



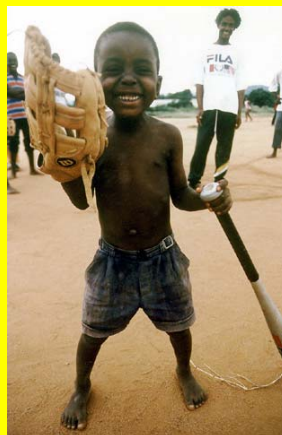
**Presentation: *Partner Meeting,*
NCDO,5 February 2008**

***BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT***

www . score.org.za

What is SCORE?

- **Founded 1991**
- **Non-profit NGO**
- **Ongoing Community-Based Programs in South Africa (1991), Namibia (2000) & Zambia (2002); office in The Netherlands**
- **Provides training & support services to Partners**



***BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT***

www . score.org.za

(S)CORE Business

SCORE uses sport to provide children and youth with valuable skills and opportunities that they need to succeed in life and contribute to their communities

SCORE uses sport as a development tool to build stronger communities

**BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT**

[www . score.org.za](http://www.score.org.za)

SCORE in Partnership...

- Government
- Sport & Community Role Players
- Regional Youth Sports Exchange Program
- Cooperation with SCSA Zone VI
- SCORE's Training & Facilitation Capacity (serving partners, generating income)
- Kicking AIDS Out & SSCN



**BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT**

[www . score.org.za](http://www.score.org.za)

Outline of the presentation

Partnership – what do we mean?

- Why is it important?
- Challenges of partnership
- Shifting the partnership paradigm



Partnership: Definitions...

- “Co operative between people or groups who agree to share responsibility for achieving some specific goal”
- “A contract between two or more persons who agree to pool talent and resources and share profit or losses”

What makes Partnership work?

- Quality & effectiveness of partnership is dependent on the quality of the relationship
- Focus on purpose which is rooted in jointly understood problems and opportunities
- Working principles based on value & practise- determine what impact partnership can achieve

Partnerships

- Constant learning in partnerships evolves into interdependent, mature relationships
- All parties should be equally valued, different strengths & needs should be recognized- results in equitable distribution of resources and benefits
- Should be a high degree of trust and honesty
- Capacity contribution benefits and limitations at all levels to actively pursue human & organizational development within the partnership itself

Partnerships

- If we know what makes a good partnership..... Then why the challenges?

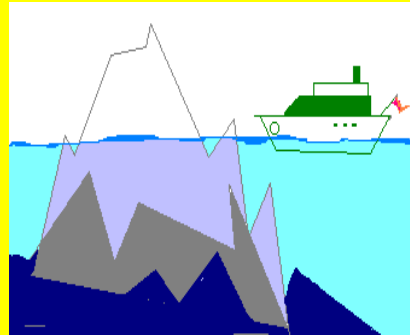


Partnerships in Development

- Are different? Or are they....?
- Usually an unequal relationship: “donor” & “recipient”
- Usually partners working in different contexts, different cultures, different worldviews, different work styles, different priorities...

Partnerships in Development

- Agreement on paper is the easy part...
- In practice there is the potential for many things to go wrong...
- Often it's what's beneath the surface that counts!



Real Examples of Partnerships in Development

- North Partner collecting money on behalf of target group; target group not involved
- North Partners funding programs according to own priorities, not local priorities
- “Donor darling” country – overwhelmed with separate, uncoordinated efforts

Real Examples of Partnerships in Development



- Sport & T-shirt/Sport & feeding schemes
- Remote-control management of projects
- South partners change core business for funding



**BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT**

[www . score.org.za](http://www.score.org.za)

Real Examples of Partnerships in Development



- South Partners concentrate on implementation and don't report on time or in the right format
- Funds are spent by South Partners on items & activities not specifically in the project budget
- North Partners always visit projects (during winter); south partners never travel north

**BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT**

[www . score.org.za](http://www.score.org.za)

Challenges & Consequences

CHALLENGES:

- Greed & Opportunism
- Competition vs. Collaboration
- Lack of partner strategic planning
- Capacity vs Timeframes
- Political agendas

CONSEQUENCES:

- Exploitation of stronger or weaker partner
- Absence of opportunity for risk and innovation
- Loss of identity of partners/ dependence
- Loss of reputation

Challenges & Consequences

- Feelings of being undervalued or not respected
- Retreat into negative generalizations, stereotypes and “the blame game”
- Most importantly: ***The Community needs get lost or become secondary***

Shifting the Partnership Paradigm

- **NEPAD: New Partnership for Africa's Development**
- **The Paris Declaration on Aid Effectiveness, Harmonisation, Alignment, Results and Mutual Accountability (2005)**

We Need a NEW Partnership Paradigm

- Focus on Beneficiary Needs to ensure relevance
- Ownership of the development process by Beneficiaries to ensure sustainability
- Recognise "equal value" in the north and south partner contributions & efforts
- Recognise & develop local capacity and increas south-south cooperation and coordination

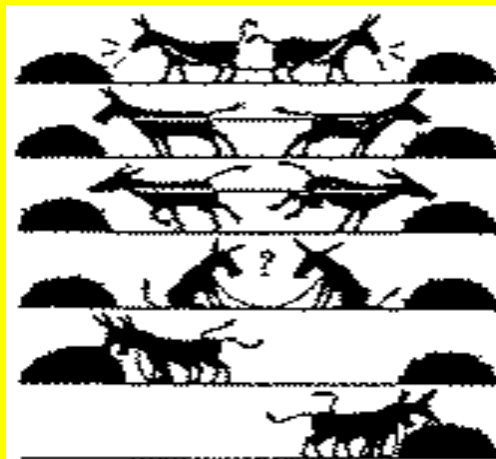
Shifting the Partnership Paradigm?



**BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT**

[www . score.org.za](http://www.score.org.za)

How is your Partnership?



**BUILDING COMMUNITIES &
CHANGING LIVES THROUGH SPORT**

[www . score.org.za](http://www.score.org.za)

Partnership Questions

- How much do you know about your partner?
Their culture, their work context?
- Do you and your partner share the same values? The same understanding of those values in action?
- Do you and your partner share the same vision and objectives for your cooperation?
- Does the project fall within each partner's existing (strategic) plan?
- Are the project & outcomes realistic?

BUILDING COMMUNITIES &

CHANGING LIVES THROUGH SPORT

[www . score.org.za](http://www.score.org.za)

Partnership Questions

- Is there sufficient capacity to implement the project on both sides; has this been properly budgeted for?
- Has the whole budgeting process been transparent for both partners?
- Are the roles and responsibilities clearly defined before the project starts, and what happens if either partner does not stick to what has been agreed?
- Do you mean the same thing when you agree?

BUILDING COMMUNITIES &

CHANGING LIVES THROUGH SPORT

[www . score.org.za](http://www.score.org.za)

Partnership Questions

- Is the agreement document clear and understandable to both partners?
- Was the timeline agreed by both partners?
- Is there a system for mutual review of all aspects of the partnership and project (site visits both ways)?
- Does the project recognize and utilise local capacity (in the partner or in the partner country) effectively?
- Is there third party (ie. neutral) assessment?

Partnership Questions

- Is there a clear plan in place for the partners' work to continue effectively when the project comes to an end?
- Has what needs to be 'sustainable' been clearly defined, and is it realistic?
- Does the project focus more on quantitative or qualitative change/impact?
- Have you invested time in building inter-personal relationships in the partnership?
- Have you discussed who takes the credit for the results and activities of the project; are both partners projected to be equal?

Building Trust

- Good partnership takes time to develop
- Parties must focus on relationship building
- Partnerships go through a number of phases
- Discover and confront core fears & issues
- Confront own stereotypes and expectations
- Relationships are not about ownership
- Dependency vs. Inter-dependency

**A partnership as a whole is
greater than the sum of its
parts...**

**Thank you for
the
opportunity**

