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# Partnership Development Guide



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PARTNERSHIPS  
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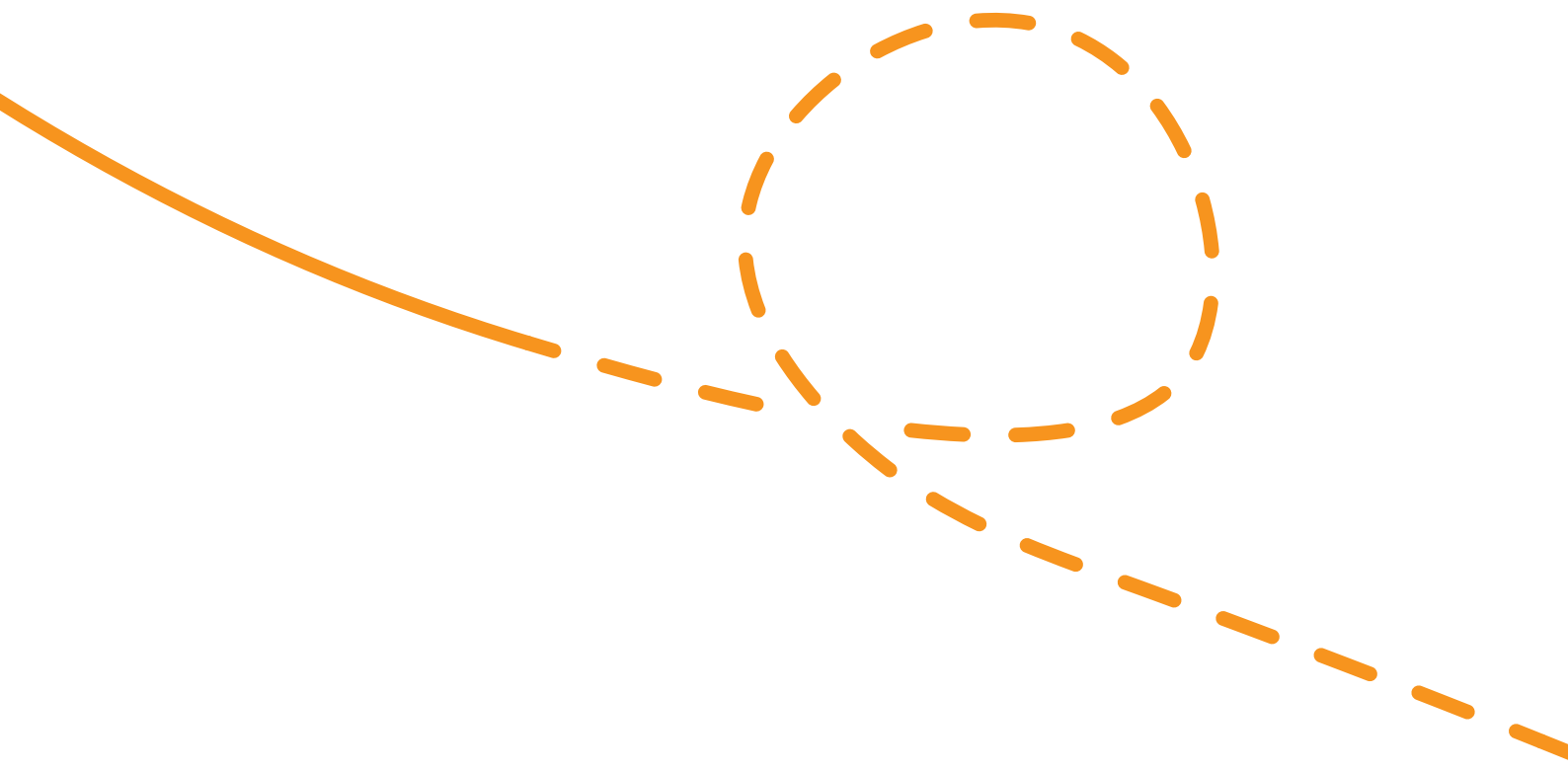
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# Partnership Development Guide

This Partnership Development Guide is designed to serve as a reference for World Scouting's staff and volunteers. The guide can also be used by anyone involved in developing and managing partnerships in Scouting.

There are no hard and fast rules in partnership building and management. However, it is useful to have a common understanding on the stages of partnership development - from mapping to implementation, monitoring and evaluation. The procedures outlined allow for flexibility in different partnership scenarios.

It is important to note that personal and collective judgments are crucial in every phase.





## PHASE 1

**Coordination requirements:**

*Programme, Partnerships, Senior Management Every partnership must respond to an existing need.*

# Needs Analysis/Opportunity Analysis

The first step to forming an impactful engagement is to collaboratively identify internal gaps in technical, human and financial needs that require external support. These needs should align with existing operational plans and programmes. It could also be about new innovations requiring further development. Needs analysis ensures that partnerships do not only help to advance the partner's agenda, but most importantly contribute to the achievement of our own organisational goals.

The process of conducting **needs analysis** may follow the steps below:

1. Individually or collectively review existing programmes, projects, campaigns and material to identify lessons and shortcomings.
2. Map and/or consult relevant NSOs that may benefit from the partnership and if appropriate, circulate an open call.
3. Identify areas in the office operational plan that require external inputs or introduction of new approaches.
4. Draw up and discuss a list of needs/requirements from across departments in the organisation.
5. Prioritise the needs to ensure most important and most urgent ones are attended to first.

The process of conducting **an opportunity analysis** may follow the steps below:

1. Compare the opportunity with existing objectives, work plans, needs, etc. Does it solve a specific need for the organisation?
2. Map and/or consult relevant NSOs that may benefit from the partnership and if appropriate, circulate an open call.

Evaluate what resources it will bring and require from our side. The areas that should be assessed in analysing a partnership are:

- Programme
- Advocacy
- Credibility and visibility
- Financial
- In-kind resources
- Organisational





## PHASE 2

**Coordination requirements:**  
Partnerships

## Partnership Mapping

This step aims to support the identification of the right partner to fulfil identified needs. The partnership should be built on a mutually beneficial relationship, and therefore, Identified needs should bring value to both the organisation and partners to ensure alignment.

Consideration includes:

1. Partner priorities and scope of actions: identify their interest in the relationship.
2. Own internal background information: on past relationships with the partner.
3. Human resources: staff and volunteers.
4. Financial capacities: very important especially in case of joint financial management aspects.
5. Geographical presence: are they active at global, regional, or national level? Which countries are they present in??
6. Reputation and risk: looking at the usual practices of the organisation to see if they are in line with our own values and ways of working.
7. Identify the key focal point to reach out to the organisation.

Collection of the relevant information can be done based on desk research on the partners and feedback collected from peer organisations. Internal additional information can be collected by exchanging directly with the organisation targeted during the preliminary exchanges phase.

## **Ethical Considerations**

### **World Scouting Circular #4 of 2005**

- which respect WOSM's educational values and commit to a programme of action, including provision of support, financial or in kind to contribute to Scouting's work
- which are leaders in exhibiting corporate social responsibility through policy and practice
- which provide products and services related to WOSM's mission or activity; and would be good partners to achieve the aims and increase awareness of the Scout Movement
- which are committed to volunteer action
- which promote responsible production, use and ultimate disposal of their products and services, and adhere to the principles of sustainable development
- which have a positive image, good reputation and a track record of good ethical behaviour

### **WOSM will not enter into partnership with an entity:**

- which does not respect internationally recognised standards of human rights, including the rights of the child
- which is involved in the manufacture or sale of arms or ammunition
- whose core business is the direct manufacture or sale of products widely recognised to be deleterious to health
- which does not respect local or national laws and regulations of the countries where it operates and internationally accepted codes
- which has major public controversies tied to its products, policies, activities or personnel, which are considered to be a significant risk to the Scout Movement's reputation and image.



## PHASE 3

### **Coordination requirements:**

Senior Management, Partnerships, Programme, Legal, Finance (if it involves funding)

## Proposals and Agreement

This part of the process involves two important things - proposals and agreements. Proposals generally outline why you are a perfect fit to a potential partner and how the partnership will be mutually beneficial for both of your organisations. Agreements on the other hand sets forth the terms and references upon which the partnership will be based upon.

This is the more technical part of the process that also requires legal considerations. If the World Scout Bureau establishes a partnership that involves direct funding to specific NSOs, the Bureau should enter into a partnership agreement with those NSOs defining the financial and reporting requirements.

Some things to consider during this phase:

1. Identify the objectives of the partnership and the value that will be derived;
2. Set reasonable expectations for yourself and for your potential partner;
3. Ensure that the agreement and its terms bring an added value to the organisation and safeguards its interests;
4. Clearly delineate your and your potential partner's individual responsibilities to make things work;
5. Length or duration of the partnership, coordination, reports, termination, and other technical and legal matters.

### **Ideal workflow:**

For proposals and agreements emanating from WOSM:

Focal person prepares the initial draft of the proposal/agreement, considering all the items above and in consultation with the following:

- |                                                         |                           |
|---------------------------------------------------------|---------------------------|
| A. Implementing team/s (i.e. EM, OD, etc.)              | D. Legal (initial review) |
| B. Finance (if there are funding involved)              | E. Senior Management Team |
| C. Communications (branding, stories, promotions, etc.) | F. Secretary-General      |
|                                                         | G. Legal (final review)   |





## PHASE 4

**Coordination requirements:**  
Programme, Communications,  
Finance

## Implementation

Implementation involves coordinating the delivery of the partnerships' objectives, either through the programme team focal point in the Bureau, or with coordinating action at the national level through NSOs. Implementation is usually where the partnership focal point has more of an oversight role, and the programme focal point is leading on delivery.

Some things to consider during this phase:

1. If connections have not been made between programme focal points in each organisation, they should immediately establish working relationships.
2. Programme focal points will create a joint work plan that outlines specific activities, deliverables, timelines, and leads for the delivery of the partnership's objectives.
3. Focal points should keep each other up-to-date on deliverables, progress, and issues, and work together collaboratively to reach the common objectives.
4. Link communications teams and finance teams (if needed).
5. Make the partnership and outcomes of the project visible on our communications channels, keeping in mind the donor's or partner's visibility requirements (logos, etc.).
6. Understand reporting requirements (mid-term reports, etc).
7. Ongoing monitoring of the partnership processes and deliverables to assess if realignment is required.



## PHASE 5

**Coordination requirements:**  
Partnerships, Senior Management

## Relationship Management

Relationship management is an ongoing process that aims to strengthen the connection, communication and engagement with partners. Building stronger relationships with partners improves coordination, collaboration and mutual benefit of both parties. Managing relationships can happen at various stages, from establishing connection with a partner to discovering their interests in working on partnership activities together. By investing and improving relationships with partners over time, there is a greater opportunity that both parties will be successful in their collaboration.

Some things to consider during this phase:

1. Identify key focal points for each partner.
2. Define the preferred channels for communication.
3. Meet, report on and discuss activities regularly between partners.
4. Attend events hosted by partners, and invite partners to your events.
5. Evaluate the partnership relationship on an ongoing basis.
6. Mediate potential conflict and if needed identify neutral external organisations that can support conflict mediation.
7. Keep each other up-to-date on other news from the organisations (crisis communications, reputational risks, etc).



## PHASE 6

**Coordination requirements:**  
Monitoring and Evaluation,  
Partnerships, Programme

## Evaluation

Evaluation is a review process for the outputs and/or results produced by the partnership as well as its impact.

Some things to consider during this phase:

1. Review all activities that took place through that partnership.
2. Document success stories and the impact of the partnership on its beneficiaries.
3. Conduct an evaluation meeting with the partner to assess the relationship and mutual satisfaction.
4. Complete any donor reporting requirements.
5. Consult NSOs and other beneficiaries to collect data and qualitative feedback.



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