

DOCUMENT

14

**Partnerships and
External Relations in
WOSM**



**38th WORLD SCOUT
CONFERENCE**

**38e CONFERENCE
MONDIALE
DU SCOUTISME**

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SCOUTS
Creating a Better World

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1. Introduction

This document intends to:

- offer a brief report of the achievements in partnerships and external relations during the last three years
- introduce the new policy statement adopted by the World Scout Committee (WSC) in February 2008, "*Guiding External Relations and Partnerships in WOSM*" as well as discover the tools and resources for its proper implementation
- help the Conference participants to engage in the discussions and workshops during the 38th World Scout Conference
- help to identify challenges for the future in the field of external relations and develop concrete proposals for national and local levels.

2. Progress since the 37th World Scout Conference

WOSM's external relations and partnership development represent a fundamental component of the Strategy for Scouting. Actions in this field are guided by the Policy Statement "*Guiding External Relations and Partnerships in WOSM*", adopted by the WSC in February 2008. During this triennium and thanks to intensive policy dialogue and diplomacy activity by WOSM representatives, international recognition of Scouting continued to grow. There were positive effects at world and national levels, as National Scout Organizations (NSOs) benefited from local partnerships with representatives of global partners.

During this period, effective coordination with the World Association of Girl Guides and Girl Scouts (WAGGGS) through the WAGGGS/WOSM Consultative Committee developed. Civil society relationships were fostered, work with youth platforms and youth organizations was reinforced and relationships with the United Nations (UN) were strengthened. WOSM received beneficial support from the World Scout Foundation (WSF), which is greatly valued and appreciated. World Scouting's international representation was supported by a team of young people working in External Relations who took part in meetings and events to widen Scouting's involvement in youth policy related forums. The 21st World Scout Jamboree enabled WOSM's partners to contribute to its success, as an important number of them guided workshops, activities and provided displays during the Jamboree.

For a more detailed report please refer to the section "Working with Others" in the WOSM Triennial Report 2005-2008.

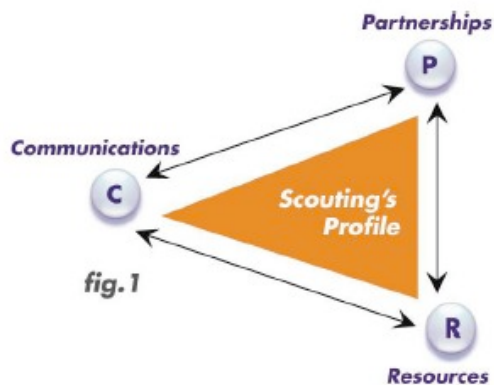
3. The link with the strategy – Strategic Priority 7 (Scouting's Profile)

In the Strategy for Scouting a priority is to work on "Scouting's Profile: strengthening communications, partnerships and resources" (Strategic Priority 7), which is vital in working towards the achievement of the Mission.

The impact expected from the partnership component of Strategic Priority 7 is that "Scouting is seen as a key player in the national and international communities, working in partnership with others, sharing our experiences to broaden our horizons and extend our impact on society and to obtain more support in difficult areas".

Strategic Priority 7 defines a set of objectives for the world level, being the World Scout Bureau (WSB) and WSC, and for NSOs at national level.

Strategic Priority 7, "Scouting's Profile," connects the issues related to *partnerships, resources and communication*. Their synergy is illustrated in fig. 1:



More information can be found in Annex 2 and in Conference Document N. 5.

4. Policy Statement adopted by the WSC "Guiding External Relations and Partnerships in WOSM"

(a) Presentation of the policy

This policy establishes priorities and guidelines to increase the effectiveness of WOSM's external relations and partnerships. The policy statement guides WOSM's external relations; specifically the related operations of all Offices of the WSB and WOSM's volunteer representatives. It may also be used as a reference tool by NSOs.

The policy was developed through a consultative process involving relevant stakeholders, the network of WOSM representatives to the UN and other international organizations. It provides the basis to increase the effectiveness of WOSM external relations and partnerships as well as proposing thematic priorities such as the promotion of non-formal education, youth and children's rights and policies, environment and health.

Guidelines for the implementation of this policy are provided in the document called "Guiding External **Relations and Partnerships in WOSM**".

(b) Implementation of the policy at the world level

WOSM will implement this policy at the world level and in coordination with the regions. The correct implementation of this policy will help WOSM reach its objectives in the field of partnerships and external relations.

A good dissemination of the policy statement is needed, not only at world level, but also among NSOs and people working on external relations at different levels. This tool will help those volunteers working at global and regional levels to represent the Movement in a better way, making it important to explain the policy's content before they start any representational activity.

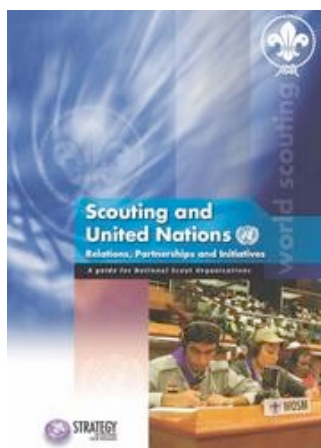
To ensure its correct implementation, it is necessary that the WSC receives regular reports and updates from the WSB.

(c) Tools and support for its implementation

In order to ensure a proper and effective implementation of the policy, different tools can be used to support the work of volunteers and staff at national, regional and global levels.

These tools have been developed by the WSB in collaboration with volunteers. Their purpose is to support the work done in the field of external relations and partnerships:

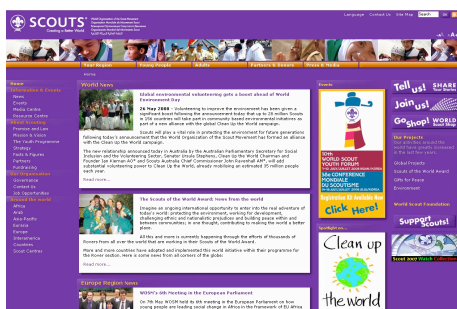
Guiding External Relations and Partnerships in WOSM (June 2008): This document provides guidelines for the implementation of the policy statement and can be used as a reference tool by NSOs in the pursuit of new relations and partnerships, as well as in the evaluation and, if appropriate, consolidation of existing ones.



Scouting and the United Nations (April 2005): In the last years, many initiatives have been taken by the Movement to further develop cooperation with the UN and its various specialised agencies, funds and programmes. *Why were these initiatives undertaken? How does the WSB collaborate with the UN and its agencies? How are the Regions involved? What is occurring at a local level?* This guide strives to answer these questions and further explain the history, the present working relationships and future plans of partnerships with the UN. The purpose of this guide is to help each NSO understand the UN system. It is hoped that an awareness of projects, initiatives, and other cooperative work will enable NSOs to appreciate the importance of Scouting's relationship with the UN, the link to the Strategy and the way in which they can benefit

at a local level. This guide is a very useful tool for people working at the local level with the UN, in order for them to better understand the relationship of their activity and it works at a global level.

The Marrakech Charter (2005): In 1994, a charter on partnerships was agreed in Marrakech and became known as "The Marrakech Charter". In 2005 the Marrakech Charter was revised and renamed "The Marrakech Charter (Bangalore Revised Edition)". This document is a key tool for developing partnerships in Scouting. **The Marrakech Kit** is a series of web pages supporting the Marrakech Charter. It uses the same outline as the Charter under the headings: Principles; Partnership and youth programme; Partnership and youth exchanges; Partnership in the area of adult resources; Partnership and material and financial resources; Multilateral partnerships; Partnership with other organizations; Partnership between Scout Associations and WOSM; Partnership and emergency relief; Partnership contract.



The kit has been available on WOSM's website (www.scout.org) since February 2005. The participants of the World Scout Seminar on Partnerships (Marrakech+10) in Bangalore, India, suggested that a manual for the Charter should be created in two formats, print and electronic, to make it accessible to Scouts both with and without access to the internet.

The website: With the adoption of the new

Communication Strategy for World Scouting in 2005, the World Scouting website was completely refurbished. The Partners section was updated and redesigned, enabling visitors to discover easily the ways in which Scouting works with other organizations and institutions. News related to external relations and partnership activities (from national, regional and global levels) is permanently and consistently uploaded on to the website. Visitors can browse this section of the website and choose between either the type of partner organizations or thematic priorities.

5. How to implement the policy at the national level?

Even though this policy establishes priorities, guidelines and methodologies that aim to increase the effectiveness of WOSM's external relations at the global and regional levels, the policy paper may also be used as a reference tool by NSOs.

The policy statement is a tool to encourage different stakeholders and like-minded organizations to take steps to harmonise, align, and coordinate their activities to increase the efficiency and effectiveness in external relations and maximise their organization's impact.

The 38th World Scout Conference is an opportunity to review the work undertaken in relation to Strategic Priority 7 thus far, identify the challenges for the future and to develop new ideas for the upcoming years.

6. Challenges - Looking Towards the Future

WOSM has identified some main challenges for the future:

- WOSM should ensure that any Memorandum of Understanding (MoU) signed with a UN agency or external organization serves WOSM's members and has a direct or indirect impact on the improvement of the quality of Scout activities and on the development of Scout involvement in the community.
- Participation in the development of a world youth policy by the UN and its member States: for this reason it is vital for WOSM to maintain an important role in the UN's "World Programme of Action for Youth" (WPAY).

- The presence of Scouting within the UN System is largely spread throughout traditional areas because of its global approach. For this reason it is desirable to extend WOSM's partnerships to other fields and agencies, such as disaster relief and humanitarian affairs, meteorology and disaster prevention, climate change etc.
- It is also suggested that WOSM continues to work on the initiatives of the Alliance of CEOs of the 6 largest youth international organizations, and in the International Coordination Meeting of Youth Organizations (ICMYO), which gathers the main world and regional youth organizations and platforms.
- Scouts' participation at national level needs to be reinforced through a stronger involvement of NSOs in National Youth Councils (or equivalent bodies) coordinating youth associations in their own countries, in dialogue with their relevant governmental authorities.
- The last challenge is broad and global. It relates to the possible influence, as an organization of civil society, on the evolution of world governance structures and policies. As one of the major international youth non-governmental organizations reaching millions of young people and adults in almost all countries of the world, World Scouting cannot be indifferent to this challenge. Furthermore, Scouting's Founder gave a clear message: "*Leave the world a little better than we found it*". This global issue of world governance goes far beyond Scouting's scope and with all due precaution, WOSM should take part in this process of change.

7. How NSOs can contribute to the process?

(a) During the 38th World Scout Conference

A 10 minute plenary presentation on "*Partnerships and External Relations*" is scheduled for **Tuesday 15 July at 11:40hrs.**

During the Conference in Korea, two workshops related to partnerships and external relations will also take place:

1. During the session on the "*Strategy for Scouting*", Workshop – *SP7 – Scouting's Profile – Partnerships*
Wednesday 16 July – 09:45hrs – 12:15hrs. - ICCJ
2. During the session on "*Sharing and Learning*", Workshop on Partnerships in Scouting
Thursday 17 July – 16:15hrs – 17:15hrs - ICCJ

The objectives for the workshops are to:

- focus on the Strategic Priority 7.2 as a tool for development in NSOs
- report on impact/progress from information gathered at world/regional level
- provide examples of good practices from NSOs working in that field
- enable NSOs to share their achievements in relation to the strategic priority
- obtain information on the challenges faced by NSOs
- collect ideas for the future.

(b) During the 10th World Scout Youth Forum

During the World Scout Youth Forum in Korea, the participants will be able to discuss issues related to partnerships and external relations in two opportunities:

1. Session 2: "*Scouting in the new Century*"
Tuesday 8 July – 11:00hrs
2. "Open Forum" - in the Open Forum participants will discuss themes proposed by themselves.
Tuesday 8 July – 14:30hrs

Annex 1 - Policy Statement: "Guiding External Relations and Partnerships in WOSM"

I. External relations and the Scout Movement

1. External relations and partnerships are valuable to the Scout Movement as they contribute to Scouting's **recognition** and **legitimacy**, offer the opportunity to increase Scouting's **visibility** and contribute to increasing Scouting's **effectiveness** in achieving its Mission.
2. The Constitution of the World Organization of the Scout Movement (WOSM) indicates that one of the functions of the World Scout Bureau (WSB) is to "maintain relations with international organizations whose activities are concerned, inter alia, with youth"¹. External relations and partnerships are under the direct responsibility of the Secretary General, who directs the work of the External Relations Unit (ERU). The ERU coordinates with all WSB Offices and volunteer representatives who link with multiple entities, reporting to the Secretary General through the ERU.
3. The Strategy for Scouting prioritises the work on "*Scouting's Profile: strengthening communications, partnerships and resources*"². The global impact expected with the work on external relationships and partnerships is that "*Scouting is seen as a key player in the national and international communities, working in partnership with others, sharing our experiences to broaden our horizons and extend our impact on society and to obtain more support in difficult areas*", and the main outcome is "*to improve the profile of Scouting through the strengthening of partnerships*". The expected results are:
 - To build external relations that offer concrete benefits to Scouting;
 - To consolidate existing institutional partnerships;
 - To establish new strategic partnerships to obtain more support for WOSM at all levels, and also to disseminate Scouting's message worldwide.

II. Purpose of the policy on external relations and partnerships

4. This policy establishes priorities and guidelines to increase the effectiveness of WOSM's external relations and partnerships.
5. Guidelines for the implementation of this policy are provided in the document called "Guiding External Relations and Partnerships in WOSM".

III. Scope of the policy and intended audience

6. This policy statement shall orient WOSM's external relations, and specifically the related operations of all Offices of the WSB and WOSM's volunteer representatives. It may also be used as a reference tool by NSOs in the pursuit of new relations and partnerships, as well as in the evaluation and, if appropriate, the consolidation of existing ones.
7. Partnerships referred to in this policy may at some stages involve financial agreements among the parties involved, although issues related to resource mobilization are to be addressed in other WOSM official documents.

IV. Policy recommendations

a) Thematic priorities

8. Although the determination of global priorities for WOSM is a difficult task, as some issues may be more relevant to some countries or regions, external relations and new partnership efforts should as much as possible be made on the basis of WOSM's global priorities. This will benefit the Movement by (1) ensuring that WOSM enters into meaningful partnerships; (2) defining a common position on specific issues and (3) allowing WOSM to set the tone on global issues, rather than allowing other agencies to do it for us.
9. The suggested thematic priorities for WOSM's external relations are:
 - Promotion of non-formal education
 - Youth and children's rights and policies
 - Environment
 - Health

1 Article XVIII.7

2 Strategic Priority 7.2

10. If, in the future, a new theme will take on a particular importance for the Movement, it will, at the time that the policy is reviewed, be added to the list above.

b) Criteria for the selection of partner organizations

11. The following criteria shall be fulfilled by a potential partner whenever WOSM is identifying organizations to cooperate with, either for advocacy purposes or to implement projects or programmes¹:
 - internal democratic processes;
 - accountability and transparency;
 - legitimacy and credibility;
 - constructive and positive common goals;
 - effectiveness and efficiency impacts;
 - sustainability for global cooperation;
 - respectful of cultural and ideological diversity, as well as human rights.

c) Establishment of common understandings

12. A framework of common grounds should:
 - clarify the expectations and obligations on both sides;
 - ensure that WOSM receives the recognition it deserves;
 - articulate WOSM's priorities within the partnership;
 - promote the creation of a common work plan between the organizations;
 - encourage the monitoring and evaluation of the partnership to analyse the overall performance of working together.

V. Consolidation of existing partnerships within the "Scout Family"

13. WOSM has enjoyed a number of long standing partnerships within the "Scout Family". However, to maximize the potential and impact of these partnerships, actions need to be taken to better support and sustain them.
14. **WAGGGS:** It is in the interest of WOSM to maintain and increase the efforts for a coordinated action in the field of external relations, advocacy for the development and implementation of youth policies, and other areas of common interest with the World Association of Girl Guides and Girl Scouts (WAGGGS). Joint activity in this field is to be regularly reported to and reviewed by the WAGGGS/WOSM Consultative Committee.
15. **Organizations with Consultative Status:** Some organizations have been granted consultative status with the World Scout Committee, in accordance with WOSM's Constitution². This includes organizations that support NSOs and WOSM as a main objective. The WSC reviews and considers renewing this status at the beginning of every triennium.

16. **Other entities:** WOSM has benefited from partnering with other entities and organizations as well. Although they do not have consultative status with WOSM, their contribution is still regarded as valuable to the Movement.

VI. Building coalitions with non-Scout organizations

17. Maintaining relationships with other agencies is an essential function of external relations. To better promote the development and the expansion of the Movement, contacts should be made and sustained, if necessary, through visits and correspondence.
18. WOSM has been involved with several organizations globally, such as the United Nations System, intergovernmental, governmental, multilateral and civil society organizations.
19. Relations with international youth organizations should be sustained. WOSM should continue playing a leading role at the International Coordination Meeting of Youth Organizations (ICMYO)³ initiative, as well as in the Alliance of Youth CEOs⁴.
20. WOSM shall continue working with organizations within the civil society and maintain its

1 From ICMYO's "Principles and Goals of Global Cooperation."

2 Article XIII.9

3 International Coordination Meeting of Youth Organizations: informal network of membership-based, democratic, representative and accountable International Youth NGOs (INGYOs) and Regional Youth Platforms (RYPs). The main objectives of ICMYO are the strengthening of the cooperation among youth organizations at regional and global levels and the coordination of political inputs to global youth policy processes.

4 The Alliance of Youth CEOs is an informal network of the six largest youth organizations (WOSM, WAGGGS, YMCA, YWCA, IFRC, IAA), conformed to develop joint advocacy and to facilitate co-operation at field level.

active role in the Conference of Non-Governmental Organizations in Consultative Relationship with the United Nations (CONGO).

a) Scouting and the United Nations

21. The United Nations System represents the main institutional partner, and WOSM shall continue (at all levels) its work with its agencies, programmes and commissions.
22. The World Programme of Action for Youth (WPAY), the Millennium Development Goals (MDGs) and the Universal Declaration of Human Rights represent the main political framework in the cooperation with the UN.
23. WOSM shall continue working with other International NGOs having a General Consultative Status with the Economic and Social Council (ECOSOC), and promote participation in consultations related to the global situation of young people.
24. The WSB will be supported in maintaining and developing partnerships with the UN by a team of representatives (UN Team). This team shall continue representing WOSM in cities where the UN has representations of its agencies.
25. The WSB Regional Offices are in charge of the relationships with the regional UN representations.

b) The Alliance of Youth CEOs

26. WOSM shall continue active participation, through its Secretary General, in the Alliance of Youth CEOs. The Alliance of Youth CEOs will be promoted at all levels, as an example of good practice.

VII. Looking towards the future

27. WOSM's main challenges for the near future:
 - WOSM shall make sure that any MoU signed with a partner organization serves WOSM members and impacts the quality of Scout activities, as well as the development of Scout involvement in the community.
 - WOSM shall enhance its influence, as an organization within civil society, on the issues related to good governance and policies.
 - Together with other partners, WOSM shall participate in the development of the UN world youth policy.
 - WOSM shall extend its partnerships with the UN to other fields and agencies.

VIII. Monitoring, evaluation and reporting on the policy's implementation

28. This policy paper will be reviewed regularly by the WSC. The status and outcomes of partnerships will be reported as part of WOSM's regular reporting system. Exceptional reporting will be done if required.

IX. Resources to assist in the implementation of the policy

29. The External Relations Unit and the UN Team coordinated from Geneva ensure an effective representation of WOSM in UN meetings or other activities. All these volunteers receive training from the WSB and a direct mandate from the Secretary General to represent WOSM in relations with other entities.
30. Members of these groups are requested to carefully observe this policy statement, as well as the document "Guiding External Relations and Partnerships in WOSM". No member is authorised to attend other meetings, or stand for elected positions or speak on behalf of WOSM outside the framework of this policy without previous authorisation and coordination with the staff in charge at the WSB.
31. The WSB allocates specific financial resources from its regular budget and makes constant efforts in raising additional amount of funds required to consolidate existing partnerships and set new ones for the Movement's development.
32. Partnerships whose prevalent goal is the mobilization of financial resources are to be dealt with through a separate policy or strategy.

Annex 2 – Global Impact and Outcomes at NSO and WSB/WSC levels for the SP 7.2

Under each Strategic Priority the WSC has approved a set of outcomes that should be accomplished and monitored. For the WSB level these outcomes refer to the support given to NSOs to help them achieve their objectives; to how the WSB and WSC operate and how the implementation of the Strategy for Scouting is supported.

In relation to the Strategic Priority 7.2 on Partnerships, the outcomes that have been defined are listed below. Indicators of quantitative as well as qualitative nature will be developed to monitor the accomplishment of these outcomes.

Outcomes for WSC/WSB to support NSOs

- The current partnerships and the content of the Memorandums of Understanding (MoUs) are reviewed to determine what has been achieved, to ensure that they reflect the priorities of WOSM and that they are offering tangible outcomes.
- SCOPE is developed as a tool to increase effective partnerships between Scout Associations.
- The Alliance of Youth CEOs at world level is promoted as good practice to NSOs.
- Helping the Inter-religious Forum, WSPU and ISGF, so that they can contribute to the development of the Movement.
- Building relationships that offer concrete benefits for NSOs in developing and implementing the Scout programme
- Advocating for appropriate youth policies according to World Scouting's role in global civil society.

Outcomes for WSC/WSB internally

- To orientate external relations towards a high international recognition of Scouting's social value and consequent support
- Partnerships are developed and partners are engaged to improve the relationships with Scouting in the Middle East.
- When establishing networks and alliances with other world organizations and agencies, the goals, approaches and priorities of Scouting are clarified and published.

Annex 3 – Past World Scout Conference resolutions

21/05 WAGGGS/WOSM Relationships

The Conference

- affirms the work of the Consultative Committee and acknowledges the objective within the strategy that contacts with WAGGGS continue and are strengthened
- will receive a progress report on WAGGGS/WOSM relationships during the triennium 2005-2008 at the 38th World Scout Conference.

22/05 Partnership Development

The Conference

- recalling the success of the World Scout Seminar on Partnership (Marrakech+10) organised in Bangalore, India, in February 2005
- noting the conclusions and recommendations of the above mentioned seminar
 - adopts the text of the Marrakech Charter, Bangalore revised edition on Partnership in Scouting, contained in the Conference Document No. 11 as a need to improve the work in the field of partnerships within Scouting
 - requests the World Scout Committee to implement the recommendations arising from the seminar especially revitalising the Project Exchange publication that was previously produced by the World Scout Bureau through Scout Project Exchange (SCOPE) and creating a manual for the Marrakech Charter including the practical elements for partnerships to be published on paper and CD-ROM
 - requests the World Scout Committee to further strengthen its partnerships with more actors of civil society, the world of work and the corporate sector which share our common values and consequently, mobilise the necessary resources at world and regional levels to materialise such partnerships
 - encourages National Scout Organizations to incorporate and further develop the existing
 - experience on partnerships at world level, in order to enhance their potential at national level
 - requests National Scout Organizations, in collaboration with their respective Regions, to report on their progress made in the area of partnership development at the 38th World Scout Conference.

23/05 Partnership with the United Nations

The Conference

- recalling Resolution 1/63 concerning WOSM's relationship with the United Nations
- considering the importance of a friendly and active relationship with the United Nations and other international institutions
- recognising that the work of the United Nations has improved the quality of life of many people, and that working for a better world is at the heart of the mission of Scouting
- acknowledging that the World Organization of the Scout Movement holds consultative status with the United Nations' Economic and Social Council as well as with several UN agencies
- considering the various Memorandums of Understanding signed between WOSM and bodies of the UN system since 2002
- recording with satisfaction that many National Scout Organizations are now working with the UN and its specialised agencies
 - reaffirms its support for the goals and work of the United Nations
 - expresses its full support for the objectives set in the UN Millennium Declaration and for the work of the UN Millennium Campaign
 - urges all National Scout Organizations to use the cooperation with the UN and its specialised agencies to contribute to build a better society, and to increase this cooperation particularly through the Gifts for Peace and Scouts of the World programmes
 - recommends that WOSM at all levels takes the necessary steps to maintain and strengthen its relationships with the United Nations.