, Bassar district, after their weekly meeting

What does IH look for in its partners to fulfill this value?

- IH seeks partners who will connect IH staff with resources needed to succeed (e.g., making introductions to thought partners and other funders).
- IH seeks partners who expect success but look to IH to determine what success looks like. For instance, funding our strategic plan and funding against our organizational budget, instead of a prescriptive project proposal and funder-specific line items.

Transparency

Definition: We provide complete access to information and work hard to identify and address our weaknesses.

Community Health
Worker Célestine
Assabo from
Pangouda, Kéran
district, during a
consultation



What do we do to fulfill this?

- Ensure that context is maintained when gathering stories and quotes from IH staff and patients in West Africa (for example, when editing text, do not alter the original meaning of a piece for the sake of prioritizing perfect academic English).
- Provide easy access to data. Our KPI dashboard is publicly available [here](#), so funders, partners, staff, and the community we serve can see our progress towards our ambitious goals.
- Maintain honesty around our challenges and failures. By being honest about our work, we are better able to foster learning across the sector.

Patient getting a Sayama press injection from Kossia Makouya, Community Health Worker, during a family planning consultation





What does IH look for in its partners to fulfill this value?

Community Health Workers presenting their actions in Nadoba, Kéran district, to the community during the community townhall meeting

- IH looks for partners who maintain honest and open communication throughout the grantmaking process. This includes communicating about their funding capacities, how decisions are made, and providing feedback if a grant is not won.
- IH seeks partners who have a formalized processes for receiving feedback from IH staff on how a funding relationship is going.



Community Health Worker Yindjre Martine N'Wintcha carrying out a pediatric consultation at a patient's house in Kissating, Dankpen district

Respect

Definition: We consider the feelings, wishes, rights, and traditions of each other and our patients.

What do we do to fulfill this?

- Incorporate discussion time during all staff meetings and community townhall meetings to share information around IH funding strategies and provide updates on IH's funding standing.
- Respect opinions and viewpoints of all team members.
- Ensure biases faced by colleagues both globally and in West Africa are not swept under the rug. Diplomatically address situations as they arise.
 - › By actively addressing biases, IH will use these learning moments both internally and for our external partners.

Chiefs, community leaders, and members of the community attending a townhall meeting in Nadoba, Kéran district






A Community Health Worker from Nadoba, Kéran district, attending the training on the use of the medical application Tonoudayo

What does IH look for in its partners to fulfill this value?

- IH prioritizes partners who respectfully engage with IH staff and with other organizations.
 - › This includes encouraging two-way communication and engaging in culturally appropriate ways.
 - › This also applies to respecting the communities we serve and meaningfully centering their voices.
- IH seeks partners who respect that IH has no tolerance for harassment in any form between IH staff and external organizations.

Commitment

Definition: We are fearless and unwavering in working toward our ambitious goals.



Community
Health Worker
Supervisor
Gisèle Talabia
in the Nawaré
community,
Dankpen
district

What do we do to fulfill this?

- Prioritize funding sources that are sustainable and work for the duration required to achieve the community's and the government's goals.
- Increase the flow of resources into Togo and Guinea in all ways possible. This can be done by sharing funding opportunities with partner organizations in the region if they are not a good fit for IH.
- Responsibly mentor smaller grassroots organizations, particularly those led by women, in West Africa.

Community Health Worker Kossia Makouya provides breast feeding advice to a mother





What does IH look for in its partners to fulfill this value?

Community Health Worker N'sotra Kpakou carrying out a prenatal consultation with one of her pregnant patients in Koussakpangou, Kéran district

- IH prioritizes partners who center long-term, multi-year partnerships. According to IH's experiences thus far, scalability through government-led solutions requires longer-term funding relationships. Longer-term funding is needed to achieve greater impact.
- IH prioritizes partners with a commitment to funding African-led solutions.
- IH prioritizes partners who center the voices of African women leaders.



Collaboration

Definition: We have never, and will never, go it alone. Guided by our patients, and alongside the government, we are working to transform the way healthcare is delivered.

Community Health Worker
Emiline Djilalo
Badjona carrying out her round of consultations, in Pèssaré, Binah district

What do we do to fulfill this?

- Align IH programmatic priorities to those set by Ministries of Health (MOHs) in our countries of operation.
- Maintain close relationships with peer organizations and share resources and recommendations on fundraising.
 - › IH knows that by collaborating with implementing partners instead of competing for limited resources, we can expand the pie of global health funding.
 - › In addition, IH participates in coalitions including the Community Health Impact Coalition and Global Health Council to drive our mutual missions forward, faster.

Albertine Tchatchi, mother living in Kouyoria, Binah district, during a Community Health Worker consultation





Merveille Yanya
waiting for
her ultrasound
appointment at
the Sarakawa
health center,
Kozah district

What does IH look for in its partners to fulfill this value?

- IH seeks funders who will champion IH among their funding networks. By collaborating with IH to bring other funders on board, we amplify the impact we have for our patients in Togo.
- IH seeks funders and partners who are open to working collaboratively with IH to achieve one another's missions.
 - › IH prioritizes funders who understand the importance of working collaboratively with governments and civil society organizations to achieve universal healthcare.
- IH seeks funders who commit to breaking traditional systems of power by considering IH's suggestions for other organizations to consider for funding.
 - › Funding systems are currently designed to have many small organizations compete with one another for funding. IH believes that for long-term change to be sustained in low- and middle-income countries, resources must be readily shared between grassroots organizations and funders.



INTEGRATE HEALTH

Thank you for your continued commitment to ensuring that patients are at the center of our work. This Resource Mobilization Code of Ethics will play an important role in ensuring that existing and new donors, as well as IH staff, adhere to IH's core values.

If you have any questions about any of the content outlined in this code of ethics, please direct them to Integrate Health's Chief Partnership Officer. Emily Bensen at

ebensen@integratehealth.org

