



Tanadgoma Partnership Policy

Defining ‘partnership’

Tanadgoma understands ‘Partnership’ as a mutually beneficial cooperation/coalition of diverse types with other organizations (local and international non-governmental, private and/or state) where roles and responsibilities are clearly defined. Partnership is based on trust, shared values and principles and commitment to common objectives. A partnership occurs when independent organizations bring together their distinct views, expertise and resources to work towards common goals. A partnership is best measured by the results achieved once both organizations have shared the risks, responsibilities and rewards of the project. Tanadgoma considers partnership as a means to achieve improved quality of life for more beneficiaries through sustainable service delivery, better responsiveness to target group needs and increased scale and scope of programs.

Advantages of partnership

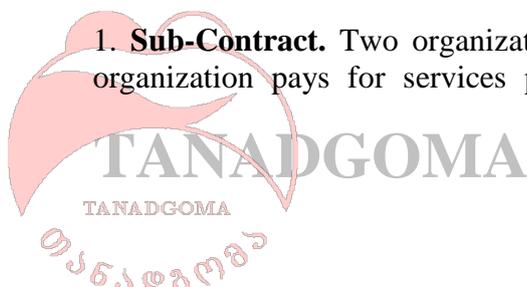
Entering into a partnership will help Tanadgoma in achieving its mission of improving physical and mental health of Georgian population through implementing prevention, educational, diagnostic and rehabilitation programs, as well as advocacy of these programs. Besides, partnership will contribute to provision of technical support and expertise by Tanadgoma to improve capacities of the relevant organizations, communities and other stakeholders.

Working with partners and allies offers new ways for Tanadgoma to learn, share knowledge and best practices and reach potentially higher level of organizational development. Partnership gives an additional opportunity to Tanadgoma to increase its effectiveness, efficiency and problem solving skills. Through partners Tanadgoma can reach different beneficiaries, increase coverage and scale of interventions and achieve sustainability of service delivery. Specific area where Tanadgoma welcomes working in partnership is policy advocacy.

Types of Partnership

Tanadgoma can enter different types of partnership that are listed below. These partnership types are defined according to their type of formalization. This list does not, however, address the specific qualities of the partnership (e.g., whether the partners share in decision-making, whether there are mutual benefits and trust).

1. **Sub-Contract.** Two organizations sign a contract for which the sub-contracting organization pays for services provided by the sub-contracted organization. The





services provided help the sub-contracting organization to meet its own objectives. As such it is best described as a fee for service relationship. In this relationship, it is then assumed that the subcontracted organization already possesses some of the necessary qualities and skills to carry out the task for which it has been sub-contracted.

2. Direct Funding. Sub-grants are provided to other organizations so that they may design, implement, evaluate and manage their own projects. This differs from a subcontract in the sense that the sub-grantee has control over designing, implementing and managing its project, whereas in a sub-contract the relationship essentially is one of fee for services.

3. Joint action. Two or more organizations come together to design, implement, monitor, evaluate, and manage a project. Participating organizations pool their resources and roles are determined by strengths that each organization brings to the situation. Often such relationships are formed as a Memorandum of Understanding or Cooperation between the partnering organizations.

4. Consortium. Consortia are usually issue-based groupings of three or more organizations which have come together to bring a value-added approach to programs. Each organization has a different role based on what it can contribute to strengthening an assault on the problem.

5. Network. This is a formal or informal affiliation of institutional and/or individual linkages designed to share information and issues pertinent to their collective interest.

The types of partnerships outlined here intentionally do not specify the direction of the relationship. For example, Tanadgoma can be subcontractor or subcontracted, subgrantor or subgrantee etc.

Selection criteria for the partner organizations

To establish and maintain strong partner relationship Tanadgoma shall explore the following areas of potential partner:

1. Decision-making style in potential partner organization

Every organization has a distinct culture and internal procedures for making decisions. It is important for each potential partner to understand the other's leadership style, decision-making processes and organizational culture. Questions that are useful in understanding a potential partner's management style include:

- Are the operational and decision-making procedures transparent and well organized?
- How does the structure of a potential partner (corporate or organization - e.g., decentralized versus centralized) play a role in operations? Who gets things done?





- Will the support of senior management result in follow through on project initiatives? Who else does a project team have to consult with to make decisions?

2. Partnership history and reputation of the potential partner organization

The history and reputation of a potential partner are useful in assessing what kind of a partner the company or organization is likely to be:

- Number of years a company/organization has been operating in the field;
- Number of projects executed by the potential partner;
- Donors or organizations partner has worked with;
- Is the organization innovative and open to leading practices?
- Is it financially sound?
- Is it viewed favorably by its own employees and key stakeholders?

3. Necessary expertise and capabilities of the potential partner organization

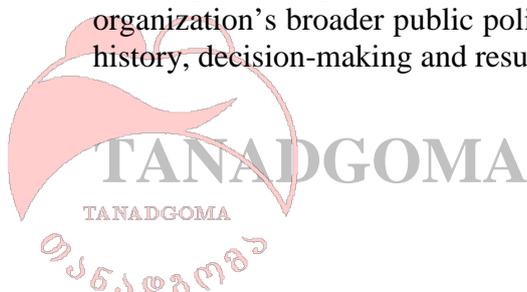
It is important for the potential partner company and organization to have all the necessary expertise and capabilities needed for the project or joint action. In some situations Tanadgoma will partner up with the newly established (community-based) organizations or initiative groups, with an aim to add value to the planned project or targeting capacity building of these organizations/groups through partnership.

Documenting partnership agreements

Partnership agreement. After a period of building relationships, establishing common goals and objectives, setting measurable and achievable goals and developing a proposed scope of work, a written agreement should be drawn up and signed by senior executive staff/managers from Tanadgoma and its partner organization/s. The agreement should note that the partners will devote sufficient resources (human and material) to the joint action, consistent with fulfilling the goals of the partnership.

Agreements not only define the ground rules, but also clarify the goals and expectations of the project or any other joint action. Drafting a clear agreement is especially important while establishing partnership with business/commercial organization as businesses and Tanadgoma typically operate under different organizational cultures and may have different expectations.

Both Tanadgoma and its partner/partners must be able to maintain independence. Direct partnership activities should be able to proceed without limiting either organization's broader public policy stances. Public transparency on financial support history, decision-making and results helps ensure the impartiality of the project.





Financial issues of the agreement. Partners need to agree on the key costs and on the division of funding responsibilities. Funding arrangements must be transparent and not affect the partners' independence. Partner organizations shall determine a financial reporting system to use with one another.

Communication among the partners and about the partnership

Internal communication. Tanadgoma and its partners must maintain open communication on regular basis, through fax, phone, face to face communication, emails etc. All parties agree to meet at regular intervals to conduct joint field visits, review project achievements, check on working relationships, problems, needs and define mechanisms to resolve conflicts and difficulties. Regular meetings can be face to face (in case of local partnership) or via internet communication (Skype, teleconferences, etc).

External communication. Properly communicating the results of a successful partnership can bring substantial benefits to both organizations' public image. It is a compelling way to stimulate employees, strengthen organization image, impress donors and funders, and demonstrate a leadership position and vision for the future. Ways to keep key stakeholders informed of activities and successes could include:

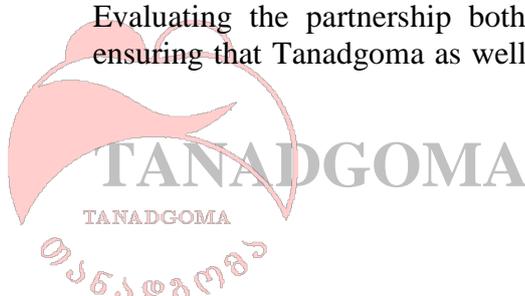
- Issuing press releases for project milestones;
- Including details of the partnership in corporate social responsibility reports;
- Proactively informing donors and investors;
- Prominently listing the partnership on both organizations' web sites and pages in social media.

Confidentiality issues in partnership

It is essential to define how much (if any) of the engagement can be publicly disclosed (when, how and by whom). Some initiatives and actions have sensitive nature, especially while dealing with key populations, that determine that some project or action's result, or data used for the project should not be revealed publicly and should be kept confidential. All partners must agree to this before they start joint action. Confidentiality issue can be specifically mentioned in the partnership agreement or partners should make each other familiar with their respective confidentiality policies.

Evaluation of the partnership

Evaluating the partnership both during and after the engagement is essential to ensuring that Tanadgoma as well as its partners are meeting the objectives and goals





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designed for successful partnership. Performing periodic evaluations and seeking regular feedback from partners throughout the project gives all partners the flexibility to make changes in the partnership structure and better achieve the partnership/project goals. Evaluation of partnership effectiveness can provide both Tanadgoma and its partner/s with valuable information. It is crucial to get formal feedback from the partner organization about its experience of working with Tanadgoma and whether the relationship met partner's expectation. This will help Tanadgoma to both assess the partnership effectiveness and determine future partnership opportunities.

