



Partnership Filter and Application Tool

International Development through Sport

What is the CGC Partnership Filter and Application Tool?

The *Partnership Filter* and *Application Tool* were developed to provide a guideline for organizations to evaluate the potential for partnership as well as raise issues for consideration when engaging in discussion with potential partners.

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- **The Partnership Filter** is a visual illustration, providing an overview of your organization with the key criteria to evaluate the potential partnership.
 - **The Application Tool** provides a template to use while evaluating the partnership and to score the partnership according to the criteria outlined by the filter.
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Why evaluate partnerships? - Rationale

Organizations that succeed in creating effective, sustainable development through sport programs, understand the necessity of strategic, synergistic partnerships and alliances. Partnerships are often entered into without properly evaluating and understanding key issues for the alliance, such as the principles and practices of potential partners, their readiness, and commitment to sustainability. This tool aims to provide organizations with clear, concise rationale in leveraging their development through sport objectives by entering into strategic partnerships.

What can you do with it? - Applications

The *Partnership Filter* provides a set of criteria through which to screen potential partners and evaluate the effectiveness of entering into a partnership. It can be used to help evaluate a partnership opportunity that relates to development through sport programming. The filter allows you to evaluate the potential partnership and give concrete evidence and documentation as to why the partnership is a good or poor fit. By critically examining the rationale behind a partnership, your organization can ensure that shared values and vision underpin future activities.

The Partnership Filter is a tool that can be used to assess program partnerships, as well as national, regional and global strategies in using sport as a development tool. Commonwealth Games Canada is an organization that works with in-country partners to develop locally relevant programs and places volunteers in the field to support community based initiatives. This filter is also used to assess the readiness of organizations who wish to host a Canadian volunteer.

Results – Outcomes of applying the Filter

Use of the *Partnership Filter* and its *Application Tool* to evaluate a potential partnership will result in:

- A visual breakdown and rating of key criteria by which to evaluate a potential partnership
- A cumulative scoring of a potential partnership in relation to the goals, objectives, mission, vision, and values of the two organizations and the partnerships potential for success.
- Highlighting specific strengths and weakness of the potential partnership for decision making and justification as to why a partnership was accepted or rejected.
- A standardized breakdown and scoring of the partnership that provides concrete documentation and justification as to why a partnership was accepted or rejected.



- An opportunity for your managing staff to look critically at the decisions surrounding partnership and ensure that partnership is made between organizations and not personalities.

The rating system was designed to assign a positive, negative, or neutral value to each partnership component. By taking out numerical variation, it is the hope that the tool will be easy to use and will eliminate individual variances.

How to use it? – Process, Groundwork, and Follow up

Process

Individuals within the organization that have a stake in the partnership and the programs that it will affect, should be offered the opportunity to use the filter to critically evaluate the partnership. Organization management and program staff should rate the partnership individually in order to examine the partnership as critically as possible. The individual ratings can then be compiled and discussed to summarize the overall view of the partnership. The process is not lengthy, but should be taken seriously with due diligence.

Groundwork

An organization must complete the following groundwork in order to use the *Partnership Filter* and *Application Tool*, to properly assess the alignment of a potential partnership with its organizational mission, vision, values, and operating principles:

- Clearly state and understand the potential partner organization’s vision, objectives, goals, core values, and operating principles. As a starting point, those items must be clearly stated and input into the filter template.
- Be clear on the roles and expectations of all partners in the proposed partnership. In order to critically analyse the partnership, the goals of the partnership and the steps that need to be taken to achieve these goals must be understood
- Critically analyse the potential partner - research the organizational culture of the potential partner and their role in the area in which they wish to partner. Understanding the organization of the potential partner, its goals and objectives, and priorities for the programming are vital to effectively screening the partnership with the filter tool.

Follow up

After the groundwork has been done and the potential partnership had been analysed through the filter and discussed by all stakeholders, the partnership is accepted, rejected, or it is decided that further work must be done in order for the organization to be able to enter into a partnership. The terminology of “filter” implies that challenges will arise and be identified. Once the issue has been addressed, then the potential partner will pass smoothly without hesitation through all areas of consideration.

Using the Partnership Filter and Application Tool

Partnership Filter

- Identify and state your own organizational culture. Your “vision, objectives, long term goals, core values, and operating principles” need to be input in the box down the left side of the *Partnership Filter*. This information remains constant and only needs to be done once.
- The purple boxes on the right side are merely summaries of what is contained in the centre for easy reference.
- Clearly identify the area/program/project for which a partnership is being considered and identify the expected roles of each partner.



- Identify the strengths, weaknesses, and areas of activity of the potential partner in relation to the criteria identified in the *Partnership Filter*.

Application Tool

- Input results of research into the *Application Tool*, adding notation as to areas of concern or particular strengths.
- Rate the ability of the proposed partner to meet each criterion listed in the filter. The partner is given a negative, neutral, or positive rating.
- Calculate an overall score for the overall partnership in the following manner:
 - For each positive score = add 1 point to total score
 - For each neutral score = 0 points added
 - For each negative score = subtract 1 point from total score
- Summarize and discuss the partnership scores with relevant stakeholders and make a decision on the potential partnership
 - Follow up with potential partner and encourage partner to use the filter on your organization.

Notes:

Although an organization may receive a negative rating, if this is something that your organization wishes to pursue, undertake the discussions that will address the challenges that prevented a positive match.

A potential partnership may receive negative results in programming areas, but the partnership may be effective in other areas such as the leveraging of funds or policy development.

References

Referenced documents:

Common framework for Local Development and Sport in Mozambique, International Labour Organization, 2003

A.S.A.P. Alliance Workbook, Introduction: Successful Alliances, Association of Strategic Alliance Professionals, Inc. The Warren Company, 2000

The Partnership Filter and Application Tool were inspired by meetings and discussions with Giovanni DiCola regarding the ILO Common Framework. CGC identified an organizational need to be able to illustrate how and why organizations were deemed partners before being able to place them within the Common Framework. We would like to take this opportunity to thank Mr. DiCola as well as Ms. Karen O'Neill for their constructive feedback and encouragement in making this tool a reality.

It is our hope that this filter can be the first step in identifying organizations for placement within the Common Framework. We would like to acknowledge the enormous amount of research and advocacy that Mr. DiCola has done within the ILO and abroad to promote acceptance of the Common Framework. The ILO has been an organization that embodies the shared vision and values that are integral to our work at CGC.

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