



# PARTNER *Toolkit*

Nurturing collaborations to  
bring communities together.

# What you NEED TO KNOW

## Vision and purpose of GFSA

Gun Free South Africa is committed to building safer communities by reducing gun violence, through public policy advocacy, education, awareness raising and community mobilisation. To do this effectively we need collaboration with partners in all communities identified and affected by gun violence.

## Purpose of the Toolkit

This toolkit is intended to help organisations build and sustain collaborations. The toolkit will provide a step-by-step navigation when working with new or existing partners and will help identify long-term and short-term collaborations. To build collaborations that generate a sense of solidarity where we all work together to generate solutions to problems and execute action plans.



## The meaning and benefits of Partnership

A partnership is defined as a relationship where two or more parties, having common goals and values, agree to work together for a particular purpose for some time. A partnership can offer certain benefits, like:

- Provide more coordinated and holistic services.
- Achieve administrative efficiencies and savings by avoiding overlap and duplication.
- Learn from others.

If you want  
to go fast, go  
alone, if you  
want to go far,  
*go together.*

– Martha Goedert.

# Partnership MANAGEMENT MODEL

GFSA follows a Collaborative Model  
of partner management.

## EACH PARTNER

- Shares decision-making responsibility and authority.
- Has roles and responsibilities.
- Is accountable to the other.
- Contributes resources.
- Surrenders some measure of its freedom.

## DECISION MAKING

- By consensus – Both parties to reach common ground on all aspects of the collaboration.
- Agreement necessary – Formal document of requirements and expectations.



*Be sensitive to*  
each partner's  
needs and  
*be flexible to*  
adapt to each  
other's needs

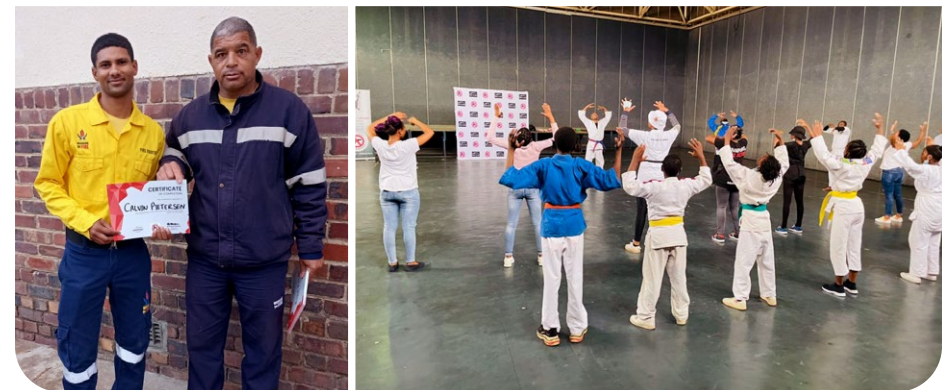
- Marlene Matlala & Monique Hansen.



Thuthukani Centre GFZ launch and toy gun campaign in Ivory Park, Gauteng.



**Left:** Blulever Education centre GFZ workshop in Braamfontein. **Centre:** Gun Free Zone launch with Busy Fingers Educare in Atlantis. **Right:** Firearms Control Amendment Bill mobilizing workshop with Alcardo Andrews Foundation in Hanover Park.



**Left:** Gun Free Zone launch with the Working on Fire crew in Mamre. **Right:** Women's self-defence training in Alexandra with BUDOKAI (Traditional Japanese Ju-jitsu) group.



# HOW TO IDENTIFY Strategic Collaborations

## STEP 1 Reflect on potential partners

Ask yourself the following questions:

- Why do you want to collaborate with this partner?
- Do you have the time and capacity to nurture this collaboration?
- Do you have the necessary funding available for any additional costs, attached to this collaboration, like transportation, partner building day, training, etc.?

## STEP 2 Meet with a potential partner

Ask your new or potential partner the following questions:

- Why do you want to work with GFSA?
- What is your vision for your organisation and this collaboration?
- What is your mission for the community?
- Who will be the communication person for this collaboration?
- What are the actions we can take/next steps?

Questionnaire for individuals we will be working with from the organisation, which can be used to observe and not necessarily ask questions.

- Why did they start doing the work?
- Why this organisation specifically?
- What do they enjoy about the work and what are some challenges they face working in the community?

*Be patient* with yourself, nurturing takes time.

- Marlene Matlala & Monique Hansen.

# STEP 3 Reflect after your meeting

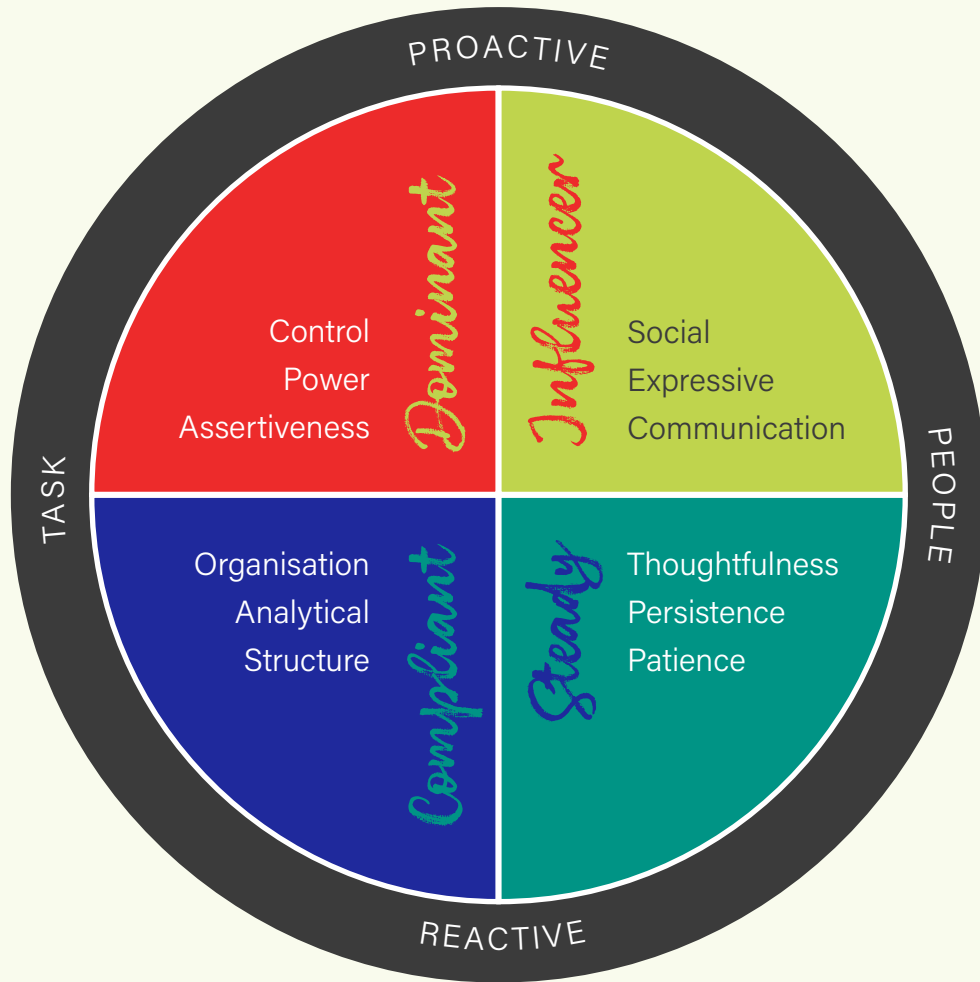
Complete the following Character Analysis table as a reflection exercise after your first meeting with the potential partner.

This helps you understand the needs of different collaborations.



Character	How can they help us?	Key focus	Actual Characters	Personality Type <i>(see DISC graphic below)</i>	Needs	Is the partner funded or not? By whom?	Short or long-term <i>(If you can mention 2 potential collaborations, it is long-term)</i>
<i>Example: SAPS</i>	<i>Reduce guns</i>	<i>Law and community</i>	<i>Sgt. Pepper</i>	<i>Influencer</i>	<i>Collaborating events</i>	<i>Government funded</i>	<i>Long-term</i>
<i>Example: Mashego Liquor Restaurant</i>	<i>Create safe space in the community, and help educate and raise awareness about the risk of gun violence</i>	<i>Safety and community</i>	<i>Mahlatse</i>	<i>Dominant</i>	<i>To create a Gun Free Zone</i>	<i>Privately owned and funded</i>	<i>Short-term</i>

# DISC Personality Types



First proposed by William Moulton Marston in 1928.

*Clear purpose*  
is the starting  
point of all  
achievements.

- Clement Stone.



## STEP 4 Build alignment

Complete the following Character Analysis table as a reflection exercise after your first meeting with the potential partner.

Build and maintain strategic collaborations by creating a plan using the below:

- Revisit the purpose in every meeting and written report: *Why should we work together?*
- Develop a partnership agreement: *A contract, MOU or any document that states the agreement between the 2 parties?*

The contract could include:

1. Defined objectives so that all parties know what they can expect from the arrangement.
2. Defined roles and responsibilities of each partner.
3. Clarified management model and the processes to be used for decision-making, the delegation of authority, monitoring and reporting mechanisms.
4. Outlined financial obligations and resource commitments.
5. Agreed-upon evaluation and assessment objectives.



## STEP 5 Planning an event

Focus on the following key elements:

- What are the goals of the event and how do we get there?
- *Senior Endorsement:* Do our leaders support us and get input from them?
- Dividing roles and responsibilities.
- *Field readiness:* Are people ready to move? (Tick box that shows we are ready to move forward with the plans).
- *Motivate:* Keep everyone focused on the big picture (constant communication, like reminders, and informal check-ins).

## STEP 6 Debrief after every event.

Unpack the following with your partners:

- Set some rules first (no blaming, etc) especially when an event has not been good or a success.
- Lay out an agenda (be prepared with a call for what questions to ask).
- If it can happen immediately after an event, do it while everyone still has fresh feedback.
- Intimate debrief session – talk about successes, trouble spots, opportunities and brainstorm while everything is fresh.





## STEP 7 Maintain and stay in touch

### Remember to do the following:

- Share other opportunities and not necessarily the specific event or workshop.
- Communicate and make everything as easy as possible through email, WhatsApp or Zoom.
- Regular check-ins about what our partners are doing and sharing our work, through the newsletter or via email.

## STEP 8 Progress and evaluation

- Agree on measures and reports (quarterly reports; share with boards at AGM; informal monthly feedback to teams and end/beginning of the year to plan for the year and/or reflect at the end of the year).
- Revisit the goals objectives and outcomes resulting from the partnership yearly.

The right people,  
doing the right  
things, at the right  
time, leads to  
*effective  
collaborations.*

- Marlene Matlala & Monique Hansen.

# Nurturing COLLABORATIONS

## 1. Dealing with conflict

### Definition

- Conflict occurs when people have strong differences between them such as values or beliefs and are not on the same page.
- Conflict can happen across generations with someone older and perhaps more experienced than you, or someone younger than you, with limited experience.
- Conflict can happen when people disrespect each other, or promises are broken.

### Feelings when in conflict

- You may feel angry, emotionally drained and frustrated when in conflict with someone.
- A feeling of not being heard and feeling undervalued.
- Take time to identify how you are feeling in that conflict moment before acting on the feelings.



### How to resolve

- Sit down, process your feelings and communicate with the person you are in conflict with.
- To avoid ending the collaboration, appoint a new communications person for both parties.
- If you feel like there are no solutions to resolve the conflict after exploring options, it's okay to walk away from the collaboration.

## 2. Challenges with collaborations

- Could put an agency at some financial risk or legal liability if the collaborating partner acts in bad faith.
- May confuse reporting and accountability lines.
- May make people nervous because changes to the organisation are required.
- Could compromise cultural and organisational values.
- Could cause tension and conflict between individuals in the partnership.
- Could require too much time and will often mean some loss of identity, motivation or freedom.

Challenges are  
what makes  
the work  
*meaningful.*

### 3. Celebrate your successes!

Partner building day; lunch meetings; or rewards.

– Marlene Matlala &  
Monique Hansen.





**Top Left:** Gun Free Zone workshop in Tembisa south, at Makukhanye Alcohol & Drug centre, Gauteng.

**Top Right:** Mom's healing dialogue with Mom's move for justice in Atlantis, Western Cape.

**Right:** Youth Dialogue with Melkbosch Village Youth Committee, Western Cape.

**Bottom:** Community Walkabout with Cape Flats Safety Forum in Mitchell's Plain, Western Cape.



Fight for  
 what you  
 care about  
 but do it in a  
 way that will  
 lead others  
*to join you.*

– Ruth Bader Ginsburg

# ANNEXURES & TOOLS

## Example of MOU – Option 1 (page 01)

### MEMORANDUM OF UNDERSTANDING

#### PARTIES

- This Memorandum of Understanding (hereinafter referred to as the 'MOU') is entered into on \_\_\_\_\_ (the 'Effective Date'), by and between \_\_\_\_\_, with an address of \_\_\_\_\_ (hereinafter referred to as the 'Party A') and \_\_\_\_\_ with an address of \_\_\_\_\_ (hereinafter referred to as the 'Party B') (collectively referred to as the 'Parties').

#### PURPOSE

- The purpose of this Memorandum of Understanding (MOU) is to establish a framework for cooperation and collaboration between [Party A] and [Party B] to [briefly describe the overarching objective or goal of the collaboration, such as "facilitate joint research and development efforts," "enhance mutual understanding and partnership," or "promote knowledge exchange and capacity building"]. By formalizing this agreement, both parties seek to leverage their respective expertise, resources, and networks to achieve shared objectives and foster meaningful outcomes for mutual benefit. This MOU does not create a legally binding obligation but serves as a statement of intent and commitment to work together toward common goals in good faith and cooperation.

#### SCOPE

- This Memorandum of Understanding (MOU) outlines the scope of collaboration between [Party A] and [Party B]. The parties agree to [briefly describe the specific areas or projects for collaboration, such as "exchange of information and best practices," "joint research and development initiatives," or "collaborative training and capacity-building programs"]. Additionally, the scope includes [mention any additional activities or initiatives to be undertaken jointly]. Both parties commit to working collaboratively within this defined scope to achieve the objectives outlined in the MOU. It is understood that this MOU does not encompass all possible areas of collaboration and may be supplemented by additional agreements or arrangements as deemed necessary by the parties.

#### ROLES AND RESPONSIBILITIES

- The Roles and Responsibilities Clause within this Memorandum of Understanding (MOU) delineates the specific duties and obligations of each party, Party A and Party B, in alignment with the shared objectives outlined in the agreement. Party A is tasked with [list Party A's responsibilities], while Party B assumes responsibility for [list Party B's responsibilities]. Additionally, both parties commit to [enumerate any joint responsibilities or collaborative efforts]. Clear communication channels, coordination mechanisms, designated points of contact, reporting requirements, resource allocation strategies, and agreed-upon timelines and milestones are established to ensure effective collaboration and accountability. Evaluation mechanisms will be employed to assess the performance of each party in fulfilling their respective roles, facilitating the achievement of mutual goals outlined in this MOU.

## Example of MOU – Option 1 (page 02)

### DURATION AND TERMINATION

- This Memorandum of Understanding (MOU) shall come into effect on [Effective Date] and shall remain in force for a period of [duration of the MOU, e.g., "two years," "until [specific end date]," or "until terminated by either party with [specified notice period] written notice"]. Either party may terminate this MOU at any time by providing written notice to the other party [specify the notice period, e.g., "thirty (30) days"] prior to the intended date of termination. Upon termination, both parties shall fulfill any outstanding obligations incurred under this MOU up to the date of termination. Additionally, termination of this MOU shall not affect any rights, obligations, or liabilities accrued or incurred by either party prior to the effective date of termination.

### INTELLECTUAL PROPERTY CLAUSE

- Any intellectual property created, developed, or contributed by either party during the collaboration outlined in this Memorandum of Understanding (MOU) shall remain the sole property of the respective party that created or contributed to it. Each party retains all rights, title, and interest in their respective intellectual property, including but not limited to patents, copyrights, trademarks, trade secrets, and know-how. Furthermore, any pre-existing intellectual property brought into the collaboration by either party shall remain the exclusive property of the originating party. Any use, reproduction, or dissemination of the other party's intellectual property shall require prior written consent from the owning party. Both parties agree to respect and protect each other's intellectual property rights and to promptly notify the other party of any potential infringement or misuse thereof. This clause shall survive the termination or expiration of this MOU.

### AMENDMENTS

- The Parties agree that any amendments made to this Agreement must be in writing where they must be signed by both Parties to this Agreement.
- As such, any amendments made by the Parties will be applied to this Agreement.

### SEVERABILITY

- In an event where any provision of this Agreement is found to be void and unenforceable by a court of competent jurisdiction, then the remaining provisions will remain to be enforced in accordance with the Parties' intention.

### DISPUTE RESOLUTION

- Any dispute or difference whatsoever arising out of or in connection with this Agreement shall be submitted to [insert means] (Arbitration/mediation/negotiation) in accordance with, and subject to the laws of [insert applicable law].

### GOVERNING LAW



## Example of Quarterly Report (page 01)

### QUARTERLY REPORT

#### Purpose of the report:

- To demonstrate progress against the partnerships' strategic objectives
- To share successes and achievements
- To raise challenges and concerns
- To outline key objectives for the next quarter

<b>Organisation Name:</b>	
<b>Collaborator:</b>	
<b>Reporting Period:</b>	e.g 1 January 2024 – 30 April 2024

#### STRATEGIC OBJECTIVES

Regarding the collaboration's objectives for the year and the strategic objectives you identified for the quarter under review, list your strategic objectives for the last quarter

1. E.g Organisational strengthening and capacity building.
2. E.g Community mobilisation and campaigning.
- 3.
- 4.

#### OUTPUTS AND ACTIVITIES

Based on your strategic objectives, identify key outputs (what you delivered) and related activities

Key outputs for the quarter	Key activities for the quarter
1. E.g. building safe communities through youth activism.	<ul style="list-style-type: none"> <li>● Trained youth community members to conduct and facilitate workshops.</li> </ul>
2.	<ul style="list-style-type: none"> <li>●</li> </ul>
3.	<ul style="list-style-type: none"> <li>●</li> </ul>
4.	<ul style="list-style-type: none"> <li>●</li> </ul>

## Example of Quarterly Report (page 02)

#### ACHIEVEMENTS AND CHALLENGES

What were your key achievements and challenges in the last quarter and how did they come about?

List of key achievements during the quarter	Detail, including a brief analysis of how you succeeded
1. E.g. Successfully building a cohort of young people to help spread the message.	Planned and implemented a dialogue with 5 focus groups from 5 different high schools.
2.	
3.	
List of key challenges during the quarter	Detail, including a brief analysis of how, with hindsight, you would have done things differently to overcome challenges
1. E.g. Too much work not enough time and people to work on a project.	Current volunteers keep leaving because of other commitments, this means time needs to be continuously put aside to train new volunteers. We will now have volunteers sign a 6-months contract to commit to staying with us.
2.	
3.	

#### PLANNING FOR THE NEXT QUARTER

Regarding the collaboration's strategic objectives for the year, identify your key objectives and related outputs/activities for the next quarter

Key objectives for next quarter	Detail (include outputs and activities)
1. E.g. Build more partnerships in communities	Identify which new community needs interventions and get in touch with community leaders or SAPS in that community and build partnerships.
2.	
3.	
4.	



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access this template

# EVENT Checklist

Remember to tailor this checklist to your specific event needs and goals.  
Good luck with your event!

## Pre-Event Planning

1. Define event purpose and objectives.
2. Set a realistic budget.
3. Choose a date, time and venue.
4. Program for the event.
5. Plan for catering and beverages.
6. Arrange for necessary equipment and supplies.
7. Create a marketing plan (e.g. social media, email, print).

## Marketing and Promotion

1. Design eye-catching promotional materials (e.g. posters, flyers, social media graphics).
2. Send out invitations and reminders.
3. Plan for on-site registration and check-in.

## Logistics and Operations

1. Confirm venue setup and layout.
2. Arrange for necessary permits and licenses.
3. Plan for parking, transportation and accessibility.
4. Ensure adequate staffing and volunteer support.
5. Conduct a dry run or walk-through.



## Day of the Event

1. Set up registration and check-in.
2. Welcome attendees.
3. Manage event flow and timing.
4. Ensure audiovisual equipment is working properly.
5. Provide clear instructions and signage.
6. Have a plan for last-minute changes or issues.
7. Evaluate the event's success and gather.

## Post-Event

1. Send thank-you messages and surveys.
2. Share event photos and highlights.
3. Evaluate the event's success and identify areas for improvement.
4. Review budget and financials.
5. Document lessons learned and best practices.
6. Plan for future events and continuous improvement.

Good luck with your event!





# YOUR PARTNERSHIP *makes a difference*

**Thank you for your commitment to building safer communities!**

Together, we can create a South Africa where every person lives free from gun violence.

**We're here to help!**

For more information and any questions,  
please contact us:

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