

## 2.1 Strategic Alignment and Project Identification Tools

### 1 Partnering Tool 1.1 <sup>1</sup>Partner Assessment Form

This tool is a “prompter” enabling those creating partnership to ask systematic questions of any potential partner to ensure a good fit with the goals/needs of the partnership. This tool should be used as a starting point for exploring a relationship by providing a basis for frank discussions with the key players involved at both senior and operational levels. It is designed to raise appropriate questions – not to provide definitive “screening”

Does the prospective partner organisations have ...	Current Status	Further actions
	A review of : <ul style="list-style-type: none"> <li>➤ What you know so far</li> <li>➤ The reliability of your sources of information</li> <li>➤ Whether you have enough information upon which to base a decision</li> </ul>	A note of : <ul style="list-style-type: none"> <li>✓ Further information required</li> <li>✓ Remaining concerns</li> <li>✓ Timetable and criteria for making a decision about suitability</li> </ul>
1. A good track record?		
2. Responsible-standing/respect within their own sector?		
3. Reasonable standing/respect from other sectors and other key players?		
4. Wide-ranging and useful contacts they are willing to share?		
5. Access to relevant information / resources/experience?		
6. Skills and competencies that complement those of your organisation and/or other partners?		
7. Sound management and governance structures?		
8. A record of financial stability and reliability?		
9. A stable staff group?		
10. Sticking power when things get tough?		
<b>Are the staff members in the prospective partner organisation</b>		
11. Experienced and reliable in the development of projects?		
12. Successful at mobilizing and managing resources?		
13. Good communicators and team players?		

<sup>1</sup> Partnering toolkit for School Safety and Education for all – Estelle Gautier GIZ

<b>Individual Leaders' intentions, attitudes and commitments</b>	
1. Do I view the partnering approach as crucial to achieve our goals?	✓
2. Do I believe that my partners want the partnership to succeed?	✓
3. Am I committed to the outcomes of the partnership?	✓
4. Am I willing to challenge my assumptions?	✓
5. Do I value the differences among us?	✓
6. Do I trust my partners to make appropriate decisions on my behalf?	✓
<b>Individual Leaders' behaviors</b>	
7. Am I an advocate for the partnership approach?	✓
8. Do I listen actively to my partners?	✓
9. Do I adhere to the partnership's principles? E.g. equity, transparency, mutual benefit in my daily behaviour?	✓
10. Do I seek and give helpful feedback from/to my partners?	✓
11. Do I follow through on my commitments?	✓
12. Do I show respect for my partners even when they are not present?	✓
13. Do I support the development needs of my partners?	✓
14. Do I acknowledge my partners for their accomplishments?	✓
<b>Partnership's mindsets, values and norms</b>	
15. Do we share an understanding of the benefits and risks of partnering?	✓
16. Are we aligned around a shared vision and shared values?	✓
17. Are we aligned around a shared vision and shared values?	✓
18. Do we freely share our ideas even when they are at odds with others?	✓
19. Are we open to changing our viewpoint about other stakeholders?	✓
20. Are we giving each other the benefit of the doubt?	✓
21. Have we developed a culture of transparency among ourselves and around the partnership?	✓
22. Are we continually looking for opportunities to learn, change, and improve?	✓
<b>Partnership's structures, systems and strategies</b>	
23. Is our partnering agreement clear and well understood by everyone?	✓
24. Are incentives in place for the partners to think and act for the benefit of the partnership?	✓
25. Do we have the skills, competencies and technologies to succeed in our joint efforts?	✓
26. Do we have the structures and ground rules in place to work effectively together?	✓
27. Are we freely sharing information with our stakeholders?	✓
28. Are our strategic priorities clear to everyone concerned?	✓
29. Do we set and respect high standards of quality in everything we do?	✓
30. Are we bringing the best and most complementary resources to make the partnership successful?	✓
31. Do we institutionalize the partnership so that it can continue working without us?	✓

## Partnering 1.3 Sample Partnering Agreements

### 1. Partner organisations

1. Partner A Contact details
2. Partner B Contact details
3. Partner C Contact details

### 2. Statement of intent

1. We, the undersigned, acknowledge a common commitment to/concern about ....
2. By working together as partners, we see the added value each of us can bring to fulfill this commitment/address this concern
3. Specifically we expect each partner to contribute to the organisation/project in the following way(s)
  - Partner A ...
  - Partner B ...
  - Partner C ...
  - All partners.

### 3. Structures and Procedures

1. Partner roles and responsibilities
2. Coordination and administration
3. Working groups/committee(s)
4. Advisory groups(s)
5. Decision-making processes
6. Accountability arrangements

### 4. Resources

1. We will provide the following resources to:
  - The partnership
  - The project

### 5. Audits/Reviews/Revision

1. We agree to make available all information relevant to this partnership to partners as necessary
2. We agree to review the partnership .... Every... months
3. An independent audit of the financial arrangements of the partnership (and any projects resulting from the partnership) will be undertaken on an annual basis.
4. We agree to make adjustments to the partnership (including re-writing this agreement) should either a review or an audit indicate that this is necessary for the partnership to achieve its objectives

### 6. General

1. This agreement does not permit the use of copyright materials (including logos) or the dissemination of confidential information to any third party without the written permission of the partner(s) concerned.
2. This agreement does not bind partner organisations or their staff/officers to any financial or other liability without further formal documentation

### Signed

On behalf of partner 1

On behalf of partner 2

**Partnering 1.4 Partnering Roles and Skills Questionnaire**

Roles Assessment (1=Low 5=High)

Partner organisations	Assessment of current capacity in this area					Strategy for improvement if necessary
	1	2	3	4	5	
Key Roles in partnerships						
1. Partnership/project championship						
2. Awareness raising						
3. Coordination						
4. Relationship management						
5. Resource mobilization						
6. Project/Programme planning						
7. Project/Programme management						
8. Communications						
9. Monitoring						
10. Other (specify)						

Partner organisations	Assessment of current capacity in this area					Strategy for improvement if necessary
	1	2	3	4	5	
Key Partnering Skills						
1. Negotiation						
2. Mediation						
3. Facilitation						
4. Synthesizing information						
5. Coaching/capacity building						
6. Institutional engagement						
7. Institutional strengthening						
8. Evaluating/reviewing						
9. Other (specify)						

