



World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

**World Bureau, Olave Centre
12c Lyndhurst Road, London NW3 5PQ, England**

**telephone: +44 (0)20 7794 1181
facsimilie: +44 (0)20 7431 3764**

**email: waggggs@wagggsworld.org
www.waggggs.org**

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STRATEGIC PARTNERSHIPS

How to build successful partnerships





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Welcome to the Strategic Partnerships resource developed by the World Association of Girl Guides and Girl Scouts (WAGGGS).

WAGGGS benefits from many international partnerships with non governmental organizations, corporations and other groups that support the work of the Girl Guiding/ Girl Scouting Movement. You can find more information about WAGGGS' partnerships in Appendix 2 of this resource.

Girl Guiding and Girl Scouting changes the lives of girls and young women through educational programmes, community leadership and advocacy work. WAGGGS and its Member Organizations provide enriching experiences for its members that stay with them for a lifetime. Girls and young women develop valuable life skills that can be used in their careers, as volunteers and at home.

Forming partnerships with other organizations at a national level can help your organization to achieve its aims and improve the way you provide these experiences for girls and young women. We hope that you will find this resource helpful. We encourage you to make use of the tools and exercises provided to help you form strong and long-lasting strategic partnerships.

MARGARET TRELOAR, CHAIRMAN, WORLD BOARD
WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

ACKNOWLEDGEMENTS

This resource draws upon the wealth of experience in the Girl Guiding and Girl Scouting Movement and includes many useful examples of existing partnerships. We would like to acknowledge the contributions to this resource of many volunteers and staff of WAGGGS Member Organizations.

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INTRODUCTION



Partnerships are voluntary and collaborative relationships in which all parties agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits. In priority, principles of priority to partners are shared values, clear expectations, defined roles, specified contributions, joint decision-making, and mutual monitoring, evaluation and opportunities to learn¹.

TOWARDS GLOBAL PARTNERSHIP, KOFI A. ANNAN,
FORMER SECRETARY-GENERAL OF THE UNITED NATIONS



girls worldwide say

“together we can change our world”

Forming strategic partnerships is a way to achieve three main aims:

- Strengthen your organization through improved management and training
- Raise the profile of Girl Guiding and Girl Scouting and amplify the message of the Movement
- Support and deliver the Mission through increased resources and funding

This capacity-building resource aims to equip you with the skills and tools to form new strategic partnerships as well as make the most of existing partnerships. According to data collected during the recent Performance Assessment process, 112 Member Organizations (MOs) of WAGGGS are already benefitting from over 500 partnerships. Clearly there is a wealth of expertise in this area. Partnerships range from collaborations on specific projects to ongoing funding of long-term initiatives. They may be with community organizations, NGOs, governments and a raft of other groups.

WHAT IS A STRATEGIC PARTNERSHIP?

A good way to think of strategic partnerships is 'working together for a shared purpose'.

The concept of a 'shared purpose' is important. This means sharing goals, culture, learning, effort, information and rewards. However, there are many different types of partner and each partner will contribute different strengths and attributes.

HOW TO USE THIS RESOURCE

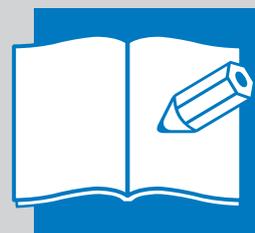
This resource is designed for the national boards of WAGGGS' MOs, and other WAGGGS' volunteers and staff who wish to develop strategic partnerships. It contains several examples of partnerships at national and international level as well as firsthand experiences of partnerships from MOs. We encourage you to disseminate and distribute this resource as widely as possible.

If you are considering partnerships for the first time, it's important to understand the process of setting up strategic partnerships. If you have some experience of partnerships, we encourage you to consider how you can use your knowledge to improve partnerships in the future. Where possible, at scheduled trainings, try to include a session for your members on how to make the most of this publication.

There are icons throughout this resource to help you spot different types of useful information:



EXAMPLE



TOOL



FROM THOSE WITH EXPERIENCE



QUICK TIP

The seven steps for developing strategic partnerships

This resource outlines a seven-step process for developing and managing strategic partnerships. Although some informal partnerships may begin at different stages of this process, it is important to understand the process when you are starting to plan strategic partnerships for the first time.



STEP 1

Assessing your needs and planning a strategy

Assess the current situation in your organization using various tools. Consider where you want your organization to be in the future. What are your needs and how can forming partnerships help you to achieve your goals?

STEP 2

Finding suitable partner organizations

Search for suitable partners. What connections do you already have? Do potential partners share your values and aims? Learn how to localise global alliances and partnerships, attract resources through partnerships and set up partnerships between MOs.

STEP 3

Preparing to approach a potential partner

Gather evidence of your organization's strengths by using case studies of previous projects. Develop a 'pitch project' to showcase your organization's skills and address the issues which are important to you.

STEP 4

Approaching potential partner organizations

Approach potential partners in an appropriate way, such as through informal contacts or official connections. This section also looks at the levels of agreement and the documents that might accompany them.

STEP 5

Working together

Finalise the process of working together and the project activities. This includes looking at the project in more detail, defining roles and responsibilities, and considering the challenges you might encounter.

STEP 6

Monitoring and Evaluation (M&E)

Monitor the project as it happens. Evaluate the project after it has finished. This is an important way of providing accountability to your partner and learning for the future. This section looks at how to incorporate M&E into your plan.

STEP 7

Celebrating success and future planning

The final step is to build on your experiences during the partnership. You can use your M&E information to make the project sustainable and raise your organization's public profile by celebrating successes.

BENEFITS, CHALLENGES AND RISKS OF STRATEGIC PARTNERSHIPS

If you establish a partnership, here are some of the benefits your organization might receive:

- Deliver on a project objective or help your Association to deliver its Mission and Vision
- Greater clarity about organizational mission, strategy and activities
- Improve communication skills and abilities
- Expand your influence
- Greater access to people and places
- Support for your policy positions
- Increased numbers of participants and volunteers
- Access to new planning tools and skills
- Increased innovation and quantity of services
- Increased access to resources e.g. equipment, donations and services which strengthen the central infrastructure and quality of service
- Increased leadership capacity
- Greater intercultural understanding
- Increased willingness and capacity to advocate on behalf of girls and young women
- Access to training and consultation for education programmes

Conversely, you might encounter the following challenges and risks which could become problems during the life of the partnership:

- Aims are not achieved or are not in line with Mission and Vision
- Having to compromise on policy positions
- Losing some independence
- Getting less than you give
- Losing resources and wasting time
- Spending time in writing lots of official reports and measuring and evaluating the partnership
- Waste money with little results or using money for things not strategically important to you

WAGGGS' APPROACH TO PARTNERSHIPS

WAGGGS' Mission is "to enable girls and young women to develop their fullest potential as responsible citizens of the world"

WAGGGS seeks partnerships in order to achieve its Mission, realise its Vision and actively influence current global policies, action and discussions regarding girls and young women. Your organization can also make use of strategic partnerships as part of your contribution to your own mission, to WAGGGS' global Mission; and to further the cause of Girl Guiding and Girl Scouting at national level. WAGGGS' partners include international agencies, government agencies, NGOs at different levels and intergovernmental platforms.

Working relationships with different categories of partners enable us to:

- Participate in decision-making
- Build capacity and leadership skills
- Implement events and projects
- Develop new programmes in line with WAGGGS' strategic priorities
- Exchange information at local, regional and international levels

Successful partnerships are often formed between partner organizations that share specific aims and values. The alignment of these values should be part of the criteria when selecting suitable partners.

INTRODUCTION

HOW PARTNERSHIPS CAN HELP YOUR ADVOCACY WORK

Partnerships can be particularly effective in supporting and expanding advocacy work. Many MOs have already begun successful advocacy campaigns, which address issues affecting girls and young women.

Successful advocacy initiatives often recruit other organizations and individuals to support their cause. The more people you have supporting your campaign, the more powerful it can be. Partnerships can make your advocacy message louder, visible to more people and ensures you can share resources, skills, capacity, experience and the expertise of many different individuals and groups.

There are many definitions of advocacy, but for WAGGGS, advocacy is:
'We influence people to take decisions that will improve our lives and the lives of others.'

Different ways to engage with partners on advocacy work:

1. On a local or national level, consider joining a network (or forming your own!) with other groups that share similar interests to you. You can use this network to reach out to a wider audience and communicate your message more successfully. This is often a really effective way for small, local organizations to have a voice on a national or even a global scale. Within this network you can join forces to coordinate the changes in policy you would like to achieve.
2. You can join existing partner campaigns and projects whose messages and objectives you believe in. For example, the annual Stand Up Campaign is organized by the Millennium Campaign. It includes individuals and organizations who all believe that more work must be done to end poverty and that governments must be held accountable for achieving the Millennium Development Goals (MDGs). Each year, Girl Guides and Girl Scouts are asked to take part in a 'Stand Up Against Poverty' action and through taking part, their voices join millions of others across the world to hold their governments accountable.
3. If you have a specific message or campaign with no existing network, you may also consider forming your own.



EXAMPLE: Nothing about us, without us!

Until recently, Latvia has been one of the few countries in Europe without a youth law, youth policy or state budget for youth activities. In 2002 the National Youth Council took the initiative to create a youth law in Latvia. The Latvian Scouts and Guides, together with experts from different fields and young people from other youth NGOs, drafted the first Youth law, and in 2003 began the process to get the law passed by the Latvian Government. A youth law would ensure that there was legal recognition for the different youth policy stakeholders (state, youth NGOs, local municipalities, institutions, etc.).

There have also been some significant policy successes: a youth policy programme for 2005-2009 has been established and the budget increased from 21,374 Euros in 2006 to 476,696 Euros in 2007; an advisory council in the Ministry of Children and Family affairs has been established; and as a result there has been close cooperation between Youth NGOs and the government on various youth policy topics. Thanks to the efforts of youth NGOs, including the Latvian Scouts and Guides, the Youth law was passed in May 2008.

USING WAGGGS INITIATIVES TO MAKE CONNECTIONS

WAGGGS develops international themes which focus on issues affecting girls and young women. The first ever triennial theme was Create Peace Worldwide which addressed world peace. This was followed by the Building World Citizenship theme which addressed global citizenship. The theme of Our Rights, Our Responsibilities addressed our rights and responsibilities as global citizens.

In 2008, WAGGGS launched its Global Action Theme (GAT): girls worldwide say “together we can change our world”. It is an educational, community action and advocacy programme that focuses on the UN’s eight Millennium Development Goals (MDGs), a global agenda that is recognised by governments and NGOs worldwide. The GAT initiative encourages girls, young women and members of all ages to make a personal commitment to change the world around them and influence practices and policies at all levels. Many MOs have implemented the programme, adapting it to their local needs and translating the resource materials into their local languages.

You can use your GAT/MDG project to open doors and make new partnerships by capitalising on the fact that these issues are of interest to other organizations and part of a global agenda. The GAT gives your organization a good opportunity to create links with your national governments and other organizations that are also working on the MDGs.



EXAMPLE: Girl Scouts of the USA (GSUSA) World Thinking Day partners

For World Thinking Day each year, GSUSA develops a resource guide related to the annual theme with suggested activities, organizational resources and information about one country from each of the five WAGGGS regions. The World Thinking Day themes are linked to the GAT and MDGs.

For this project, GSUSA makes use of existing partnerships with CARE, Feeding Minds, Fighting Hunger, Heifer, Mercy Corps, Oxfam, U.S. Fund for UNICEF, U.S. Peace Corps and WAGGGS. GSUSA encourages girls and adult volunteers to work with partner organizations to learn more about the issue. In all cases, the organizations have educational resources and information to offer young people. Because GSUSA is such a large organization, and World Thinking Day is celebrated locally in communities and neighbourhoods, it is generally troop/unit leaders or volunteers that organise events or invite in speakers from these organizations and many others (see full case study in Appendix 2).



Tips for partnership success²

The following tips may be helpful to consider before you begin the seven step process of strategic partnerships.

- Establish a clear mandate and support for partnerships, including allowing the time required to establish partnerships and to manage and look after partners. Get the full backing of the national board for this
- Make the best use of existing partnerships and build on them – often it’s easier to strengthen an existing partnership than to build a new one
- Design partnerships strategically, based on assessing the potential partner’s suitability and how their policies fit with those of the MO
- Make full use of the strengths of the partners on both sides
- Ensure the partnership works to achieve your goals and strategic priorities
- Plan how the partnership will be monitored and evaluated
- Use the conclusions from the Monitoring and Evaluation (M&E: Step 6) to improve the way the MO carries out partnerships in the future

STEP 1



Assessing your needs and planning a strategy

Before deciding on any future directions, you should evaluate your current situation and analyse the current and future needs of your organization. It's important to recognise that strategic partnerships take time and energy. If the aims are not made clear, the drain on energy can be at the expense of the organization's core priorities. You need to be sure that establishing a partnership is the best way to achieve your organization's goals. If you have a clear strategy before approaching a potential partner, you are more likely get what you want from the partnership.

ASSESSING THE CURRENT SITUATION AND CAPACITY

1. Collect data

You will only know whether a partnership is the right way to achieve your strategic objectives after you have assessed the needs and goals of your organization. There are many ways to collect data which will help you to assess these needs. For example, you can hold open discussions during workshops or trainings; send out questionnaires to members; or convene small focus groups including

people representing the different types of stakeholder. Stakeholders are specific people or groups who have a vested interest in the outcome of the project. These include members, staff and anyone else that is directly affected by the partnership project. They need to know that they have a voice in the decision-making and that their needs are being considered.

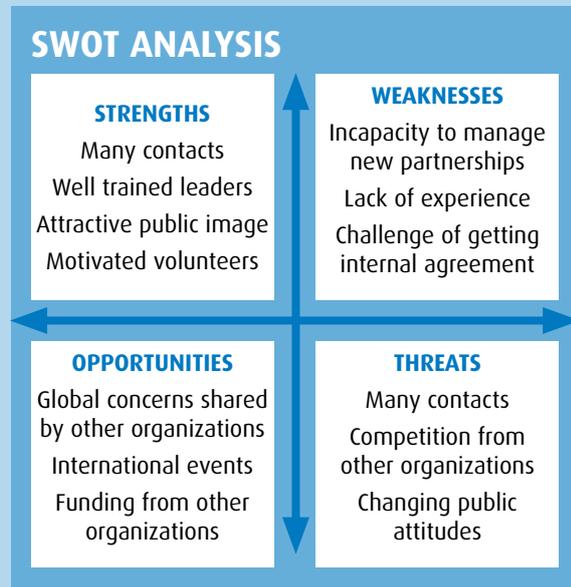


TOOLS: **Needs analysis exercises** **(SWOT, STEEP, Needs Calculator)**

There are many tools available to analyse the current situation in your organization and three are presented here: **SWOT** and **STEEP** exercises and the **Needs Calculator**. Use these tools to produce a clear picture of where you are now and what is needed to achieve your desired results in the future. These exercises work best when questions are answered honestly, with a realistic view of the current situation.

One of the most commonly used tools is the SWOT analyzing method. Identify the Strengths Weaknesses, Opportunities and Threats that your organization faces. Strengths and weaknesses refer to things inside the organization; opportunities and threats refer to things outside your organization.

An example of a SWOT analysis may begin like this:



The Needs Calculator will help you to analyse what can be achieved by forming a strategic partnership and what are the challenges you might face. This tool is best used as part of a discussion between two or more members of your organization. Allow enough time to discuss the responses to each question before deciding on each final answer.

NEEDS CALCULATOR

- What is your **desired outcome**? What do you hope to gain from forming a partnership?
- What is the **cause** of the gap between the desired outcome and the current state?
- How will a partnership help you to **achieve** the desired outcome? What do you want to get out of the partnership?
- What are the **challenges** for your organization and members which could be improved by this partnership?
- How will your organization **benefit** from this partnership?
- How will **girls and young women benefit** from this partnership?
- What are the likely **costs and risks** related to entering into such a partnership?
- What strategies can you put in place to reduce the **risks**?
- What **other options** will deliver the results you want, other than a partnership?
- What **skills and resources** can you offer the partnership? What is the gap you are seeking to fill through a partnership?

It is useful to assess the current situation within your country using the STEEP method. STEEP stands for Social, Technical, Economic, Environmental and Political. Use this analysis to consider factors outside of your organization that may influence your fundraising activities, but which you cannot change. Both exercises can also be used to look at the future as part of your strategic planning process. The SWOT and STEEP compliment each other and can be used together.

An example of a completed STEEP analysis:

STEEL ANALYSIS

SOCIAL	Unemployment, drug abuse, adolescent pregnancy, renewed interest in volunteering, concern over community-building
TECHNICAL	Innovations in telecommunications, e.g. the Internet. Increase use of transport links
ECONOMIC	Decrease in domestic income due to financial pressures
ENVIRONMENTAL	Polluted coastline and lakes, public support for environmental issues
POLITICAL	Political stability, government support

STEP 1

The results of these exercises should help you to decide the needs to be addressed in your current strategic plan/priorities. Assess the skills you already have and how a partnership might help your organization in weaker areas. You can also use the results of these exercises to help you develop a 'pitch project' (See Step 3: Preparing to approach potential partners). Put your strategic priorities and needs assessment together and work out a strategy that states why you need a partner and how you plan to make use of the partnership.

2. Decide if partnerships are the solution

There must be a clear reason for a partnership. Everyone must see that there is more value added by partnerships than by doing an initiative alone.

3. Get stakeholder buy in

It's important to understand which stakeholders are responsible for making the project a success. For a partnership to succeed there must be agreement from the national board of the MO at the beginning. The board are important stakeholders. They should be involved in designing the overall plan and support it fully.

4. Ensure capacity to manage and exploit partnerships

Those working on the partnership may need additional training in order to make the partnership work. If your organization is simply a name on a list, with no specific actions to show as a result of the partnership, it is not a satisfactory partnership.

Creating a strategic partnership can be very exciting but it takes a lot of time and effort to maintain. Consider the resources you might need using the following questions to decide whether there are any gaps in existing resources:

- Do the people working on the partnership have sufficient knowledge about the partner organization and the subject of the project?
- Do they have the specific skills needed to make the partnership a success, such as communication skills, critical thinking and analysis, technical skills?
- Do they have sufficient time allocated to the project in order to maintain it?
- Does your organization have suitable equipment, computers and management systems?
- Do you have sufficient funding to run the project and meet your commitments?
- What plans are in place to meet the gaps identified above?
- How do you plan to make the project sustainable?



What if another organization approaches you?

The guidelines in this resource should also be followed if an organization approaches you to form a partnership. It can feel overwhelming if an organization makes an offer, but remember to value the strengths of your organization. Use the steps in this resource to assess whether the partnership is right for you. You should always do this assessment whether you are approached or you choose to approach another organization.

CHECKLIST

By the end of Step 1, you should be able to:

- Identify your organization's strengths and weaknesses
- Describe the current and future needs of your organization
- Identify external factors that may affect your organization
- List areas of work that would benefit from strategic partnerships, in line with your organization's strategic priorities
- Know if you have the capacity to manage a partnership and if not, how to develop these skills

STEP 2



Finding suitable partner organizations

In this section, we discuss ways of finding strategic partners. Partnerships will often grow from existing connections and informal links. Formal links are made by researching an organization and setting up a formal meeting or conference call. Examples of potential partner organizations for Girl Guiding and Girl Scouting organizations would be: UN agencies, funding bodies, religious institutions, educational institutions, government agencies, NGOs, youth organizations, local businesses and other MOs.

It's worth taking some time to find out about your potential partners and make sure they are suitable for the type of project you are planning and that their reputation and skills match your values and needs. Organizations that are not capable of delivering what they have promised and who may have policies not aligned with your own values will delay a mutual project and might actually damage your organization's reputation.

TYPES OF STRATEGIC PARTNERS

Community partners are individuals or groups within a geographic community who have come together for a specific purpose e.g. women's groups or community development committees working on a community project. It is important that those who represent the communities are actual advocates for the communities and are working for the interests of people in the community.

Government partners already work closely with many MOs. If this is the case for your organization, you can use it to your advantage and strengthen your existing contacts. Partnering with governments will allow you to access decision makers, influence policy and potentially open up funding. It is important to stay independent though, not trading your values or strategic priorities for these benefits, especially as civil society often plays the role of check and balance to government.

Non Government Organizations (NGOs) may be of any size, working at the local, national or regional level. They are often focused on specific areas of interest, such as the environment and are either dedicated to delivering services (such as doctors volunteering in conflict zones) or are set up to raise awareness and influence decision makers on specific issues.

UN agency partners, can be approached to work on specific projects or across entire programme areas. They often provide resources and expertise on specific topics, and there is some funding available. For example, the Food and Agricultural Organization can benefit from WAGGGS' volunteers assistance to raise awareness on issues such as the impact of climate change on agriculture.

See examples and case studies featured in this publication in Appendix 2.

CHOOSING THE RIGHT PARTNERS

Girl Guiding and Girl Scouting is a values-based Movement. It can be easier to cooperate and work together with someone who shares the same values. Your partner's activities should be in line with your organization's goals and aims. This is also true of their Mission and strategic and operational behaviours. The following selection criteria can help your organization to identify some potential partners that will match the ethos and values of WAGGGS and our MOs. More information is contained in the WAGGGS Europe Region Guidelines on Partnership.

Partners should have demonstrated:

- Transparency and accountability
- Credibility and acceptance within the local community
- Financial stability and capacity
- Legal status

Partners should have a commitment to:

- Shared vision and goals
- Values and interests
- Added value of partnerships
- Recognising the potential for a relationship where both partners benefit
- Gender policies



Ask the following questions to make a better choice

- In what way can this organization help you to achieve your mission as an educational movement for young people?
- Does this partnership respect your independence?
- Is there a risk that this partnership will restrict your freedom as an educational movement for young people?
- Is the organization financially viable and stable? How can this be demonstrated?
- What is the mission and vision of the organization and does it match yours?
- Does the organization have the capacity and resources to execute its share of the partnership?
- Has the organization got proof of the success of its previous partnerships and projects?

Some partners may not meet all the identified criteria, but can still be key partners with the potential to learn and grow through the partnership. For example, community-based organizations may not, in the early stages, be legal, or financially viable. However, they may still be considered important potential partners because of the other benefits they bring. Capacity building in these circumstances is key so the partnership should be set up to learn and support each other.

You can use the tools on page 19 to examine and match the values of potential partners against those of your organization.

WHAT PARTNERSHIPS DO YOU HAVE?

Developing existing partnerships can be easier than establishing new ones. Think about the partners or potential partners you already deal with and work out if you can develop the relationship further. The following questions may help:

- What successful partnerships do you already have?
- Who do you know formally or informally?
- Who would be able to help you strengthen your existing partnerships?
- Could these partners help you by introducing you to new partners?

Once you have a list of existing partners or potential partners, think about what they can offer your organization:

- How can you make better use of current partnerships?
- Can they offer volunteers/people to support your organization?
- Do they have resources such as printing, office space and equipment that could be used?
- Do they offer money/funding for specific projects?
- Do they have expertise that you don't have internally?
- Will partnering with this organization build your profile and expand your network?



FROM THOSE WITH EXPERIENCE:

Burundi Girl Guides and United Nations Volunteers (UNV)

Burundi Girl Guides Association (BGGA) has partnered with UNV to run community-based activities and training sessions, mainly in relation to the MDGs. The partnership was set up by a member of the BGGA national board who was also a UN Volunteer. Nadine Kaze, International Commissioner for BGGA, shares her story (See full case study in Appendix 2).

How did you first approach this partner?

"The partnership has been established since October 1997. I was working as a UN Volunteer and I had to involve community in our actions. The strategy was then to work with associations which had experience within the communities and had volunteer spirit. BGGA was selected and since that time, it is still among the few that maintained good relationship-partnership and each 5 December we are celebrating together with UNVs the Volunteer Day."

What problems did you encounter when trying to set up the partnership?

"It was not difficult in the beginning as I was there and advised at the time on what to do but now as managers change, we regularly have to invite them in to our community activities so they consider us as effective and committed partners."

What advice would you give to another Member Organization that was hoping to approach a similar organization?

1. Build on the relationship that may exist with staff from that organization.
2. Try to get information related to the kind of area it is operating in and "sell" your achievements in that specific area to that organization.
3. Ask for a face to face rendez-vous with the head and express your wish to work with his/her organization. Ensure you show him what you bring to the success of his actions before asking for support for your activities.

For example, protecting the environment was one of the MDGs that UNV was focused on last year, we mobilised our members' hands and worked for sanitation in many places of Bujumbura. The UNV brought their hands but also financial and logistic support to achieve BGGA actions too for our 2009 plan.

4. Always remember the motto of serving the community and show it in your results.

FINDING POTENTIAL PARTNERS

From conferences to cocktail parties, always look out for contacts! Here are some tips for making the most of every opportunity:

Always request contact details or exchange business cards

You never know when you might need them in the future. Make notes on who you met and what topics you discussed so you can follow up at a later stage.

Use various communication methods to find out about potential partners

Government bodies, NGOs and even local community groups may have websites you can use to research them and decide whether they are suitable partners. Local and national newspapers may have news stories about potential partners. Attend conferences, industry association events and advise on policy councils and committees.

Investigate those organizations with whom other NGOs are partnering

Decide whether they would be good partners for you as well. In particular, networks and platforms are best researched by finding out what your partners or competitors are doing.

Look out for trusts, donor NGOs, local governments and government bodies

NGOs, such as Rotary or Soroptimist International, and government bodies may run partnership programmes or provide funding for certain projects. If they have similar objectives and work on the same scale as your project, look at how you might be able to work together.

Put out a call for partners!

Girl Guiding and Girl Scouting is well respected and enjoys a high profile in many countries. So get potential partners to come to you by putting out a tender for partnerships. For example, for their 'Changing the World' campaign, Girlguiding UK advertised that they were looking for partners and had over 100 applications!

KNOW WHAT YOU WANT, THEN TELL EVERYONE!

Can you describe your project as a problem that a potential partner can help you solve? Get into the habit of telling everyone about what's great about your project and how they can help you to make it succeed. Focus on what they would get out of it, rather than what you would need from them, to attract their interest. The following exercise from WAGGGS' Advocacy Toolkit can help you:

HOW TO MAKE YOUR MESSAGE MORE COMPELLING AND POWERFUL

- Research and analysis on the problem and its impact
- Case studies: How young people, particularly girls and young women, are affected by the problem you are trying to solve
- Real stories from Girl Guides or Girl Scouts and other young people whose lives will benefit from the project – be specific with numbers
- Statements from the people who will benefit from the project you are proposing
- Research and analysis on the problem and its impact
- Recommendations based on best practice and that justify why it would bring benefits
- Explain how your organization specifically is equipped to solve the problem



TOOL:
**One Minute
Message Exercise**

This is an exercise you can do on your own or in a group and will help you practise developing and delivering your advocacy message. Think about your pitch project. Your message should have four components:

**Problem Statement
+ Evidence + Example
+ Action required**

Use one, maximum of two, sentences per component. Ensure you include all four components. You have only one minute to deliver your message! When you are ready, deliver your message to the group.

Problem Statement:

Evidence:

Example:

Action required:

After you develop your message think of a slogan which summarizes your pitch project in one short sentence.

LOCALISING GLOBAL ALLIANCES AND PARTNERSHIPS

Your organization may benefit from partnerships that have been formed at international level. If we communicate at the international and national level, we can support each other to establish and maintain partnerships with various organizations. Your experiences can also be shared with other MOs through the WAGGGS network.



EXAMPLE:
**'Just Say Yes'
UNICEF, WAGGGS &
Girlguiding UK project**

At a global level, WAGGGS has a memorandum of understanding with UNICEF and undertakes projects such as the publication of a climate change resource. In 2008 this partnership extended to the UK, when Girlguiding UK ran an initiative in the run up to its centenary celebrations. 'Girlguiding UK: Changing the World' was a year-long community action project involving 18 charity partners and 19 charity campaigns in 2008-2009. A total of 296,000 members took part and raised over £850,000. A resource pack called Just Say Yes was produced by UNICEF for members of Girlguiding UK in conjunction with WAGGGS. It featured unique case studies about how Girl Guides and Girl Scouts are changing the world by raising awareness of HIV and AIDS. Two activity packs were produced for Brownie and younger Guides; and for older Guides, Rangers and peer educators.



EXAMPLE:
**Millennium
Campaign**

The United Nations Millennium Campaign supports and inspires NGOs and civil society from around the world to take action in support of the MDGs. The Millennium Campaign awarded WAGGGS with start-up funding to develop GAT resources. It then extended its work to link its national-level country offices to WAGGGS' Member Organizations. This began by making a connection at the regional level with the Europe regional office, which sent out a request to the relevant MOs to find out who was willing to work with the Millennium Campaign. The aim is to coordinate actions on the MDGs at a national level. It also facilitates mass mobilization during Stand Up Against Poverty campaign events.

A list of the Millennium Campaign offices can be found on the Members' Area of the WAGGGS website. MOs wishing to make contact should first inform the relevant WAGGGS Regional Director and the Programme Development Coordinator.

STRATEGIC PARTNERSHIPS TO ATTRACT FUNDS, HUMAN RESOURCES AND OTHER TYPES OF SUPPORT

Strategic Partnerships offer a great opportunity to generate both financial support and other types of direct support for your organization.

It is possible to secure funds directly from potential partner organizations. They may be donor organizations such as private trusts or charitable foundations, companies etc. Alternatively, cultivating partnerships with other non-profit organisations can improve your ability to secure funding from 'third party sources' such as government or international agencies.

Establishing partnerships may provide other services as well. Well-managed partnerships should support and improve your work whilst reducing the financial burden on your organization for running costs and projects. This support is often in the form of expertise or services that are offered free of charge. This is sometimes called 'pro bono' activity. Pro bono support could include training; use of equipment and premises; or offers to assist with the delivery of activities and to cover a proportion of the costs.

Securing funding is similar to any strategic partnership. You need to:

- Adopt a structured process in order to make sure the partnership has the best chance for success
- Conduct meaningful research to understand your potential partner's goals, vision and aims
- Develop a case that explains how a partnership with your organization would help them to meet their aims and would be mutually beneficial
- Offer transparency, especially with the way in which you manage finances
- Establish trust between your organization and the potential partner before making a request
- Be aware that securing funds takes time and a large degree of patience

In order to identify potential partners that you can secure financial and other types of support from you should:

Find out about small government grants given to NGOs to undertake key strategic work. Applications can be very competitive, but this type of partnership with an institution is reliable and there is a great chance of further funding if a project is successful.

Identify networks within your country such as youth networks, alliances of charities in the fields of environment, health, education etc. Establish how you can work together to secure funding/mutual benefit.

Find out about corporate and trust/foundation partnerships that have been already established by organizations similar to yours. Examine the potential to make approaches to them.



FROM THOSE WITH EXPERIENCE:

Girl Guides of Thailand (GGAT) and Thai Health Promotion Foundation

The 'Health Map Project', or Healthy and Risky Areas Explorers Project, aims to enhance children and young people's ability to identify areas of risk that impact on the health around schools. The Thai Health Promotion Foundation provided a budget for GGAT to administer and manage the Health Map project from 2006-2010, plus a publicity campaign. It also provided training on evaluation and accounting. Ladda Phromyothi, 1st Vice President and International Commissioner, shares their story (see full case study in Appendix 2).

How did you first approach this partner?

"The Thai Health Promotion Foundation was established in 2001, as a governmental organization which provides funding to support health promotion projects comprising proactive projects and general and innovative projects. Some of our Board Committee members had experience in working with this Foundation and it was possible to approach for assistance in implementing projects that are related to the WAGGGS theme."

What problems did you encounter when trying to set up the partnership?

"Time limitation, communication, detailed explanations were some minor problems."

What advice would you give to another Member Organization that was hoping to approach a similar organization?

"The project proposal must be well defined and implementation of the project must meet with the objectives of the organization. Well-equipped tools and resources should be available for preparation."

STRATEGIC PARTNERSHIPS BETWEEN MEMBER ORGANIZATIONS (MOS)

The major strength and advantage of WAGGGS' membership is that MOs can work together in a variety of ways. For example, the Mutual Aid Scheme provides an opportunity for MOs to fund projects run by other MOs. MOs can also offer mutual support by forming partnerships to help build capacity through training and sharing best practice.

As well as providing each other with resources and best practice, MO alliances may also be attractive to other external partners. For example, a funder might be interested in supporting a project where there is an exchange of knowledge between the northern hemisphere and the southern hemisphere.

The shared values of Girl Guiding and Girl Scouting make partnerships between MOs desirable. However, the partners must not overlook the need for accountability, transparency and respect that is necessary in all partnerships.

You can use regional and international events to identify MOs that might like to partner with your organization and to showcase your work. You can also share best practice and identify potential partners via the Members' Area of the WAGGGS' website. For example, the Twinning Toolkit produced by Girl Scouts of the USA is an online resource for Girl Scout councils and WAGGGS' MOs. It is based on a two-year pilot between six countries and seven Girl Scout councils providing case studies, tips, templates and additional resources to support twinning partnerships between WAGGGS' MOs and Girl Scout councils. Find out more by visiting the Working Together section of the Members' Area.



EXAMPLE: Denmark and Southern African MOs

The Joint Committee of Girl Guides in Denmark is working in partnership with Girl Guides Association of South Africa (lead country), Lesotho Girl Guides Association and Swaziland Girl Guides Association. The project aims to develop training and leadership skills, empowering women to take more responsibility in Guiding Associations and in their local communities. Participants also receive training about HIV/AIDS and its impact on women's rights. The primary target group is the trainers, adult leaders and peer educators (all women) in the three Associations. Historically these women have received little education and the project offers them growth and education. The training sessions are run by qualified trainers from the three Associations, the Joint Committee of Girl Guides in Denmark and Africa Region, sharing knowledge, skills and experience that they have gained from many years of an active life in the Guiding Associations (*see full case study in Appendix 2*).



Choosing the right donors – when to say 'No!'

If you don't already have one, it would be helpful to produce an ethical policy for your organization. An ethical policy serves as a guideline for the way an organization conducts itself and should state that the organization supports the principles of the Universal Declaration of Human Rights (UDHR). An ethical policy may include the organization's position on issues such as human rights, ecological impact and animal welfare. In relation to fundraising, your organization may choose to specify that it will not accept donations from businesses or individuals involved in certain activities such as alcohol, tobacco, using child labour, military etc. You should always check any potential new donor to make sure their activities don't contravene your ethical policy. Finally, consider the reputation and allegiances your potential donor has, for example when considering donations from religious or political organizations.



EXAMPLE: UK GOLD project

Girlguiding UK is partnering with various MOs including Girl Guides South Africa and RADS (Russian Association) on the Guiding Overseas Linked with Development (GOLD) project. GOLD projects are run centrally by Girlguiding UK with partner organizations across the world. These partnerships run for three to five years and every project has aims and objectives based on the needs in the country.

In 2008, GOLD volunteers ran training sessions in South Africa on human trafficking, drug abuse and teenage pregnancy. The training sessions were mostly with Guide and Senior section age girls as well as leaders and other girls from schools and church groups. In 2009, GOLD volunteers went to Siberia (Russia) and carried out trainings on Guiding development, PR and recruitment with Association members of all ages. The partner organizations set up the training sessions and recruited participants, and each organization provided a key contact who worked with the GOLD team (*see full case study in Appendix 2*).

Ways that WAGGGS helps to connect MOs

- Mutual Aid Scheme: promote your project or support another MO project
- Members' Area: review case studies, access tools and resources from other MOs, tell your story
- Regional and World Conferences: showcase your work, network with other MOs
- World Centre seminars and events: meet other MOs with similar interests and develop projects together, for example at advocacy seminars
- International advocacy events, such as the UN Commission on the Status of Women (CSW): youth delegates from various MOs come together to advocate on various issues and develop work plans to take back to their countries
- Young Women's World Forums: from 2010 – 2012 this series of events provide young women the opportunity to gain skills in advocacy, leadership and the MDGs, as well as work together on specific projects



EXAMPLE: Caribbean Link (21 Girl Guide and Girl Scout organizations)

The Federal Link, now called the Caribbean Link, was founded in 1958 as an umbrella organization of Girl Guide Associations in the Caribbean. It focused on matters of common interest such as the programme, training, sharing resources and uniting the region through Guiding. In 2009, the Link celebrated its 50th anniversary. Its triennial 2006 – 2009 theme was 'Forging Friendships, Nurturing Caribbean Unity through Guiding'.

The partnership organizes triennial conferences, training for trainers and events for Girl Guides. An event for Brownies takes place for the first time in 2010. The Link officers work together with other guiders and trainers on handbooks for guiding in the Caribbean and all MOs in the region use the Caribbean Programme. Western Hemisphere Committee members and the Development Executives contributed to the development of the Caribbean Programme and the review of the Link's constitution (*see full case study in Appendix 2*).



TOOLS: Values Grid and Common Ground exercise

MATCHING VALUES USING A 'VALUES GRID'

The following exercise will help you to consider the values in your organization and how they match up to potential partner organizations. Including your own organization for comparison, list all the organizations that you think can be linked to your needs and goals. Collect as much information about them as possible before assessing their values.

In the first row put all the organizations that you have identified as possible partners, whilst in the first column list the values that could characterise an organization. Then give every organization a mark for each value, on the scale from one to three. Use the grid to analyse which organization shares your values.

An example:

VALUES GRID

Organization Values	Your Organization	Organization A	Organization B	Organization C
Democracy	***	**	*	*
Transparency	*	*	***	*
Solidarity	***	***	***	**
Environment	*	***	***	**
Openness	**	*	**	**
Etc...				

*** = High ** = Medium * = Low

COMMON GROUND EXERCISE

Another way to select potential partners is to thoroughly research your short list of selected organizations. Find out whom they have worked with before and whether they will be a good fit with your organization. Work out which potential partners are out there and what their goals are. Do they share 'common ground', values and interests with you? How do these interests overlap Girl Guiding and Girl Scouting and your organization's goals?

COMMON GROUND

Potential Partner Organization	Main areas of interest	Possible overlap with my organization's goals
_____	_____	_____
_____	_____	_____
_____	_____	_____

CHECKLIST

By the end of Step 2, you should be able to:

- Identify suitable partners from your organization's current list of contacts
- Describe how to make use of global alliances and partnerships
- Use the values grid and mapping exercise to assess new contacts as suitable partners

STEP 3



Preparing to approach a potential partner

Now that you have identified your needs as well as your strengths and you have a list of potential partners, you can begin to prepare a strategy to approach them. What does the organization need to know about your Association? What are their key areas of interest and expertise? What skills can you contribute to the partnership, what specialist knowledge might be of interest to potential partners? As you prepare to approach partner organizations, you need to gather relevant information that makes an attractive package and shows why your organization would be a good partner. This package should include information about your organization such as public relations materials, evidence of previous success and outline the likely project activities of the partnership.

PROMOTING YOUR ORGANIZATION AND ITS STRENGTHS

When presenting your organization to a potential new partner, it's important to look at your work from an external perspective. What do other organizations think about you? How would you describe your organization to someone who has never heard of Girl Guiding and Girl Scouting? You may wish to invite an external expert to give you some constructive advice about how you might present your external image.

You should show the many advantages that your organization has, being part of a global Movement. You can communicate this in a variety of different ways. This could include:

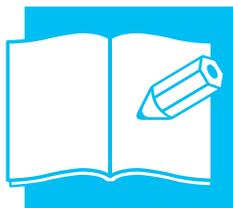
- Direct them to your website if you have one. Make sure your website has a section on partners and supporters that outlines your existing and previous partnerships, including positive statements recommending your organization
- Put together a partner pack that includes all the essential information about your organization, such as financial statements, a general brochure, any media stories that refer to your organization and examples of what you do, such as a badge curriculum
- Develop a 'Partnering with us' brochure that profiles the above strengths, has quotes from supporters and other partners and has photos and stories about previous partnerships

See also Step 7 for more advice on raising the media profile of your organization.

EVIDENCE OF PREVIOUS SUCCESS

As you prepare to meet a potential partner, you should include evidence that demonstrates your previous success. This could include financial accountability such as annual audit reports by independent auditors, case studies of previous projects to show that you are an expert in the field, or descriptions of other partnerships you have undertaken. Monitoring and evaluation is very useful here

as it will generate the specific facts and figures, and impact, that are so impressive to many partners. Take a look at the MO examples throughout this publication and see if you have had similar experiences that you can share. Use the headings from the case studies in Appendix 1 to help you develop your own case studies:



TOOL: Case Study headings

Project title

Brief description of the project, including project aims and details on how many people were involved and the impact

What support did the partner organization provide? What did you provide?

How did girls and young women benefit from the project/partnership?

Describe some of the achievements from your experience

Describe the challenges you faced as a result of this experience and how could it be done differently next time

Describe the advice you would give to other people who would like to undertake a similar project/partnership

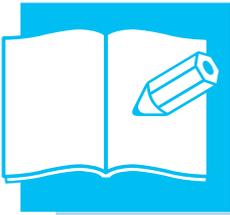
DEVELOPING A 'PITCH PROJECT'

If you have a specific project in mind when approaching a potential partner organization, it can be useful for several reasons. You can:

- Assess your resources and needs
- Check the capacity and capability of your organization
- Show that you've thought things through
- Give yourself a guideline so that you don't agree to something that is unachievable
- Avoid agreeing to something that is not part of your strategic plan
- Directs the conversation to the specifics of what a partner can offer

A 'pitch project' is a potential project you can use to 'sell' your organization to a potential partner. Now that you have thoroughly researched the organization you want to approach, you can develop a tailor-made proposal which will appeal to the potential partner. However, your project should always be in line with your strategic priorities. A full description of project development and management can be found in WAGGGS' Project Management Guidelines.

STEP 3



TOOL: How to write a 'pitch project'

Use the table below to develop your pitch project. When writing the project plan, consider the following:

- Be prepared to change and update your plan, but always have a clear idea of what you want before discussing it with partners.
- Show the resources that you can contribute to the project. You can calculate any 'in kind' costs that you have received such as donations of equipment or use of premises rent-free and add these to your budget. This should include the extra time staff or members who will be working on the project
- Show if you have received funding from another organization. This can help to prove that your project is viable.

PROJECT PLAN

INTRODUCTION: A short description or summary of your project, including key objectives and what you are hoping to get out of the partnership. Include the **goal** – the rationale behind the project and overall purpose of the project

PROJECT NEED: Include the **objectives** – what you hope to achieve and the motive for producing the outputs. Also include the impact of the project, being as specific as you can

PROJECT DETAIL: Include the **outputs** – the specific deliverables and results. Also include the **activities** with evidence of how you will deliver the project in detail. Include a work plan with timings, and new or existing roles. List the benefits, to how many participants. How many people will benefit and in what way? How will you gather evidence of this (Monitoring & Evaluation)?

BUDGET: Attach an outline budget including information on all the resources you already have (such as premises, equipment etc.) that you'll be able to contribute to the project.

Item	Costs you need to be funded	Costs you have already raised
_____	_____	_____
_____	_____	_____
_____	_____	_____
GRAND TOTAL	_____	_____

CHECKLIST By the end of Step 3, you should be able to:

- Plan how you will approach a potential partner
- Use case studies and data to show what you can offer
- Develop a pitch project

STEP 4



Approaching potential partner organizations

One of the most common ways to approach organizations is through informal contacts. You may meet a representative of an organization at an event or through a mutual contact.

However, there is a risk that the partnership will become a personal project with all the work and responsibilities resting on the person who made the contact. For this reason, it is important that the national board takes ownership of the partnership at an early stage. It is useful to maintain a database of all contacts at the organization's office. This will help if there is a change of personnel within the organization.

If you have established an informal connection, and have the support of the national board, the next step is to contact the organization formally. You can set up a meeting, or send an official letter explaining:

- Who you are and what your mission is, using clear language that avoids Guiding and Scouting jargon
- How and why you have chosen that organization, highlighting the compatibility of your organization's values
- Programme strategy (e.g. a programme answering specific needs)
- Examples of projects carried out, list of existing partners etc.
- How this partnership between your respective organizations can meet their goals and needs

If the potential partner is interested in a partnership, show partners that you are open to their involvement in its further development. It is important to make sure both sides feel comfortable in the relationship and are moving in the same direction.



FROM THOSE WITH EXPERIENCE: Girl Guides Australia and Clean Up Australia

Each year Australian Guides and Guide Units are encouraged to participate in Clean Up Australia, the largest community-based environmental event in the country. Members take part by cleaning up and clearing rubbish in their local areas in registered sites. Clean Up Australia provides Clean Up Kits, bags and gloves and access to online resources and publicity. Miriam Holmes, Assistant Chief Commissioner, shares their story. (See full case study in Appendix 2).

How did you first approach this partner?

"The partnership evolved out of an informal relationship with Clean Up Australia. Many Guide Units were cleaning up their own site in their own time which meant they were not registering with Clean Up Australia and therefore not being recognised or receiving support."

What problems did you encounter when trying to set up the partnership?

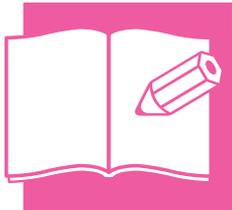
"Some of the challenges faced in formalizing the partnership included accessing the same resource material and publicity as the schools, getting recognition for what Guides were already doing and had the potential to achieve (credibility) and having our public liability insurance cover accepted (being able to use our waiver rather than that of Clean Up Australia)."

What advice would you give to another Member Organization that was hoping to approach a similar organization?

"If setting up a similar partnership, ensure that you can engage your members in the project and that they can deliver on the proposed agreement. Be clear on what you have to offer the organization and don't undersell this - ensure your partner understands what you do and how this fits with their vision and objectives. Make sure that an agreement that documents the expectations of both parties is signed by both partners beforehand."

MAKING THE PARTNERSHIP OFFICIAL

A strategic partnership is based on an official agreement, and each stage of the partnership should be documented. The framework of the partnership should outline what the partnership hopes to achieve and the roles and responsibilities of each partner. This agreement is a decision or arrangement, often formal and written, between two or more organizations. It outlines the organizations' shared interest, the benefits and common objectives.



TOOL: Sample strategic partnership agreement

A partnership agreement can vary in content and length depending on the scope and experience of partners. A sample partnership agreement is shown below.

PARTNER ORGANIZATIONS

Partner A
Contact details
Contact person

Partner B
Contact details
Contact person

STATEMENT OF INTENT

We, the undersigned, acknowledge a common commitment to/concern about...

By working together as partners, we see the added value each of us can bring to fulfil this commitment/address this concern.

Specifically we expect each partner to contribute to the project in the following ways:

Partner A...
Partner B...
All partners...

STRUCTURES AND PROCEDURES

Partner roles and responsibilities...
Coordination and administration...
Working groups/committees/advisory groups...
Decision-making processes...
Accountability arrangements...
Monitoring...

RESOURCES

We will provide the following resources to
a) The partnership
b) The project...

AUDITS/REVIEWS/REVISIONS

We agree to make available all information relevant to this partnership to partners as necessary.

We agree to review and evaluate the partnership every __ months

An independent audit of the financial arrangements of the partnership (and any projects resulting from the partnership) will be undertaken on an annual basis.

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.

CAVEATS

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 partners concerned.

This agreement does not bind partner organizations or their staff to any financial or other liability without further formal documentation.

Signed

_____ on behalf of Partner A

_____ on behalf of Partner B

Date _____

Place _____

A memorandum of understanding expresses mutual agreement on an issue. It is a written agreement put in place to establish a clear understanding of how the partnership will function and includes each partner's role and responsibilities.

A partnership agreement can vary in content and length, depending on the scope and experience of partners. It is a good idea to begin a partnership with a trial period of one year. If successful, the agreement could be extended to a three-year (triennial) period. Objectives can be revised and the commitment renewed or terminated after this time.

Although changes may occur, the goals of the partnership must remain paramount. This can be ensured by planning regular review meetings to discuss expectations and change plans when necessary.



LEVELS OF AGREEMENT

Informal agreement:

an agreement with no official responsibilities, sometimes verbal agreement, achieved through relaxed and friendly discussions.

Memorandum of understanding (MoU):

an agreement of co-operation between organizations, defining the roles and responsibilities of each organization in relation to the other (or others) with respect to an issue.

Partnership agreement:

a written agreement among partners detailing the terms and conditions of participation in a project.

CHECKLIST

By the end of Step 4, you should be able to:

- Identify ways to promote your organization
- Describe ways to make formal and informal connections
- Define the differences between an informal agreement, an MoU and a partnership agreement
- Describe the elements that should be included in a partnership agreement

STEP 5



Working together

Once a suitable partner has been found and an agreement has been finalised, the next step is to plan how you will work on the project together.

Many MOs with experience in partnerships have reported that clear communication and planning are vital to the smooth running of a partnership project. Clarity and transparency prevent problems that might appear during implementation of the project or when different points of view arise. Partners should carefully study the agreements they have committed to before the project implementation in order to avoid conflict. National boards must be fully aware of what they have committed their organization to deliver.

Regularly revisit your pitch project in consultation with your partner organization and develop the details of the project. This will ensure that all parties are aware of their roles and responsibilities, and the tasks to be completed. You can use the five-stage process outlined in WAGGGS' Project Management Guidelines:



STAGE 1: Identification

'Thought through' - a problem or opportunity is recognised, the purpose agreed, resources are discussed and strategies are considered.

Stage 2: Planning

'Planned' - objectives are clarified, strategies are divided into a series of tasks, decisions about roles are made and a budget calculated.

Stage 3: Implementation

'Carried out' - activities begin; information collected, problems resolved, reports prepared.

Stage 4: Managing

'Project is monitored' - good communication is essential, make sure everyone is kept informed. Effective monitoring means sources of information are identified and data is collected.

Stage 5: Completion

'Project ends' - objectives reached, evaluation carried out, lessons learned, consider sustainability and impact, recognition of people's achievements.

WAGGGS' Project Management Guidelines can be downloaded from the WAGGGS website.



FROM THOSE WITH EXPERIENCE:

Girl Guides of Canada - Guides du Canada and General Motors

Girl Guides of Canada, in partnership with General Motors of Canada, offers a Tree Planting Grant. The programme awards grants of up to CD\$500 each, available for projects planned by individual girls and young women and units across Canada. Grants are awarded to projects that improve the environment in local communities. Jacqueline Lacroix, Girl Programs Coordinator, shares their story (see full case study in Appendix 2).

How did you first approach this partner?

"General Motors (GM) approached us. In Canada, GM has a long history of working with Girl Guides of Canada and Scouts Canada. They gave Canadian \$50,000 to Scouts Canada for their tree programme, and then approached us with the same amount to plant trees, and this was the main challenge. However, before GM approached us, we had tried to pitch the idea to Toshiba for an environment grant they were offering."

What problems did you encounter when trying to set up the partnership?

"One of the biggest difficulties was that GM was expecting something similar to the Scouts Canada programme, which is nationally run and controlled. Instead, we wanted a grassroots method, to allow the girls and units to decide what was needed in their community and to create their own partnerships. We needed to convince GM of the benefits of this method."

What advice would you give to another Member Organization that was hoping to approach a similar organization?

"Most of these organizations are looking for a photo opportunity and lots of good news stories. The reason that GM was unconvinced of our programme at first was that with the Scout programme, they had hard numbers to report – a \$50,000 donation equalled 25,000 trees planted across Canada. We didn't have those numbers, so instead, we give them stories, such as a Guide from a particular community that partnered with her recreation centre and got her unit to help plant three trees which will provide shade for children playing on the playground. We really needed to look at what the organization could get out of donating money to our programme, and frame our message that way."

CHALLENGES AND DIFFICULTIES

Partnerships provide many benefits, as outlined in the introduction on page 3. However, it is important to recognise the challenges and difficulties you may encounter during the lifetime of the partnership.



What not to do!

Common problems to avoid include:

- Loss of motivation
- Poor communication
- Conflict of personalities
- Prejudices or misunderstandings
- Expecting too much from your partner

Here are some challenges and difficulties and how to overcome them:

Have a clear leadership structure.

An agency such as the Food and Agriculture Organization (FAO) might begin by leading a programme but then hand over leadership as the partners become better equipped to lead. This handover, including clear lines of communication, needs to be defined and agreed upon from the start.

Define roles but be prepared to be

flexible. Implementing a partnership and participation may involve changes to an already existing relationship. When this is the case, it will be even more important to have a specific plan for roles and participation of volunteers in the partnership.

Turn the diversity of partners into a strength.

There may be different professional, racial, ethnic and socio-economic groups to deal with. The best way to address this is to take time to listen and understand the other partners/groups and to be open about yourself. Increase mutual understanding by holding an introductory workshop.

Increase the level of intercultural understanding.

When organizations from different cultural backgrounds work together, there is a risk that assumptions will be made about the capacity of each organization. One organization may think it is helping by sending staff to work on a specific project whereas the other organization may benefit more from training of its own staff and volunteers. Cultural misunderstandings can also take place if there is not clear communication about what is expected of each partner organization.

STEP 5

Use succession planning to make the partnership/project sustainable.

It's important for your organization to have staff or volunteers with the right skills to manage strategic partnerships. There should be a process in place in case the person with those skills leaves the organization. The national board must be accountable for the partnership and a potential partnership manager should be identified before the current one leaves. The current manager must keep detailed records and provide clear communication to ensure a smooth hand over to the new manager.

Avoid 'going public' too soon. This can put pressure on a partnership. Partners need to assess the risks and benefits of publicising their work. They should ensure that all partners agree on the contents and timing of a public awareness raising campaign.

Time is needed to build a real relationship. This process may be slowed down by changes in roles or staff. Strategies should be implemented to mentor new recruits to the partnership.



Don't be pushy – it's a good idea to leave some time between enquiries when you are trying to set up a new partnership.

Don't get careless – be professional about any documents you send out and make sure there are no spelling mistakes or missing information.

Don't compromise – be confident and courteous but only agree to do something that you know you are able to achieve and that is defined in your strategic plan.

WHEN TO END A PARTNERSHIP

There may be situations when it is better to close a partnership rather than let it continue in an unsatisfactory way. If the partner organization does not appear to be maintaining its commitments, or changes the original agreement, you should consider renegotiating or closing the partnership. Also, if the circumstances change within your own organization, and you feel that you are not in a position to give enough time and resources to maintain the partnership, it may be better to close it. The partnership agreement should include a clause that states this as a possible option. You can use the Values Grid in Step 2 to help make the decision whether to start a partnership but also when to close it.

RELATIONSHIP MANAGEMENT

During a strategic partnership, there is a balance between managing the relationship and managing the task. You should consider which aspects will strengthen the partnership.

It is important to remember that although your organization has initiated the partnership, it is also a partner with its own responsibilities. Once the partnership is forged, your organization should honour all the requirements that have been established.

Key elements of maintaining a relationship:

- Agree on clear communication channels; who are the key contacts?
- Establish regular communication; establish a time and a format that suits all parties and stick to it
- Meet deadlines consistently
- Identify and communicate problems early on
- Develop regular reports and financial statements to ensure transparency and performance
- Be flexible enough to manage change and dynamic situations
- Include partners in other aspects of your organization's work in which they might be interested
- Recognise and thank partners. For example, invite them to events or include them in publications and newsletters

CHECKLIST

By the end of Step 5, you should be able to:

- Identify which resources might you need to maintain a partnership
- Work with your partner to develop the project further
- Manage the relationship and any challenges that might occur

STEP 6



Monitoring and Evaluation

Monitoring and evaluation (M&E) should set out to answer the following questions: How will we know that we have achieved what we set out to do? What impact has the project had on the identified problem?

WHAT IS M&E?

M&E is a process of monitoring how the project is going and evaluating its impact when the project is completed. Monitoring is an ongoing process of assessing whether the project is proceeding on target. Evaluation is the systematic collection of information about the partnership/project and its outcomes in order to assess its success.

It is important to monitor and evaluate your strategic partnership and the projects you deliver together, in order to keep your plans on track and assess what you have achieved, based on your initial goals. Before you begin to implement your plans, you need to decide what information you need to gather to track your progress and where you will find the information.

“While partnership initiatives vary enormously in their style, scale and objectives, they have at least one feature in common. They all have a number of different stakeholders and audiences who need to know how, why and if the initiative is successful, and whether it is achieving intended – or even unintended – goals. Partnership relationships and partnership-based projects are complex and notoriously difficult to evaluate.”

MANAGING PARTNERSHIPS,
PRINCE OF WALES BUSINESS FORUM

M&E is one of the key ways to ensure good communication and transparency between partner organizations. The following actions will ensure that all partners feel that they are involved in keeping the project on track:

- Regular reporting, collection and sharing of data
- A frank review of the data and stories presented can ensure the project is managed well
- Decisions made in a timely manner when obstacles are encountered

MAKING M&E PART OF YOUR PROJECT PLAN

The M&E process will be much easier to manage if it is planned at the beginning of the project. Keep in mind how you will prove what you have achieved at the end of the project. A regular cycle of reporting will need to be in place to ensure that partners are informed of progress and challenges.

At the time you put your project proposal together (see Step 3), you will need to show how you plan to gather evidence. The evidence should prove that your project has achieved its objectives and created a change in the local situation. In preparing your case, you will also have gathered information about the current situation, known as ‘baseline data’.

Your partner organization may already have their own M&E or reporting framework that they ask you to adhere to as part of the partnership agreement. Make sure that you understand this, and are able to comply with it before signing any partnership agreement. At the very minimum, you should be in a position to provide your partner organization with an annual financial and written report of the project activities.



Tips for implementing M&E

- Keep a good record of your activities and your progress
- Set up good financial management for the project, keep and record all receipts and agree who has overall responsibility for the budget
- Decide who needs what kind of information and in what format
- Decide what kind of records to keep and how much information is needed
- Keep concise notes of meetings including: decisions made, areas needing further discussion and agreed action points
- Include photos and quotes in your records that can be used for future promotion and to help newcomers to the partnership understand the process so far



TOOL: Getting started - some good evaluation questions

PARTICIPATION: Who was involved? Age groups, geographical diversity, gender. Who took the lead? Did the project enable different groups to take the lead or work with the existing hierarchies?

RELEVANCE: Did it meet the needs of young people in communities? Did the project address the current needs of the community you were working with?

EFFECTIVENESS: How effective were the activities? Did they meet the objectives? Could they have been carried out in a different way to meet these objectives?

IMPACT: What impact has the project had on the participants, the wider community and the implementing partners?

SUSTAINABILITY: Can the activities continue without the partner's resources?

PROJECT MONITORING

For each of the objectives of the project, decide what evidence you will need to collect to demonstrate progress. Remember, you need to be able to answer the question: 'What changed?' as a result of our project activities, as well as: 'What did we do?'

You will probably need to set up a few different ways to collect evidence to help you manage the project, and to explain to your partners how the project is progressing. This is likely to be a combination of 'quantitative' and 'qualitative' data.

Quantitative:

- How many training sessions were held?
- How many people came? How much did it cost?
- How many toolkits were distributed?

Qualitative:

- Talk to participants in the project about why they came, what they have learned
- Quotes from local newspapers/media about the project and the partnership
- Quotes from the partner organization
- Before and after photographs of an area/village/building in which you have been working
- Drawings, stories etc.

Think creatively about how you can use photographs, drawings or tape recordings to get a wider picture of the project's story. If it's appropriate in the setting you are in, and the participants are willing, it's often beneficial to follow the stories of one or two project participants. Throughout the project, collect regular updates on what they are learning from the project, and use the information to form the basis of a case study.

To get the most out of the monitoring process, be willing to collect the negative comments as well as the positive comments. Find out where your project activities need to be adapted in order to increase the impact of the project, within the constraints that you have.

Be aware that monitoring activities cost time and money, for both you and the project participants. Set realistic deadlines. Don't be over-ambitious in what you plan to monitor!

EVALUATION

At the end of a project partnership, the evaluation should enable you to assess:

- The successes, learning and future recommendations for the project
- The partnership experience from all sides
- The positive and negative effects of the partnership and any implications for future partnerships and projects

Some partner organizations will require that a final project evaluation is completed by an external evaluator. This is important to know from the start as it will have budget implications and will need to be included in your project planning.

If an external evaluator is not used, it is good practice to try to draw in staff from all of the partner organizations that have not been direct project implementers. This will ensure a degree of objectivity in the process.

It is also important to ensure that the voices of other stakeholders are included in the evaluation process, both beneficiaries of the project and other key community members.



TOOL: Questions to ask about the partnership

- What was (not) achieved? Why? Do these achievements correspond to the objectives?
- Were these results (not) planned? Why? The results may be evaluated in terms of the effects, direct and indirect, measurable and non-measurable, concrete and intangible.
- How was the process chosen? How did the relationship between the partners develop?
- How did they communicate and cooperate? What changed during the process?

QUESTIONS FOR INTERNAL REFLECTION:

Evaluation needs to contain a conclusion about what your organization has learned:

- Was the work worth doing?
- Were the resources well used?
- What remains to be done?
- Could our time have been better spent?
- Which educational challenges were faced? How has this project helped us change our attitudes towards the topic under discussion?
- Did we work with the right partner?
- How did we have to adapt ourselves to work with our partner organization? What was good about this? Were there times when we should have been more assertive and advocated for a different strategy?
- How can we use these results to promote the organization's aims?
- How can the results feed into future planning?

CHECKLIST

By the end of Step 6, you should be able to:

- Understand the meaning and importance of Monitoring and Evaluation
- Ensure that Monitoring and Evaluation is included in your project plan
- Describe the processes related to project monitoring and evaluation

STEP 7



Celebrating success and future planning

A strategic partnership is a long-term commitment, but its effectiveness should be assessed regularly. The end of a project that you have been working on together is one appropriate time to pause and re-assess. When the project has ended, it is also important to celebrate successes, recognise volunteers and thank partners. Mark the end of a project but don't forget to learn from any challenges that you faced during the project. A good monitoring and evaluation process, implemented at the beginning of the project is vital. If the project has been run in a systematic way, with good record keeping and information management, it is possible to learn from the mistakes that have been made.

RAISING MEDIA PROFILE

You will have your own customs and traditions for celebrating success. One additional way is to use a successful partnership or project to promote your organization. Use press releases containing case studies or examples of your work to sell yourself. If you've done something great, tell everyone about it! Using examples of exciting recent activities can liven up your promotional material and show what you are capable of doing. Create a news story about an activity or event to raise your organization's profile. If your organization becomes well known, potential partner organizations are more likely to want to work with you.

You will have a better chance of getting your story featured in print or broadcast media if you have established good communications with the relevant media beforehand. First, decide which type of media you will target, and then find out the name and contact details of relevant journalists. Those working on the Social Affairs, Education or Women sections of some publications may be interested in your work. Find out the name of the journalist by looking in a media directory or by checking/contacting the newspaper, magazine or radio or television programme.

For more information on how to use different media relations methods or how to write a press release, please download the Media Kit from the WAGGS' website.

HOW TO USE M&E RESULTS TO PROVIDE SUSTAINABILITY

Use the M&E process to assess the partnership project once it has been completed in order to pinpoint areas of weakness and strength. Used correctly, this will build capacity within your organization so that the lessons learned can be implemented in the next project. The M&E process can also be used as a way to collect evidence for future projects and prove your abilities to future partners. When evidence of impact and achievements can be clearly expressed, it will be easier to raise funds for future projects.

If potential partner organizations are convinced of your organization's capacity to run a successful project, they will be more likely to provide funding and support. Showing evidence of your success through M&E reports, quotes from those that have benefitted and case studies or examples. This will all help to strengthen your case for the next project partnership (see Step 3).

Monitor how your activities are being received by girls, young women and other beneficiaries. Use compelling stories to grab attention in promotional communications. The impact can be measured but it might be difficult to prove that the changes in people's wellbeing occurred as a result of the project or partnership. Evidence such as quotations, personal stories and photos can provide information that goes beyond statistics and indicators. Consider whether the project has been made sustainable. Do you have adequate resources to sustain the project after the partner's funding has ended?

You may need to allow for some time to elapse before evaluating the final impact of your actions, because change can take some time to yield measurable results. You should also consider that as part of the partnership agreement you may be required to demonstrate that the outcomes of the project are sustainable in the long term. For both of these reasons, you need to plan how you will continue interacting with the communities you have worked with, and at what point and how you will exit from the relationship.

CHECKLIST

By the end of Step 7, you should be able to:

- Celebrate success and use it in future plans
- Make use of M&E information to make your project sustainable
- Use your project results to raise the profile of your organization

Conclusion

Strategic partnerships can be very rewarding. It is now more important than ever to reach out to other organizations and work together. Girl Guiding and Girl Scouting organizations around the world can form strong alliances that will achieve our goals and tackle the issues that affect girls and young women.

We hope you have found this resource useful and encourage you to make use of it. We are always delighted to hear your success stories and feedback. If you have any comments that will help us to improve this resource, or any examples that would benefit other MOs, please contact WAGGGS World Bureau directly or via the WAGGGS website.

What's next?



Share the seven step process with your national board and get their support



Work your networks - take every opportunity to make connections that could lead to strategic partnerships



Be systematic about the way you manage the partnership and joint project

APPENDIX 1

How WAGGGS can support you

There are many ways that WAGGGS can help, from making use of its existing partners at an international level to providing training. We are committed to supporting our MOs to develop strategic partnerships with other MOs and external organizations.

SIGNATORIES/INFLUENTIAL PEOPLE

WAGGGS is a global Movement which comprises many influential and high-profile people. These people can be useful in establishing and maintaining partnerships. Once you have a clear plan on how you want to establish a partnership, we can potentially assist by putting you in contact with influential people that may be willing to use their name to give extra credibility to the partnership. MOs should also consider the influential people within your organization's own membership and contacts that may be able to help.

LETTER OF INTRODUCTION

Most UN agencies and international NGOs are interested in forming links with their global partners on a grassroots level. If WAGGGS has a link at global level to a UN agency or international NGO, this link can help your MO to approach the UN country representative or the national chapter of an international NGO in your country.

To establish a relationship, the WAGGGS' World Bureau would produce a letter of introduction outlining the joint global activities and recommending in-country cooperation. A letter of introduction is most likely to succeed if your organization has a specific type of cooperation in mind and has evidence that your potential partner might be interested in such cooperation. Please send this information to us if you are requesting a letter of introduction.

TRAINING THROUGH WAGGGS' STAFF AND RESOURCES

WAGGGS supports its MOs by developing resources such as toolkits and guidelines. In addition, WAGGGS' training is provided at regional and international events. At a national level, we deliver capacity-building training through our team of development executives, committee members and other volunteers with relevant experience.

PROVIDING RESOURCES THROUGH THE MEMBERS' AREA

The Members' Area of the WAGGGS' website is the place for you to share your ideas with other MOs and work together. The Working Together section allows you to discuss, develop and implement projects and initiatives through the online forum. Members can also upload documents, case studies and share best practice.

PROVIDING NETWORKING OPPORTUNITIES

WAGGGS' staff and volunteers attend many international advocacy events that provide Girl Guiding and Girl Scouting delegates with opportunities to make connections with other organizations. Events such as the UN Commission on the Status of Women (CSW) and climate change conferences gives delegates opportunities to learn about each other and take the information back to their MOs. Displays by partner organizations at WAGGGS' events such as regional and world conferences also gives you a chance to investigate potential partnerships.

WHAT WAGGGS CAN'T DO FOR YOU

Although we will support our MOs in forming strategic partnerships at various levels, there are some aspects we are not able to support. Your organization has the responsibility to fulfill any commitments you have made and any support by us must be agreed in advance.

WAGGGS may be able to use its influence and existing connections to open a dialogue with a potential partner. However, we cannot create a relationship if the other organization is not interested.

For the duration of the Global Action Theme (2008 – 2015), our main focus is the Millennium Development Goals (MDGs). Therefore, we can only assist with work on partnerships related to the eight MDG topics.

There is no direct funding available to facilitate strategic partnerships. However, we will use our training resources to assist WAGGGS' MOs in capacity building in areas such as communication and fund development.

WAGGGS' Publications

Some of the information in this resource has been drawn from other WAGGGS' publications, which will be useful when considering the development of partnerships, particularly relating to advocacy, the Millennium Development Goals (MDGs) and fund development. These resources are available to download from the Members' Area of the WAGGGS' website. You can find them by searching using the title of the publication.

Advocacy toolkit

A toolkit on advocacy to introduce and strengthen the advocacy dimension in Girl Guide and Girl Scout programmes.

Europe Region guidelines on partnership

Detailed partnership theories and guidelines for Guide and Scout Associations.

Europe Region GAT toolkit

A toolkit for WAGGGS Member Organizations in Europe and beyond to work on the Global Action Theme (GAT) and MDG issues within the Region.

GAT Member Organization Guidelines

Guidelines for WAGGGS' MOs that are implementing the GAT programme on a national and local level.

WAGGGS' Relationship to Society Policy and Guidelines

The guidelines outline steps to take, both internally and externally, to achieve this aim, including sections on communication, marketing and public relations.

WAGGGS' Project Management Policy and Guidelines

Guidelines on the role of projects in Girl Guiding/Girl Scouting with practical project management skills and worksheets.

Media relations toolkit

Provides MOs with tips and templates on how to generate media publicity.

girls worldwide say 
“together we can change our world”

WAGGGS partnerships and MO case studies

CURRENT WAGGGS PARTNERSHIPS

WAGGGS seeks partnerships in order to implement its Mission and achieve its Vision. The most up-to-date list of WAGGGS' partnerships can be found on the WAGGGS' website. The following list describes a selection of our main partners at the international level:

ALLIANCE OF YOUTH CEOS

WAGGGS is one of six of the largest international youth organizations in the world, which together form the 'Alliance of Youth Chief Executives' (AYCEOs). The Alliance of Youth CEOs is a platform for advocating for and with young people, for promoting youth development and youth leadership, in order to improve the lives of children and young people worldwide.

Members of the Alliance of Youth CEOs are WAGGGS, World Organization of the Scout Movement (WOSM), International Red Cross and Red Crescent Societies, World Alliance of YMCA, World YWCA, and the International Award Association. Collectively, they reach over 100 million young people in over 200 countries and territories. The Alliance provides a united voice to communicate the current and future needs of young people throughout the world.

CONFERENCE OF NON-GOVERNMENTAL ORGANIZATIONS (CONGO)

When governments met in San Francisco in 1945 to establish the United Nations, they were joined by many non-governmental organizations (NGOs). In 1948, NGOs holding consultative status decided to cooperate in order to improve the consultative process and subsequently they established CONGO, the Conference of Non-Governmental Organizations in Consultative Relationship with the UN.

CONGO's primary function is to keep NGO status open at the UN. CONGO has lots of committees based in Geneva, New York and Vienna that share information about issues of concern. The committees are active on human rights, sustainable development, disarmament, the status of women, racism, substance abuse, ageing, youth, population and other current topics.

WAGGGS was on the Board of CONGO from 2001-2003 and was elected again for the term 2007-2009. WAGGGS' World Board members and UN Teams in Geneva, New York and Vienna attend Board meetings and actively participate in CONGO committees.

INTERNATIONAL ALLIANCE AGAINST HUNGER

The International Alliance Against Hunger is a voluntary association of national and regional alliances of developing and developed countries, international institutions and individuals working towards eradicating hunger and poverty.

Alliance members are recognized for their actions and strong commitment to eradicating hunger and poverty - halving hunger by 2015 is one of the Millennium Development Goals. The Alliance also helps to keep the plight of the poor and the hungry in the spotlight.

WAGGGS is assisting the Food and Agriculture Organization of the UN (FAO), one of the members of the Alliance, to compile a directory of worldwide initiatives on the fight against hunger by encouraging WAGGGS' members to submit information about any current projects they are running on improving food and nutrition.

INTERNATIONAL SCOUT AND GUIDE FELLOWSHIP (ISGF)

The International Scout and Guide Fellowship (ISGF) is a worldwide organization for adults in support of Guiding and Scouting who want to strengthen the dialogue between communities through community-oriented projects.

Created in 1953 and supported by WAGGGS and the World Organization of the Scout Movement (WOSM), ISGF has National Scout and Guide Fellowships in 61 countries.

The Mission of ISGF is to promote the spirit of the Scout and Guide Promise and Law in its individual members' daily lives by continuing personal development, service in the community and actively supporting WAGGGS and WOSM. It has provided funding to support projects and participants at international events.

MILLENNIUM CAMPAIGN

The UN Millennium Campaign was established by the UN Secretary General in 2002. The campaign supports citizens' efforts in holding their governments to account for the achievement of the Millennium Development Goals. It coordinates the Stand Up Against Poverty campaign action each year. The UN Millennium Campaign believes that governments will only keep their promises when under pressure from their voters.

In 2009, the Millennium Campaign awarded WAGGGS funding in order to develop resources for our Global Action Theme educational programme. We encourage our members to take part in the Stand Up campaign every year as part of the Global Action Theme educational programme.

SOROPTIMIST INTERNATIONAL (SI)

Soroptimist International (SI) is a worldwide organization for professional women who volunteer to do service projects to advance human rights and the status of women. Soroptimists and WAGGGS have worked on a number of projects including the Building Peace among Children project (2003-2005). They also partnered at the Commission on the Status of Women in New York, where WAGGGS youth delegates spoke at Soroptimist events.

UNITED NATIONS CHILDREN'S FUND (UNICEF)

The UN Children's Fund works for the long-term survival, protection and development of children. Guided by the Convention on the Rights of the Child, UNICEF advocates the protection of children's rights, to help meet children's basic needs and to expand their opportunities to reach their full potential. Its programmes focus on immunization, primary healthcare, nutrition and basic education. The WAGGGS UN team, New York, works closely with UNICEF and is part of the NGO Committee on UNICEF, which facilitates the Working Group on Girls.

WAGGGS and UNICEF signed a joint Memorandum of Understanding, which heralded a closer collaboration within the framework of the WAGGGS 'Our Rights, Our Responsibilities' 2002-2008 theme. UNICEF and WAGGGS worked together to identify and support rights-based approaches to help solve the many complex problems that affect children's lives, such as HIV/AIDS, child labour, malnutrition, lack of access to basic education and armed conflict.

WAGGGS and UNICEF worked together on several publications and programme materials for youth organizations and youth groups, e.g. 'Just Say Yes to talking about and taking action on HIV and AIDS' (2008) and 'Climate Change – take action now: A guide to supporting the local actions of children and young people with special emphasis on girls and young women' (2010). In 2009, WAGGGS became a launching partner of the social networking platform www.uniteforclimate.org, which was initiated by UNICEF.

THE JOINT UNITED NATIONS PROGRAMME ON HIV AND AIDS (UNAIDS)

The Joint UN Programme on HIV and AIDS was formed in 1996 by the United Nations to address the challenge of the AIDS epidemic. As the main advocate for global action on HIV and AIDS, UNAIDS leads, strengthens and supports an expanded response aimed at preventing the transmission of HIV, providing care and support, reducing the vulnerability of individuals and communities to HIV and AIDS, and alleviating the impact of the epidemic.

WAGGGS launched an AIDS Badge Curriculum with UNAIDS and the International Council of AIDS Service Organizations. WAGGGS is also member of the Global Coalition on Women and AIDS which forms part of UNAIDS. The Global Coalition funded the WAGGGS HIV and AIDS Training Toolkit published in 2008. The toolkit is a collation of best practice thinking about how girls and young women can help in the fight against HIV and AIDS. Member Organizations can use this training toolkit to equip leaders in their organization with the knowledge, experience and tools to support girls and young women in combating this disease. WAGGGS also attended the international AIDS conferences in Thailand 2004, Toronto 2006 and Mexico City 2008 and will be at the AIDS conference in Vienna in 2010.

UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP)

The UN Environment Programme works to encourage sound environmental practices everywhere. It provides leadership to enable people and nations to improve their quality of life without compromising future generations.

The WAGGGS UN team, Nairobi, works closely with UNEP, with team members regularly attending the Global Civil Society Forums to formulate ideas and make demands to the Governing Council. They also attended various meetings of international and local NGOs. The UN team, Nairobi has held several meetings with UNEP officials to engage in each other's environmental work programs and work towards a Memorandum of Understanding between WAGGGS and UNEP.

WAGGGS is one of the main NGO partners for TUNZA, the youth program run by UNEP. In August 2009, at the TUNZA International Children and Youth Conference in Korea, young people discussed and agreed upon a youth declaration on Climate Change. This has been used to lobby national governments and other decision-makers to take significant action at the UN Climate Change Conference (COP 15) and beyond.

The four WAGGGS' World Centres in India, Mexico, UK and Switzerland, and further sites in Australia, Greece and Kenya, were connected via webcasting with over 1,000 participants at the conference and virtual participants from eight other sites around the world. They brainstormed ideas, discussed priorities, exchanged personal experiences and views and voted on positions that will be put forward.

APPENDIX 2

UNITED NATIONS POPULATION FUND (UNFPA)

The UN Population Fund is the largest international provider of population assistance. UNFPA believes in safeguarding and promoting the well-being of children, especially girl children. UNFPA is committed to the autonomy and empowerment of women everywhere.

The WAGGGS and Family Health International (FHI) project, Health of Adolescent Refugees Project (HARP), was funded by UNFPA from 1997 to 2000. The project aimed to improve the health, particularly reproductive health, of adolescent girls and young women refugees in Egypt, Uganda and Zambia. A UNFPA/WAGGGS/FHI Adolescent Health Badge curriculum was developed for this project. The project was so successful that UNAIDS recognised it as an example of international best practice. Since 2000, the HARP project continues successfully in Zambia and Uganda with funding from the Reproductive Health for Refugees Consortium and either UNAIDS or UNHCR.

The UNFPA Global Youth Advisory Panel includes young WAGGGS' members from Brazil, South Africa and Burundi.

UNITED NATIONS OFFICE ON DRUGS AND CRIME

The mission of the UN Office on Drugs and Crime is to work with the nations and the people of the world to tackle the global drug problem and its consequences. The UN Office for Drug Control and Crime Prevention is a world leader in the fight against illicit drugs and drug trafficking.

The WAGGGS UN team, Vienna, works closely with the UN Office for Drug Control and Crime Prevention, attending UNDCP meetings and the NGO Committee on Narcotic Drugs. WAGGGS' representatives in New York also participated in the General Assembly's 20th special session on the world drug problem.

The WAGGGS' UN team, Vienna, attended two high profile commissions: the Commission on Crime Prevention and Criminal Justice and the Commission on Narcotic Drugs, where they helped raise WAGGGS' profile amongst the NGO Community.

UNITED NATIONS DEVELOPMENT FUND FOR WOMEN (UNIFEM)

The UN Development Fund for Women promotes women's empowerment and gender equality. It works to ensure the participation of women in all levels of development planning and practice, and acts as a catalyst within the UN system, supporting efforts that link the needs and concerns of women to all critical issues on the national, regional and global agendas.

The WAGGGS' UN team, New York, works closely with UNIFEM and is a member of the NGO committee on the Status of Women.

In 2009, WAGGGS was a launch partner of UNIFEM's Say No to Violence Against Women campaign, which – during its first phase - collected five million signatories. Say NO – UNiTE to End Violence against Women is a global call for action presented by UNIFEM as a contribution to advance the objectives of UN Secretary-General Ban Ki-moon's campaign UNiTE to End Violence against Women through social mobilization. UNIFEM Goodwill Ambassador Nicole Kidman is the Spokesperson of Say NO.

WAGGGS was also launch partner of the second phase of the Campaign which aims to collect 1 million actions of support. To contribute to this goal WAGGGS initiated together with UNIFEM the WAGGGS' say no poster competition in 2010.

FOOD AND AGRICULTURE ORGANIZATION OF THE UN (FAO)

The Food and Agriculture Organization of the UN works to alleviate poverty and hunger by promoting agricultural development and better nutrition. It aims to improve global 'food security' so that all people have access to the food they need for an active and healthy life at all times.

WAGGGS has actively cooperated with FAO for many years and was granted Liaison Status in 1968.

WAGGGS and FAO have jointly created the FAO/WAGGGS Nutrition Medal for Girl Guides and Girl Scouts working on food and nutrition projects. The FAO/WAGGGS Nutrition Medal is presented on World Food Days in recognition of WAGGGS members' key role in improving nutrition and supporting the FAO's goal to eradicate hunger and malnutrition for those living in extreme poverty worldwide.

The UN team, Rome collaborates with FAO in disseminating educational materials and carrying out projects related to FAO's Feeding Minds, Fighting Hunger initiative. The initiative gave rise to a national project on nutrition issues by the Italian Scouting Federation involving 180,000 Scouts and Guides.

FAO and WAGGGS collaborate on the joint youth education project 'The Right to Food: A Window on the World'. Due to this success, FAO and WAGGGS signed a Memorandum of Understanding to strengthen collaboration on information and awareness-raising among young people about food security, health and nutrition, the Right to Food, environmental protection and HIV and AIDS prevention.

The latest joint cooperation is 'Our World, Our Food, Our Climate', an activity guide and challenge badge for young people on climate change.

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION (UNESCO)

The UN Educational, Scientific and Cultural Organization was created to contribute to peace and security in the world by promoting collaboration among nations through education, science, culture and communication.

UNESCO promotes not only formal education systems, but also informal and non-formal education. It also emphasizes that any approach to education should be geared to full development of the individual throughout life.

The UN team, Paris works closely with UNESCO, with which WAGGGS enjoys official relations. The UN team took the lead in the Joint Programmatic Commission on Youth to organize a special day on non-formal education. This special day with panel discussions and workshops took place for the first time in 2007, and from then on every year.

PLAN INTERNATIONAL

Founded over 70 years ago, Plan International is one of the oldest and largest children's development organizations in the world. It works in 48 developing countries across Africa, Asia and the Americas to promote child rights and lift millions of children out of poverty. Plan works with more than 3,500,000 families and their communities each year.

The 'Because I am a Girl' report from Plan International presents new data analysis of the important role girls and young women play in economic growth and the missed opportunities brought on by failing to invest in their futures. WAGGGS contributed to the report by conducting a survey on economic empowerment 'Money, money, money', which WAGGGS launched for World Thinking Day 2009. It received more than 3,500 responses from groups and individuals from 24 countries.

UPS FOUNDATION

The UPS Foundation has provided key support to WAGGGS and the Girl Guides of Mexico, Malaysia and Hong Kong since 2004; in 2007 this programme was expanded to Brazil and South Africa. The aim was to provide the opportunities inherent in Girl Guiding and Girl Scouting to a diverse group of girls and young women who otherwise might not be able to access educational and leadership programmes.

In 2010, the UPS Foundation became the Global Founding Partner of the Global Girls Fund. This exciting Global Signature Programme will enable many more girls and young women to benefit from training in life skills, leadership and citizenship.

Highlights from the successful 2004 – 2009 UPS Foundation programme include:

- Raising the profile of Guiding within five Member Organizations
- Developing greater volunteering opportunities
- Providing key capacity-building training
- Creating a successful model that can be replicated in other countries

The new three-year Global Signature Programme will enable WAGGGS to implement initiatives in leadership, environmental sustainability and educational programmes across the 145 countries in which Girl Guiding and Girl Scouting operates.

WORLD ORGANIZATION OF THE SCOUT MOVEMENT (WOSM)

The World Organization of the Scout Movement (WOSM) is an independent, worldwide, non-profit and non-partisan organization which serves the Scout Movement. Its purpose is to promote unity and the understanding of Scouting's purpose and principles, while facilitating its expansion and development.

WAGGGS, with its headquarters in London, and WOSM, with its headquarters in Geneva, are two separate and independent movements but share the same founder and the same fundamental principles.

Both organizations work together in an atmosphere of good friendship and mutual respect on the Consultative Committee, consisting of membership from both World Boards and World Bureaus. It ensures the exchange of information, and identifies priorities for projects and possibilities for action.

WWF INTERNATIONAL

WWF's mission statement is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by:

- Conserving the world's biological diversity
- Ensuring that the use of renewable natural resources is sustainable
- Promoting the reduction of pollution and wasteful consumption

WAGGGS and WWF have collaborated on an education pack for COP 15, the Climate Change Conference in Copenhagen in 2009. These were fun and creative Vote Earth packs for kids, developed by an award-winning education specialist and address the issue of climate change and the Copenhagen Summit using youth-friendly, informal education techniques.

Australia/Clean Up Australia Partnership

NAME OF MEMBER ORGANIZATION

Girl Guides Australia (GGA)

COUNTRY

Australia

PROJECT TITLE

Clean Up Australia Day alliance

PARTNER ORGANIZATION(S)

Clean Up Australia Ltd (CUA)

Brief description of the project

Each year Australian Guides and Guide Units are encouraged to participate in Clean Up Australia events around the country, by cleaning up and removing rubbish from their local areas. They can either register their own site or join with other community groups to clean up a pre-registered site. This is the largest community-based environmental event in Australia.

What support did the partner organization provide?

Clean Up Kit for every registered Guide Unit; clean up bags and gloves; access to Climate Kit for every registered Guide Unit and to a large number of online resources; promotional marketing and media materials; media coverage; promotion of Guiding; site registration statistics.

How did girls and young women benefit from the project/partnership?

This is a simple but practical and effective way that girls and young women can care for their environment — something that they rated extremely highly in a Girl Guides Australia survey. It gives them opportunities to speak out about reducing our impact on the environment. It also assists Guides and Leaders to implement the MDGs and GAT at a level which they are interested in and can understand.

Describe some of the achievements from your experience

Over the last four years, Guides across Australia have participated in increased numbers each year. Girl Guides Australia has received good media coverage and is associated with an organization that has a high profile within the Australian community. This partnership has provided access to excellent speakers for young women's events featuring advocacy and the MDGs. The Clean Up Australia partnership has now been extended to include the recycling of mobile phones, which will provide an additional source of income for both organizations.

Describe the challenges you faced as a result of this experience

- Length of time required to implement and maintain the relationship.
- Ongoing and lengthy consultation for changes necessary to ensure that units and Guides can participate easily. E.g. it took some time for CUA to accept the use of the GGA waiver/indemnity form rather than using theirs.
- Changing staff both at GGA and CUA, resulting in loss of personal contact, knowledge of progress and commitment on both sides; the longer the project the more impact this has.
- Process of handling the relationship when volunteers and staff are involved in planning and implementation.
- Maintaining an ongoing relationship with CUA and keeping members of GGA involved and motivated about project.
- Writing an MoU takes time but is well worth it — it makes both partners consider why they want the partnership.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

Think carefully about which projects/partnerships you select. Work out if it can be maintained in the long or short term and expect it to take longer than anticipated. Be prepared to invest time in developing the relationship.

Burundi/UNV Partnership

NAME OF MEMBER ORGANIZATION

Burundi Girl Guides Association (BGGG)

COUNTRY

Burundi

PROJECT TITLE

UNV and GAT project

PARTNER ORGANIZATION(S)

United Nations – UNV Section

Brief description of the project

The Burundi Girl Guides Association has partnered with UNV to run community-based activities and training sessions, mainly in relation to the MDGs. On a regular basis, environmental activities are jointly organized and coordinated by a group of UNVs, Burundi Girl Guides and other youth organizations. For example, 50,000 trees were planted in the town of Bujumbura on the International Day of Volunteers, and regular cleaning of the Lake Tanganyika shores takes place.

UN Volunteers regularly contribute to skills-sharing sessions on alcohol and drug reduction, gender issues etc. For example, in collaboration with the UNV programme manager, Burundi Girl Guides (a GAT Champion) conducted an information meeting on GAT with a group of 50 young leaders and discussions on how to implement MDGs in a Guide's daily life and community. As a result, UNV has donated MDG brochures in Kirundi and French. BGGG hopes to negotiate a further 10,000 brochures, to ensure wide dissemination of the information in different provinces, especially in the rural guides all over the country.

What support did the partner organization provide?

Training facilities and materials, knowledge, credibility, transport, refreshments.

How did girls and young women benefit from the project/partnership?

The girls gain a lot of knowledge about the MDGs and World Development beyond their official school curriculum. As a result, the general knowledge of girls in Guiding is higher than other young girls. By implementing various activities, they gain experience in project planning, implementing plans and management. The joint activities with UNVs who are from various international backgrounds open the girls' horizons. They learn about other cultures and make lots of friends.

Describe some of the achievements from your experience

BGGG has proved itself to be one of the leading youth organizations in Burundi. This partnership has enhanced its visibility in the international community, especially in the UN. Young leaders now have their awareness raised about the MDGs and they are able to organise unit level activities. Recently, two volunteers organized a Kermess (local fair) for their Unit on environment and climate change with the support of the UN Volunteers. This is proof of the sustainability of our action. This group hopes to create a 'green space' for their community.

Describe the challenges you faced as a result of this experience

- Lack of time to give to the project as volunteers
- Lack of understanding and motivation for people to be volunteers
- Lack of financial means to provide transport to the activities

Describe the advice you would give to other people who would like to undertake a similar project/partnership

It is always good to open up your doors to other people. Some Girl Guide or Girl Scout groups still limit their activities to very traditional Guiding or Scouting activities. We are living in a moving world and if we want to really change it as Lord Baden-Powell recommended, we must know and follow what is planned for the world development. We recommend that all groups should work with young UNVs. It is a learning process that could be called peer education.

Canada/General Motors of Canada Partnership

NAME OF MEMBER ORGANIZATION

Girl Guides of Canada –
Guides du Canada (GGC)

COUNTRY

Canada

PROJECT TITLE

General Motors of Canada and Girl
Guides of Canada Tree Planting Grant

PARTNER ORGANIZATION(S)

General Motors of Canada

Brief description of the project

Girl Guides of Canada, in partnership with General Motors of Canada, offers a Tree Planting Grant. This programme empowers girls and young women to promote a local and environmental issue and take on a leadership role by organizing a tree planting or habitat restoration project in their community. The Girl Guides of Canada Tree Planting Grant programme has grants of up to \$500.00 each, available for projects planned by individual girls and young women and units across Canada. Grants will be awarded to projects that improve the environment in local communities. Individual girl members or units across Canada can apply for a grant.

What support did the partner organization provide?

Financial – Canadian dollars \$50,000

How did girls and young women benefit from the project?

Through community engagement, and the creation of projects that benefit their community and the environment.

Describe some of the achievements from your experience

We were approached by General Motors with a donation of \$50,000 to plant trees. We had no such programme in place and had to come up with a solution that would fit our organization and the requirements of the donation. We created the GM/GGC Tree Planting Grant as a way to engage girls and young women in local initiatives to improve their communities and local environment.

This has been successful as girls and units have struck up partnerships with local environmental committees, local schools, and their cities and towns to address the environmental issues most pressing to them, from a lack of shade trees in children's play parks to erosion and damage to watersheds. Participants report feeling more a part of their community after participating in the tree planting grant programme.

Describe the challenges you faced as a result of this experience

Due to the communication channels available to us, it has been difficult promoting this with our members. Girls and units have not taken full advantage of this opportunity. This has forced us to look to other options for tree planting, such as using the money to help rehabilitate the camp ground area where we will be hosting our 2010 anniversary camp.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

- Be clear with the donors about the extended time line of the project given that you are not spending their money directly, rather, taking their money and giving it to the members to spend.
- Build in flexibility as each community will have different needs.
- Promote the project in as many ways as possible.
- Have a clear reporting system for girls/units who receive the grant so that their stories can inspire others.

Caribbean Link Partnership

NAME OF MEMBER ORGANIZATION

Caribbean Link of Guiding

PROJECT TITLE

Partnership Western Hemisphere Committee and Caribbean Link of Guiding

PARTNER ORGANIZATION(S)

The Caribbean Link of Guiding consists of 21 members. Of these five (Anguilla, British Virgin Islands, Cayman Islands, Montserrat and Turks and Caicos Islands) are still Branch Associations of the United Kingdom. The other members are either Full or Associated members of the World Association of Girl Guides and Girl Scouts in the Caribbean.

Brief description of the project

The Federal Link, now called the Caribbean Link, was founded in 1958 as an umbrella organization of Girl Guide associations in the Caribbean. It focused on matters of common interest such as the programme, training, sharing resources and uniting the region through Guiding. Last year, the Caribbean Link of Guiding celebrated 50 years of existence. The triennial theme 2006 – 2009 was 'Forging Friendships, Nurturing Caribbean Unity through Guiding'.

The partnership organizes triennial conferences, training for trainers and events for Girl Guides. An event for Brownies takes place for the first time in 2010. The Link officers work together with other guiders and trainers on handbooks for guiding in the region. All MOs in the Caribbean are using the Caribbean Programme. Western Hemisphere (WH) Committee members and the development executive contributed to the development of the Caribbean Programme and the review of the Link's constitution.

What support did the partner organization provide?

The Link is focused on training and program. E.g. the training for trainers in Trinidad and Tobago in 2008 focused on camping and disaster preparation that would allow the associations to be of service to the country during natural disasters. The training theme was 'In the service of Country in times of crisis'.

How did girls and young women benefit from the project/partnership?

Guides benefit from the 'Caricamps' organized every three years.

The conferences are held for commissioners and trainers/leaders.

Issues that are relevant for the MOs are discussed and the opportunity is used to focus on WAGGGS.

Describe some of the achievements from your experience

A good unity among the Caribbean MOs and with the branch associations. The opportunity for trainers to facilitate sessions during the conferences and achieve their training certificates. An extra opportunity to focus on WAGGGS and goals of the region, complementing the work of the WH Committee. MOs working together on issues that are relevant for all (e.g. national emergencies). A good relationship between the executives of the Link and the development executive of the region.

Describe the challenges you faced as a result of this experience

The financial situation of the MOs and the Link limits participation at events. The budget of the associations can't always cover the WH Committee and Link events.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

It is important to maintain a good relationship with the regional (WH) Committee in order to work together to achieve progress for guiding in the Member Organizations. The development executive always works together with the Link team on conferences and trainings and the Link Training Advisor is invited to participate in planning and facilitation during WH trainings for English-speaking MOs.

Denmark and African MOs Partnership

NAME OF MEMBER ORGANIZATION

The Joint Committee of Girl Guides in Denmark

COUNTRY

Denmark

PROJECT TITLE

Capacity Building through Partnership Activity

PARTNER ORGANIZATION(S)

Girl Guides Association of South Africa (lead country), Lesotho Girl Guides Association and Swaziland Girl Guides Association

Brief description of the project

The project aims at developing women's leadership skills, through training, in order for them to take more responsibility in the Guiding Associations and in their local communities. The primary target group is the trainers, adult leaders and peer educators (all women) in the three associations. Historically these women have received little education and the project can offer them growth and education through the Guiding associations. The women receive education in training, leadership skills, HIV and AIDS and its impact on women's rights. Because of these developmental programmes, the women will then be able to take responsibility in creating better conditions for girls and young women both in their associations and in their local communities. The partnership came about after a meeting between Girl Guides Association of South Africa and the Joint Committee of Girl Guides in Denmark at a world conference.

What support did the partner organization provide?

The trainings are all run by qualified trainers from the three associations with help from the Joint Committee of Girl Guides in Denmark and Africa Region, sharing the knowledge, skills and experience that they have gained from many years of an active life in the Guiding associations.

How did girls and young women benefit from the project/partnership?

At local level, the primary target group is the current members of the associations, girls and young women who are attending weekly meetings and activities. They need to experience both a quality programme with trained leaders. For example, many of the women are now better able to be managers and decision makers and to share their knowledge and skills with others, leading to greater understanding and awareness. The project aims at developing and implementing relevant programmes for girls and young women, which meet their expectations and give them skills and knowledge on HIV/AIDS and on peer education.

Describe some of the achievements from your experience

Through Guiding and capacity-building programmes such as this project, women are given opportunities to develop their leadership skills, and positive changes have been seen. It is in this context, where Guiding is strengthened, that it is able to effectively contribute to the development and the uplifting of local communities.

Describe the challenges you faced as a result of this experience

The process of getting funding has been very long but we have now received a grant from the Danish Government (DANIDA) which has made it possible for us to get started on the ambitions described.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

When a partnership is initiated and outlines are described, it is important to ensure that the ambitions are set in accordance with the funds available for the activities. If the ambition is high it is important at an early stage to get good contact with any sponsors of the project to ensure that the required funding will be available.

Pakistan/WEG Partnership

NAME OF MEMBER ORGANIZATION

Pakistan Girl Guides Association Punjab

COUNTRY

Pakistan

PROJECT TITLE

Breast Cancer (Pink Ribbon Campaign)

PARTNER ORGANIZATION(S)

WEG (Women Empower Group)

Brief description of the project

The Girl Guides are young women and future mothers. Therefore Pakistan Girl Guides Association Punjab Branch (PGGA) established a partnership with an NGO working to raise awareness of breast cancer and disseminate information on preventive measures of the disease, thereby saving the lives. The Pink Ribbon is a symbol for Breast Cancer Awareness invented in 1991 by Evelyn H. Lauder, founder of the Breast Cancer Research Foundation. The ribbon stands for awareness and for the sisterhood that will help women to survive – and conquer – this disease.

The project provides information on women's health issues, including information on symptoms, treatments, early detection, risk factors, treatments and new research in the fight against breast cancer, through seminars for women over 20 years old. The Provincial Headquarters disseminates information to its district staff for field assignments so they can participate in the Pink Ribbon Campaign organized in the province.

What support did the partner organization provide?

Women Empowerment Group (WEG) provides technical support through medical expertise and development workers to orientate guide leaders for the Pink Ribbon Campaign. It supports PGGA in organizing seminars, training sessions etc., and provides relevant learning material and staff. WEG also assists PGGA in organizing free breast self-examination via mobile units and assists in referral cases for treatment at relevant clinics and hospitals.

How did girls and young women benefit from the project?

The girls and young women, student community of colleges and NGO member receive information on the Pink Ribbon Campaign and gain an understanding of breast cancer.

Describe some of the achievements from your experience

During 2005-2010, around 25 seminars have been arranged in Lahore for young women and men to help them learn about the disease. Training of thousands of Guides, Senior Guides and adult leaders in Lahore as advocates for the breast cancer campaign has also been arranged.

Describe the challenges you faced as a result of this experience

Appropriate technical support is required at district and grassroots level, which is not easily available.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

The partnership involves sustained linkage and intensive field assignments, which need to be address confidently and regularly. Young women need to be handled with care, avoiding fears, superstitions about the disease, and without creating frustration etc. amongst the women.

Peru/Educateperu Partnership

NAME OF MEMBER ORGANIZATION

Asociación Nacional de Guías Scouts del Perú – Local Council of Lima

COUNTRY

Peru

PROJECT TITLE

Expansion and Growth in Pachacutec

PARTNER ORGANIZATION(S)

Educateperu

Describe the challenges you have faced as a result of this experience

Distance: The Pachacutec community is very far from the headquarters.

Poverty: The vast majority of the population are economically deprived.

Commitment from the mothers of the girls who are asked to volunteer as guiders. We need to explain to them the concept of volunteerism and that being a guider requires commitment, but is a great challenge and achievement. Many mothers from Pachacutec have not completed secondary education and are the main breadwinners.

What advice would you give to other people who would like to run a similar project?

It is important to reach communities living in poverty who have very few opportunities and where formal education should be complemented by the benefits that Girl Guide/Girl Scouts can provide. Set a clear goal and have funding in place.

Brief description of the project

Educateperu funds the opening of Girl Guide/Girl Scout companies in the economically-deprived community of Pachacutec in the city of Lima. Educateperu is an NGO whose mission is to raise the standard of education in Peru.

What support did the organization with whom you are working provide?

Educateperu funds the participation of Girl Guide/Girl Scouts from the community of Pachacutec in the activities of the Association of Peru.

How will the project benefit girls and young women?

Thanks to the partnership with Educateperu, the Girl Guide/Girl Scouts from the Local Council of Lima opened three Girl Guide/Girl Scout companies with a total of 78 new Girl Guide/Girl Scouts and 19 Guiders.

Describe successful experiences

Educateperu funds the visits of Girl Guide/Girl Scouts from Pachacutec to the Girl Guide/Girl Scouts HQ in the neighbourhood of Surco (Lima). The organization put us in touch with the NGO Coprodeli and we established a new partnership to deliver the project with the Local Council of Lima, 'Read With The Girl Guides/Girl Scouts'. This project has been run by the Local Council very successfully since 2005 in order to set up libraries in economically-deprived areas.

Thailand/Thai Health Promotion Foundation Partnership

NAME OF MEMBER ORGANIZATION

The Girl Guides (Girl Scouts)
Association of Thailand (GGAT)

COUNTRY

Thailand

PROJECT TITLE

Health Map / Healthy and risky
areas explorers

PARTNER ORGANIZATION(S)

Thai Health Promotion Foundation

Brief description of the project

The Health Map Project or Healthy and Risky areas explorers project aims to enhance children and young people's ability to identify areas of risk around the schools which impact on their health. Children use a process of thinking, decision-making making and team working to produce maps assessing health risks in the local area. The project also encourages good deeds and volunteering in their school and their community. As a result, children, adults and teachers have a greater awareness of the power of children to help improve and develop the environment around their school and community. The project also enhances the cooperation among parents, school, community and the local governor to rebuilt the appropriate community for children and youth, linking to the UNICEF theme: A World Fit for children.

GGAT and Thai Health Promotion support groups of children and youth in 170 schools around Thailand to be the healthy and risky areas explorers. Four main children and two main teachers from each school were trained by GGAT trainers on thinking processes, planning, decision-making, surveying, interviewing people and asking questions. They also learned about the social, economic, health and environment of their community. After the training, they recruited 30 volunteers to work together as a team who they trained to help them do the project.

What support did the partner organization provide?

Thai Health Promotion Foundation provided a budget for GGAT to administer and manage the Health Map project from 2006-2010 and a public campaign in the media as well as providing training on evaluation and accounting.

How did girls and young women benefit from the project/partnership?

Girls and young women are enabled to develop their fullest potential as responsible citizens of their community. They gain skills and can speak out on what they have found to the community head and also the province governor. They can lead the change of activity to improve risky areas for children through repair and repainting. They have a chance to work together to improve their community.

Describe some of the achievements from your experience

This project links to the GAT and MDGs by empowering girls (MDG 3) and the environment (MDG7). A total of 170 groups have implemented projects in their schools and surrounding area. They have worked together on improvements such as decorating run-down areas, cleaning canals, cutting grass and planting herbs.

Describe the challenges you faced as a result of this experience

The challenges are how we can help children and young people make a world fit for them among the risky areas/ risky people such as gambling, drugs, alcohol etc.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

This project can advocate and expand to other MOs if interested. If young people realize by themselves and wish to make their community a wonderful place, they have power to do it with adults support a good chance for them.

UK GOLD Partnership

NAME OF MEMBER ORGANIZATION

Girlguiding UK

COUNTRY

United Kingdom

PROJECT TITLE

GOLD

PARTNER ORGANIZATION(S)

GGSA (Girl Guides South Africa) 2008
and RADS (Russian Association) 2009

Brief description of the project

Guiding Overseas Linked with Development (GOLD) projects are run centrally by GGUK with partner countries across the world. These partnerships are run for three to five years and every project has aims and objectives based on the countries needs.

In 2008, GOLD volunteers ran training sessions in South Africa on human trafficking, drug abuse and teenage pregnancy. The training sessions were mostly with Guide and Senior section age girls as well as leaders, also other girls from schools and church groups. In 2009, GOLD volunteers went to Siberia (Russia) and carried out trainings on Guiding development, PR and recruitment with Association members of all ages. For all the training sessions we worked with translators who were mostly teachers – without them it would have been much more difficult to run the training sessions.

What support did the partner organization provide?

The partner organizations set up the training sessions and recruited participants. Each organization provided a key contact who worked with the GOLD team.

How did girls and young women benefit from the project/partnership?

GGUK participants develop in confidence, in public speaking, travelling and more generally in themselves. Many come back with renewed enthusiasm for Guiding, which encourages them to do more at a local and national level. They will also have experience of how Guiding is run in different countries. For partner organizations they are able to find out how Guiding is run in the UK and receive training on topics that meet their needs. They also share games, ideas for meetings and songs.

Describe some of the achievements from your experience

One of the biggest outcomes from GOLD projects is the interaction and relationships that are built between GGUK and partner countries – GOLD participants are able to experience and learn from guiding in another country and partner organizations learn about Girlguiding UK. During training, many of the topics have brought up issues that might otherwise not be discussed or changed.

Describe the challenges you faced as a result of this experience

GOLD projects can be complicated. Sometimes there are issues with language and cultural barriers. Also contacting partner countries can sometimes be difficult if they don't have constant access to the internet. Understanding how people organize themselves in different cultures was a challenge.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

Before any such project is set up and given the go ahead, there need to be clear aims and objectives agreed on that the project will work towards. These may change over time but are certainly a basis to work towards. These aims and objectives need to be agreed by both parties and should aim to fulfil the needs of the partner country. It is also particularly useful to have a steady contact in the partner country who can be contacted about anything regarding the trip/project etc. Also for those members visiting the partner country, they need to be given sufficient training before hand and prepared to experience the unexpected!

USA/World Thinking Day partners Partnership

NAME OF MEMBER ORGANIZATION

Girl Scouts of the USA (GSUSA)

COUNTRY

USA

PROJECT TITLE

World Thinking Day Resource Guide:
www.girlscouts.org/who_we_are/global/world_thinking_day/wtd_guide_2010.pdf

PARTNER ORGANIZATION(S)

CARE: www.care.org/getinvolved

Feeding Minds, Fighting Hunger:
www.feedingminds.org/info/info_cartoon.htm

Heifer: www.heifer.org/

Mercy Corps: www.mercycorps.org

Oxfam: www.oxfamamerica.org

U.S. Fund for UNICEF:
youth.unicefusa.org/teachunicef

U.S. Peace Corps:
www.peacecorps.gov/www/speakersmatch

WAGGGS:
www.wagggsworld.org/en/resources/documents/3450
and other listings, see page 9 and 10 of the World Thinking Day Resource Guide

Brief description of the project

For World Thinking Day (WTD) each year, GSUSA develops a resource guide related to the annual theme with suggested activities, organizational resources, and country resources for one country from each of the five WAGGGS' regions. The World Thinking Day themes are linked to the GAT and MDGs. For this project, GSUSA makes use of partnerships with many organizations – see list above. GSUSA encourage girls and volunteers to work with partner organizations to learn more about the issue. In all cases, the organizations have educational resources or information to offer young people about the issue. Because GSUSA is such a large organization, and World Thinking Day is celebrated locally in communities and neighbourhoods, it is generally troop leaders or volunteers that organize events or invite speakers from these organizations and many others.

What support did the partner organization provide?

Generally, these organizations are thrilled to partner with local Girl Scout offices or groups to raise awareness about specific issues, such as hunger and poverty.

How did girls and young women benefit from the project?

Girls' increased knowledge about the issues and become aware of local, national and international resources, which can prepare them to take action on the issues.

Describe some of the achievements from your experience

Although it is very difficult to assess the impact of this resource, each year we sell around 250,000 World Thinking Day patches to Girl Scouts. This is an indicator that at least 10 percent of Girl Scouts are engaging in World Thinking Day activities each year, and many are doing that through partner organizations. Generally the U.S. Peace Corps receives more than 200 requests each year from Girl Scout groups requesting speakers to discuss global issues, especially related to the annual WTD theme, which shows the success of the resource guide.

Describe the challenges you faced as a result of this experience

It is very difficult to measure the impact of these resources and the outreach to partners at the local level because we are such a large organization and most World Thinking Day events are done in a grassroots fashion.

Describe the advice you would give to other people who would like to undertake a similar project/partnership

Many organizations have resources that complement our Mission and objectives. Girls can learn more about issues and engage in action through partnerships.

APPENDIX 3

Blank versions of the tools and resources

SWOT ANALYSIS

Identify the Strengths, Weaknesses, Opportunities and Threats that your organization faces. Strengths and weaknesses refer to things inside the organization; opportunities and threats refer to things outside your organization.

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

STEEP ANALYSIS

STEEP stands for Social, Technical, Economic, Environmental and Political. Use this analysis to consider factors outside of your organization that may influence your fundraising activities, but which you cannot change. Both exercises can also be used to look at the future as part of your strategic planning process. The SWOT and STEEP compliment each other and can be used together.

SOCIAL
TECHNICAL
ECONOMIC
ENVIRONMENTAL
POLITICAL

NEEDS CALCULATOR

What is your **desired outcome**?
What do you hope to gain from forming a partnership?

What is the **cause** of the gap between the desired outcome and the current state?

How will a partnership help you to **achieve** the desired outcome?
What do you want to get out of the partnership?

What are the **challenges** for your organization and members which could be improved by this partnership?

How will your organization **benefit** from this partnership?

How will **girls and young women benefit** from this partnership?

What are the likely **costs and risks** related to entering into such a partnership?

What strategies can you put in place to reduce the **risks**?

What **other options** will deliver the results you want, other than a partnership?

What **skills and resources** can you offer the partnership? What is the gap you are seeking to fill through a partnership?

APPENDIX 3

PROJECT PLAN

INTRODUCTION: A short description or summary of your project, including key objectives and what you are hoping to get out of the partnership. Include the **goal** – the rationale behind the project and overall purpose of the project

PROJECT NEED: Include the **objectives** – what you hope to achieve and the motive for producing the outputs. Also include the impact of the project, being as specific as you can

PROJECT DETAIL: Include the **outputs** – the specific deliverables and results. Also include the **activities** with evidence of how you will deliver the project in detail. Include a work plan with timings, and new or existing roles. List the benefits, to how many participants. How many people will benefit and in what way? How will you gather evidence of this (Monitoring & Evaluation)?

BUDGET: Attach an outline budget including information on all the resources you already have (such as premises, equipment etc.) that you'll be able to contribute to the project.

Item	Costs you need to be funded	Costs you have already raised
GRAND TOTAL		

COMMON GROUND

Work out which potential partners are out there and what their goals are. Do they share 'common ground', values and interests with you? How do these interests overlap Girl Guiding/Girl Scouting and your organization's goals?

Potential Partner Organization	Main areas of interest	Possible overlap with my organization's goals

VALUES GRID

Organization →	A	B	C	D
Values ↓				
Democracy				
Transparency				
Solidarity				
Environment				
Openness				

*** = High ** = Medium * = Low

¹ GA Assembly Report by the Secretary Gen. Doc. Code: A/60/214 dated 10 August 2005

² Adapted from Review Of Unicef's Partnerships With Civil Society Organizations, 2007