

**Memorandum of understanding outlining the Strategic Partnership between
World Association of Girl Guides and Girl Scouts (WAGGGS),
Europe Region
and
World Organization of the Scout Movement (WOSM), European Region**

World Association of Girl Guides and Girl Scouts - Europe Region, (World Association of Girl Guides and Girl Scouts (Europe), 0457.323.425), registered at Rue de l'Industrie 10, 1000 Brussels, Belgium, and represented by Regional Director and AISBL Administrator, Catherine Hine, and hereafter known as 'WAGGGS', European Scout Region, World Organization of the Scout Movement (Bureau mondial du scoutisme, CH 660.0.195.970-0), registered at rue de Pré-Jérôme 5, Genève, Switzerland and represented by David McKee, Regional Director hereafter referred to as 'WOSM' enter into agreement to deliver agreed projects and activities that achieve more for Member Organisations and National Scout Organisations in the European Regions (hereafter known as 'Members'). The two regional organisations collectively are hereafter known as 'The Partners'. At the beginning of their mandates, the respective Chairs of Europe Region WAGGGS and European Scout Region, WOSM will also sign this Memorandum of Understanding to confirm the continued formal and political commitment of the two European Regions.

This agreement outlines the responsibilities of The Partners, necessary for the achievement of agreed strategic objectives as reflected in Annex 1. The agreement also describes how The Partners will work together, and how they will deal with any problems arising during delivery of agreed work together.

The extent and scale of projects, events and common activities implemented together will depend on the availability of sufficient and suitable financial and human resources.

The Partners are assumed to work together in line with the principles and values of the Guiding and Scouting Movements.

1. General Provisions:

- 1.1 The Purpose of our work together as agreed by the 14th European Guide and Scout Conference is to achieve more in line with outcomes for Members and young people in Europe than could be achieved working alone and in line with the respective strategies of each Partner. According to evaluation and feedback these circumstances are when:
 - The **pool of knowledge** for associations to share experience and expertise is enlarged;
 - The **voice** and **influence** of Scouting and Guiding associations is amplified with key decision makers and target audiences;
 - The scale and range of participants at **events are enlarged** making these more practical, cost-effective, attractive and influential.
- 1.2 All activities and projects will contribute to the agreed outcomes for the Triennium which are reflected in Annex 1 and will be updated following the 15th European Guide and Scout Conference;
- 1.3 All activities and projects will contribute to the respective agreed strategies of the Partners, will be achievable within the available resources of The Partners and will ultimately support Members to achieve more than would be possible if either Partner worked alone;
- 1.4 The extent and scale of projects, events and common activities implemented will be dependent on availability of suitable and sufficient resources;
- 1.5 Duration of the agreement: This agreement came into effect following the 14th European Guide and Scout Conference and will continue until the report of the two Regions to the 16th European Guide and Scout Conference and all relevant accounts are closed;
- 1.6 The Partners will work together in line with the provisions in this Memorandum, taking

- responsibility on themselves for its fulfilment. Each represented Partner takes responsibility for the provision of full and accurate provision of information to other Partners;
- 1.7 Fulfilment of the provisions of this Memorandum obligates the Partners who have signed this Memorandum, and the respective organizational staff and volunteer teams they represent;
 - 1.8 In line with the spirit of Partnership, The Partners and their respective volunteer and staff teams will work with open and transparent communication, positive intent, and the assumption of positive intent. Where specific evidence shows that this has been absent The Partners will apply clause 8 below;
 - 1.9 For all projects, events and activities objectives will be agreed in advance which contribute to the agreed Strategic Partnership outcomes.

2 Responsibilities of the Partners

- i. Respect the strategies, priorities, values, decision making processes and ways of working of the other Partner. Where the decision making processes and ways of working are consistent, these are reflected in the text of this Memorandum. Where these differ, these differences are reflected in Annex 3;
- ii. Work with other members of the Regional teams in a respectful and considerate manner and take responsibility for ensuring these principles are upheld within the respective teams of each of The Partners;
- iii. Agree together objectives of proposed projects, events and initiatives, so that these contribute to the achievement of agreed Strategic Partnership outcomes and the respective strategies, targets/ KPIs, and priorities of each Partner;
- iv. Share work in an agreed and equitable manner and make every effort to ensure agreed deadlines and standards are kept to;
- v. Respond to concerns raised by The Partners in a timely and constructive manner;
- vi. Take responsibility for sharing information within their own organizations and with each of the Partners;
- vii. Identify and clearly define the roles and responsibilities of their respective planning teams and inform The Partners when any change occurs;
- viii. Input into the development of clear common communications protocols with messages, means through which these will be delivered, quality standards and responsibilities for delivery;
- ix. Communicate openly, realistically, honestly and in a timely manner with The Partners in a timely manner about any risks or challenges in the implementation of shared work plans or projects;
- x. Work in co-operation with The Partners to seek constructive solutions to any risks or challenges identified by one or other of The Partners;
- xi. Ensure that agreed projects and activities are implemented within budget and financial records are kept for all areas in which work is implemented in partnership.
- xii. Monitor, evaluate and review regularly both the opportunities which arise for achieving more in line with outcomes through working in partnership, and ongoing projects and objectives decided and being implemented in partnership.

3. Administration of this Memorandum:

- i. The Co-ordinating Group between the Regions; comprised of the two Regional Chairs, the two Regional Vice Chairs and the two Regional Directors are responsible for monitoring the fulfillment of this Memorandum;
- ii. The full Committees of the two Regions will meet at least once annually;
- iii. Any current Regional Committee or staff member can request that the Co-ordinating Group investigates a specific issue relating to the fulfillment of this Memorandum

4. Development and agreement of projects, workplans and outcomes for the future Triennium:

- i. At any time, any Regional Committee or staff member can bring forward proposals of projects, events or activities which support the achievement of agreed strategic objectives;
- ii. Each Region will allocate a realistic budget annually to provide 'seed funding' for work in partnership;
- iii. Every year annually, the Regional Committees will consider potential projects, events

and activities to be included in the next year's workplans and budgets, subject to availability of sufficient and suitable financial and human resources. If resources do not permit additional projects or activities, the Regional Committees would re-confirm existing projects, activities and commitments only;

- iv. Proposals for potential projects, events and activities will be submitted to the meeting as official documents on an agreed template format including their contribution to shared and individual Partner strategic outcomes and objectives;
- v. Any proposals for projects, events and activities requiring a decision at other times during the year will be referred to the Co-ordination Group, wherever possible with feedback from the wider Regional Committees
- vi. Both Regions will seek to make full use of the learning, approaches, methodologies and other material from both Regions and World levels in implementation of agreed plans;
- vii. Confirmation on allocation and availability of existing staff, financial resources and approaches to specific donor agencies are the responsibility of the Regional Directors or their authorized delegates;
- viii. The detail of how events will be organized in partnership are included in Annex 2- Event Planning Framework. Any exceptions in the application of the events planning framework need to be explicitly agreed in advance by the Co-ordinating Group along with any rationale and implications for the exception;
- ix. The Chairs, Vice-Chairs and Regional Directors will steer agreed and realistic work-plans for the strategic partnership and ensure realism and honesty in planning, monitoring of progress and communications;
- x. The Co-ordinating Group will monitor, evaluate and review the best means and activities to achieve agreed outcomes including stopping, starting, continuing or changing specific established events or activities delivered in partnership, in order to achieve more benefits for Members;
- xi. The development of strategic outcomes for the partnership will take place based on an evaluation of Member priorities and results achieved and learning to-date and be circulated to MOs and NSOs for consultation with official Conference documents

5. Selection of suitable personnel for implementation of projects and events:

- i. Donor contract management is a staff operational responsibility, overseen by the Regional Directors;
- ii. Identification of the skills, competencies and experience needed in project teams and selection of appropriate volunteers is overseen by the Co-ordination Group, but may be delegated to Regional Committee sponsors in partnership with the staff project leads in line with the Events Planning Framework;
- iii. Project or event personnel will be selected based on skills, experience and competencies required to achieve agreed objectives, and will always be agreed in partnership at the outset of a project or event planning.

6. Monitoring, evaluation, learning and reporting:

- i. It is the operational responsibility of project or event managers together with project or planning teams to conduct detailed monitoring of project or event progress and to prepare individual project or event reports;
- ii. Agreed Committee and staff leads are responsible for providing strategic updates on project or event opportunity and risk to the Co-ordination Group;
- iii. Agreed Committee and staff leads are responsible for strategic reporting to Regional Committees and Members on for example, number of participants, countries involved, key strategic partners, key successes...
- iv. Project and event teams are responsible for conducting relevant evaluative processes that generate reporting information for Members and donors, and key successes and learning to inform future work in the strategic partnership and for the two Regions
- v. Regional Committees, volunteers and staff have responsibility for collecting and documenting case studies and feedback from Members that can contribute to reporting of the two Regions;
- vi. Based on the reports of project and events teams and Regional teams, the two Regional offices will prepare brief evidence-based reports to Members on an annual basis, detailing strategic

progress achieved, key learning, key results relating to the outcomes and indicators/ targets of the two Regions, and the difference made to MOs. This report will be shared with the Regional Committees for strategic input before circulation in July annually.

- vii. The Co-ordinating Group will keep under continuous review the demands, volume and requirements for monitoring and reporting and ensure that these are realistic given the resources available and other priorities in partnership and of the two Regions

7. Amendments to this Agreement

Since this is the first formal Memorandum of Understanding in place between the two Regions, it is anticipated that amendments will be needed based on experience.

Any amendments to this agreement are only possible through written consent of both Partners

8. Resolution of disagreement or disputes

- i. All Partners commit to seeking resolution of any disputes in an informal, respectful and direct manner wherever possible and before resort to formal resolutions;
- ii. If a disagreement cannot be resolved by the persons involved, the matter will be referred to the Committee and staff project leads to resolve within the project team;
- iii. In the event that a disagreement or dispute involving a member of staff cannot be resolved directly, the matter will be referred to the relevant Regional Director; in the event that a disagreement or dispute involving a Committee member cannot be resolved directly, the matter will be referred to the relevant Regional Chair
- iii. The Co-ordination Group of the two Regions, comprised of the two Regional Chairs, two Regional Vice Chairs and two Regional Directors will be considered the final body for resolution of disagreement or dispute, but may refer back to the wider Regional Committees or a nominated sub-group of the two Regional Committees in the event that a decision or resolution may lead to wider risks or impact to Guiding, Scouting, either Partner or their respective Memberships.

9. Termination of this Memorandum

- i. This agreement is due to terminate naturally upon completion of the report and closure of accounts for The Activities;
- ii. The Partners are not liable for failure to perform the responsibilities outlined in this Memorandum in the event of Acts of God (including fire, flood, earthquake, storm, hurricane or other natural disaster), war, civic unrest, terrorist activities;
- iii. The following circumstances are considered legitimate to warrant premature termination of this Memorandum, following use of the measures outlined in 5 (Resolution of disagreement or disputes): a direct order from officials of recognized international authorities, through an appropriate body; an Act of God; or in the event of irrevocable breakdown of the relationship between The Partners;
- iv. In the event of premature termination of this Memorandum, The Partners will assume full responsibility for their respective liabilities and make no claim on the other Partners.



Annex 1 – Outcomes of the Strategic Partnership agreed at the European Guide and Scout Conference, Berlin in August 2013:

Development of effective and sustainable Guiding and Scouting associations:

- Enabling associations to network, gain new ideas and exchange experiences that support the development of their organizations and increase the quality of what they are offering to young people and volunteers;
- Enabling associations to access relevant, inspiring and streamlined information for their organizational development through relevant, high quality communications;
- Enabling funding personnel in associations to shape improved donor policies and practices that provide strategic support to Guiding and Scouting associations;
- Enabling Scouting and Guiding associations to benefit from additional funding streams. (e.g. Leadership Training Fund)

Valuing the contribution of youth and adult Volunteering including to skills development and employability:

- Enabling associations to exchange good practice (and benefit from external expertise) that support the effective engagement and recognition of volunteers;
- Working with MOs/CAs, NSOs/NSAs, European Alliance for Volunteering and other forums to influence positive volunteering - policy and practice. Promote and support youth and adult volunteering as a key route to skills development and employability in Europe;
- Working with MOs/CAs and NSOs/NSAs to use association experience, and our influence and networks to improve volunteering policies, practices and recognition for example, of skills gained through volunteering, at national level

These targets will contribute to the selected targets in Europe Region WAGGGS Membership Development Strategy which are listed below in full:

- **10 per cent growth** in Europe Region membership
- At least six MOs attract **additional strategic funding** through/with WAGGGS
- At least five MOs meeting their targets on **increases in the no. of young women** feeding back that Girl Guiding/Girl Scouting experiences respond to their needs and expectations
- WAGGGS Europe reaches 5,000 Twitter followers and 10,000 Facebook followers
- Three new European MOs by World Conference 2017
- 10 target MOs achieving at least five milestones against plans to improve **young women's participation** in decision making within their structures
- At least 200 young women involved in WAGGGS leadership development initiatives participate in sustained effort to achieve policy or practice change in line with MO strategy/ plans
- At least 100 **young men from MOs championing gender** in their local or regional contexts
- Five associations achieve an increase in membership from target **diverse** groups in their local population
- 65 per cent of MOs scores WAGGGS Europe support as relevant, strategic, innovative and accountable
- 80 per cent milestones of annual operational plan are met

- Europe Committee members should not be required to travel more than once a month
- 0 staff are working more than 45 hours/week on a regular basis

They will also contribute to the following Key Performance Indicators in the European Scout Plan

In the Educational Methods area:

- 15 NSOs have engaged in supporting volunteers
- 22 NSOs/NSA supported in reviewing the gender elements of their youth programme

In External Relations and Funding area:

- 20 NSOs/NSAs have assessed that their image in the outside world has improved by increased funding, membership and impact
- 8 NSOs/NSAs have engaged in projects of Corporate Social Responsibility supported by the Region
- 20 NSOs/NSAs supported in funding opportunities/applications

In the Organisational Development area:

- An effective MOU is in place governing the delivery of activities in partnership

In the Diversity and Inclusion area:

- 8 NSOs/NSAs develop action plan to gain diversified membership through national strategic planning
- 5 NSOs/NSAs develop action plans on how to manage membership data and implement effective reaching out actions
- 10 NSOs/NSAs improved in an active and conscious way gender balance in leadership positions
- 8 NSOs/NSAs develop and implement policy paper on Diversity and Inclusion

In the Youth Empowerment area:

- 150,000 hits on social media pages related to youth empowerment

Annex 2 – Agreed Framework for Actions conducted in partnership between the Europe Region WAGGGS and the European Scout Region

1. Background:

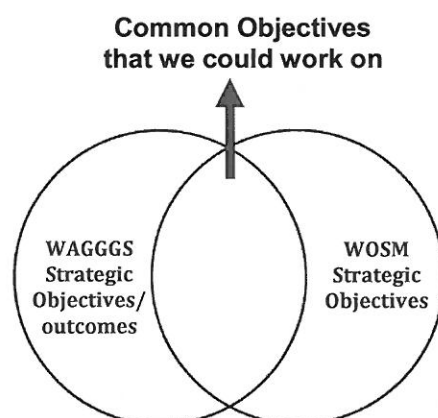
This Events Planning Framework will provide a clear and consistent approach in planning and organizing events delivered in partnership. With multiple events conducted in partnership during the past years both organizations need to make full and effective use of experience, expertise, skills and opportunities at their disposal and make decisions about what we want to achieve through joint events and how do both Regions achieve our strategic objectives.

Both WAGGGS and WOSM Regions in Europe have a history in joint events and have been cooperating for many years, working together sharing the same principles but respecting the differences between the two organizations. Nevertheless, there is widespread agreement that these events can be more effectively organized.

2. The purpose of this paper:

This framework outlines that from now on:

- ✓ Each organization engages in the planning of events and activities that might be considered organized in partnership with an understanding of how potential events or activities could contribute to the achievement of its own strategic plans and the actions in partnership.
- ✓ We negotiate clear objectives and outcomes, agreed together in advance for each event or activity, and based on where there is overlap in our respective strategic or regional objectives, in line with the Strategic Partnership Paper:



- ✓ We will be able to identify how our participants and their MOs/ NSOs will benefit from participating in these events.
- ✓ We will be able to recognize if an event has the potential to offer visibility and raise our profiles in order to help our public image in establishing WAGGGS and WOSM widely as the world's largest NGOs for youth with more than 50 million young people as members
- ✓ We will be able to allocate efficient use of resources (volunteers, staff, time, money etc) in order to contribute to the planning and delivery of events and activities.
- ✓ We will be accountable to our MOs/ NSOs by explaining the purpose of these events conducted in partnership.
- ✓ We will be able to manage our MOs/NSOs expectations on what we achieve through an event conducted in partnership, explaining to them what the benefits of the two Regions working together are.

**Guidelines for implementing events & joint actions
in partnership between the Europe Region WAGGGS
and the European Scout Region**

1. Preamble

The Europe Region WAGGGS and the European Scout Region have had a long history of cooperation and working together and both organizations recognize and value the benefits and clout that can be achieved by the two organizations delivering events and activities in partnership. It is now necessary to offer guidance to the teams – both staff and volunteer – on the organization of events and activities implemented in partnership to ensure a clear process for agreeing what we want to achieve together and, therefore, how we best organize to deliver on our objectives through a clear understanding of responsibilities and ways of working.

2. Why we decide to partner with each other:

The Europe Committee WAGGGS and the European Scout Committee may decide to implement an activity or project in partnership because, having identified their respective objectives and goals, there is clear benefit to each Region to working with each other because this will:

- A) **Increase influence and credibility** – for example by speaking for a larger proportion of young people and their associations in Europe, drawing on a wider evidence base of practices from working with young people or increasing the number of candidates or delegates in an institution;
- B) **Increase capacity** – for example by reaching larger networks of contacts, bringing together different skills and experience or drawing on additional financial resources;
- C) **Achieving economies of scale** – by increasing the number of participants, reducing the unit cost and achieving efficiencies either for MOs or for the two Regions;
- D) **Provide expertise** – by sharing expertise sometimes that is more prominent in one organization or another and learn from each other;
- E) **Decrease resources** - avoid doubling the work and resources where overlapping objectives are existing.

It is essential that each Region will carefully consider what are its benefits from this partnership before the planning of an event, so that the result is at least greater than the sum of the inputs and is achieved for both Regions.

3. What is an event or activity organized in partnership?

An action which:

- a. Has been agreed, discussed and accepted by the Europe Committee WAGGGS and the European Scout Committee and contributes to the achievement of the agreed Strategic Partnership outcomes and both Regions' aims and outcomes as agreed during the European Guide, Scout and Guide and Scout Conferences
- b. Has agreed and clear shared aims and objectives that reflect what we are trying to achieve through its implementation
- c. May be any event, activity, tool, publication or visit organized in partnership that contributes to the achievement of the strategic outcomes of each Region and the Strategic Partnership
- d. Reflects a respect for the values and principles of its partner
- e. Has a clear project plan and planning team or project manager for its implementation.
- f. Responds to the needs or priorities of Girl Guiding, Girl Scouting and Scouting in

Europe.

- g. Seeks to make full use of learning, approaches, methodologies and other material from both Regions.

4. General principles

- a. All events and activities in partnership will take place within the framework of the strategic partnership agreement and MoU signed by the Chairs and Regional Directors of the two Regions
- b. Every event or activity needs to follow a specific process for its development based on a clear MoU that includes Strategic Objectives - Events/Actions List linked to Strategic Objectives - Objectives of the Event - Plan of the event (based on standard criteria - location, project team, budget, review, report)
- c. In order to raise the profile of both Organizations all visibility and communications should reflect both Regions.
- d. Aims and objectives should be decided in advance and there should be a tentative list for the entire triennium by the start of the first full calendar year after the Regional Conferences. A more firm structure is compiled 18 months in advance of all events. This structure will be subject of annual update. In subsequent triennia, the 18 month advance planning will apply in so far as the events conform with the Regional Plans and agreements on strategic priorities.
- e. Regional Directors will have an ongoing dialogue about joint objectives, how these are being achieved and will monitor the progress of planning the ongoing events or activities.
- f. Based on the agreed objectives of an event, the two Regions will put together a project plan that will identify who will lead an event and share specific responsibilities taking into consideration competence, availability, time etc.
- g. For each action, one staff member will be identified as the lead staff support. The relevant Region becomes the lead Region for that event. Moreover, one key volunteer will be identified from the Region not providing staff support.
- h. The lead person from each Region will coordinate the project team and act as the project manager. The two Regions should agree on the skills, competencies and experience of people required on an event or project team and whilst a 50/ 50 allocation of personnel, representation etc. is not expected, it should be evident at all times that there is a partnership from the visibility of the two Regions.
- i. The rest of the project team (planning team/working group/editorial team etc) will be formed according to the topic, the expertise available, and availability of personnel as above. Wherever possible, volunteers already working at regional level will be involved.
- j. The project team will ensure that the perspectives of both organizations are taken into account and will be responsible for accessing relevant materials, information and personnel to support the joint action.
- k. During the preparation of an event the project's budget will be reviewed together with the project plan by both Regional Committees before confirming the event. When determining the programme of events and activities the Regional Directors will agree the contribution of each Region. Before an event is confirmed and the planning starts, if a Region cannot contribute materially to that event, that Region has the right to withdraw.
- l. Each Region will be encouraged to seek external funding wherever appropriate and will consult with and be supported by the other Region whilst preparing the application for submission.
- m. Decisions of dates and venues for events should have the approval of both Regions through the Regional Directors. Before planning an event we should take into

consideration possible key dates for the host country and the Region (anniversaries, bank holidays, other external events etc).

- n. Establish common criteria for rejecting an MO's/ NSO's right to host an event, such as not having debts owing to WAGGGS or WOSM, unless the organization is up-to-date with payments on a formal re-payment plan, lack of track record of delivery, lack of capacity, number of other events hosted in the past, cost for participants, ease of getting visas etc.

5. Other events

Each Region is free to organize events not listed in the programme of joint actions to meet the needs of its members and the specifics of World and Regional Plans.

6. Variations to these provisions

The above guidelines are put in place to provide clarity and openness. If a variation is required, Coordinating Group will agree this and consider the rationale and implications of the exception. The Co-ordinating Group will agree exceptions where this aids the effective and efficient achievement of the strategy in partnership, but will seek to minimize exceptions and where needed, limit these to one or two points of the full framework. .

[Handwritten signature]

[Handwritten signature]

Amanda R

W. Pecarski

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]

*Dr. J. M. ...
Hilda Gutierrez*

[Handwritten signature]

[Handwritten signature]

[Handwritten signature]