



THE
MARRAKECH
CHARTER

BANGALORE REVISED EDITION

Partnership in **Scouting**





I. DEFINITION OF PARTNERSHIP IN SCOUTING

Partnership in Scouting can be defined as:

“The establishment of a voluntary and collaborative relationship to achieve mutual goals and experiences between two or more entities by exchanging and sharing what they have in an educational process or project. They have a common intention which they want to reach within a defined time frame”.

II. PRINCIPLES

- In a world increasingly perceived as a global village, but which, paradoxically, is witnessing the disintegration of more and more communities;
- In a world suffering from hunger, poverty, illiteracy, exploitation, social injustice and unemployment, encountering rising intolerance and racism, threatened by individualism and the desire for profit at any price, seeking greater democracy and the respect of human rights, at a time when health, the environment and peace are threatened in numerous regions;
- In a world where totalitarianism and barriers between people are disappearing, and where modern means of communication offer undreamed of possibilities to establish contacts and form links among people;

More than ever before, we need men and women capable of acting in partnership for a world “without borders”, in the name of justice, solidarity and peace.

We firmly believe that Scouting, faithful to its fundamental principles and with its proven specific educational method, can significantly contribute to the development of the kind of citizens which the world needs.

In Scouting, education for partnership starts in the patrol, when a young person learns to discover other people, to respect their differences and to act with them. This discovery gradually extends to the world around him or her, to the local, national and international communities.

Through concrete and appropriate activities adapted to their capabilities, young people prepare to become responsible citizens.



Partnership reinforces this educational action, provided that:

- the partnership meets the young people's needs and aspirations, and involves them in all stages of action;
- the partnership is based on the fundamental principles of Scouting;
- the partnership serves to:
 - enrich the youth programme of the Scout associations concerned,
 - strengthen their human and financial resources,
 - develop their infrastructure;
- the partnership is built upon the principles of equality, autonomy, reciprocity and fraternity:
 - recognise the other party as a full partner with the same rights and obligations,
 - recognise that the partner bears the main responsibility for its own development,
 - respect the culture, values and beliefs of the partner,
 - respect the educational choices and structures of the partner association,
 - seek to strengthen the autonomy of the partner whilst accepting the need to be interdependent,
 - recognise the partner's contribution and endeavour to ensure an appropriate exchange,
 - avoid harming the partner and its credibility,
 - place human relationships at the heart of the partnership, in a spirit of openness and tolerance;
- the implementation process is based on transparency and co-management:
 - freely express needs in a spirit of mutual trust,
 - consult each other before taking any decision,
 - make decisions together at all stages of the project (identification of needs, definition of objectives, implementation, evaluation and follow-up).



III. PARTNERSHIP WITHIN THE WORLD ORGANIZATION OF THE SCOUT MOVEMENT (WOSM)

1. Partnership and youth programme

Partnership contributes to the enrichment of the youth programme, especially in the field of development education and peace education.

In implementing partnership, it is important:

- to identify the needs and aspirations of the young people in each community,
- to involve the young people in all stages of the partnership activities,
- to consider the patrol as the basic cell.

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

Development education and peace education promote the rights of men, women and children.

Development education and community involvement need to be integrated into the youth programme, in particular through the progressive scheme.

Young people must be involved in regularly evaluating and updating the partnership, taking the specific objectives of each partner into account.

Partnership contributes to the participation of all young people and their social, cultural and economic integration into their local, national and international communities.

2. Partnership and youth exchanges

Youth exchanges are a privileged means of promoting development education and peace education. In order to be fully educational, they should:

- allow both partners to share knowledge and skills;
- be prepared jointly in a spirit of mutual respect, involving young people in all stages of the project as the main participants in the partnership;
- train young people to acquire a good understanding of their own culture and that of their partners;
- be planned, implemented and evaluated jointly;
- ensure that partners contribute equally;
- be founded on the principle of reciprocity;
- enable young people to share their experience upon their return home.



3. Partnership in the area of adult resources

Partnership enables us to strengthen the adult resources of partner Scout associations, especially through leader exchanges, leader training and volunteer service.

Associations should ensure that leader exchanges are based upon the same principle as those defined for youth exchanges.

In the case of trainees, it is essential for the Scout associations concerned and, if need be, the appropriate bodies of WOSM to discuss in advance:

- the choice of trainees,
- their preparation,
- the objectives and content of their training,
- evaluation,
- what is expected of the trainee upon his/her return.

Overseas volunteers should meet the following criteria:

- the volunteer is under the responsibility of the association to which he or she is assigned. A detailed contract defines the mission of the volunteer and the relationship between him, his own association and his host association;
- the volunteer should correspond to the following profile:
 - be a member of the Scout Movement or at least accept its fundamental principles,
 - be able to provide training,
 - have the skills and professional experience corresponding to the job description,
 - be able to get on with people and adapt to different situations;
- the contract should be long enough to allow time for adaptation, planning, implementation and preparation for the future: creation of the conditions required to guarantee the durability of the project, especially the training of local leaders to take over from the volunteer, etc.;
- the sending association should do everything possible to prepare the volunteer;
- the host association should do everything possible to facilitate the volunteer's work and integration;
- the partners should jointly evaluate the volunteer's work during and after the contracted period.

To guarantee development and peace education through partnership activities, Scout associations should include this dimension in the adult leader training programme at all levels and for all age sections.



4. Partnership and material and financial resources

The financial dimension should not be the only motive for partnership. Above all, partnership should be based on a mutual need to learn more about each other and to pursue a common objective together.

Financial cooperation requires:

- Determining jointly the aim of the activity or projects to be funded;
- Agreeing on the criteria and rules governing the granting of funds or the provision of services;
- Ensuring transparency in financial management;
- Exchanging information on administrative and financial procedures;
- Evaluating jointly.

This cooperation should be based on real solidarity between all associations, by encouraging them to devote a percentage of their own budget to development.

It should also promote direct action between associations in neighbouring countries, as a way of sharing and using available resources more effectively.

The development of Scouting depends on support for the educational programmes and infrastructure of associations. Public and private sponsors need to be convinced to provide such financial support. Partnership should enable associations to gain access to different kinds of funding, in order to guarantee their autonomy and multiply their possibilities for action. It should also find funding for projects which enable an association to generate its own funds.

All associations should be encouraged to contribute and to promote contribution to the "U-Fund" (Scout Universal Fund - WOSM solidarity fund).

Likewise, funding for development education is essential for partnership.

From a financial point of view, it is essential that the partnership is built on mutual trust, transparency in financial matters and the assurance that both partners benefit equally at the end of the exchange.



5. Multilateral partnerships

Associations are encouraged to establish multilateral partnerships with other Scout associations especially in the same geographical area.

This type of partnership can help to develop more egalitarian relationships between partners and to enrich exchanges.

IV. INTERACTIONS WITH ENTITIES EXTERNAL TO THE SCOUT MOVEMENT

The principles defined in Chapter II may not entirely apply in the relationship with entities external to the Scout Movement (i.e. equality, autonomy, reciprocity, fraternity, etc.); however the term “partnership” is often used conventionally, but inappropriately, to describe any “interaction” or more or less structured collaboration.

1. Bilateral partnership

In order to strengthen the educational impact of their activities, Scout associations should also consider an appropriate interaction with entities external to the Scout Movement, at local, national or international level.

These may be classified as follows:

- Private sector
 - Non-profit (NGOs, Foundations, etc.)
 - Profit-oriented
- Public sector
 - Local or National institutions and authorities
 - Intergovernmental Organisations (UN, Regional Organisations, etc.)

Based on the characteristics of the external entity and the type and level of its involvement, the quality of the interaction may vary from a purely financial or material support to a real partnership based on a common vision and similar values, as well as fully shared decision making, implementation and evaluation processes.

In any case external entities should be encouraged to acknowledge the contribution of Scouting to the development of society through its educational action, and to cooperate more closely with Scouting at local, national and international level, while respecting its independence and specific character.



The adoption of an “ethical code” and specific operational criteria are recommended, especially in the interaction with the private sector (independently from the level of involvement), in order to safeguard Scout values and mission to prevent misuse or inappropriate associations of the image of the Scout Movement. On the other side the adoption of an “ethical code” gives to the external partner added guarantees on the quality of his association with the Scout Movement and contributes to build confidence and credibility.

In the specific case of partnerships between Scout associations and the public sector, whether at national or at international level (i.e. with International Organisations) they should also encourage the participation of Scout associations in collective consultations for the development of youth policies.

2. Participation in multilateral public-private partnerships

Both at global and at national level there is a growing trend toward the establishment of “partnerships” among multiple entities with varying participation of actors from the private (profit and non-profit) and the public sector, and a variety of forms of collaboration: from loose alliances, to complex operational mechanisms and structured organizations. The participation of public authorities and/or of International Organisations should offer enough guarantees and the participation of Scout associations can generally be encouraged. However, the respect of general principles of equality, autonomy and reciprocity of partners should be ensured.

3. Partnership and emergency relief

Partnership is particularly necessary in emergencies, conflicts and natural disasters.

Through its educational programme, Scouting prepares young people to play an active role in the prevention of natural disasters and conflicts. It contributes to emergency relief work coordinated by specialized national and/or international agencies by mobilising its members and appealing for solidarity. Once the emergency is over, it helps with reconstruction and rehabilitation.

It is important that support networks exist, in order to allow associations to intervene rapidly and effectively in an emergency.

All associations should be encouraged to assist Scout associations in countries which are victims of conflicts or natural disasters.

Scouting must remain true to its fundamental principles and method by focusing its action on caring for children and young victims.



V. PARTNERSHIP CONTRACT

1. Partnership agreement

Partnership activities should be regulated by a “partnership agreement” in the form of a convention between two or more associations or organisations in the spirit of the present Charter.

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. It also defines the responsibilities and framework within which each partner can act.

2. Partnership, Scout Associations and WOSM

Scout associations are invited to prepare and establish their partnership activities and relationships in consultation with the appropriate WOSM bodies.

These bodies should support associations in the development and implementation of these activities, namely:

- by signing agreements at international level with other organisations, in order to gain recognition for Scout activities in the fields of action of these organisations;
- by developing educational tools, to help associations to implement these activities as effectively as possible;
- by encouraging the exchange of information on partnership experiences by all appropriate means (publications, networks, etc.).

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