



Final Report: Evaluation of Work in Partnership Between WAGGGS and WOSM Europe Region, 2010-2013

March 2013

Prepared by

The **Social Investment** Consultancy

London | New York | Dubai
www.tsiconsultancy.com



2	Introduction
3	Measuring Results
4	Results of Work in Partnership, 2010-2013
5	Return on Investment
7	Delivery of Work in Partnership
10	What MOs & NSOs Want
12	Lessons Learnt & Recommendations
Appendices	
14	List of Partnership Outputs Following 13th EGSC
15	2010-2013 Joint Working Group Operational Plans & Outputs

List of Acronyms

WAGGGS	World Association of Girl Guides and Girl Scouts	NSO	National Scout Organisation
WOSM	World Organisation of the Scout Movement	MO	Member Organisation
SAGNO	Scout and Guide National Organisation	YFJ	European Youth Forum
EGSC	European Guide and Scout Conference	EYV	European Year of Volunteering (2011)
IC	International Commissioner		

About The Social Investment Consultancy

The Social Investment Consultancy (TSIC) is an international consulting firm using the latest models of impact assessment, social enterprise and venture philanthropy to provide businesses, philanthropists, and charities with the advice and support they need to maximise their social impact.

TSIC brings expertise in conducting objective assessments for charities and embedding monitoring and evaluation into the fabric of large organisations, and has recently completed projects for clients including UNICEF and Amnesty International. This project was primarily supported by Rachel Linn, who holds a PhD in Politics from the University of Cambridge and joined the firm as a Consultant in 2011.

For more information on TSIC's services or our global teams, please visit: www.tsiconsultancy.com.



This report presents the main findings from the evaluation of work done in partnership between WOSM and WAGGGS in Europe in 2010-2013. The conclusions and recommendations in this report are intended to support WAGGGS and WOSM Europe as they plan for the future of the partnership and prepare for the 14th European Guide and Scout Conference.

In December 2012, The Social Investment Consultancy (TSIC) was commissioned by the Europe Office WAGGGS and the European Regional Office of the World Scout Bureau to undertake an evaluation of the work done in partnership between the two organisations. The assignment objective is to 'conduct an evaluation to review the achievements, results and learning from the work carried through the last triennium (2010-2012).' The evaluation was carried out over three months, with the key deliverables from each stage outlined below.

Dec 2012

1. Develop Evaluation Framework

Deliverables:

- Workshop at IC Forum.
- Evaluation framework, including key questions to be addressed through this study.
- Workplan including interview schedule and list of stakeholders to be met.

Jan-Feb 2013

2. Facilitate Workshops and Interviews

- Interviews and workshops with Europe Office Staff and Committees, Joint Working Groups, National Youth Council representatives, volunteers from MOs & NSOs.
- Interim findings reviewed with Coordinating Group.

Feb - Mar 2013

3. Prepare Report and Review Key Findings

- Draft evaluation report on Work in Partnership.
- Workshop with Joint Committee to discuss findings and implications.
- Final evaluation report ready for wider distribution to MOs & NSOs.

Methodology and Limitations

The inputs to the evaluation consisted of a review of strategic and operational documents as well as a sampling of existing evaluations of joint activities and financial information provided by the WAGGGS and WOSM Europe Offices. These data sources were complemented by in-person or telephone/Skype interviews with a range of key stakeholders involved in delivering work in partnership, as well as members from MOs and NSOs nominated by the WAGGGS and WOSM Europe Regional Directors. For interviews, a semi-structured format was used in which a similar set of topics was referred to based on the interviewee's relationship to work in partnership while still allowing the interviewee to be expansive in their responses and for new questions to be raised during the conversation.

As with all qualitative research, the information collected from interviews may at times have been based on perception rather than fact, and as such should not be interpreted as hard 'evidence' in forming conclusions. Nonetheless, the findings relayed in this report are based on reflections and explanations given repeatedly by a diverse range of stakeholders such that they can be seen to relay a common experience. While the identity of interviewees has been kept anonymous throughout the evaluation, a broad profile of individuals consulted is provided below.

Profile of Evaluation Participants

In total, 73 participants were directly interviewed as part of the evaluation. This was made up of:

- 20 representatives from 12 MOs & NSOs
- 6 European Scout Committee Members
- 6 Europe Committee WAGGGS Members
- 5 European Scout Region Office Staff
- 5 Europe Region WAGGGS Office Staff
- 17 WOSM Joint Working Group Members
- 10 WAGGGS Joint Working Group Members
- 2 European Youth Forum Board Members
- 1 WAGGGS External Relations Working Group Member
- 1 WOSM External Relations Working Group Member

12 MOs & NSOs were directly represented. These comprised:

- 4 WAGGGS-only MOs
- 4 SAGNOs
- 4 WOSM-only NSOs

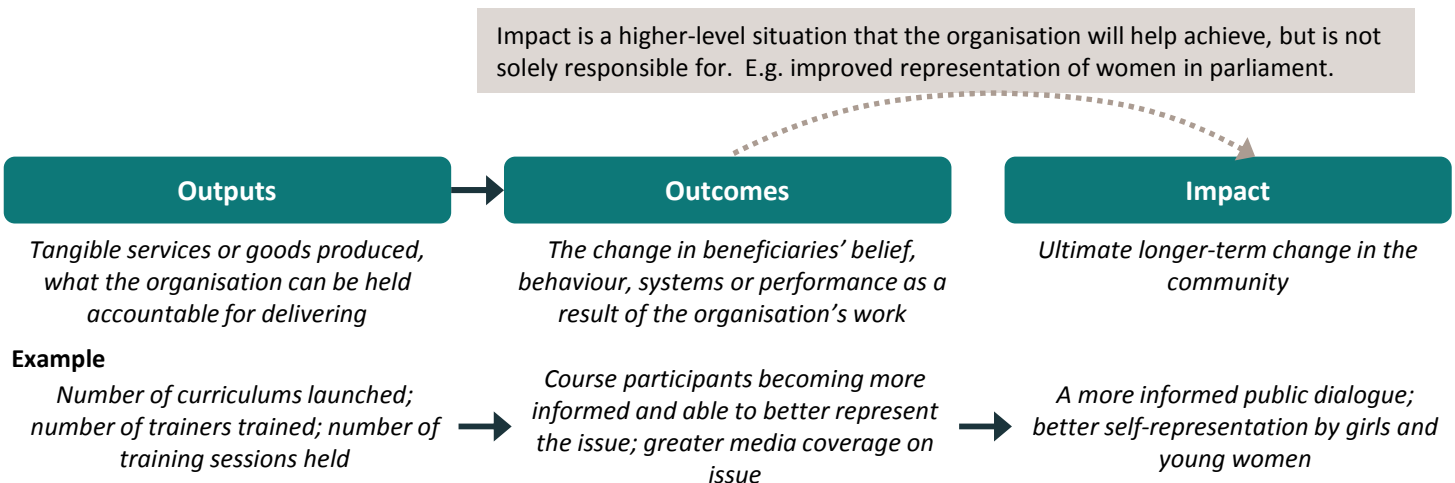
Additionally, workshops were held at the 2012 IC Forum and 2013 Network Meeting for Guide and Scout Representatives to National Youth Councils to obtain the broad views of approximately:

- 111 International Commissioners
- 39 Youth Council Representatives



What Do We Mean by 'Results'?

This evaluation examines 'results' as defined by three constituent parts, in line with definitions developed by the European Commission and EuroAid, and as is also the standard used by major funders such as USAID and the Bill & Melinda Gates Foundation. An explanation of the three constituent parts, 'outputs', 'outcomes' and 'impact', is provided below:



Evaluating Results of Work in Partnership

Having reviewed current reporting on activities done in partnership by both Regions as well as example evaluations of joint events, most reporting at present appears to be focused on tracking outputs rather than outcomes (e.g. delivery of sessions and attendance rather than how learnings were used 2-6 months after the event). Secondly, while robust data exists for certain large events, other areas of joint activity appear to lack distinct objectives—for example, target goals for coordinating lobby work on the issue of volunteering in the short- to medium-term. Consequently, results have not been systematically tracked across all areas of joint activity.

Furthermore, while WAGGGS and WOSM have individual KPIs tied to their operational plans, detailed goal-setting has not been translated down consistently into all joint work activities, and in particular activities delivered by the 'joint' working groups. For example, while the Embracing Change Group had a jointly agreed triennium plan enabling the tracking of progress against objectives, the Growth through Quality Group took a broader approach of working to mainstream growth at every joint event (see Appendix B). While these differences do not devalue the potential quality of outputs delivered, they do limit the extent to which a clear, comprehensive picture of the performance of the partnership can be obtained.

Lastly, while it is acknowledged that both Regions have implemented reporting procedures following the recommendations of members and have not been asked to produce specific reporting on the partnership to date, this approach has had its limitations in that many MOs & NSOs feel unaware of what is happening in the partnership and what has been achieved.

Recommendations for Measuring Results

- 1. Focus on outcomes rather than outputs:** Current evaluations of joint activities and reporting from the joint working groups tends to focus on measures of delivery. In the future, wherever possible, performance metrics should be more outcomes-oriented, to assess, for example, whether toolkit users have subsequently changed their approach and/or improved their performance, or whether young event participants have greater confidence on a particular issue/area as a result of their participation.
- 2. Integrate partnership reporting:** Current reporting such as the WAGGGS 'Triennial Review 2007-2010' or WOSM 'KPI Review' provide exhaustive lists of activities that have taken place and/or number values representing progress against KPIs, while the contribution of the partnership to delivering these goals is implied rather than explicit. Feedback from MOs & NSOs is that they'd like to see a high-level report on the performance of the partnership at least once a year. A brief progress update represented graphically as percentages or red/amber/green ratings followed by a small amount of explanatory commentary could help members quickly grasp successes and gaps, as well as feel a stronger connection to the partnership when they see concrete goals and advancement towards them.

Results of Work in Partnership, 2010-2013



Outputs

Following the 13th EGSC in July 2010, WAGGGS and WOSM have jointly delivered and/or supported, as of end-Feb 2013:

- 19 jointly delivered events for volunteers and staff.
- 10 supported meetings of regional networks.
- 12 governance meetings.
- 4 joint country visits to 3 member countries.
- 1 joint toolkit on Volunteering.
- 4 representations in key European youth policy forums.

Note: A full list of outputs can be found in Appendix A. A full list of joint working group outputs can be found in Appendix B.

Events

Work in partnership in 2010-2013 has to date resulted in a number of well-received events that have been deemed valuable by MOs and NSOs. Evaluations of joint events indicate participants largely enjoy them and find them useful.

Outcomes

Event Evaluation Highlights:

- 92% of Academy 2011 participants rated event as useful or very useful
- 99% of IC Forum 2012 participants rated the event as having met their expectations

Anonymised quotes from evaluation participants:

'The CEO event was incredibly useful; the presentation from Scouting Ireland on how they manage their database and the discussion of back-office challenges across different national associations was really helpful.'

'Roverway was a really good event and you get a better critical mass by doing it together... You do benefit from exposure to different styles and ideas and I also thought the IC Forum was really good.'

External Relations

In the area of external relations, there is widespread belief that MOs & NSOs ought to be benefitting from WAGGGS and WOSM coordinating positions and supporting one another in European-level advocacy activities. As cooperation in this area is incidental rather than strategically planned however, there is a less concrete picture of what has been achieved through coordinating efforts outside from among those who have been highly involved.

Outcomes

External Relations Highlights:

- WAGGGS and WOSM representatives elected to Advisory Council on Youth 2012-2014
- WOSM representative elected to European Youth Forum Board 2013-2014
- Founding members of European Alliance on Volunteering (est. Feb 2013)

'Election of both WAGGGS and WOSM representatives to the Advisory Council on Youth was a big accomplishment – we started building up the profiles for the organisations and candidates early. We built a common strategy on how to approach certain issues, how to explain better why both organisations should be present in the Advisory Council. We also worked together on developing the tasks for their mandate – what issues they should follow up on.'

'We've been strong on volunteering in 2011 and onwards – both WAGGGS and WOSM have been at forefront of the European Alliance on Volunteering and were fundamental to its founding. This forum is going to keep a focus on getting support for volunteering at the core of European policies.'

Views on External Relations Cooperation:

Some also express concerns that each organisation may be occasionally limiting what it is capable of achieving due to a 'first preference' for working together:

'It is tricky because working together does give us a greater voice, but I do think there are a lot of issues we are working on as a female organisation, such as the STV campaign, gender equality and maternal health issues which we could be pushing on more because we are a women's organisation.'

Others who are familiar with perceptions of WOSM and WAGGGS in key youth policy bodies express concern that WAGGGS and WOSM should make efforts to not be seen as an exclusive 'bloc', but rather as broadly cooperative players within the European youth scene:

'Because of our size, we are sometimes perceived – whether rightly or wrongly – as too aggressive in getting our positions across. I think we need to work on this so when we are speaking it is not just seen as a 'guiding and scouting' thing.'



Methodology and Limitations

The aim of this 'return on investment' analysis is to offer a meaningful comparison between the costs of delivery versus the tangible benefits for two representative joint activities – the 2012 IC Forum and 2011 European Year of Volunteering.

The full costs of delivery have been derived from taking into account staff time plus expenses incurred. All information has been provided by the WAGGGS and WOSM Regional Offices and is subject to limitations in terms of time estimates (e.g. individuals have a tendency to under-report time spent delivering tasks) and is further impacted by differences in salary levels and overhead costs, etc. These limitations should be taken into consideration when comparing figures.

As there was no reliable way within this evaluation to assess the relative value of these activities to intended beneficiaries, it was not possible to monetise the benefits of the activities delivered to offer a 'euro for euro' comparison. Instead, readers are encouraged to compare delivery costs alongside the benefits to make their own assessment of whether these joint activities have delivered 'value for money.' A relative breakdown of the financial expenditure and estimated time spent by each partner to deliver the activities is also included.

Questions to Consider

Readers are encouraged to consider the following questions:

- Were the benefits of these activities worth the costs to deliver them?
- From a staff/volunteer perspective, would you have spent the same number of days if you had delivered the activity alone?
- From a staff/volunteer perspective, would you have spent the same amount of money if you had delivered the activity alone?
- Was the relative resource contribution by each partner fair and equitable?
- What are target areas for improvement to increase efficiencies and improve the return on investment for future activities done in partnership?

IC Forum 2012

Cost Calculation

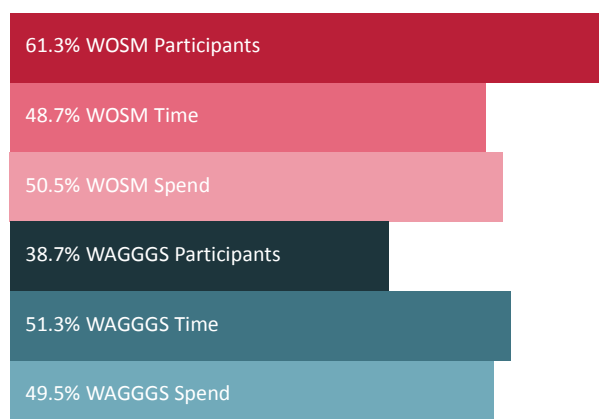
WAGGGS staff time cost	-€ 11,000.00
WAGGGS expenses	-€ 14,000.00
Total WAGGGS cost	-€ 25,000.00
WOSM staff time cost	-€ 18,164.55
WOSM expenses	-€ 7,773.61
Total WOSM cost	-€ 25,938.16
Total number of WAGGGS participants	43
Total number of WOSM participants	68
Total participants	111
Total WAGGGS/WOSM cost per participant	-€ 458.90
Plus participants' boarding fee	-€ 250.00
Plus participants' travel cost (estimated)	-€ 300.00
Total cost per participant	-€ 1,008.90

Total WAGGGS staff time (days)	30.1
Total WAGGGS volunteer time (days)	36.2
Total WOSM staff time (days)	32.0
Total WOSM volunteer time (days)	31
Total days effort	129.3
Total days effort per participant	1.2

Benefits

- Involved 111 MO & NSO representatives from 41 countries
- 2.5 days of educational sessions
- 99% of participants said the event met their expectations and 98% though the objectives of the event were achieved

Relative resource contribution by partner:





European Year of Volunteering 2011

Cost Calculation

WAGGGS staff time cost	-€ 11,863
WAGGGS expenses	-€ 1,200
Total WAGGGS cost spent on events	-€ 13,063
WOSM staff time cost	-€ 20,748
WOSM expenses	-€ 3,000
Total WOSM cost spent on events	-€ 23,748
No. of activities represented	9
Average cost per event represented	-€ 4,090

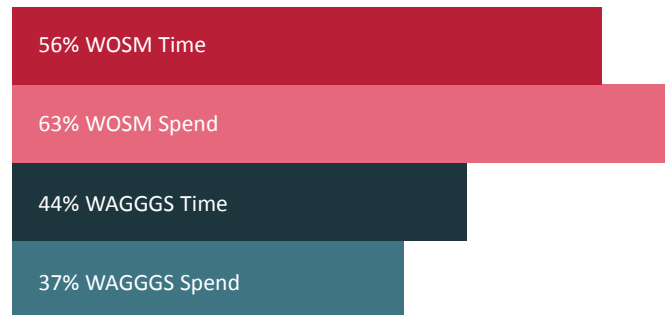
Total WAGGGS cost for online toolkit	-€ 1,460
Total WOSM cost for online toolkit	-€ 465
Total cost for online toolkit	-€ 1,925

Total WAGGGS staff time (days)	36.5
Total WAGGGS volunteer time (days)	66.0
Total WOSM staff time (days)	51.0
Total WOSM volunteer time (days)	82.0
Total days effort	235.5

Benefits

- Contributed to the development of the *European Charter on the Rights and Responsibilities of Volunteers*
- Helped develop *European Youth Forum Declaration on Volunteering*
- Activities represented: EYV 2011 Steering Group, EYV Working Groups, 4 EU-high level conferences, Hearing of European Economic and Social Committee, EYJ working group, EYJ Convention on Volunteering and Volunteering Village

Relative resource contribution by partner:



Delivery of Work in Partnership



While the outputs of work in partnership have generally been well-regarded by intended beneficiaries, the process of delivering work in partnership has been inconsistent at best. Numerous inefficiencies can be identified by staff, committee members and volunteers across both Regions which can generally be grouped into challenges surrounding: (1) Working Structures; and (2) Understandings of 'Joint Work'.

1. Working Structures

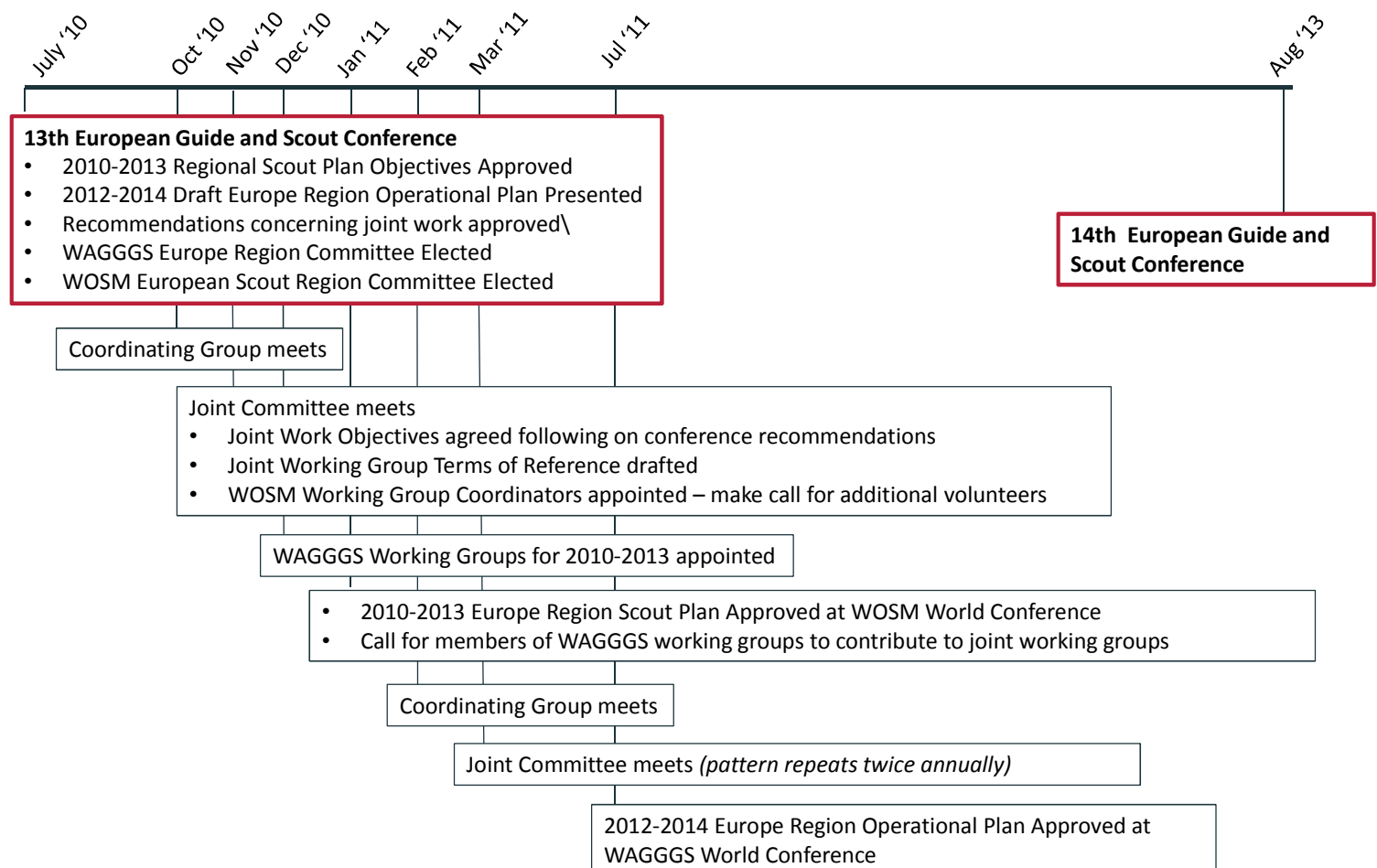
Work in partnership in 2010-2013 has been structured around three thematic areas which were identified as topics of overlapping interest following the recommendations of the 13th European Guide and Scout Conference (EGSC), which informs the strategic planning of both organisations for their coming trienniums. These areas are (1) Embracing Change; (2) Volunteering; and (3) Growth through Quality. 'Joint' working groups were appointed for each theme and given a set of objectives which had been drawn up by the Joint Committee to develop an operational plan against. However, these working groups as well as staff and committee members have encountered major issues for a variety of reasons.

1.1 Different strategic planning processes – As the WAGGGS Europe Region Operational Plan is not set until a year after the EGSC, WAGGGS staff and volunteers are being asked to commit to joint work plans without knowing whether and how these activities will help deliver WAGGGS' strategic objectives. As a result, whereas the joint work themes are all captured in the 2010-2013 Regional Scout Plan and theoretically can be tracked to the delivery of WOSM's strategic objectives, the joint working group objectives are sometimes viewed as less directly connected to WAGGGS' strategic objectives. This situation occasionally creates uncertainty amongst WAGGGS volunteers and staff over the rationale for joint activities and level of resource that should be dedicated.

'We have not been clear on what we are doing in joint work and why, and it is not linked to our strategic objectives – for example, there is nothing on Embracing Change in our Operational Plan.'

'We are currently squeezing joint work into our planning after the fact, because joint work themes are decided separately from Operational Plan objectives. Joint work is a side job alongside our normal working groups – it is not clear how much priority we are supposed to give to it.'

Joint Work Planning Timeline, 2010-2013 Cycle

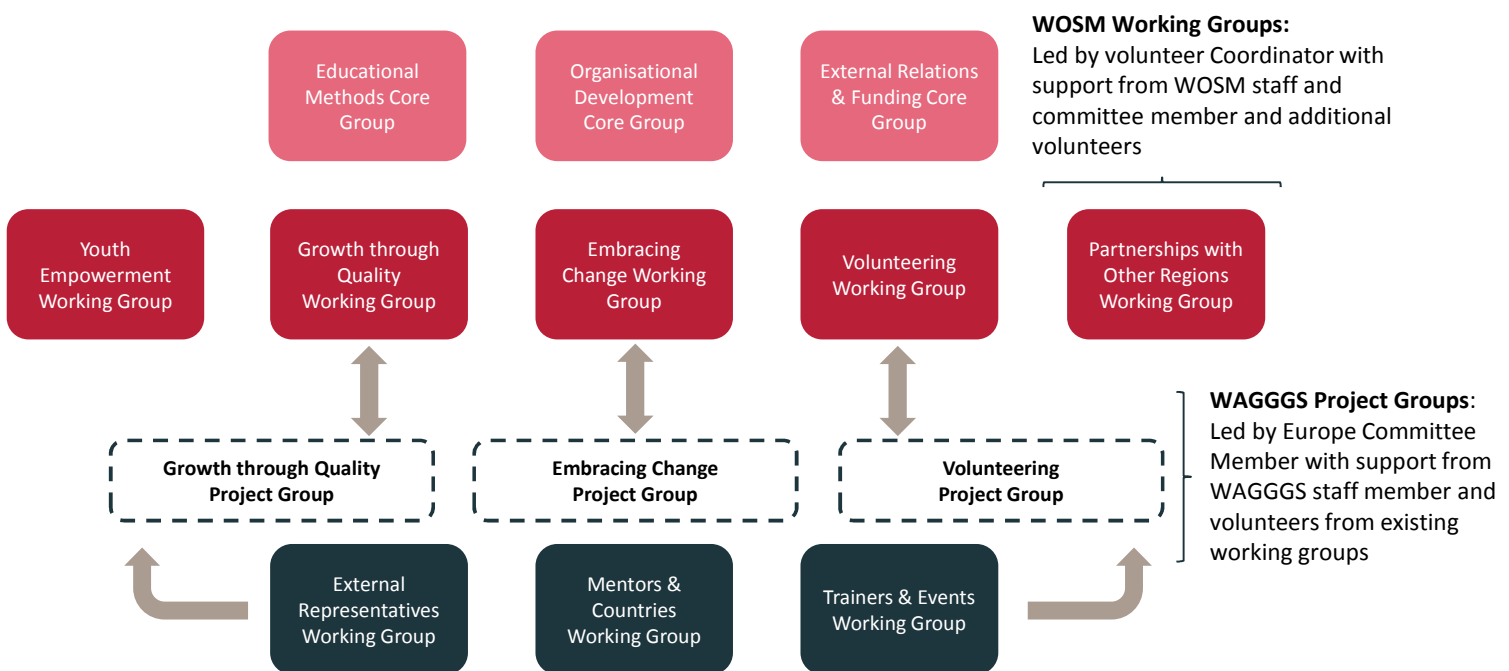


Delivery of Work in Partnership



1.2 Different working group structures and resources – WOSM’s ‘joint’ working groups are synonymous with the WOSM working groups appointed to deliver the Regional Scout Plan objectives. In 2010-2013, Embracing Change, Growth through Quality and Volunteering were 3 distinct working groups out of a total 8 working and core groups appointed by WOSM and led by volunteer coordinators. By contrast, WAGGGS has 3 formal working groups – External Representatives, Members & Countries and Trainers & Events. Volunteers from the existing WAGGGS’ groups were solicited to form additional ‘joint project groups’ led by a WAGGGS committee member which were expected to contribute to joint work within the thematic area.

Joint Working Groups, 2010-2013



As a result of these structural differences, the WOSM working groups have been significantly more formalised, with set guidelines and resources available to enable group members to meet regularly in person. By contrast, the WAGGGS joint project groups are more informal and meet once a year at the same time as the WAGGGS Working Groups. These differences have caused significant frustration, making it difficult for WAGGGS and WOSM members to meet regularly and creating confusion over who is responsible for what, as well as appropriate points of contact. The Committee leads for the WAGGGS project groups further have found it difficult to balance joint project groups with demanding committee roles, whereas dedicated WOSM Working Group volunteer leads have comparably had more space to focus on the topic.

‘We did have one joint meeting with WAGGGS at the beginning of our work. Our joint objectives come directly from Regional Scout Plans, so we were a bit more advanced in our ideas and this had to do with the fact that WOSM was further along in the process. They were still in the process of deciding which people would be part of the group at the time we were having this first meeting, so it was not very productive.’

‘We currently leave open whether people want to do something on joint work in addition to their usual working group responsibilities – we don’t have the same structures on both sides and it makes things difficult.’

‘I think lack of financial resources is a key issue – there is no money for a joint meeting and hence it becomes difficult to motivate people to have a Skype meeting if they’re never going to meet and never have met in person. Joint work without resources is quite difficult.’

‘The main person in charge was quite busy because of her committee position, which is understandable, though we would have appreciated to have had someone more dedicated.’



1.3 Lack of a strategic rationale and guidelines for work in partnership - Finally, the lack of a well-articulated, strategic rationale for the partnership that outlines why WAGGGS and WOSM are collaborating and how they intend to work together creates doubt amongst volunteers when challenges arise and a drift towards not collaborating.

'What needs to be made clearer are 'what are the advantages of working together'? For the people on the ground this is not always obvious, so when things don't work out as planned, we lose faith. Even though we start with a joint conference we diverge afterwards and it often feels we work jointly for the sake of working together – there is quite a large gap between the political and operational levels in terms of understanding and commitment behind joint work.'

'We can't do separate lines of work and label it 'joint' at the point of delivery – at the moment, we are just ticking boxes. We need joint goals throughout the year.'

'There is little discussion or reflection about the why and how behind the joint work. I have the feeling that we get this plan from the committee and we execute it, but there is little reflection about the consequences and how to do it.'

'I think the question isn't 'when' we talk to WAGGGS but 'if' we talk to WAGGGS. We pretty much don't as we have been given no guidelines on how to work with them or who to talk to in their working group. There is no MOU for the working group on how to communicate.'

2. Understandings of 'Joint Work'

In the current triennium, the definition of 'joint work' has not been clearly defined or disseminated. The impetus to work together is derived from voting at the EGSC by MOs & NSOs who are themselves often poorly informed of the successes and challenges of existing work in partnership. These members, as well as the volunteers and staff eventually tasked with delivering work in partnership, frequently have different understandings of what 'joint work' implies due to participating in separate governance processes as well as having different histories with the partnership.

As a consequence, 'joint work' in 2010-2013 has predominantly been interpreted to mean equal visibility rather than equitable resource-sharing in both the planning and delivery of joint activities. This often has resulted in the doubling of human resources while also not always ensuring the right skillsets are present in planning teams. In addition to slowing planning processes, this approach undermines intended cost-savings and the potential benefits of combining expertise.

'What is 'joint' is not well-defined – there seems to be an assumption this should mean everything involves both parties equally, but this is often highly inefficient. For example, at events, we have to have two facilitators, evenly split the development of the content, check every message that goes out with two people. It can become highly cumbersome and difficult to get things done.'

'We focus on the things that are visible and not the depth of what we are doing. When we plan an event, we focus on wanting to have 1 WAGGGS person and 1 WOSM person involved, but not on that we want the activity itself to be successful.'

'When we are doing joint events, we always feel that both of us have to be represented, have to show that we're working together. We don't trust to just let one person coordinate, and we often double up on resources to show that we're both equally committed on the joint work. I think we do this because we want to be perceived as an equal partner.'

'We need to see people as individuals with specific skillsets and link them with needs, rather than labelling people as 'guides' or 'scouts' and letting that rule who is appointed. We are very short-sighted and often don't get the skills we need on planning teams, while people also overlap a lot.'

Furthermore, many feel that a 50-50 human resource split is not a realistic expectation given the balance of resources within each Region, and that resource-sharing should instead potentially reflect the relative value of specific events and activities to each organisation and its members.

'We need to make clear 'what do each of the regions commit'? We have a sense that things have to be done in equal parts but the regions are not in fact equal, whether in terms of HR, finances, etc. In terms of implementation, we need to ask what can the regions contribute in a realistic way.'

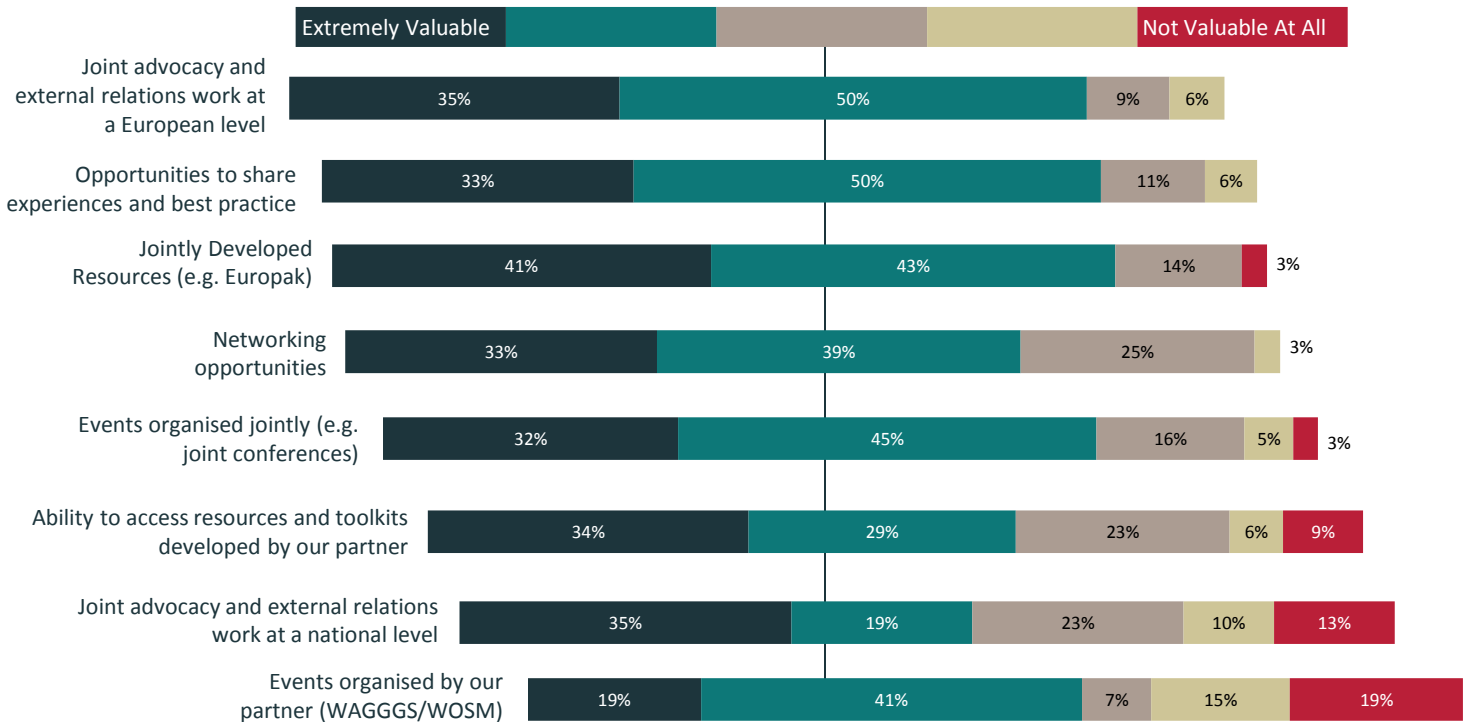
'We could see that staffing the Academy was a huge challenge for them. We often had a WG group member and a supporting volunteer and they had people from their office filling in and doing extra work because they didn't have enough of their own volunteers. WAGGGS and WOSM cannot commit to work together under these conditions. We have to say 'this is what we can offer, and it's fine'. At the moment, everyone has extremely high expectations for everything and everyone ends up disappointed.'

What MOs & NSOs Want



While the importance assigned to the European partnership is strongly connected to national settings, MOs & NSOs are largely consistent in their expectations for the European partnership. They primarily want to benefit from: (1) Knowledge-sharing opportunities; and (2) Improved advocacy at a European level on topics of shared interest. In terms of the way the partnership is managed, they further would like to see (3) Greater transparent reporting.

IC Forum Survey: How valuable are the following aspects of the WAGGGS-WOSM partnership to your association?



Note: Results of IC Forum Survey with 49 respondents

1. Knowledge-sharing opportunities

MOs & NSOs want opportunities to share experiences and learn from each other through joint events and other knowledge-sharing mediums.

'What makes joint events most worthwhile is the networking that happens – we frequently get initial ideas from other associations we meet and then can follow-up to learn more and introduce new ideas that improve our own association.'

'Working together creates opportunities for organisations to benefit from best practices, learn from other organisations' experiences, and reach our own goals more easily.'

Network Meeting for Guide and Scout Reps to NYCs Workshop Outputs - 'What support do you need from WAGGGS and WOSM Europe to achieve your goals?'

- Share resources, guidelines, examples, and best practices from different countries
- Share advocacy tools and exchange best practice
- Offer training and consultation to National Youth Council reps drawing on experience from larger projects (e.g. fundraising, project management)

2. Improved advocacy at a European level on topics of shared interest

While cooperation in external relations is not mandated by any agreement or strategy, MOs & NSOs feel a benefit of the European partnership should be a stronger voice in Europe as a result of coordinating positions and combining membership numbers to lend greater clout to advocacy work on issues of shared interest.

'In external relations, I think it's very important that we stand closely together, for example towards the EU to speed up things for young people in Europe. I think in the political spectrum – anytime that we're dealing with someone outside our organisations - it's important that we join together.'

'Our NSO benefits from advocacy at the European Youth Forum. You can do something stronger at a regional level with joint documents and statements.'



However, MOs & NSOs do not expect coordination on *all* areas of external relations, understanding there are differences between the organisations and occasional strengths to doing things separately. Members expect collaboration on those areas where interests are overwhelmingly shared.

Network Meeting for Guide and Scout Reps to NYCs Workshop Outputs - 'Which issues would you like to see WAGGGS and WOSM focus on in their European-level advocacy in the next triennium?'

- Role of scouting and guiding in the economic crisis
- Promoting greater recognition of the value of volunteering, especially in relation to securing employment
- Take a stronger focus on promoting equality and tolerance – including gender equality, intergenerational equality, have a presence in Europride movement
- Promote non-formal education in the European Youth Forum – stress the quality, relevance and inclusiveness of scouting, work on communicating the image of guiding/scouting better
- Youth participation and building a greater profile for youth in the European agenda

'It shouldn't be mandatory to collaborate, it should be up to each organisation. WAGGGS are more involved in women's rights discussions and we need to keep in mind that it's not mandatory to collaborate and shouldn't feel forced.'

'The best things to collaborate on are the topics that constitute what we do – non-formal education, youth work, volunteering. They are the key issues to keep working on.'

'In some specific areas, you can reach a level where the only way to work together would mean stripping out 90% of the content to find the 10% where you do have common ideas, and you really don't benefit from forcing WAGGGS and WOSM together in these instances and certainly not in every aspect of what they do. There are penalties involved in going to either extreme – not seeing the benefit of working together where we do have 90% of our interests in common would also be missing a trick.'

'Volunteering should continue to be an area of strong focus – we need to make sure the policies we have been advocating for are implemented in member states and through policies at the European level.'

3. Greater transparent reporting

While MOs & NSOs believe there are tangible benefits to joint work, they want to see evidence of strategic planning and transparent reporting on the progress, challenges and outcomes of work done in partnership.

'To be honest, we're not always quite sure what WAGGGS and WOSM are doing in partnership. One thing I would like them to do is show us more of what they are doing jointly. I guess we get the overview at the European Conference but a lot happens from year to year.'

'If I'm remembering correctly, once a year, we have produced a joint report, which is basically just taking WAGGGS and WOSM reports and combining them. It's just a list of achievements on both sides. It never reports on defeats. This needs to be improved.'

'I think that working jointly has more benefits than problems it may have, but it's important to see the results of the collaboration.'

'I've had no visibility of the joint work until the IC Forum. I don't feel I've been kept up to date – I don't know if that's been because of me missing the emails or something, but the IC Forum was the first time I'd heard about the joint work since the last conference... If we could maybe think about having a regular, every 6 month or so phone briefing that you could dial into and you would get a briefing from Craig or Lara on what the committees are up to, how they've been achieving the goals that have been set etc I feel that could be really helpful. How we're kept up to date is really important. I've seen notifications saying that the joint committee meetings have taken place, but I don't really have a sense of what actually comes out of that. If we are going to continue with joint working then the reporting is important to make sure that MOs and NSOs are kept engaged.'

IC Forum Workshop Outputs - 'What do you expect from the WAGGGS-WOSM partnership?'

- Assurance we are gaining from a partnership i.e. via reporting from WAGGGS/WOSM to certify that any compromises being made are not creating a loss
- An understanding of 'what are our common aims and objectives? Will working together help us achieve these objectives?'
- Understanding of the history of joint work – What has happened in the past, what worked and what didn't? How do we avoid reinventing the wheel, e.g. why did the joint office experiment in 1990s fail?



Volunteers, staff and committee members with responsibility for delivering work in partnership offer largely consistent reflections on lessons learnt and ideas for how to improve the benefits and productivity of work in partnership. The most frequently cited topics are summarised below alongside the consultant's recommendations for how to implement change.

1. Setting a long-term partnership strategy

The continually changing nature of the European committees and non-aligned triennium structures requires that work in partnership be guided by a long-term strategy that is not lost when personnel change and which is grounded in each organisation's strategic visions. This strategic document can be referenced to increase confidence in the partnership and buy-in across key stakeholders.

Example suggestions from evaluation participants:

'We need a clear partnership agreement that says 'this is who we are, we do this, they do this, this is why we're coming together, this is how we're going to do it, set targets and review how we're doing against them on an annual basis'

'We need a common vision that extends beyond the lifespan of one triennium. We need to recognise it is a long journey that is mapped out over 6-9 years rather than always having to come back to what are we going to do next year.'

2. Developing clear guidelines

Given the complexity, number and high turnover of stakeholders involved, the European partnership needs to be approached as a professional partnership between two NGOs, requiring established agreements on roles and responsibilities, resource-sharing and communications, as well as a procedure for resolving disagreements. These guidelines need to be reviewed periodically to adapt to changing circumstances and made clear when key personnel change.

'The mechanics of working together seem to keep getting in the way, we need to prevent distractions, we should have an on-going MOU that is renewed each triennium, setting out the parameters for how to work together and perhaps clarifying 'this is what would be good to do, this is what would be nice to do, this is what we don't do at all.'

'It would help to have an agreement on joint ways of work. Maybe it exists to a certain extent but we don't adhere to it completely. If we all were aware of it and committed to sticking to it I think that would really help.'

'We need to determine what rules we should follow when working jointly – how we can avoid duplicating personnel and effort while respecting the perspectives of each organisation.'

3. Simplifying lines of activity

Volume does not equate impact, and areas for collaboration should be simplified to those joint projects where adding numbers—e.g. more participants or a larger constituency—will directly improve outcomes for beneficiaries. The two current areas of activity where this benefit is most obvious are events focused on networking/knowledge-sharing (e.g. IC Forum, Chief Executive's Meeting), and advocacy work on issues of shared interest at a European level. The number of activities currently done in partnership should almost certainly be reduced to those where both partners can provide adequate and equitable human and financial support, and where outcomes can be set in advance and tracked. Finally, work in partnership is more successful when project-based and collaboration on thematic areas without altering the current level of resource dedicated to joint working groups is not recommended.

'We had a joint plan, and looking back at it now, what we actually have done is project-based work on specific things. Maybe we shouldn't consider that it's going to be 'joint work', maybe it's going to be joint projects.'

'Where it allows us to go to scale, collaboration is good. At large events, we are going to be offering something more appealing to our members by working together.'

Recommendations

1. Establish a clear strategy for work in partnership.

As separate NGOs, WAGGGS and WOSM must articulate their own strategy for the partnership grounded in accomplishing their visions. These strategies should be transparent and communicated to stakeholders across all levels.

2. Develop an MOU and clear guidelines for how work in partnership should be delivered.

Following a review of current working structures, revised structures need to be codified in a transparent set of agreements. These agreements should be communicated across all stakeholders and reviewed regularly to ensure they are still appropriate to the needs of the partnership.

3. Review and prioritise current activities done in partnership.

Consider which activities present the best potential outcomes for beneficiaries if done in partnership and how many activities both partners can support successfully. Prioritise and reduce activities to only those where adding numbers could clearly improve outcomes and both partners can support the activities. Set target outcomes for remaining activities and do proper follow-up.



4. Clarifying WAGGGS' European strategy in the context of the partnership and WOSM's strategy on gender

WAGGGS' strategic vision, focused on the development of girls and young women as agents of change, is respected and admired by many. However, gender inequality is also frequently – and quite erroneously – seen as an issue in 'other parts of the world' rather than within Europe itself. Whether this perception is due to a lack of awareness or a lack of understanding of what WAGGGS is trying to achieve on gender issues within Europe specifically, it leads to a view on the part of some that WAGGGS' current strategy is irrelevant within certain European contexts. It also creates a feeling on the part of several WOSM members that WAGGGS has moved away from being an organisation with strong similarities to their own

'It feels somewhat that they've become a campaigning and lobbying outfit that does guiding on the side. WAGGGS raison d'être is much stronger in other parts of the world, and there the approach is really socially relevant. It's still socially relevant in Europe as well but also difficult because of the longer tradition of co-education.'

'WAGGGS is an important educational programme, but it is becoming more of a development agency or charity. We feel it is important for them to do this job and fine to give them money towards achieving their cause, but it is not for our society or our members.'

A lack of clarity surrounding WAGGGS' strategy within Europe creates anxiety on the part of WAGGGS members within the European partnership, and uncertainty on the part of WOSM members over where work in partnership is going. It is a barrier to working together more confidently and in a manner that demonstrates respect for the strategic visions of both organisations.

'I have a feeling that WAGGGS have lost their definition and identity some. It's hard because we used to be more similar to them, and now I find myself asking, 'Where are WAGGGS going? And do we want to be going there with them?' This is a question a lot of SAGNOs are asking as well.'

'We need stronger support from the World Level in articulating that WAGGGS has a certain vision and this is why we are important and what we are trying to achieve through joint work in Europe.'

'We need to build knowledge on gender issues with key leaders and mainstream our messages across everything we do - our vision needs to be linked through, for example, our governance advice on how to make an organisation more equal, how we provide support to female volunteers and empower our committee members etc. We need to find a way to frame everything we do within the same strategy.'

Many also expressed a view that WOSM does not currently have a clearly-articulated, corresponding position on gender which needs to be addressed.

'The topic of 'gender mainstreaming' was in the previous triennium's Regional Scout Plan, and I feel we have moved away from it without properly evaluating it. Certainly, the gender equality in our representation is not there. We have a purely male committee, we have more lead male volunteers at a European level than female volunteers, and the same concerns the European staff. My personal view is that this needs to be worked on – you don't just take a pill and realise gender equality over night.'

'One topic we haven't done much work on is looking into what are the needs of girls in our context, both individually and collectively. We've traditionally left this to WAGGGS to cover/allowed them to cover that for us though I think we need to do some structured thinking around this and take it on board ourselves.'

Recommendations

4.1 Articulate clear, Europe-specific strategies on gender. WAGGGS Europe will likely need to carry out internal discussions to articulate a European-focused strategy on gender and to engage in consultation with MOs, committee members and staff to increase awareness and confidence in these messages, as well as to make clear within the partnership what WAGGGS is uniquely working to accomplish within Europe.

4.2 WOSM Europe should also consider reviewing and mainstreaming its position on gender towards developing a strategy that is clearly visible and of benefit to all its members.

5. Report frankly to MOs & NSOs on what has been achieved.

Both regions should establish procedures for reporting more regularly and openly to MOs & NSOs on the progress, challenges and outcomes of work in partnership. Such reporting is particularly critical in advance of EGSCs to inform members of existing challenges and successes prior to voting on resolutions that will impact the partnership. Monitoring and reporting should be designed to focus more on outcomes as well as outputs as much as possible, and consider alternative formats for delivering concise 1-2 page dashboard reports for updating key stakeholders half-yearly or yearly on progress, or through alternative virtual briefings, for example.



List of Partnership Outputs Following 13th EGSC (Aug 2010-Feb 2013 Inclusive)

Area	Type	Activity
External representation	Representation & Coordination	European Alliance for Volunteering (founded Feb 2013)
	Representation & Coordination	European Youth Forum (on-going)
	Representation & Coordination	Council of Europe Advisory Council on Youth (on-going)
	Representation & Coordination	European Year of Volunteering 2011 Alliance
Support to MOs/NSOs	Joint Country Consultations	4 joint country visits to 3 countries, including: Latvia, Turkey, Belgium
Resources for MOs/NSOs	Toolkit	Toolkit on Volunteering
Events for volunteers and staff	Event	Seminar for New Members of National Boards (Nov 2010)
	Event	Pick 'n Mix (Jun 2011)
	Event	European Guide and Scout Centre Managers' Conference (Oct 2011)
	Event	Growth Event - JUMP (Joint Useful Management Programmes) (Apr 2012)
	Event	Academy (Oct 2010, Oct 2011, Oct 2012)
	Event	Roverway (Jul 2012)
	Event	Roundtable on ICT in Scouting and Guiding (Nov 2012)
	Event	Network Meeting for Guide and Scout Representatives to National Youth Councils (Dec 2010, Dec 2011, Feb 2013)
	Event	Chief Executives' Meeting (Nov 2010, Nov 2011, Nov 2012)
	Event	Networking Forum for Chief Volunteers (Dec 2010, Apr 2011, Mar 2012)
	Event	International Commissioners Forum (Dec 2012)
Support to informal networks	Event	Overtures Network meetings (Oct 2010, May 2011, Oct 2011, May 2012, Oct 2012)
	Event	North-South Network meetings (Oct 2010, Mar 2011, Oct 2011, Mar 2012, Oct 2012)
Governance	Event	Coordinating Group meetings (Oct 2010, Feb 2011, Oct 2011, Feb 2012, Oct 2012, Feb 2013)
	Event	Joint Committee meetings (Nov 2010, Mar 2011, Nov 2011, Mar 2012, Nov 2012)
	Event	European Guide and Scout Conference (Jul 2010, Aug 2013)



2010-2013 Joint Working Group Operational Plans & Outputs (Aug 2010 – Feb 2013 Inclusive)

Objectives	Planned Actions	Outputs	Status/Notes
Embracing Change			
1. To nurture innovation in the management of Member Organisations and National Scout Organisations	1.1 Deliver a session or sessions on succession planning during joint events	Session at Academy 2012	
	1.2 Ensure at least one event in this triennium is themed on Embracing Change and fully explores this theme in all aspects	Academy 2012 themed on Embracing Change	
2. To nurture innovation in the delivery of the educational programme	2.1 Support organisations in sharing and developing educational programmes that take into account the needs of diverse groups	Support to Overtures Network's work on diversity	In progress – WOSM WG planning diversity event for Jun 2013
	2.2 Support organisations in sharing and developing innovative training methods including e-learning	Session at Academy 2012	
	2.3 Support organisations in sharing and developing training programmes that will enable leaders to work with different target groups	Session at Academy 2012 Support to Overtures Network's work on diversity	In progress – plan to further develop library of tools, best practices, and relevant data for Europak plus diversity event for Jun 2013
	2.4 Have identified organisational management challenges MO and NSO are facing and designed/delivered training sessions	-	In progress – research being conducted by WAGGGS & WOSM staff into key challenges using existing data



2010-2013 Joint Working Group Operational Plans & Outputs (Aug 2010 - Feb 2013 Inclusive)

Objectives	Planned Actions	Outputs	Status/Notes
Volunteering			
1. Support MOs and NSOs in recruitment, retention and recognition of volunteers	1.1 Use the opportunity of the European year of volunteering to bring NSOs and MOs to reflect upon how to better recognise the professional and social competences that Guides and Scouts acquire throughout their experience as volunteers	- Support and promotion of Scouting Netherland project, Recognition of Learning in Scouting (ROLIS) - Workshop at Roverway 2012	
	1.2 Encourage a discussion among NSOs and MOs on how to better support and motivate adult volunteers and also to introduce specific measures to facilitate volunteering in the Scout and Guide movements	- Workshops at Academy and Roverway 2012 - WAGGGS toolkit on volunteering - WOSM euroscout.doc on volunteering best practice	
	1.3 Develop, jointly with MOs and NSOs, coordinated studies on the adult resources situation and trends within the Scout and Guide movements	- Survey on volunteering	In progress – launched in Oct 2012
	1.4 Jointly work with MOs and NSOs to develop a strategy of recruitment and retention of adult resources, aimed at improving the Guiding and Scouting profile and better informing public opinion about the opportunities offered by Scouting and Guiding in terms of personal, social and professional development.	-	No action planned – felt to be responsibility of Growth through Quality WG
2. Promoting and creating the culture of volunteering through programme, training and partnerships	2.1 Jointly work with MOs and NSOs as well as the Regional working groups on volunteering in order to promote the Guide and Scout understanding of, and approach to, volunteering, which focuses on the permanent and continuous volunteer engagement of all generations, beginning at an early age	- Representation in: a. EYV 2011 steering group b. EU thematic conferences c. Steering group to develop new volunteering alliance d. European Youth Forum (YFJ) Volunteering Convention and workshops at Volunteer Village e. YFJ working group on volunteering - Website developed for EYV 2011	
3. Create opportunities for fulfilling experiences to volunteer in Guiding and Scouting	-	-	No action planned – felt to be responsibility of MOs/NSOs
4. Promote and create a culture of volunteering internally and through lobbying and through partnerships for the necessary supportive legislation	4.1 Work, both internally and externally, in order to further the profile of Guide and Scout movements as movements made up of volunteers who constantly work, through non formal education, to build a Europe of peace, solidarity and brotherhood	See 2.1	No specific action planned - not seen as different from 2.1
	4.2 Further advocate towards the European institutions for the development and adoption of legislative and political initiatives able to recognise the high social value of volunteering and guarantee a more favourable legislative framework in this regard	See 2.1 plus encouragement to MOs and NSOs to take action on the EYV policy agenda on volunteering	
5. Contribute fully to the European Year of Volunteering as active players and motivate MOs and NSOs to be involved	5.1 Promote cooperation with other platforms of volunteers and organisations in Europe	See 2.1 plus representation in UN Consultation on new global youth volunteering service	



2010-2013 Joint Working Group Operational Plans & Outputs (Aug 2010 – Feb 2013 Inclusive)

Objectives	Planned Actions	Outputs	Status/Notes
Growth through Quality			
Provide support to MOs and NSOs in their strategy to achieve growth focusing on improving the quality of...			
1. Programmes and training	Mainstream growth at every joint event	<ul style="list-style-type: none"> - Training sessions at Academy 2011 and 2012 on how to use growth toolkits - Sessions at Academy 2011 and 2012 on review and renewal of programmes to improve relevancy - Session at Academy 2012 on quality standards for youth programmes and training - Session at Academy 2012 on co-education and growth - Sessions at Growth JUMP event (Apr 2012) - Session at meeting of Overture Network May 2012 - Resources uploaded to Growth Network Library (hosted on Europak) 	In progress - planned joint circular on resources/toolkits on growth to be circulated
2. Adult resources and leadership		<ul style="list-style-type: none"> - Sessions at Academy 2011 and Academy 2012 on recruitment, management and retention of adults - Sessions at Growth JUMP event (Apr 2012) - Session at meeting of Overture Network May 2012 - Resources uploaded to Growth Network Library (hosted on Europak) 	
3. External relations, recognition and fundraising		<ul style="list-style-type: none"> - Session at Academy 2012 on strategic partnerships for growth - Sessions at Growth JUMP event (Apr 2012) 	
4. Organizational development and management		<ul style="list-style-type: none"> - Sessions at JUMP Event, Academy 2011 and 2012 on strategic planning for growth - Sessions at JUMP Event and Academy 2012 on monitoring and evaluation for growth - Session at the Roundtable on ICT in Guiding and Scouting (Nov 2012) - Session at Academy 2012 on how to transfer ideas between MOs/NSOs - Resources uploaded to Growth Network Library (hosted on Europak) 	

Sources:

Embracing Change: 'Report to the Joint Committee, Embracing Change Working Group November 2012', 'Embracing Change Joint Plan Update November 2012'

Volunteering: 'Volunteering Joint Working Group Terms of Reference 2012', 'Actions on the Joint Recommendation on Volunteering'

Growth through Quality: 'Joint Growth through Quality Working Group Terms of Reference 2012', 'Growth through Quality Review November 2012'

+ Plus interviews with all available working group members