# Network AID

**Illitrate Women and Deprived Children Matter's**

# NETWORK AID PARTNERSHIP & FORMAT OUTLINE POLICY 2023

## Building Productive Relationship

# NETWORK AID Partnership & Format Outline Policy 2023

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## I. NETWORK AID Partnership Policy

## A. Purpose

This policy is designed to guide the process for NETWORK AID in her desire to partner with other private, non-profit, or other governmental entities for the development, design, construction and operation of possibly partnered recreational, pro-poor, mental health, sponsorship, award/conferences, education, health and safety, governance or related facilities and/or program partnerships that may occur in line with the Network AID Mission, Vision and Values in enhancing national, regional or international agendas.

NETWORK AID would like to identify for-profit, non-profit, corporate, individual and governmental entities that are interested in proposing to partner with the Network AID to develop recreational, pro-poor, health and safety, education and livelihood, governance and related facilities and/or programs.  A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, skills, community contributions, knowledge, equipment, technical expertise, and political sensitivity.  These partnerships should be mutually beneficial for all proposing partners including Network AID, its constituents as well as for the citizens and the community.

This policy document is designed to: -

1) Provide essential background information,
2) Provide parameters for gathering information regarding the needs, relevance, and contributions of potential partners, and
3) Identify how the partnerships will benefit NETWORK AID and the community.


**Part Two, the "Proposed Partnership Agreement Outline Format", provides a format that is intended to help guide Proposing Partners in creating a proposal for review with NETWORK AID. NETWORK AID will use the outline to propose a partnership or sponsorship. However, the outline can be adjusted to best fit the circumstance.**

## Partnership Outline

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This CONSORTIUM AGREEMENT shall be binding upon the signatures of the PARTNERS.

AGREED SIGNATURES

Signature

MM/DD/YYYY


[Sender.Company]

Signature

MM/DD/YYYY

[Sender.FirstName][Sender.LastName]


## B.  Background and Assumptions

Partnerships are being used across the nation by governmental agencies, private, corporate, individual, non-profit etc to utilize additional resources for program design and implementation for community's or specific constituent benefit.  Examples of partnerships abound and encompass a broad spectrum of agreements and implementation.  The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

> A Note on Privatization:   This application is specific for proposed partnering for new facilities or programs.  This information does not intend to address the issue of privatization or transferring existing Network AID functions to a non-Network AID entity for improved efficiency and/or competitive cost concerns.  An example of privatization would be a contract for a landscaping company to provide mowing services in a park.  The Network AID is always open to suggestions for improving services and cost savings through contractual arrangements.  If you have an idea for privatization of current Network AID functions, please call or outline your ideas in a letter for the Network AID's consideration.

For the partnerships to be successful, the following elements should be in place before partnership procurement: -

i.   There must be support for the concept and process of partnering from the very highest organizational level, i.e. the Board, District/City Council, Ministry, Department, Agency (MDAs) and/or Department Head.

ii.  The potential partnering [Network AID/MDAs] Must have high-ranking officials who believe that they owe it to their citizens/constituents/beneficiaries/entity to explore partnering opportunities whenever presented, those communities both solicit partners and consider partnering requests brought to them.

This Partnership Policy sets the parameters before partner procurement begins. This allows the Network AID to be proactive rather than reactive when presented with a partnership opportunity. It also sets a "level playing field" for all potential partners, so they know and understand in advance the parameters and selection criteria for a proposed partnership.

This partnership policy and process set the development priorities and incorporate multiple points for go/no-go decisions of the Network AID. These development priorities Must be in line with the Mission, Vision and Value of Network AID; among these priorities are but not limited to: -

i.  Education & Livelihood
ii.  Health & Safety
iii.  Governance & Participation

The partnership creation process should be a public or open process, with both Partners and the Partnering Network AID well aware in advance of the upcoming steps. These steps can be initiated by Network AID the potential partners or both during a mutual meeting.

## C. Partnership Definition

For purposes of this document and policy, a Proposed/Potential Partnership is defined as: "An identified idea or concept involving NETWORK AID and for-profit, non-profit, individual, community, corporate and/or governmental entities, outlining the application of combined resources to develop facilities, events, programs, and/or amenities for Network AID, its constituent and its citizens."

A partnership is a cooperative venture between two or more parties with a common goal, shared mission and vision who combine complementary resources to establish a mutual direction or complete a mutually beneficial project or intervention. Partnerships can be facility-based programs or event-specific.

The main goal for partnerships is enhancing public offerings to meet the mission, vision, values and goals of Network AID. NETWORK AID is interested in promoting partnerships which involve cooperation among many partners, bringing resources together to accomplish goals synergistically. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various projects and increase public support for community or constituents' advancement, and recreation goals. Partners often have the flexibility to obtain and invest resources/currencies on products, services or activities where local or central government may be limited.

**Partnerships can take the form of: -**

1. Cash, gifts and donor programs,
2. Improved access to alternative funding,
   3.  Property investments,

4. Charitable trust funds,
5. Labor,
6. Materials,
7. Equipment,
8. Sponsorships/scholarship,
9. Technical skills and/or management skills, and other forms of value.

The effective use of volunteers also can figure significantly in developing partnerships. Some partnerships involve active decision-making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this policy.

### Types of Partnerships: -

a) Active Partnerships
   i. Management Agreements Program Partnerships; Facility Leases Intergovernmental Agreements (IGAs); Marketing Partnerships

b) Semi-Limited Decision-Making Partnerships
   i. Sponsorships

c) Limited Decision-Making Partnerships
   i. Grant Programs; Donor Programs; Volunteer/Internship Programs

## D. Possible Types of Active Partnerships

NETWORK AID is interested in promoting collaborative partnerships among multiple community, international, national, corporate, private, government, state-owned enterprises, and UN Agencies. Types of agreements for Proposed "Active" Partnerships may include leases, contracts, sponsorship/corporate agreements, marketing agreements, management agreements, joint use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parks, recreation, paving, fencing, signage, outdoor restrooms, utility infrastructure, animation, documentary etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

**Examples of Public/Private Partnerships**

1. A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on land, negotiate a management contract, provide the needed programs, and make a profit.
2. A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labour, and needs a spot to place it.
3. Several neighbouring businesses see the need for a place for their employees to work out during the work day.  They grouped to fund initial facilities and an operating subsidy and give the facility to the Network AID to operate for additional public users.
4. A biking club wants to fund the building of a racecourse through a park.  The races would be held one night per week, but otherwise, the path would be open for public biking and in-line skating.
5. A large corporate community relations office wants to provide an adult literacy centre but doesn't want to run it.  They give a check to the Network AID in exchange for publicizing their underwriting of the park's cost.
6. A private restaurant operator sees the need for supporting 50 children and girls and funds three years of development aspirations through Network AID.

## Examples of Public/Non-Profit Partnerships

1. A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
2. A non-profit association needs fields for community programs and wants to obtain grants for the building of the fields.  They would get priority use of the fields, which would be open for the Network AID to schedule use during other times.
3. A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the Network AID to lease the land.

## Examples of Public/Public Partnerships

1. Two governmental public safety agencies see the need for more physical training space for their employees.  They jointly build two gyms adjacent to Network AID facilities to share for their training during the day.  The gyms would be open for Network AID to schedule for other users at night.
2. A school district sees the need for a climbing wall for their athletes.  The district funds the wall and subsidizes operating costs, and the Network AID manages and maintains the wall to provide public use during off hours.
3. A university needs meeting rooms.  They fund a multi-use building on Network AID land that can be used for Network AID community programs at night.

## E.  Sponsorships

NETWORK AID is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Please see the NETWORK AID Sponsorship Policy for more information.

## F. Limited-Decision Making Partnerships: Donor, Volunteer, Internship and Granting Programs

While this policy document focuses on the parameters for more active types of partnerships, Network AID is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

## G. Benefits of Partnerships with NETWORK AID

Network AID expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are: -

Benefits for Network AID and the Community:

a) Merging of resources to create a higher level of service and facility availability for community members.
b) Making alternative funding sources available for public community amenities.
c) Tapping into the dynamic and entrepreneurial traits of private industry.
d) Delivering and advocating for services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.
e) Meeting the needs of specific groups through technical advice, referral, negotiation, conflict resolution and community programming.

## Benefits for the Partners:

a) Land and/or facility availability at a subsidized level for specific facility and/or program needs.
b) Sharing of the risk with an established stable governmental entity.
c) Becoming part of a network of support for the management and promotion of events and programs.
d) Possibility of having Network AID professionals and recreation and planning experts to maximize the facilities and programs that may result.
e) Possibility of having Network AID staff facilitate the planning and operational efforts.

These outline benefits are open to negotiation

## II. The Partnering Process

The steps for the creation of a partnership with NETWORK AID are as follows: -

A. NETWORK AID will create a public notification process that will help inform any interested partners of the availability of partnerships with Network AID. This will be done through

notification in area newspapers, websites, social media handles, listing in brochures, and through any other feasible notification method.

B. The proposing partner takes the first step to propose partnering with the Network AID. To help in reviewing both the partnerships proposed and the project to be developed in partnership, Network AID asks for a Preliminary Proposal according to a specific format as outlined in Part Two - Proposed Partnership Outline Format.

C. Network AID shall also approach and solicit partnerships with other parties or entities to foster its mission, vision and values; and also contribute and align with national, regional and international development agenda

D. If the initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on Network AID Mission, Vision, Values and Goals, and the Selection Criteria. Network AID staff or appointed representatives will be assigned to work with potential partners.

E. Network AID representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. Network AID representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Network AID departments, guiding the partners as to necessary steps.

F. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering and whether this project should prompt Network AID to seek a Request For Proposal (RFP) from competing/ collaborating organizations.

*Request For Proposal (RFP) Trigger:*
To reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than $5,000, and Network AID has not already undergone a public process for solicitation of that particular type of partnership, Network AID will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, events, programs or services. A selection of appropriate partners will be part of the process.

G. For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for Network AID's official development review processes and approvals. The project may require review by the legal, management and/or advisory team depending on project complexity and applicable Network AID policies and statute provisions or regulations. If these reviews are necessary, a provision to reimburse Network AID for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.

H.  Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to ensure the most efficient and mutually beneficial outcome.  Some projects may require that all technical and professional expertise and staff resources come from outside Network AID's staff, while some projects may proceed most efficiently if Network AID contributes staff resources to the partnership.

I.  The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget.  The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced.  If Network AID staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.

J.  Specific Partnership Agreements appropriate to the project will be drafted jointly.  There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners.  The agreements may be in the form of: -
    a)  Lease Agreements
    b)  Management and/or Operating Agreements
    c)  Maintenance Agreements
    d)  Intergovernmental Agreements (IGAs)
    e)  Or a combination of these and/or other appropriate agreements

K.  Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc.  Provision to fund the costs and reimburse Network AID for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

L.  If all is approved, the Partnership begins. Network AID is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership.  Evaluation will be an integral component of all Partnerships.  The agreements should outline who is responsible for evaluation, the types of measures used, and details on what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

## III. The Partnership Evaluation Process

### A. Mission Statements and Goals

All partnerships with NETWORK AID should be in accord with Network AIDs and any specifically affected Department's Mission and Goals.  For purposes of example for this policy, the following sections utilize NETWORK AID's Mission, Vision and Goals to represent how a proposed partnership for that Department would be preliminarily evaluated:

### a) Network AID Mission and Vision Statement

**Mission Statement**

The ultimate mission is to enhance the well-being and well welfare of illiterate women and girls, young people, and persons with disability and deprive children of development and participation in a healthy, productive and corrupt-free society.

**Vision Statement**

The vision is to have an informed society that recognizes illiterate women and girls, young people, and persons with disability and deprived children for a sustainable, corrupt-free, and healthy population.

### b) Network AID Specific Goals

Goals:

  I. Illiterate women/girls, young people, deprived children and persons with disability development and participation
  II. Entrepreneurship Development
  III. Pro-poor Microfinance/Adult Literacy
  IV. Sponsorship, Awards and Conferences
  V. Data Collection, Research, Monitoring and Evaluation
  VI. Information Communication Technology
  VII. Health-
   i. Cancer
   ii. WASH
   iii. Reproductive Health and HIV/AIDS
   iv. Harmful Traditional Practices/FGM-C
   v. Mental Health
   vi. Accident and Incident
   vii. Disaster and Epidemic

Network AID

## B. Other Considerations

### a) Costs for the Proposal Approval Process

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage.

This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc.

There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Network AID.

Successful Partnerships will take these costs into account and may plan for Network AID recovery of some or all of these costs within the proposal framework. Some of these costs could be reimbursed through a negotiated agreement once operations begin, considered as construction expenses, or covered through some other creative means.

### b) Land Use and/or Site Improvements

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as Network AID contributions and may need to be negotiated for a project include:

### Any Facilities or non-existent Infrastructure Construction

i. Outdoor Restrooms
ii. Schools or hospitals
iii. Water Fountains or wells
iv. Roads or Street improvements
v. Complementary uses of the Site
vi. Maintenance to Specified Standards
vii. Staffing
viii. Parks
ix. Utility Improvements (phone, cable, storm drainage, electricity, water, etc.)
x. Custodial Services
xi. Trash Removal
xii. Other facilities

### C. Need

The nature of the provision of services and intervention determines that certain activities will have a higher need than others. Some activities serve a relatively small number of beneficiaries and have a high facility or program cost. Others serve a large number of beneficiaries. The determination of need is an ongoing discussion in the provision of programs and amenities. The project will be evaluated based on how the project fulfils a need.

### D. Funding

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for Network AID, will Network AID consider contributing resources at a below-market value to a project. Network AID recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance. The details of approved and pending funding sources should be identified in a proposal.

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Alternative funding can come from the following sources, sponsorships, grants, in-kind contributions and donor programs.

All plans for using alternative funding should be identified. Network AID has an established Sponsorship Policy, and partnered projects will be expected to adhere to the Policy. This includes the necessity of having an Approved Sponsorship Plan in place before the procurement of sponsorships for a Partnered Project.

### E. Selection Criteria

a) In assessing a partnership opportunity to provide facilities and services, Network AID will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two gives a structure to use in creating a proposal. Network AID staff and representatives will evaluate by attempting to answer each of the following Guiding Questions: -

   i.    How does the project align with Network AID and affect the Department's Vision, Mission Statement and Goals?
   ii.   How does the proposed intervention fit into the current Network AID and the affected Department's Master Plan?
   iii.  How does the intervention/program meet the needs of Network AID constituents?
   iv.   How will the project generate more impact and/or less cost per participant than Network AID can provide with its staff or facilities?
   v.    What are the alternatives that currently exist, or have been considered, to serve the constituents identified in this project?
   vi.   How much of the existing need is now being met within Network AID borders and adjacent Agencies?
   vii.  What is the number and demographic profile of constituents who will be served?

viii. How can the proposing partner assure Network AID of the long-term stability of the proposed partnership, both for operations and maintenance standards?

ix. How will the partnered project meet and mitigate disabilities, child rights, sexual harassment, gender equality, safeguarding, youth participation, privacy, and local involvement and enhance employment?

x. How will the organisation offer programs at reasonable and competitive costs for constituents?

xi. What are the overall benefits for Network AID and the Proposing Partners?

xii. How will the project enhance the welfare and well-being of illiterate persons?

### F. Additional Assistance

a) NETWORK AID is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may help prepare a proposal: -

i. Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.

ii. Relevant information including NETWORK AID Comprehensive and Master Plans, the department master plan, and other documents are available at the Network AID Offices. These documents may be copied or reviewed, but may not be taken off-site.

iii. The NETWORK AID Web Site www.networkaid.org has additional information.

iv. If additional help or information is needed, email: contact@networkaid.org or nnetaid@gmail.com

## Part Two

## Proposed Partnership Outline Format

## (Sample format to be used by Network AID)

Please provide as much information as possible in the following outline form.

A. Description of Proposing Organization:
   a) Name of Organization
   b) Years in Existence
   c) Contact Names, Mailing Address
   d) Physical Address, Phone, Fax, E-mail
   e) Purpose of Organization
   f) Services Provided
   g) Member/User Profiles
   h) Accomplishments
   i) Legal Status

B. Summary of Proposal (100 words or less)
   a) What is being proposed?

C. Benefits to the Partnering Organization
   a) Why is your organisation interested in partnering with NETWORK AID? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

D. Benefits to NETWORK AID
   a) Please individually list and discuss the benefits (monetary and non-monetary) for NETWORK AID and constituents of Network AID.

E. Details (as currently known)
   a) The following page lists a series of Guiding Questions to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of NETWORK AID.
   Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

Guiding Questions

   a) Meeting the Needs of our Community:
      i. In your experience, how does the project align with Network AID's mission, vision and goals?
      ii. How does the proposed program or facility meet a need for Network AID constituents?
      iii. Who will be the beneficiaries/constituent?
      iv. What is the projected number and profile of constituents who will be served?
      v. What alternatives currently exist to serve the beneficiaries/constituents identified in this project?
      vi. How much of the existing need is now being met?
      vii. What is the availability of similar programs elsewhere in the community?
      viii. Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?


   b) The Financial Aspect:
      i. Can the project generate more impact and/or less cost per participant than Network AID can provide with its staff or facilities?
      ii. Will your organisation offer programs at reasonable and competitive costs for constituents?
      iii. What are the anticipated prices for constituents?
      iv. What resources are expected to come from Network AID?
      v. Will there be funding, grants, equipment or in-kind benefit for Network AID, and if so, how and how much?

c) Logistics:
   i. How much space do you need if any?
   ii. What type of space if any?
   iii. What is your proposed timeline?
   iv. What are your projected hours of operation?
   v. What are your initial staffing projections?
   vi. Are there any mutually beneficial cooperative branding benefits?
   vii. What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
   viii. What is your organization's experience in providing this type of intervention/program if any?
   ix. What equipment is needed to facilitate the delivery and achievement of the program/intervention
   x. How will your organization meet disabilities, equality and diversity requirements?


d) Agreements and Evaluation:
   i. How, by whom, and at what intervals should the project or partnership be evaluated?
   ii. How can you assure Network AID of the long-term stability of your organization?
   iii. What types and lengths of agreements should be used for this project or partnership?
   iv. What types of "exit and sustainability strategies" should we include?
   v. What should be done if the project does not meet the conditions of the original?