



SCOUTS[®]

Creating a Better World



***Guideline on Code of Ethics
In Partnerships***

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Guideline on Code of Ethics In Partnerships

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INTRODUCTION

1.0 INTRODUCTION

1.1 Priority Statement

This strategic priority encourages financial self-reliance in National Scouts Organizations (NSOs). By 2015, 60% of NSOs have:

- Improved their financial management capability
- Strengthened their fundraising capabilities including partnerships

1.1.1 Objective

- To support NSOs in capacity building through partnership and fundraising.

1.1.2 Action Steps

- Provide NSOs with a guideline including code of ethics in fundraising and partnerships.

1.2 Background

1.2.1 APR Workshop on Partnership & Fundraising 2011

On 15th October 2011, The Asia-Pacific Regional Workshop on Partnership and Fundraising was conducted at the Seoul Olympic Parktel, Korea. The workshop looked

into the crucial role that partnership and fundraising play in the development of a Scout Association.

In his opening remarks, Regional Director Abdullah Rasheed shared that it has been a long time since the region has started focusing on fundraising and partnership through workshops and publications. The first workshop was “International Seminar on Financial Resources” held in 2003 in Indonesia, followed by “APR Workshop on Developing Partnerships through PR” in 2006, Indonesia. In June 2010, the region released the Fundraising Guideline to NSOs.

Among the areas being discussed are the Marrakech Charter, planning and evaluating partnerships, principles and strategy of fundraising, methods of fundraising and present trend, planning and developing fundraising and writing project proposals.

One of the recommendations from the Asia-Pacific Regional Workshop on Partnership and Fundraising (15 Oct 2011 Seoul, Korea) was that the APR should supply the guideline to NSOs on Code of Ethics in Partnership.

1.2.2 References

- Fundraising Guidelines to NSOs (June 2010)
- The Marrakech Charter (Bangalore Revised Edition)
- Recommendations of Group Work at the APR Workshop on Partnership & Fund Raising (Oct 2011) – Annex A

PARTNERSHIP

2.0 PARTNERSHIP

This paper serves to provide a guideline to NSOs on the Code of Ethics in establishing Partnerships with particular reference to fundraising or raising sustainable financial resources.

2.1 Definition of Partnership

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

Partnerships forged by NSOs may refer to those with the Private Sector or Public Sectors.

Partnership with Private Sector:

- Non-Profit (NGOs, Foundations, Philanthropic Organizations or Private Individuals etc.)
- Profit (Companies, Corporations)

Partnership with Public Sector:

- Government, Intergovernmental Organizations (UN, Regional Organizations, Co-operations etc.)

- National public bodies

In this paper, the terms 'Partner' or 'Partnership' will refer to those described as above.

2.2 Purpose of Partnerships

NSOs form partnerships for a myriad of reasons, including and not limited to those stated below:

- Building of financial capacity (e.g. fund raising)
- Enhancing the brand value through co-branding or leveraging on a stronger brand
- Perpetuating mutual views and vision with partner organizations (e.g. environmental Issues)
- Developing an educational process to align to the Mission of Scouting (e.g. messenger of peace)
- Partnership for a specific purpose or an ongoing concern (e.g. rebuilding works after a natural disaster)
- Extension of reach & scale (e.g. membership growth)
- Sharing of resources, skills, capabilities & expertise
- Increasing efficiency & productivity (e.g. human resources)

2.3 The Value of Partnership

The primary value of partnership, in some cases strategic, is to be able to access resources currently absent or scarce, improving efficiency or effectiveness of the status quo or simply to raise the odds for success.

NSOs cannot do everything themselves or attempt to be self-encompassing. Otherwise, the focus of Scouting, its mission, vision and values may be inadvertently compromised or neglected.

2.4 Outcome of Partnerships

In achieving its purpose, NSOs should be guided by a fundamental code of ethics in forging and sustaining a fruitful relationship.

NSOs will need to understand the objective, purpose, values, nature and obligations of participating parties, measurement of success, exit strategies, extension of partnerships and termination etc.

Not all partnerships will garner success or will be desirable. Abiding by the Scouting values on one hand does not preclude us from forging partnerships with undesirable partners, at least not known at the on start.

There is a moral obligation for NSOs to carefully study each partnership opportunity against moral & ethical criticism, sensitivities, venturing into long term consequences, embarrassments and conflicts which would have negative bearings to Scouting.

On the other end, expect the same from prospective partners about your NSO. Mutual respect and trust are keys to a good partnership.

CODE OF ETHICS

3.0 CODE OF ETHICS

3.1 Mission

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

NSOs should endeavor to work only with partners who believe in the mission of Scouting, the values that perpetuate scouting as an educational movement for the youth and in making a real contribution to create a better world.

The mission and values of Scouting must be discussed at the forefront of any impending partnerships or alliances. It should take center stage for all intents and purposes of the partnership. Any evidence of contradictions should be addressed at the beginning, declined where appropriate and terminated if necessary.

3.2 Due Diligence & Corroboration

A partnership should not be forged solely based on benefits and apparent beliefs in Scouting. A careful process of evaluating a prospective partner is of paramount importance.

Publicly known and generally available information may not always be the best and only form of due diligence policy. You should obtain references, opinions and personal knowledge of the partner(s) concerned from credible individuals or sources.

Understand:

- The partner's motivation and purpose in entering into the partnership;

- Their mission, beliefs, culture, values, what they do and what they stand for
- Financial situation, current & past legal obligations and reputation in the industry or fraternity
- Past projects, collaborations, alliances, partnerships forged, strategic or one-offs and their outcomes

These could be achieved through meetings with relevant key persons in the respective organization.

Corroboration through independent sources will also lend credibility and validation.

Be prepared for a reciprocal due diligence process by the prospective partner.

All such processes should be done cordially, professionally or confidentially with mutual respect, without jeopardizing or even insulting a good prospective partner.

3.3 Image

Branding, corporate image and identity of every partner must be protected against from harm and damage.

The image of an organization is built on consistencies in messaging, developed over the entire history of its being, reflection of the values and culture, positive beliefs and experiences. While some may stand the test of time, should not be taken with complacencies. It needs to be safe guarded against jeopardizing or eroding of the image.

Perceptions and goodwill can be ruined rapidly by negative publicity, controversies and through negative associations Something built over a century can easily be shaken in a blink of an event. Impressions and trust can wane when values and beliefs are compromised and marginalized.

This is likened to an NSO, promoting education of young people and co-brands with a company promoting gambling or a health hazard.

While the above may present a clear example, it may not be so clear when Scouting is co-branded with a fast food chain adored and closely identified with youths.

Discretion, common sense and questioning plays a pivotal role in this respect.

3.4 Voluntary

The formation of a partnership should be voluntary and without threat or obligations.

While conditions may be applied or imposed, this should be done with mutual agreement and should not compromise the fundamental values of the movement.

It should never be a case of 'beggars can't be choosers'.

3.5 Collaboration

All partnerships must act in collaboration instead of being single sided. We often conform to a bias view from our perspective, point of need and desired outcome. A successful and sustainable partnership requires collaboration, mutual contribution and agreement. The core ethical values of partner organizations must be mutually respected.

There will be a certain expectation in equity of effort, although this is not likely to be measurable and subjective in nature.

A joint effort is required in determining the needs, goals of the partnership, end point, key success indicators, benefit, approach, resources, evaluation and factors affecting continuation.

Mutual respect and trust are critical factors of success. Views need to be sought and sealed before moving forward. As with any respectable relationship, openness, full disclosure and feedback should be garnered without any hidden agendas.

The message and decisions have to be clearly and consistently communicated, reviewed and agreed upon. At some point, this becomes the basis for making an informed decision for continuation or seizure.

3.6 Mutual Benefit

The outcome should be mutually beneficial, although in reality, one party may stand to benefit more than the other.

Ensure that all objectives and expected outcomes are articulated accurately and understood. The goals and intentions should be mutually crafted.

The partnership should contribute positively in the development, strength and growth of the partner organizations. Partners should have an opportunity to achieve their corporate and social objectives.

3.7 Fundamental Principles

Section II of the Marrakech Charter (Bangalore Revised Edition) suggests the Fundamental Principles of which a partnership is built upon; highlighting the principles of equality, autonomy, reciprocity and fraternity.

Though the context may refer principally to the NSO to NSO partnerships, it should be a fundamental principle applicable to most, if not all forms of partnership.

3.8 Sustainability

Start with the end in mind. Not all partnerships are for the long haul.

Long term strategic partnerships are derived from a different perspective, involving time, commitment, shared long term vision and strategic goals.

A successful one-off project with stand-alone merits can also translate into new and meaningful opportunities for further collaborations. Some may even proliferate into longer term partnerships.

Sustainability of a partnership stamps from shared visions and beliefs, working relationships, successful outcomes etc.

Periodic review is therefore critical in evaluating and determining the renewability of a partnership. All partners must agree to have this process as a means of determining the longevity and sustainability of the partnership.

3.9 Exit Strategy

Commitment and goals change, even values and beliefs can change. Similar projects need not be limited to one partner only. Be open about the choice of partners. Be very open to changes and misalignments after a partnership has commenced.

Exit strategy is not always negative. Termination upon achieving the mutual goals is a good way of exiting a partnership 'on a high note', before review takes place and viability of continuation is being studied.

A mutually agreed 'exit strategy' should be put in place to allow any party to 'opt out' amicably during the course of a partnership. Of course this may give rise to severe consequences, penalties, potential financial losses, unnecessary publicity, controversies and should be done conditionally and only when conditions are met; to avoid a case of 'hit and run' or 'pulling the plug' unethically.



CONFLICT OF INTEREST

4.0 CONFLICT OF INTEREST

4.1 Definition

A 'Conflict of Interest' arises when a key person in the NSO has a substantial, whether direct or indirect, interest in the intended partnering organization.

4.2 Consequence

Such situations could place personal interest, directly or indirectly, above the interest of the intended partnership.

The circumstances of the conflict may not be easily identifiable and can be ambiguous.

However, this is usually related to financial, performance, personal motives, gains, fairness and favours.

4.3 Declaration of Interest

Key persons or those with substantial responsibilities with either partner should voluntarily declare their interests that could potentially lead to a conflict of interest, personal gain or even the mere appearance of impropriety.

Whenever in doubt, these declarations should be tabled with all partners concerned in openness and transparency for approval.

4.4 Personal Contacts & References

On the other hand, many successful partnerships arose from personal contacts and references. These may often be quickly construed as a conflict of interest and lead many fighting shy of offering contacts and connections for the fear of being implicated.

Therefore, there should be guidelines and governance to safeguard the integrity of individuals and institutions involved in the partnerships.

CORPORATE GOVERNANCE

5.0 CORPORATE GOVERNANCE

5.1 Objective

NSOs should have a mechanism for monitoring actions and progress of partnerships to ensure that

- the intended objectives are met, ethically
- the Interests & values of all stakeholders are aligned
- the integrity of all partners and individuals concerned are upheld and safeguarded
- all parties observe financial prudence & accountability

5.2 Compliance

NSOs are also recommended to have in place the following for adherence and compliance.

- Code of Ethics, which a guidance has been provided in this paper
- Declaration of Interests process
- Financial Practice & Procedures
- Code of Conduct,

- Local regulatory, legal and licensing requirements, especially those governing non-profit and charitable organizations

CORPORATE GOVERNANCE

6.0 GLOBAL SUPPORT NETWORK

The Asia Pacific Region Specialists Panel formed in 2010 and the Global Support Consultant Network implemented in 2012, aims to provide a platform for NSOs to request for support within the identified areas of expertise. This is one great way for partnerships within the Scouting fraternity.

NSOs can readily acquire expert resources without having to engage in a costly process, minimizing wastage of administrative time, achieving efficiency and attaining effective solutions that are readily applicable to Scouting in their local context.

All NSOs can offer experts and share resources with their existing partners or find new partnerships through the Scouting family.

RECOMMENDATIONS

7.0 RECOMMENDATIONS

- NSOs are recommended to have in place a process for appointing and recognizing authorized representatives in the NSOs responsible for partnerships and fundraising activities.
- It is also recommended that NSOs consider adapting this guideline, as appropriate, in their financial management procedures.



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