

## **INDIA Redefined THIRD SECTOR PARTNER'S PROGRAMME (TSPP)**

INDIA Redefined (IR) has a vision of HAPPY INDIA, which is an amalgamation all other visions. We firmly believe that to make India a Happy Country, one single approach is not enough. But that does not mean that people, groups and NGOs working single-mindedly with a focused approach should not do so. Country needs groups with expertise and specialization in specific field, be it education, environment, poverty, rural development, health or any other.

IR aims to create a broad based platform and partnering and bringing NGOs on this platform is an important aspect to create depth in each of the specific areas. This INDIA Redefined platform can become an enabler for collaborations and synergy between various NGOs doing brilliant work to create a multi-pronged approach for improving our country. The impact and effect of such a unified platform, where various NGOs work in tandem, can magnify the results manifolds which may not be possible to achieve for a lone organization.

### **Why collaborate?**

For example, if two NGOs think there are different ways to address poverty, why not pursue those in different ways at different levels? Collaboration tries to overcome obstacles of working in a solitary manner – NGOs may disagree on both where they are actually going and how to get there. Specialization capitalizes on these differences among NGOs and on the comparative advantage that NGOs have vis-à-vis govt. departments or its agencies: their small size. Small, differentiated agencies may be able to experiment, to innovate, and to work at many different levels of the “change process.” Of course, for either collaboration or specialization to work, there has to be a mechanism for exchanging information and learning from mistakes.

Collaboration is only valuable when the costs are less than the added benefit that collaboration will bring to fulfilling the organization’s mission. In other words – first you define your identity so you can specialize (i.e., in your mission), then you collaborate if it makes you more effective. This means that likeminded organizations will collaborate around specific issues of individual benefit; ideally each will contribute according to its specialty.

If we are striving to address systemic problems that must be solved systemically, then we need multiple ways of thinking that lead to the best kinds of action, and relationships, at all the system’s levels and leverage points. If we strive for systemic collaboration but actually end up using collaboration mostly for the purpose of day-to-day operational expediency, we achieve little systemic impact. A key hurdle for systemic collaboration is how to pay for it if funding flows are mostly short term. Practices being used in some organizations include:

- Think programmatically, even if funding comes in project sized packages. Track external indicators, like Millennium Development Goals, which go beyond the individual project, and use these as planning foci.
- Maintain long term information sharing relationships with key organizations around thematic issues. When organizations agree in advance on a set of shared strategies and priorities for addressing a specific issue (say, indigenous rights), that framework can guide their individual or collaborative action when opportunities arise. The key is to focus on the long term change,

being alert for opportunities to influence it by one organization or another, not specifically on which organization gets today's piece of the funding pie.

- Organizational business models influence how much time senior managers can dedicate to nurturing longer term systemic activities, as opposed to servicing short term donor commitments (i.e. senior managers have more time to spend on systemic issues if their salaries are not totally dependent on short term project funding sources).

## **INDIA Redefined as the Collaborative Platform**

IR approach to its vision is by motivating common citizens and making them into "Doers" for the country. This dovetails very well with NGOs which normally work on a specific area or issue and will benefit by having a local, on the field voluntary force, which is being developed by IR. The work is then done under the common platform without any loss of identity of any organization and at the same time platform of IR becomes stronger with such partnership and also enhance the effectiveness of action.

INDIA Redefined as a strong single collaborative platform, with participation from NGO diaspora, can make our voice heard at a national or global platform and, in time, can act as an indomitable pressure group against social evils like corruption. Such a platform is not dependent on the "karma" of one leader but on the collective "karma" of all the participants – hence more difficult to break.

It is our firm belief that no single agency can cover all the needs of creating India of tomorrow and that collaboration is, therefore, not an option, but a necessity. Collaboration among a diverse group of agencies can take different forms. IR aims at maximizing complementarity based on our different mandates and mission statements. Based on the principle of diversity, IR does not seek to convince different agencies to pursue a single mode of action or work within a unique framework.

In order to realize the overall goal, the IR will:

- Achieve a common understanding on the concept of partnership by developing "Principles of Partnership" (PoP), which will include principles such as diversity, mutual respect, responsibility, and transparency. Partners in the IR will ensure that these principles will permeate their operations and actions.
- Invest in implementing the Principles of Partnership (PoP) among the partner NGOs or agencies. Organizations will need to take ownership of the process by which the Principles are put into practice.
- Engage in a dialogue on strategic issues of common concern and express views that seek to address these common concerns. They include: our accountability to the populations for, and with, whom we work; our strengthening of the capacity of local actors; the safety and security of our workers, staff or volunteers; and our roles in situations of transition.
- Meet at defined intervals to take stock of the progress to date and make adjustments, where appropriate.

For this partnership to be effective, it is critical that the process is not perceived as one that is directed from the top all the way down to the field level. A new culture of partnership between partner NGOs can only emerge if TSP is a broadly shared initiative that works on the basis of the same values and principles at all levels.

## **Guiding Principles of Partnership (PoP)**

In order to help ensure that there is a common understanding of the concept of partnership, TSPP participants agree to base their partnership on the following principles:

### **Equality**

Equality requires mutual respect between members of the partnership irrespective of size and power. The participants must respect each other's mandates, obligations and independence and recognize each other's constraints and commitments. Mutual respect must not preclude organizations from engaging in constructive dissent.

### **Transparency**

Transparency is achieved through dialogue (on equal footing), with an emphasis on early consultations and early sharing of information. Communications and transparency, including financial transparency, increase the level of trust among organizations.

### **Result-oriented approach**

Effective action must be reality-based and action-oriented. This requires result-oriented coordination based on effective capabilities and concrete operational capacities.

### **Responsibility**

All partnering NGOs have an ethical obligation to each other to accomplish their tasks responsibly, with integrity and in a relevant and appropriate way. They must make sure they commit to activities only when they have the means, competencies, skills, and capacity to deliver on their commitments. Decisive and robust prevention of abuses committed by partnering organization must also be a constant effort.

### **Complementarity**

The diversity of the NGO community is an asset if we build on our comparative advantages and complement each other's contributions. Local capacity is one of the main assets to enhance and on which to build. Whenever possible, partner organizations should strive to make it an integral part in emergency response. Language and cultural barriers must be overcome

### **How to Join TSPP**

At this moment there is no membership fee to be a part of TSPP. However, following must be done to be considered as at 3<sup>rd</sup> Sector Partner of INDIA Redefined –

- The participating NGO has to carry out three activities/ events in their area of interest/ expertise after concurrence of these activities from IR.
- These activities/ events have to be done under INDIA Redefined banner, with executing NGO's logo on the banner, which will be designed by IR Creative Team.
- The NGO has to provide the photographs and/ or videos along with details of activity, participants, impact etc. to INDIA Redefined.
- Once it is assessed that all three events are in compliance, the participating NGO's logo will be placed on IR website as a 3<sup>rd</sup> Sector Partner of INDIA Redefined.