

GUIDELINES ON RELATIONSHIP TO SOCIETY



1. Introduction

Why do we need guidelines?

WAGGGS Policy on Relationship to Society highlights why it is so important for National Organizations to promote Girl Guiding/Girl Scouting in society. The following guidelines outline steps that can be taken to promote the National Organization both internally and externally.

The overall objectives of the Guidelines are:

- ◆ To familiarize National Organizations with the terminology and tools used in external and internal communication
- ◆ To encourage National Organizations to look at different ways of communicating externally and internally that are effective
- ◆ To ensure that National Organizations maximise the opportunities presented to them in promoting a modern and relevant image of Girl Guiding/Girl Scouting
- ◆ To assist National Organizations in implementing WAGGGS' Policy on Relationship to Society



2. Internal and External Communications

What is Communication?

We communicate with each other all of the time in many different ways; through what we wear, what we say, how we speak, how we look. As an Organization, we must consider what messages we are communicating both internally and externally as this will have an effect on how we are perceived. Before using the following guidelines, take time to reflect on how the internal world and the external world perceive your National Organization and the Movement as a whole. Consider whether this is the image that you would like to convey to the internal and external world. If it isn't, consider ways in which the correct message of Girl Guiding/Girl Scouting can be communicated and who must receive this message. Good communication skills go a long way towards increasing the profile and the influence of the National Organization as well as increasing membership.

The Internal World

The internal world can include members, leaders, and parents and families of members.

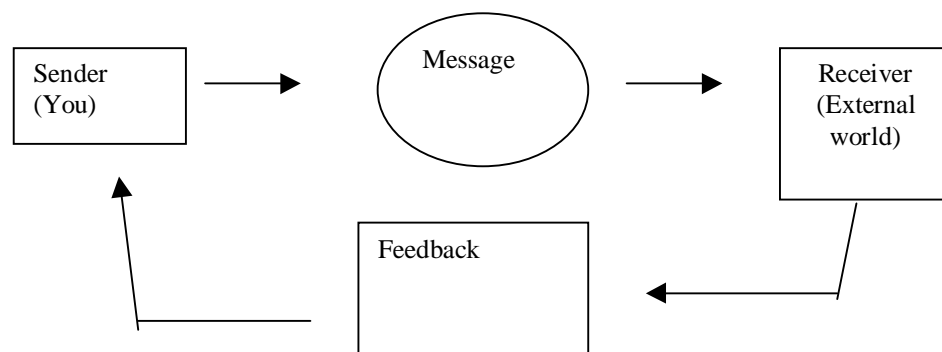
The External World

The external world comprises of individuals or organizations outside your National Organization. Very often this can include other Member Organizations or members of the Movement as well as members of the community, government, business, other Non-Governmental Organizations etc.

On many occasions, you communicate with the external world without even being consciously aware of it. Consider ways in which your members communicate with the external world. Some examples are:

- ◆ Wearing an item that identifies you with your National Organization/WAGGGS e.g. a uniform, scarf, badge
- ◆ Speaking to friends about your Organization
- ◆ Through community projects
- ◆ Through involvement in public events

Effective Communication



Key Steps in Communication

- ◆ Consider who is the **receiver** of your **message**? Is it another Non-Governmental Organization, an individual community leader, a school?
- ◆ Construct a **message** which is applicable to the **receiver**. **It is important that the right information reaches the right targets.**
- ◆ Encode the message – i.e. use appropriate language so that your intended recipient can understand the message.
- ◆ Use the appropriate **channel** (medium) for communication, e.g. meeting in person, telephone call, fax, posted letter. The medium you choose will depend on time factors, costs, volume of communication etc
- ◆ Consider carefully the language that you use. When communicating with someone unfamiliar with the Girl Guiding/Girl Scouting Movement, try and avoid using the jargon of Girl Guiding/Girl Scouting as this may not mean much to the receiver.
- ◆ Gather **feedback** which will ensure that your message has been understood.

What is External Communication?

External communication is any form of communication, planned or unplanned, between your National Organization and the 'outside' world.

It is important to communicate with the external world for a number of reasons, some of which are listed below:

- ◆ Recruitment
- ◆ Increase profile
- ◆ Raise awareness of project work
- ◆ Transmit accurate information about the National Organization
- ◆ Raise funds
- ◆ Raise support from authorities/NGOs and other organizations
- ◆ Maintain leading position in network of similar organizations

What messages should be communicated to the external world?

Every time you communicate with the external world, put yourself in the position of the receiver and ask yourself honestly whether what you communicate is comprehensible and of interest to them. The subject matter of what you communicate must be of relevance to the outside world. Always use concrete examples of what you are trying to communicate.

Examples of subject matter for external communication:

- ◆ Success stories
- ◆ Building World Citizenship projects
- ◆ Training sessions and events
- ◆ Examples of the unique form of non-formal educational programmes specific to the needs of girls and young women
- ◆ National and international camps
- ◆ Positions on issues affecting girls and young women

What is Internal Communication?

Internal communication is any form of communication, planned or unplanned, within the National Organizations or any part of the Movement.



It is important to communicate with the internal world for a number of reasons, some of which are listed below:

- ◆ Retention of members (both girls and young women, and leaders)
- ◆ Dissemination of information from the National Organization
- ◆ Dissemination of information from the World Bureau
- ◆ Recruitment of members and leaders
- ◆ To monitor needs, aspirations, level of satisfaction of members
- ◆ Democratic functioning of the National Organization, involvement of members in decision-making

What messages should be communicated to the internal world?

Internal communications must always stress the relevance of Girl Guiding/Girl Scouting to its most important internal audience – its members, both girls and leaders. Leaders and girls must be made aware of the importance of their role in a modern and influential youth organization.

Examples of subject matter which can be communicated:

- ◆ Membership figures
- ◆ News of international and national events
- ◆ Positions on issues affecting girls and young women
- ◆ Press releases addressing evidence of the relevance of Girl Guiding/Girl Scouting
- ◆ Awards and recognition for individual members and for the Member Organization
- ◆ International opportunities open to members
- ◆ Building World Citizenship news
- ◆ Leadership training and leaders' training sessions
- ◆ Decisions taken (e.g. from Conference/Board meetings) affecting the functioning and/or policy of the National Organization

Effective Internal Communication channels

It is important that each part of the National Organization knows who is communicating what and to whom so that if further information or clarification is needed, then the source of the communication is immediately identifiable. This will prevent many misunderstandings and untraceable messages, and will ensure that communication is efficient.



5. Internal Marketing

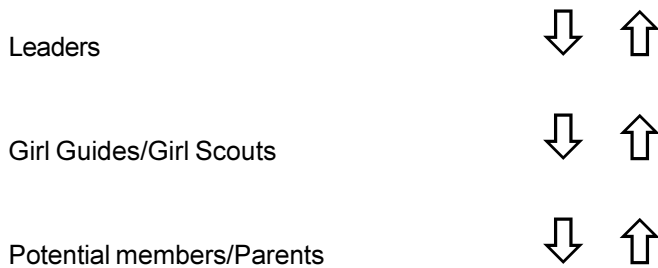
What does internal marketing mean?

Internal marketing means to sell your product/service to the internal customer i.e. to members of your Organization. Consider your members and potential members as your customers. It is important to retain your internal customers and to continue to meet their needs as well as to target new customers.

Who is your internal market?

- ◆ Most importantly, your internal market consists of your current members who are girls and young women who already belong to your Organization.
- ◆ Any other individuals who are indirectly part of your Organization also belong to the internal market (e.g. parents, group leaders)
- ◆ Internal marketing takes place throughout the structure of the Organization, and is eventually filtered through to potential members and parents.

Chief Commissioner International Commissioner National Executive Board Members



Why is internal marketing so vital?

Consider why your internal market is so important. These are some examples:

- ◆ Retention of membership.
- ◆ To maintain a high quality of Girl Guiding/Girl Scouting amongst enthusiastic and committed young women.
- ◆ To increase enthusiasm and commitment among volunteer leaders.
- ◆ To recruit more members .
- ◆ To provide an example of a successful and committed Organization to the 'external market'. (You cannot begin to think about external marketing/PR/Communications if your internal market is dissatisfied and uncommitted).

What are the needs of the internal market?

It is important to consider the needs of the internal market. Try the following steps:

- ◆ Consider and write down what attracted your members to your Organization in the first place.
- ◆ Assess honestly and carefully how a member perceives the Organization after two or three years of membership. This can be done by talking to members or by issuing questionnaires.
- ◆ Write down a list of all the benefits that your members can gain from participation in your Organization, and then consider whether you and they take these opportunities for granted.



Some examples of the benefits of being a member of your Organization could be:

- ◆ A place to meet friends.
- ◆ Leadership and decision-making training.
- ◆ A structured values-based educational programme offering a wide variety of activities.
- ◆ Opportunities for meaningful cooperation between young people and adults.
- ◆ Progressive training and development for girls and young women.
- ◆ Educational programmes which allow girls and young women to work on Community Development Projects which develop confidence and skills as well as give members the experience of helping in the community.
- ◆ Opportunities to travel to a different part of the country, or even to another country.
- ◆ Opportunities to attend national and international events organised by external organizations.
- ◆ Opportunities to learn more about issues affecting girls and young women.
- ◆ Opportunities to participate in camps and national events.

Of course some of these benefits may be available from other organizations. Your unique selling point is that your National Organization offers your members the combination of most, if not all of them altogether.

Implementation of internal marketing

Tactics

Leaders are the easiest component of your internal market to target, and they in turn have access to the Girl Guides/Girl Scouts themselves

The methods outlined below can be adapted at any level down the organizational structure.

- ◆ Maintain regular contact with key volunteers through, for example, newsletters and visits
- ◆ Maintain some contact with local leaders through the regional structure.
- ◆ Hold annual events and initiatives which involve unit leaders and members themselves
- ◆ Launch initiatives that encourage a national and international perspective, so that members are aware that they are part of a mutually interested group
- ◆ Encourage regular meetings among group leaders operating in the same area, so that they can discuss their concerns, and feel that there is a support system available.
- ◆ Encourage exchange programmes, by letter or in person, among members, again to reinforce the support system
- ◆ Produce user friendly publications and activity sheets (educational programme materials) that can assist group leaders with their Girl Guide/Girl Scout meetings

Evaluation

It is important to gather feedback from the internal market throughout the process above to ensure that you are always meeting their needs

Some examples of ways that you can gather feedback include:

- ◆ Chat informally and regularly to representative groups of leaders, parents, and members to gauge their feelings towards the Organization.
- ◆ Be open to suggestions and ideas about how to run your Organization from your members, whatever their age.



- ◆ Have structures and mechanisms in place which facilitate and encourage this feedback from members.
- ◆ If you belong to a large Organization, it may be appropriate to distribute questionnaires before and after your internal marketing efforts to a random group of leaders, parents and Girl Guides/Girl Scouts which are representative of your National Organization's components. These questionnaires should cover questions on member's commitment and enthusiasm, and whether they feel that the National Organization is meeting their needs. Be sure that you are ready to use the resulting information and make the necessary changes.

How to encourage your members to promote their involvement within the National Organization

Young people often belittle the work or the activities that they do. They undervalue their contribution to their local and global communities

- ◆ It is gratifying for Girl Guides/Girl Scouts to be praised and acknowledged for the non-formal educational programmes and community development work they do. This can be achieved by gaining press coverage for projects and events (see PR Section) or simply by publicising and praising local groups and projects at a national and international level using internal PR mechanisms.
- ◆ The World Bureau produces *Our World News* six times a year, and is always looking for news of local activities. Send your stories and photos to the World Bureau (to the Communications Team).
- ◆ Your region may also have regular publications which would welcome news of activities and achievements.
- ◆ Write your own national newsletter (if you don't already), publicising your members' commitment.
- ◆ Establish award programmes e.g. an annual award to the best community project
- ◆ Recommend individuals and groups for WAGGGS medals and awards.



4. Marketing and Public Relations

Definition of Marketing

Marketing is the provision of goods and services to meet customer needs. Each National Organization provides a service to girls and young women. This service must be 'marketed' in order to appeal to the customer i.e. to a girl or young woman.

Marketing facilitates three stages of thought and attitude in the customer:

- ◆ Raises **Awareness** of the Organization
- ◆ Develops a **positive** attitude towards the Organization
- ◆ Brings about **action** to join the Organization

Who are your target groups?

- ◆ Potential new members
- ◆ Funding bodies
- ◆ Community leaders
- ◆ Political leaders
- ◆ NGOs
- ◆ Parents of potential new members

How do you market your Organization?

Define your **positioning statement**. i.e. what makes your Organization unique and different to other youth organizations. Raise awareness by highlighting some of these examples of what is unique about the Girl Guiding/Girl Scouting Movement:

- ◆ Our Mission is to enable girls and young women to develop their fullest potential as responsible citizens of the world.
- ◆ We offer a values-based non-formal education to girls and young women
- ◆ We offer girls and young women the opportunity to develop themselves through project work in the community
- ◆ We offer girls and young women the opportunity to meet other members from different parts of the country and from around the world
- ◆ We offer leadership and life skills training to girls and young women
- ◆ We encourage girls and young women to become decision makers

Define what you want to achieve through marketing

Consider what you want to achieve through marketing at the three stages of **Awareness**, **Attitude**, and **Action**, and how you want to achieve it.

For example,

Awareness

Make other youth NGOs aware of what Girl Guiding/Girl Scouting is
Raise awareness of Girl Guiding/Girl Scouting in schools

Attitude

Secure interest in Girl Guiding/Girl Scouting among potential members
Secure interest in Girl Guiding/Girl Scouting among potential funders
Gain recognition as the leading organization for girls and young women





Action

- Recruit new members
- Gain funding

Types of marketing

Examples of marketing activities include:

- ◆ **Publicising community development projects.**
- ◆ **Promoting a prominent public figure who is a former** Girl Guide/Girl Scout can raise the profile of the Organization. Former Girl Guides/Girl Scouts can be utilised by attending and speaking at national events, by featuring in newsletters, by visiting projects. The Organization's profile will only be enhanced if there is media coverage of the prominent public figure's involvement with your National Organization. It is recommended that you keep a list of all prominent former Girl Guides/Girl Scouts living and/or working in your country/region.
- ◆ **Selling merchandise** can raise awareness about the Organization.
- ◆ **Selling or distributing publications** about the Organization raises awareness and also helps towards developing a positive attitude.
- ◆ **Wear an item of clothing or a badge which represents the National Organization.**
- ◆ **Other forms** of marketing include advertising, distributing information leaflets, placing posters in strategic places.

Public Relations

Public Relations (PR) is a form of marketing. PR is the establishment and maintenance of goodwill between the public and an organization. This in turn stimulates demand for the service/product. In other words it stimulates interest in Girl Guiding/Girl Scouting.

- ◆ PR activities secure free media coverage.
- ◆ PR's main task is to influence behaviour and opinion.
- ◆ PR activities can include writing and sending out press releases, holding a high profile event which journalists attend, holding a press conference to which journalists are invited to ask questions and report back.
- ◆ PR is not advertising. Publicity is gained by supplying a good 'story' for the media to cover as part of their news items.

Media available for public relations work at the national level

- ◆ Press (newspapers, magazines, journals)
- ◆ TV and Radio
- ◆ Publications (flyers, leaflets, promotional material)
- ◆ Events open to the external world
- ◆ Information Technology – internet, email
- ◆ Exhibitions

Media available for public relations at the local level

- ◆ Local press
- ◆ Local TV and Radio
- ◆ Schools and communities (posters, members talking to peers and to friends)
- ◆ Internet



PR methods to secure publicity

Press releases

- ◆ Write a press release on an event; a special visit by a VIP; an important development/change in your National Organization; or an interesting news story. The press release should be no longer than one side, and should contain contact information as well as details of the location and timing in the case of an event.
- ◆ Distribute the press release to relevant journalists and media no more than a week before the event/important development.

Events

- ◆ Organise a high profile event, inviting well-known important or distinguished guests/speakers.
- ◆ Ensure that the event is well publicised
- ◆ Invite journalists to attend, giving them a good reason to do so (e.g. by highlighting some of the interesting guests attending, or special activities taking place)
- ◆ Send out a press release a week before the event

Press Conference

- ◆ Ensure that you have some newsworthy 'story' to publicise at the press conference, for example:
 - A visit by a distinguished guest
 - A prize won by members
 - A record number of members ever
 - A one-off activity undertaken by members
 - A big event
- ◆ Invite relevant journalists to the press conference by sending out a preliminary press release

How to deal with the media

- ◆ Maintain regular contact with relevant journalists and media
- ◆ Be thoroughly prepared
- ◆ Return journalists' calls
- ◆ Don't say anything 'off the record'
- ◆ Target press releases to specific journalists

NB *Remember to tailor your message so that it is appropriate to each audience. It is important to bear in mind the audience that will be reached through each PR approach. Of course, each audience will have different attitudes/areas of interest towards your Organization. It is important to assess these and to ensure that you give an appropriate message that will interest each type of audience in order to make the most of your PR opportunities.*

Crisis Management

Remember that there is bad public relations just as there is good public relations. Whenever any member or members of the Organization are in contact with the media, they must consider all possibilities of good press coverage and bad press coverage. Have good contingency plans and preventative action in the event of bad public relations.

If the Organization is subject to bad publicity, make sure that you say at least something; do not indicate that you do not care; do not mislead the media.

Follow up work

- ◆ Keep a copy of press cuttings secured from your PR activities and send to the World Bureau
- ◆ Maintain frequent contact with interested journalists



5. Promoting Girl Guiding/Girl Scouting in the Community

What is the community?

The community is made up of those people who live in your immediate locality. Promotion of Girl Guiding/Girl Scouting in the community can only take place at local level, by individual groups of Girl Guides/Girl Scouts.

Who are the key players in the community?

Key players in the community range from teachers, religious leaders, local politicians, professionals working in the public sector (nurses, doctors, police) to parents, family and friends, and to potential members themselves.

How does Girl Guiding/Girl Scouting relate to the community?

- ◆ Each Girl Guide/Girl Scout group should be an integral part of the community through its non-formal educational programme activities, and by the very fact that members of the community are also members of your National Organization.
- ◆ Local Girl Guide/Girl Scout groups often meet in public rooms such as in community halls, church halls, school halls.
- ◆ Girl Guide/Girl Scouts groups are often affiliated with local places of worship, youth centres or with local schools.
- ◆ Girl Guide/Girl Scout groups are involved in community celebrations and events
- ◆ As responsible citizens, individual Girl Guides and Girl Scouts should be active members of the community in their everyday lives, i.e. by taking part in the activities of the community and being part of its development.
- ◆ Parents, teachers, nurses, doctors (and others who work in the public sector), or religious or political leaders are often also leaders within the National Organization
- ◆ Girl Guide/Girl Scout groups are already established as an integral part of the community.

These links with the community can be strengthened and developed through dialogue and promotion.

Promotion of Girl Guiding/Girl Scouting in the community

What can be achieved?

Girl Guiding/Girl Scouting can only be effective if it works within the context of the community. It relies upon members of the community for its own membership. Community development projects are only really effective if they are carried out with the support and the assistance of the community. A community will be more receptive to a group of young women who undertake a community development project if it knows the Organization to which those young women belong.

What Girl Guides/Girl Scouts can offer the community

Consider what your Organization can offer the community at the local level. Some examples include:

- ◆ Volunteer assistance with local projects and community events.
- ◆ Community development projects initiated and run by Girl Guides and Girl Scouts.



- ◆ The opportunity for other girls and young women in the community to join the Organization
- ◆ Initiatives which raise funds for community work run by Girl Guides/Girl Scouts
- ◆ Ethos of responsible citizenship which filters into the community through individual Girl Guides/Girl Scouts

What the community can offer Girl Guides/Girl Scouts

Consider what the community can offer Girl Guides/Girl Scouts. Some examples include:

- ◆ Potential new members and leaders
- ◆ Venues for events and meetings
- ◆ Advice on community projects – direction on what projects would be most useful to the community
- ◆ Funds from local government and local businesses
- ◆ Volunteer assistance at Girl Guide/Girl Scout events
- ◆ Contact with other community based organizations
- ◆ Recognition and support within the community
- ◆ Support and advice from key community leaders
- ◆ Support and expertise for delivering an effective non-formal educational programme

Tactics for promotion in the community

1. Identify areas in which your groups already work with the community.
2. List community development projects, community services and the community groups who are involved and assisted by the projects. Publicise this information at local schools, hospitals, libraries, government buildings etc.
3. Emphasise on training and non formal educational programmes which teach responsible citizenship and leadership skills.
4. Invite those members of the community who are indirectly related to your Girl Guide/ Girl Scout groups eg parents of members, staff at the venue where the groups meet, to an event or to a 'guest meeting' to show them what the group does each week
5. Hold an event to which you can invite local politicians and government officers, community leaders, teachers etc.
6. Invite key community decision makers to meet your groups and to discuss your community project work.
7. Invite key community decision makers to discuss areas that may require the voluntary assistance of the Girl Guides/Girl Scouts.
8. Ensure that your group is in the public eye by undertaking or being involved with high profile events and projects.
9. Encourage schools, and political and community groups to invite your members to speak about their work at local meetings.
10. Involve the community in all your activities so that they understand and support your aims and objectives.
11. Invite adult members of the community to become leaders.

NB *It is essential that these guidelines (or your own material containing similar information) are filtered down to your individual local groups, as promotion within the community can only occur effectively at community level.*



6. Networking

Networking provides a very effective way to initiate cooperation with other Organizations, Institutions and individuals, and to promote the recognition of Girl Guiding/Girl Scouting.

What is networking?

The definition of networking is “to form partnerships, connections and contacts through informal and formal meetings.” By attending a meeting or event, you will be able to network.

Questions to be asked before networking

What are your aims?

Networking provides many opportunities and possibilities for partnership work. Here are some examples of aims that your Organization might identify:

- ◆ To fundraise.
- ◆ To find partners for project work.
- ◆ To find partners to host events/activities.
- ◆ To receive and disseminate information.
- ◆ To organise joint meetings/events.
- ◆ To have greater impact in the community and in the country through working in partnership.
- ◆ To gather expertise on issues.
- ◆ To exchange good practices.
- ◆ To share resources and expertise.
- ◆ To publicise the National Organization’s activities.

What can you offer networks?

Here are some examples of what you might identify to offer networks:

- ◆ ‘Unique selling points’ eg access to large numbers of girls and young women.
- ◆ Successful non-formal educational programmes .
- ◆ Examples of good practice.
- ◆ Status as member of the largest voluntary organization for girls and young women
- ◆ Publications.
- ◆ Ability to disseminate information at grassroots level.
- ◆ Local projects.
- ◆ Contact with the community.
- ◆ Experience of working with girls and young women.
- ◆ Commitment to the growth and development of girls and young women.
- ◆ Leadership training programmes.

Networking is a mutual process. You must be clear about what you can offer those organizations with which you make contact and what they can offer you.

Where are your opportunities for networking?

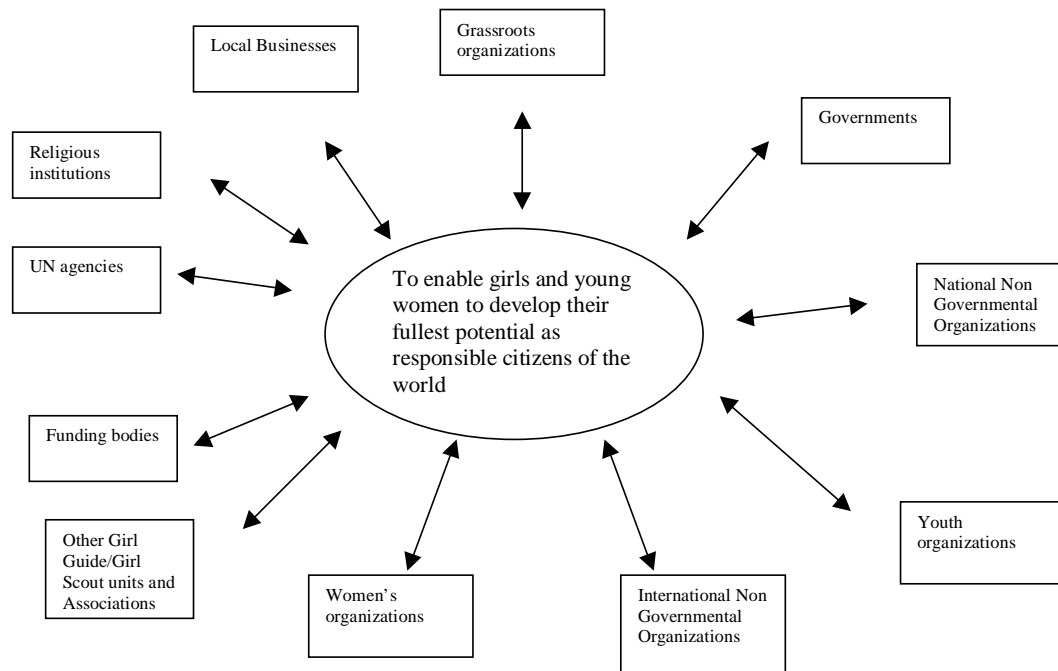
- ◆ NGO meetings.
- ◆ Government meetings.
- ◆ Community work – day to day meetings.
- ◆ Local events.



- ◆ Community events
- ◆ Email links
- ◆ Circulars
- ◆ Friends
- ◆ Religious meetings
- ◆ Other Girl Guide/Girl Scout National Organizations

Most situations have the potential for networking. How often have you talked to someone and discovered that they can provide you with contacts, advice, assistance in even the smallest way?

Who can you network with?



NB Remember that networking is a two-way process. Always bear in mind what the other organizations and individuals with which you network gain from their contact with you. Effective cooperation can only be established if you understand your potential partners' interests and priorities.



Implementation of networking process

Different types of networking require different tactics. Here are some guidelines for some types of networking which can also be applied elsewhere.

Remember that the tactics outlined below are all for the purpose of taking action through the networks. The aims of networking give some examples of how networking leads to action.

To join an established network:

Aim

- ◆ To become a key player in an established network

Objectives

- ◆ To further your Organization's influence among other related organizations
- ◆ To meet potential partners for funding and/or project work
- ◆ To gain greater strength and solidarity through a union of mutually interested organizations
- ◆ To disseminate and receive relevant information

Tactics

1. Ensure that your Organization's aims and objectives are relevant to the network, and that the time that you invest in networking is returned in benefits you gain from it.
2. Contact the 'top' person in the network, and request to be put on the network mailing list.
3. Attend local and national meetings with the network.
4. Offer your Organization's expertise and resources to the network. Eg offer to provide a venue for the next meeting; speakers for events; assistance with setting up the meeting.
5. Offer agenda items at meetings so that your needs and aims are met.
6. Make your voice heard at networking meetings by speaking out on behalf of your Organization and its concerns.
7. Attend relevant meetings/events regularly, and ensure that you feed into the network through bringing your expertise as well as gaining from others

NB *Never offer more assistance than you will be able to fulfil. It is a good idea to ensure that young members attend network meetings so that WAGGGS is suitably represented as an organization for girls and young women*

To form a network of relevant organizations

Aim

- ◆ To establish a network which furthers WAGGGS' aims with appropriate organizations.

Objectives

- ◆ To be the leading player in a newly established network of interested organizations.
- ◆ To ensure that the network will further your aims and objectives as well as those of the other 'members' of the network.
- ◆ To be seen as a key and leading organization in networks.



Tactics

1. Ensure that there is no similar network already in existence, by contacting leading organizations which are already involved in networks.
2. Establish clear aims and objectives for the network, i.e. why are we establishing this network? What do we hope to gain from it? What will other organizations gain from it?
3. Compile a list of all those Non-Governmental Organizations and other organizations which might be interested in joining your network (addresses can usually be found in local libraries or information centres, or through large organizations such as your national UN offices).
4. Find the name of the influential person in each of the above organizations
5. Write a letter to relevant organizations giving some background details about your Organization and about the proposed network and what you hope it will achieve.
6. Ask all interested organizations to attend an introductory meeting, asking them to invite any other organizations that they think might benefit from the network.
7. Structure the introductory meeting so that there is an opportunity for organizations to meet with each other informally, and so that there is a common theme on which everyone can speak.
8. Follow up the first meeting with a letter thanking each organization that attended, and proposing a second meeting/event.

NB *Do not hold meetings too often as they can be very time consuming for both the organisers and the participants. Focus your meetings with a clear agenda distributed before the meeting.*

To network with the corporate sector

Aim

- ◆ Usually the aim is to secure funding or in-kind donations.

Objectives

- ◆ To establish a good working relationship with local/national businesses.
- ◆ To secure endorsement from businesses.
- ◆ To secure financial or 'in kind' aid from businesses.
- ◆ To improve the image of your Organization through association and partnership with local/national businesses.
- ◆ To inform businesses of the activities of your Organization.

Tactics

1. Consider a specific reason for contacting a business, e.g. you wish a representative to speak at an event; to open an event; to endorse a project/statement.
2. Ensure that the ethics of the businesses that you approach are not going to compromise your own Organization's mission and aims (refer to WAGGGS' Investment Policy).
3. Find out as much information about the business as possible – what it is involved in, who has it worked with in the past, how it is viewed in the community.



4. Contact the most senior and relevant person in the business that you wish to target. Write a personal letter to that person, with details about your Organization.
5. Emphasise the 'positioning' of your Organization, i.e. what makes your Organization different from others, thereby giving the business a good reason to invest in it.
6. Include publications from your Organization.
7. Give the business the option of coming to visit the Organization, even if they can't do the specific task that you require of them.
8. Introduce the business to the work you are doing, and the projects and programmes you are undertaking.
9. Build up a relationship with the business before you approach it for funds.

NB ***If the business has an established grant giving section, then you can probably request an application form for grants without having to go through points 1 to 8.***

Always be aware of the risks of approaching businesses for funding.





7. Working in Partnership with Government Ministries and NGOs

Partnership with Government Ministries

Useful Government departments

Some government ministries which might be useful partners:

- ◆ Youth, Sport and Culture.
- ◆ Women and Community Development.
- ◆ Education.
- ◆ International Development (for funding projects abroad/other Member Organizations).
- ◆ Health.
- ◆ Environment.
- ◆ Development.
- ◆ Sports.

Even if a formal partnership is not entered into, it is useful to try to keep them informed of your Organization's aims and activities.

Developing your current relationship is with Government departments

Do you already belong to a government youth scheme? How can you enhance an already existing partnership to make it more effective?

- ◆ Seek support and advice beyond what is obligatory.
- ◆ Keep regular contact by inviting representatives from government departments to special events.
- ◆ Send newsletters and publications.

How can you forge new partnerships with Government departments?

What can you gain from existing or new partnerships with government ministries?

Consider what your Organization can gain from working in partnership with government ministries

- ◆ Recognition as the lead organisation for girls and young women in your country
- ◆ Endorsement of Organization/project/statement.
- ◆ Funding for national projects/international twinning projects (securing funds for other Member Organizations).
- ◆ Guest speakers at public event.
- ◆ Expertise.
- ◆ Publications.
- ◆ Status.
- ◆ 'In kind' support (ie support of a type other than financial).
- ◆ Advice on priority areas which need community development work (particularly for Building World Citizenship themes).

What can you offer partnerships with government departments?

- ◆ Committed group of volunteers who are willing and able to work with girls and young women and who train them in life skills and decision making; and who prepare girls and young women for leadership roles.



- ◆ Advice and expertise on issues related to girls and young women.
- ◆ Publicity in newsletters/publications.
- ◆ Association with the 'Big Six' which produced the document 'Education at the Dawn of the 21st Century' (i.e. Young Women's Christian Association; International Award Association; International Federation of Red Cross and Red Crescent Societies; World Organization of the Scout Movement; Young Men's Christian Association)
- ◆ 'Unique selling points' e.g. access to large numbers of girls and young women.
- ◆ Successful non formal educational programmes.
- ◆ Publications.
- ◆ Ability to disseminate information at local level.
- ◆ Local projects.
- ◆ Contact with the community.
- ◆ An Organisation run by women for women, with a long tradition of working on issues related to girls and young women.
- ◆ Experience in promoting international education and understanding.

How do you approach Government departments?

- ◆ Local libraries and information centres hold details of addresses and heads of government departments
- ◆ Find out the name of the head of the department.
- ◆ Target the head of the department, i.e. the Minister, or the Secretary of State
- ◆ Write an introductory letter giving information about your Organization.
- ◆ Specify why you wish to contact the department and suggest that you visit the department in person and meet the relevant staff.
- ◆ Outline what you can offer the department and your community.
- ◆ Attend relevant government functions and introduce yourself to influential people.
- ◆ Follow up initial letter with another letter/telephone call or visit the department.
- ◆ Utilise visits by World Board/Committee members to approach government ministers.
- ◆ Be clear of what support you wish to have from a particular Government department.

This approach should also be carried out at a regional level with the appropriate authorities.

NB *Girl Guiding/Girl Scouting must be independent of any political organization and any political party.*

Working with other Non-Governmental Organizations and UN Agencies – Partnerships

If you approach a Non Governmental Organization with the possibility of partnership work, follow the networking guidelines.

Remember to use appropriate language.

There are many UN agencies and Non-Governmental agencies which share the same goals and objectives as WAGGGS. Many successful partnerships have been established internationally, regionally and nationally. Some examples of partnerships at the world level are:

United Nations Population Fund
 United Nations Children's Fund
 Food and Agriculture Organization
 United Nations Development Fund for Women
 United Nations Educational, Scientific and Cultural Organization
 United Nations High Commission for Refugees



United Nations High Commission for Human Rights
 Joint United Nations on HIV/AIDS
 United Nations Environment Programme
 United Nations Drug Control Programme
 World Health Organization
 International Federation of Red Cross and Red Crescent Societies
 The International Award Association
 Young Women's Christian Association
 Baha'i International Community
 Soroptimist International
 Save the Children
 The Population Council
 Business and Professional Women
 Commonwealth Youth Programme
 World Organization of Scout Movement
 Young Men's Christian Association

If a Non Governmental Organization approaches your Organization with the possibility of partnership work:

- ◆ Find out as much as you can about the organization.
- ◆ Hold an initial meeting to find out what can be gained from the partnership.
- ◆ Do not commit your Organization to more time and commitment to the partnership than you can reasonably give.
- ◆ Do not make any financial commitments before you have fully established the partnership and what is to be achieved from it.
- ◆ Only give financial assistance if you can afford it, and if the project/partnership is consistent with your aims and objectives, and with your mission.
- ◆ Ensure that you are not the only player in the partnership, and that you are gaining as much as you are giving to the partnership.

National Youth Councils

It is likely that your National Organization may be a member of a National Youth Council and similar structures. This gives you opportunities to increase your National Organization's visibility, opportunities for networking, access to training, influence on policy issues, international contacts.

Building Successful Financial Partnerships

When approaching a potential funder, emphasise the benefits of partnership work. A potential funder will only assist your Organization financially if it is in their interests to do so. For example, funding a National Organization may help them to implement some of their own aims and objectives or it may enhance their status. Funding must fit in with the Organization's overall mission and aims. Before approaching a potential funder, apply the guidelines on networking with the corporate sector. Keep your requests local and tangible. Request funds for a finite project/activity/event which is measurable and achievable. Always evaluate financial partnerships and take an interest in the activities and progress of the funder.

Follow up work with partners

- ◆ Review and evaluate your partnerships and what they are achieving on a regular basis.
- ◆ Do not commit yourselves to too many partnerships.
- ◆ Meet with your partners regularly but not too frequently.

