

The Africa-Europe Partnership Handbook

Result of the Unguvu Project



SCOUTS[®]
Creating a Better World

THE STORY OF UNGUVU

The Unguvu Project explored the concept of international partnerships between National Scout Organisations/National Scout Associations (NSOs/NSAs) in Africa and Europe; in order to create tools that can be used in the process of initiating, planning, managing, executing and evaluating partnerships in the context of Africa and Europe. The project involved 33 participants from 11 different countries (6 African and 5 European) meeting in Dakar (Senegal) and Rieneck (Germany) to undertake workshops that would enable them to better understand the partnership process

and to facilitate the production of two tools; a Training Module on Partnerships and this Handbook. The Unguvu Project has worked to empower the young to have the confidence to take leadership roles within existing and future partnerships and to act as multipliers of the project's outcomes within their associations. It is hoped that this experience, combined with the multiplying effect of the two tools, will increase the quality of partnerships between Africa and Europe.



*THE UNGUVU PARTICIPANTS,
Dakar, february 2011*

Introduction

In Scouting, partnership is a fundamental principle that is present at local, national and international levels; with the aim of striving “for a better world through justice, solidarity and peace” (Robert Baden-Powell, 1919 – Aids to Scoutmastership). Scouting partnerships are based on a willingness to work together equally for the mutual benefit of all involved and to achieve common goals. Partnerships in Scouting contribute to the development of young people to take active roles as citizens within their communities and to work towards the creation of a better world.

This handbook is based on the experiences of the participants and will guide you through the life-cycle of Africa-Europe partnerships in Scouting, exploring the different steps of initiating, planning, managing, executing and evaluating a partnership. The handbook also highlights the opportunities, difficulties and challenges that may arise and provides advice, case studies and examples on how to manage them. We hope that this handbook will enable you to experience enriching, enjoyable and productive Africa-Europe partnerships either within Scouting or any other youth organisation.



UNGUUVU PARTICIPANTS
CELEBRATING IN DAKAR
Dakar, February 2011

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Partnership?

WHAT DOES IT MEAN...?

Before exploring the process of partnership, it is important to define what partnership means.

Within Scouting, partnership can be defined as: "The establishment of a voluntary and collaborative relationship to achieve mutual goals and experiences between two or more entities" [MARRAKECH CHARTER, 2006: 1]

Therefore, partnerships can be defined as relationships between two or more Associations or Organisations and/or local groups, who wish to work together to achieve common goals through the sharing of knowledge, skills, and resources.

Africa-Europe Scouting partnerships occur in many different forms, ranging from small scale youth exchanges, to capacity building partnerships between NSOs/NSAs. They may also range from short-term projects, to long-term relationships and from bilateral to multilateral partnerships.

“Partnership is a means to discover, understand and respect others, their cultures, lifestyles and Scouting practices”

MARRAKECH CHARTER, 2006: 3



MARRAKECH CHARTER

The Marrakech Charter is the official framework for all partnerships in Scouting. Focusing on the different types of partnership within Scouting, it outlines the principles that apply to Scouting's partnerships and our efforts to create a "world without borders". This document will help you to explore in more detail Scouting's definition of partnership. Find the charter at:

http://scout.org/en/about_scouting/partners/marrakech



Partnerships between Africa and Europe



Scouting in Africa and Europe has a long history of cooperation, and partnerships have been a consistent feature of this relationship. The size, scope and duration of the projects vary greatly and cover topics ranging from drug prevention to organisational and infrastructural support; and from

international youth exchanges to peace building and democracy education. Despite this diversity of topics and types of partnerships young people experience similar opportunities, benefits, challenges and prejudices.

All Africa-Europe Scouting partnerships are based on the principles of equality, autonomy, reciprocity and solidarity and therefore, they should not be a one-way donor/recipient relationship. A good example is the partnership between the Suomen Partiolaiset-Finlands Scouter and Eclaireuses et Eclaireurs du Sénégal; where the activities undertaken in Senegal as part of the partnership are complimented by ensuring that Scouting in Senegal is an important part of the Youth Programme back in Finland.



Partnerships between Africa and Europe allow us to share ideas and cultures and to work together to tackle problems and enrich Scouting in our own countries."

LEWIS, Zimbabwe



THE MILLENNIUM DEVELOPMENT GOALS

In 2000 the 189 nations of the United Nations made a promise to free people from poverty and multiple deprivations. This pledge became the eight Millennium Development Goals (MDGs), which are to be achieved before 2015. Goal number 8 is of particular relevance to this handbook: 'Develop a global partnership for development'. Many of Africa-Europe Scouting partnerships, whether working at the community level or to strengthen organisations, strive to tackle the challenge of the MDGs. To learn more about the Scouting and the MDGs visit: http://scout.org/en/about_scouting/partners/united_nations/millennium_campaign

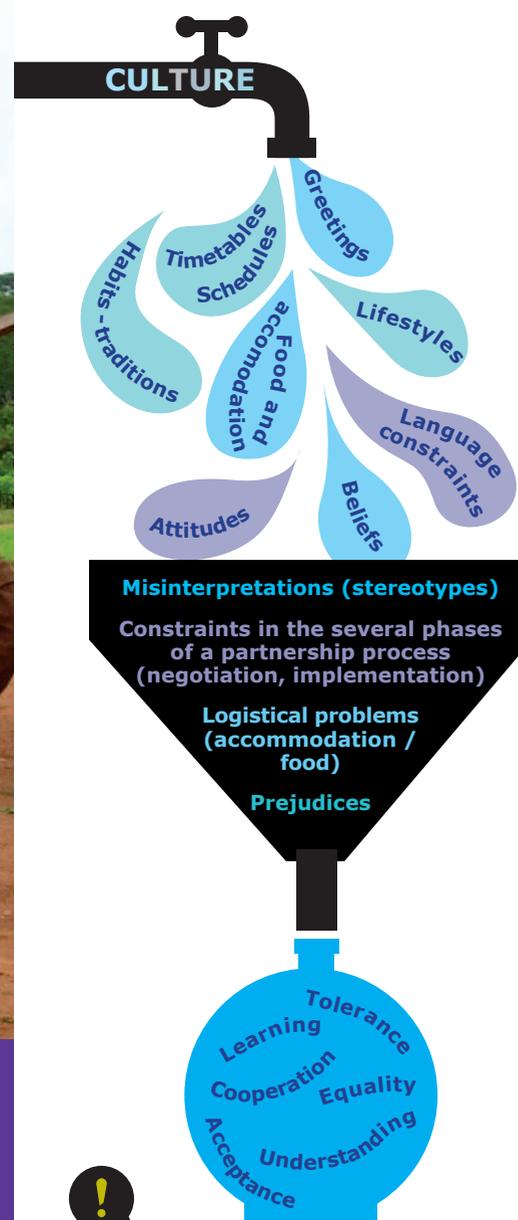


Cultural understanding



Never judge your partners using stereotypes, remember that you are equals and no partner is superior or inferior to the other."

JOSIE, Germany



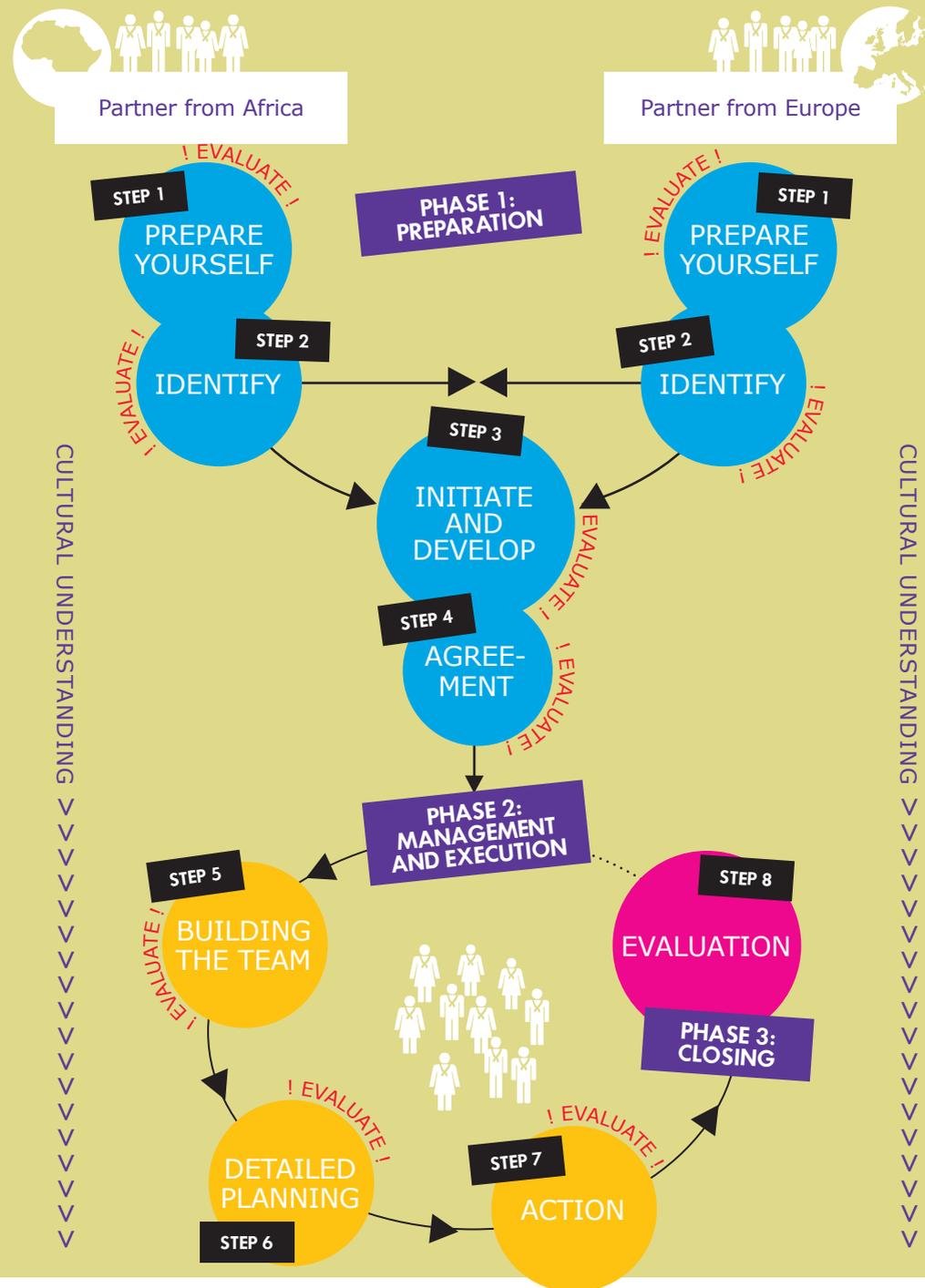
Experiencing cultural differences is one of the key features of Africa-Europe Scouting partnerships. Cultural differences provide many opportunities and challenges, and for a successful partnership project understanding and managing these differences is vital. Even when two people speak the same language, they may not understand the meaning of what the other is trying to say. In order to take advantage of the opportunities and overcome the challenges, it is important to be prepared.

For some, new cultures evoke a fear of the unknown; this can lead to suspicion or rejection. Working with a new or different culture should not be seen as dangerous. Instead, the experience should be seen as a valuable learning curve and an asset to both partners. The big challenge is to discover how to live and interact with differences creatively. Cultural differences should not only be accepted, they should be embraced and learned from.

The cultural tap diagram shows the different cultural aspects as water drops. The droplets go through a filter where they mix and clash, and that can result in misunderstandings and other negative outcomes. These elements should stay in the filter, and by learning from each other we can enjoy the positive outcomes, the pure water that comes out: cultural understanding. Remember, if the filter gets clogged with the problems of cultural differences, you won't enjoy the positive elements of the two cultures.

The partnership process

The partnership process can be broken down into different steps. The diagram to the right provides an overview of the partnership process; over the next few pages the handbook will explore these steps.





PHASE 1: PREPARATION

STEP 1

PREPARING YOURSELF

Before the search for any potential partner begins, you need to search for the partner within you. You may have made up your mind to form a partnership and have already got a rough draft of aims, ideas and ways to run it but have you thoroughly prepared yourself for a partnership? Upon entering a partnership you may need to ask yourself some questions:

Why do we want to enter into a partnership? What do we want to get out of it?

What are our objectives?



What experiences do we have from past partnerships?

What are the cultural differences that we may face?

Is Africa/Europe a region we have worked with before?

Are we prepared for the challenges involved in entering a partnership?

Who can advise us on partnerships in the other region?

What research do we need to do ourselves?

What resources do we need?

“You have to understand your own needs before you can understand the needs of others.”

NANA, Burundi



Taking the time to identify a partner is important. It can prevent future conflicts and ensure that you are working towards common interests. Be honest about your needs and receptive to the needs of your partners”.

TIMOTHÉE, France

STEP 2

IDENTIFYING PARTNERS

When looking for an ideal partner it is important to evaluate these aspects:



Your first contact point is your International Team, don't hesitate to inform them, use their expertise and ask for their support. If you are an International Team you can get all this support by contacting the Africa Regional Office (ARO) or European Regional Office (ERO). You are now ready to CONTACT YOUR PROSPECTIVE PARTNER(S).

STEP 3

INITIATE AND DEVELOP

Once you and your partner(s) have contacted each other and provisionally agreed to work together, it is important to work jointly to define the purpose of this prospective partnership. The initiation phase of a partnership can be a short or long process but it is important to ensure that all the partners involved agree on the common objectives of the partnership. During this stage partners will define the scope and objectives of the project; define possible structure/actions to be taken; identify resources needed; and explore the financing of the project amongst other things.

CASE STUDY

Negotiating the Zimbabwe/German Scouting Partnership

The initial contact between the Scouts of Zimbabwe and Verband Christlicher Pfadfinderinnen und Pfadfinder was facilitated by the Regional Offices. The first meeting took place soon after, during the World Scout Moot in Kenya, July 2010. Following this initial contact the future partners met in Zimbabwe for a planning meeting (December 2010). Representatives from both Associations took the time to talk to each other to ensure that they understood the other partner's needs. After introducing their respective needs they realised that they share several common elements. Based on these elements they agreed to start working on their aims and objectives for a future partnership. Together they decided to focus their partnership on training.



Partnership is a process which will only succeed with strong foundations and a clear common vision.”

LIISA, Finland

The previous case study provides an example of the process of initiation and as you can see, the key element of this step is to build a common consensus between all partners, so that the basic structure of the partnership can be built, and an initial agreement formed. When initiating a partnership there are several factors that must be taken into account.

Building trust

It takes time to build trust. Mutual trust between partners can only be established through open and honest communication and entered into with the attitude to be prepared to trust.

Ensuring communication

Communication is more than just 'talking' to each other! Partners need to ensure that they make efforts to understand the views of the other partner(s) while making sure they are following the agreed process.

Identifying skills

Each partner will bring different skills to the partnership that should be identified and utilised in order to achieve the best results. Use this to help define roles and ensure tasks are distributed to everybody's.

Establishing needs

The different needs and requirements of each partner from the partnership can be different, but they must be compatible for the relationship to succeed. Be transparent with each other and take time to identify needs.

Establishing resources

Every partner brings different resources: financial, human and physical, all of which are equally important and should not be underestimated. All partners should contribute some of their resources to the project.

STEP 4

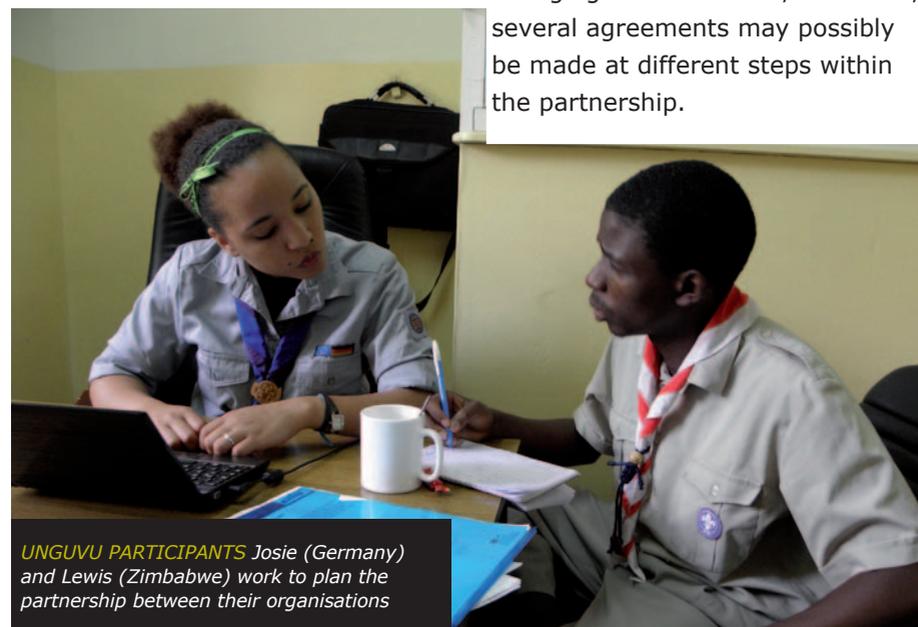
AGREEMENT

“A partnership agreement is a moral commitment between the partners, based on shared ideals and convictions. It clearly defines the objectives, means of action and implementation procedure of the project.”

MARRAKECH CHARTER, 2006: 3

A partnership agreement is the official finalising moment of the initiation process. At this point the partners have defined the common objectives and created a general outline of the actions that they want to undertake. It is now important to form an agreement.

Always remember that, although an agreement is binding, it should be flexible enough to ensure that the partners are able to adapt to changing circumstances; therefore, several agreements may possibly be made at different steps within the partnership.



UNGUUVU PARTICIPANTS Josie (Germany) and Lewis (Zimbabwe) work to plan the partnership between their organisations

Types of Agreement

Formal



Defined roles and responsibilities

Easier to monitor and evaluate

Useful for reference by future partners

Legally and morally binding

Informal



No defined roles and responsibilities

Evaluation is a challenge

No assurance of records to look back at

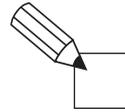
Not as binding



When signing a partnership agreement, think about the nature of the agreement that you are going to sign. Informal agreements may be good initially, but as the project develops a formal agreement will become necessary"

SECKA, Senegal

A partnership contract should include paragraphs on:



Common values:
This should be the core element point of partnership

Goals:
Must be clearly defined and mutually agreed upon

Time frame:
How long the partnership will last. It has been noted that partnerships which began with agreements with short timeframes have proven to be successful. Remember, it is possible to continue a relationship following the success of the partnership project.

Areas and means of action:
A general description of the key actions and programme of implementation.

Roles and responsibilities:
Roles should be distributed between the partner associations. This is very important, and should be reflective of the competencies and available resources of the respective partners.

Budget:
The agreement may not provide a detailed budget but needs to provide a general envelope and the main lines of expenses

Decision making procedures:
Who has the right to make certain decisions, and how will these decisions be implemented? All partners should be equal within the decision making process.

Resources:

- Operational and Administrative resources
- Financial resources
- Human resources

Monitoring and Evaluation process:
Before starting any project, the methodology of monitoring and evaluation should be agreed on and integrated into the partnership plan.

SIGNATURES:

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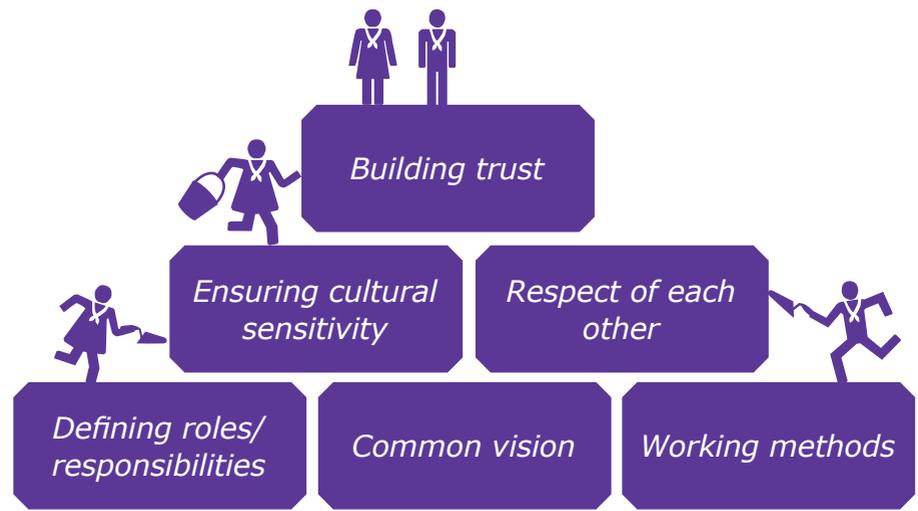
STEP 5

BUILDING A TEAM

Every project requires a coordinating team to oversee the execution of the project. Building an appropriate team is essential to the success of any partnership including Africa-Europe partnerships, and requires a mix of abilities, at-

titudes and personalities to ensure the partnership goals are accomplished. There must be a balance between the partners from both regions and the partnership should also aim for a gender balance if this is appropriate.

The wall below highlights some of the factors to consider in order to build a successful team for your partnership.



STEP 6

DETAILED PROJECT PLANNING

Once the scope of the project has been defined in the Agreement, you are entering the detailed planning phase. This stage involves the establishment of clear and precise objectives based on what was agreed in the agreement (see page 21). This involves the establishment, creation or the deepening of the following elements:



A Project Plan

This outlines the overall project specifying in detail each activity, breaking the project into manageable sections and distributing the tasks to members of the coordinating team. The plan sets out the timeline of the project and monitoring system.

Budget

Make a detailed budget with estimated costs for each activity and budget lines. This budget will be the basis for monitoring the expenses. Ensure that accurate records are maintained throughout the project. If donors are contributing to the project's funding, don't forget to include their requirements in your management.

Monitoring

Provide quality assurance, control measures and focus on targets. Set targets and how you will measure these targets. These measures will form a key part of the monitoring and evaluation strategy of the partnership. If donors are contributing to the project's funding, don't forget to include their requirements in your monitoring system.

Risk management

Even with the best planning in the

world not everything will go according to plan. Identifying risks and designing strategies to avoid or manage these risks are an important part of your project planning. This process should be detailed and comprehensive.

Coordinating Team

It is essential that the Coordinating Team beyond distributing tasks among themselves agrees on how to communicate and by which medium. Indeed communication in Africa-Europe partnerships can be difficult and you can face many obstacles being cultural or technological. What information do you need to share and with whom? Who is authorised to communicate to whom and when?

Evaluation

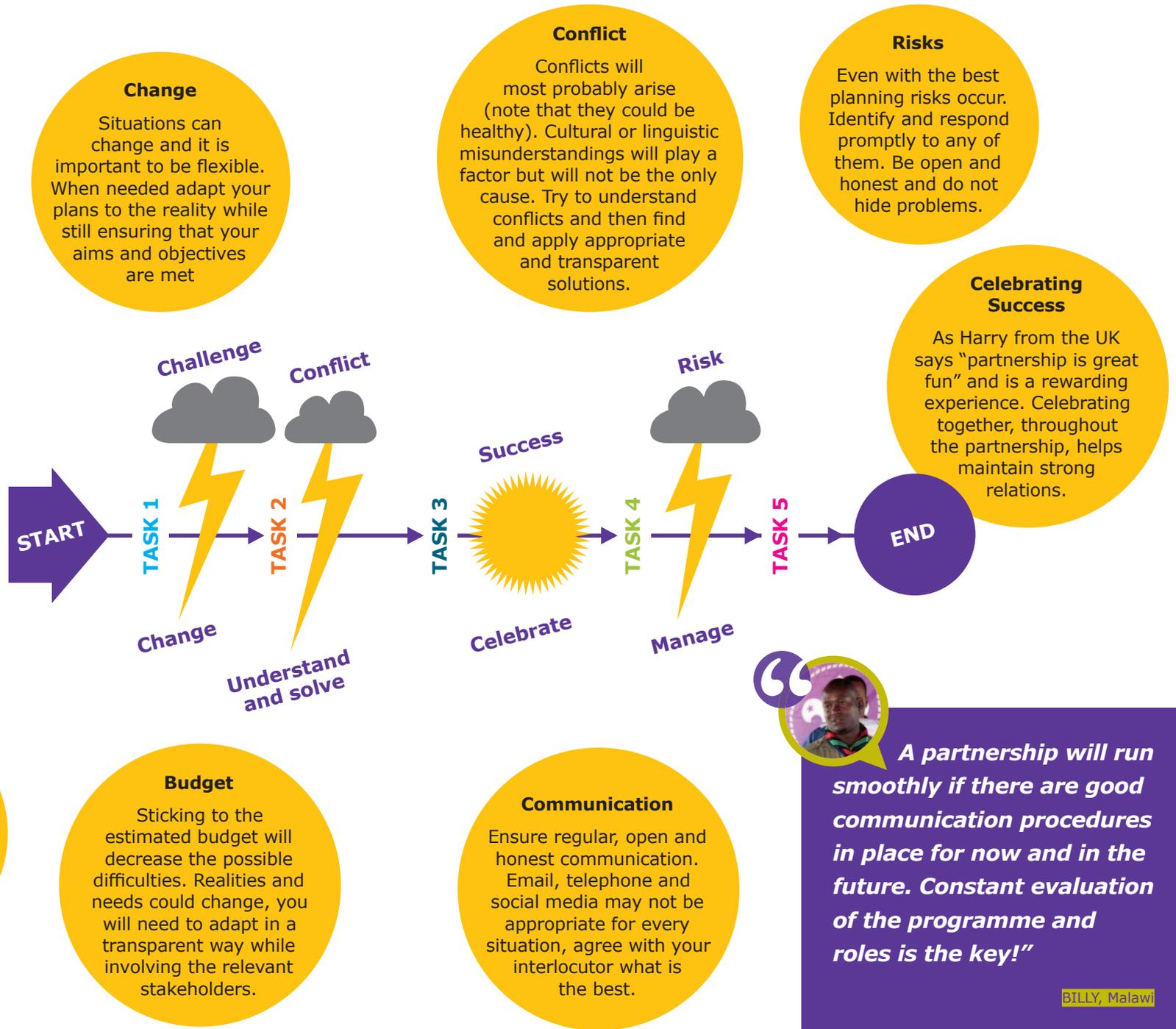
Evaluation is a key element of any project and it needs to be planned into the work plan from the beginning. You will need to define what you need to evaluate and how you are going to undertake it. For more detailed guidance turn to page 29. At this point the project has been planned in detail and is ready to be executed. Your Africa-Europe partnership is now ready to take off and actions can begin.

STEP 7

THE ACTION PHASE

While the tasks will be different for each project, every partnership action will face challenges, successes and opportunities. The key to success lies in; breaking tasks into manageable pieces, maintaining honest communication with your partners, maintaining trust by fulfilling your responsibilities, striving for equality and most importantly following the procedures set out in your project plan.

This diagram tries to illustrate some potential difficulties that could arise despite perfect planning.





SUCCESSFUL Rover partnership between Senegal and Finland

CASE STUDY

France and Burkina Faso

Rovers from France travelled to Burkina Faso to a camp. The Africans complained that the Europeans didn't want to sleep in the same place with them, woke up too late and were too demanding with bottled water and some other things. The young Europeans were just very tired from the long trip and they needed to drink bottled water for health reasons. The same situation was perpetuated for a couple of years until somebody finally explained to the African partner the reasons for the young Rover's behaviour and the difficulties for young Europeans when they travel abroad.

In this case the differences caused problems because they were not clarified to the participants. Finally, when the reasons behind the behavior of French participants were explained the participants got along much better. There are a number of things to be considered when young people travel abroad, either to or from Africa, and when hosting young people travelling abroad.

Think about these things:

Health issues, vaccinations

Weather (hot or cold)

Hygiene

Security

Culture



There should be continued commitment from all partners. Where there is an agreement on roles, these must be fulfilled."

CARLA, Portugal

MONITORING AND EVALUATION



Why monitor?

- Partners are all still working in the same direction
- All partners play their part
- The partnership is progressing as expected
- Identify the need for adjustment, and rectify accordingly

Why evaluate?

- To understand if the partnership has been a success
- To ensure that all those involved learn from their mistakes as well as appreciating their successes
- To decide whether or not to continue with the partnership

The evaluation should focus on the results and impact of the partnership, not on the performance of individuals.

SUCCESSFUL Rover partnership between Senegal and Finland

CASE STUDY

Belgium-International Rover Experience Programme

In Belgium, the Rovers go abroad for a three week trip to experience international Scouting. The Rovers camped and participated in projects planned by local Scouts in Rwanda, Haiti and Chad. On their return they attended a weekend evaluation where they shared their experiences; focusing on how it affected their personal development. They then reflected on what could be done to continue their experience and/or develop their new interests. Even if many of the Rovers wanted to go back to the countries they had visited through the evaluation they were encouraged to consider three different possibilities:

- Try to build on their experience and broaden any future involvement
- To work in Belgium for development of the country they visited
- Find a way to work to contribute to raising awareness within Belgian society – linking local development issues to their experiences

10 years later the process was evaluated by a Rwandan researcher. The evaluation involved both the Rwandan and the Belgian participants and focused on the personal impact of the project, personal experiences and how this led to attitude changes. The evaluation showed that the project was very well received, interesting and valuable to all those involved. They found that the evaluation at the end of the process was self-reflective and showed that the experience had been purposeful and effective.

How do you evaluate?

- Set realistic targets at the beginning of the partnership and identify indicators that you can use to gauge their progress.
- The final evaluation should be planned at the beginning of the implementation stage of the project.
- The evaluation should be done jointly with the other members of the partnership.
- A variety of different methods (both quantitative and qualitative) should be utilised for the evaluation process
- You can always ask external evaluators to support you



A detailed and thorough evaluation will provide a strong foundation and resource for future partnerships.”

HARRY, United Kingdom

What should you evaluate?

- The successes
- The failures
- The challenges
- The impact of the partnership
- The lessons
- Any recommendations for future projects
- Most importantly, whether you have met your original aims and objectives

SUSTAINING OR FINISHING (CLOSURE)

Once you have completed your partnership project it is important to close it effectively. You may of course wish to continue the relationship or decide that the relationship between you and your partners has come to a natural end. Whatever your decision it is important to ensure that the partnership process should be completed and documented because the finished “product” of partnership needs to be transferred to the care and control of the stakeholders. Ensure that you provide a clear final report to all stakeholders. This will ensure that best practices, lessons learned and examples of various experiences of your partnership are documented so that they can be used to improve new partnerships in the future. This report may also help you and your partners to decide what direction to take in the future; whether to close the partnership completely or renew it based on your experience.

Finally, you should not forget that a partnership could be compared to a play where actors have got roles, which they are expected to “de-role” at the end. In closing the partnership, all involved actors or partners should be prepared to relinquish their roles in order to prevent confusions because their roles will change. Different techniques can be used to undertake this exercise such as training or special briefing. In case of renewal of the partnership, the Scouting Patrol System would be useful in order to ensure sustainability and growth opportunity.

USEFUL LINKS AND CONTACTS

Regional Offices:

Africa Regional Office:

E-mail: africa@scout.org

Services available: The Office is building both its electronic and physical libraries with all these materials to support and assistance with the following:

- Access to the ARO Management Handbook that covers some topics such as: Project Management, Fundraising, Communications, Public Relations, Financial Management, Resource Mobilisation Review. This document is compiled by the Office annually and reviews opportunities and sources available to NSOs
- Conflict Resolution Training Handbook
- The Amahoro Amani Project

Europe Regional Offices:

E-mail: europe@scout.org

All our publications are available in the library at www.scout.org

Resources:

The Marrakech Charter,

Bangalore Revised Edition (WOSM)

http://scout.org/en/about_scouting/partners/marrakech

Guidelines on Partnership

(WOSM-European Region, WAGGGS Europe Region)

http://scout.org/en/information_events/library/partnerships/guidelines_on_partnership

WAGGGS Global Action Theme

Toolkit: How to develop and implement projects on the Millennium Development Goals
<http://europe.wagggsworld.org/en/grab/21932/1/gattoolkiteurope-e.pdf>

International Community Development Expeditions

Briefing Pack (The Scout Association, UK)

<http://www.scoutbase.org.uk/library/hqdocs/facts/pdfs/bp260009.pdf>

Project Management (The Scout Association, UK)

<http://www.scoutbase.org.uk/library/hqdocs/facts/pdfs/fs310603.pdf>

CNE I-Doc Parcerias

(Partnerships) – available in English and Portuguese

http://www.internacional.cne-escutismo.pt/RecursosInternacionais/I_doc/tabid/2359/Default.aspxTraps

What to Avoid in a Partnership (WOSM)

<http://scout.org/en/content/download/2361/24319/file/Traps.pdf>

Let's do a Scout Project (WOSM)

http://scout.org/en/information_events/library/youth_programme/let_do_a_scout_project

Methods and Techniques used in Intercultural Youth Projects (Life Foundation/Salto Youth)

<http://www.salto-youth.net/tools/toolbox/tool/methods-and-techniques-used-in-intercultural-youth-projects.358/>

Euro.Scout.Doc on Impact Assessment (WOSM)

http://scout.org/en/information_events/library/social_impact/would_they_notice_if_we_weren_t_here_the_value_of_impact_assessment_in_scouting

Other useful links:

Scout.org – Partnership Homepage

European Commission-Youth in Action Programme

http://eacea.ec.europa.eu/youth/index_en.php

The Africa Union-Youth

<http://africa-youth.org/index.html>

UNDP

<http://www.undp.org>

North South Center

<http://www.coe.int/t/dg4/nscentre/>

Acting with Scouts for a Better World

<http://www.astm.ch>

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and the following National Scout Organisations and Associations:

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