



Company Limited by Guarantee

IGG CLG Partnership Policy

Effective from: November 2024
Designated person responsible: CEO/IGG Board
Overall responsibility: IGG Board
Review date November 2027

Purpose of Policy

This policy exists to give practical and essential information to Irish Girl Guides as an organisation, in building partnerships with current and new audiences, which is an important part of Irish Girl Guides work and a key part of IGG strategy for 2023 – 2028.

Partnership work is one of the key objectives in the 2023-2028 strategic plan whose core mission is to provide a pathway to achieve:

A future which is sustainable, diverse and equal, where girls and young women are empowered to advocate and lead the way.



Key Organisation Goals

To develop partnerships and investigate funding opportunities with external stakeholders that support the working of the organisation

To provide opportunities for IGG members to represent the organisation at external fora

To collaborate with other organisations that support the mission and vision of IGG to the benefit of our members.

-Ops plan 2024

IGG Mission Statement

To enable girls and young women to develop to their fullest potential as responsible citizens of the world.

Partnership history in IGG (Appendix 1)

Historically, in terms of partnership, different ways have already been tried and tested, with lessons learned and embedded in IGG culture and traditions. In recent years, IGG has entered a number of partnerships with other organisations and donors. Each one has a set agreement in terms of activity, funding, responsibilities, and marketing/PR.

Building long-term relationships with partners is now a key focus for the organisation, as part of delivering IGG's strategy 2023-2028. Finding a way to align corporate social responsibility (CSR) business strategy, with our own youth and volunteer strategy, is a key challenge and is the core of the 2024 Fundraising Strategy. Equally working with statutory organisations in delivering the following strategies—core youthwork, youth participation, volunteer and women in leadership, diversity and equality, charity, company and governance compliance plus environmental, community, and social change—is another key challenge for the organisation.

In ensuring that this process is Irish Girl Guide centred, partnership development and implementation of partnerships should be based on the core values of IGG's strategy:

- Girl Led Programme
- Volunteerism
- Community focused
- Self-development
- Intergenerational Learning

➤ Inclusion.

Alongside the core values in the WAGGGS Strategy Compass 2032

(<https://www.waggggs.org/en/resources/compass-2032>) which offers a world vision for Girl Guiding and Girl Scouting as:

“We create opportunities for girls and young women to learn by doing, have fun and practise leadership, so they can reach their full potential and make their world a better place. Through Girl Guiding and Girl Scouting girls and young women learn to believe in their power to help themselves and others. This resilience and agency enable them to thrive in a changing world, not as future leaders but as leaders today”

Policy Statement

To ensure a consistent approach to partnership development IGG have developed a framework which will be used to develop new partnerships, including provide for monitoring and evaluation, as well as exiting existing partnerships.

At the centre of this policy is what is best for our youth members, volunteers, and other stakeholders.

Irish Girl Guides welcomes companies, organisations or groups to express an interest in becoming a partner with IGG.

The key rationale for partnership should be led by the question of what does the partnership offer in the interest of advancing IGG’s mission, vision, and strategy?

It is understood that any partnership should be mutually beneficial to both sides.

Irish Girl Guides as a not-for-profit charitable organisation is established in a way that resources are needed to enable the organisation to fulfil its mission and objectives and at times this means that IGG specifically works to connect in these resources from a variety of sources.

Policy Aim

The aim of this policy is to set out a structure and framework for developing and working with partners.

This will be achieved by using the partnership toolkit for guidance on moving forward (Appendix 3) which includes:

- Clarifying the role of partnership working within Irish Girl Guides and how it fits with our existing ethos, values, and fundamental principles.
- Providing a resource for volunteers and staff that allows a comprehensive and focused attitude in deciding on, planning for, and reviewing/ending partnership agreements.
- Outlining the roles and responsibilities of all stakeholders involved in making this policy applicable.

Scope of the Policy

IGG should only develop partnerships appropriate to advancing the aims of the organisation.

This policy applies to all volunteers and staff of Irish Girl Guides. This includes all volunteers on the Board in standing and sub-committees, Commissioners, and Unit Leaders.

Volunteers and staff are encouraged to see this policy as an opportunity to take ownership of the kind of partnerships IGG enters, especially at a strategic level. This policy should be considered alongside the IGG Strategic Plan 2023-2028, Fundraising Strategy (2024-2028), PR and Advocacy Strategy (2024-2027) and IGG Stakeholder Engagement Guidelines (2024).

This policy recognises that partnership activity exists at different geographical levels and relationships with partners may be developed at various levels: local (Unit, District and Area), Regional, National, or global.

This policy recognises that the understanding of partnerships on a National or Regional level might have a larger potential for multiplication of results and influence, while partnerships on a local level may focus more on the strengthening of the Unit's participation.

IGG should develop partnerships appropriate to advancing the aims of the organisation.

Knowledge of existing partnership agreements is essential to ensure there is not a breach of existing commitments that Irish Girl Guides has entered into.

Depending on the complexity of the partnership and its possible strategic value for Irish Girl Guides, a designated working group, involving members from IGG, may be established to give strategic guidance to a partnership. At present, initial calls for partnership (and the guidance on current partnerships) is processed through an IGG Steering Committee which is comprised of: the Chief Commissioner, Programme and Training (P&T) Committee Chair, the CEO, and the Operations Manager.

Defining Partnerships (Appendix 2 for further supporting information)

For the purpose of this policy, Irish Girl Guides defines partnership as mutually beneficial alliances of diverse types between organisations where roles, responsibilities, and accountabilities are clearly defined.

It is a joint and collaborative relationship, formed between two or more companies, organisations, or groups, that have an agreement in place such as a contract, Service Level Agreement (SLA), Letter of Agreement (LOA), Non-Disclosure Agreement (NDA) or Memorandum of Understanding (MOU), which states that they agree to work together and defines the terms of this relationship.

This relationship should be based on trust, equality, and mutual understanding, and focuses on the pursuit of common goals that cannot be accomplished by the partners on their own.

For the purpose of this policy, partnerships that come with or are organised within legal frameworks are subject to contract laws.

Benefits of Partnership Working to IGG

The benefits to IGG of partnership working is:

- They add value to Guiding through bringing additional funding, opportunities for raising awareness (consciousness raising), or having specific knowledge and expertise that IGG need to complete their own strategy.
- They support the provision of specialist skills, experiences and knowledge that will benefit girls and young women, in line with our programme themes.
- They actively improve the gender balance in the workforce by helping to ensure girls and young women can pursue any career they choose.
- They extend Guiding's reach, relevance, and attractiveness to girls, young women, parents and prospective volunteers so guiding can provide great opportunities to more girls.
- They assist in amplifying the voices and views of girls and young women on issues that matter to them.
- They provide tangible rewards and benefits that are of value to girls or adult members which help to celebrate and thank them for their contributions and achievements in Guiding.
- They create prospects that benefit Guiding directly, including targeting partnerships with

companies that use corporate social responsibility frameworks.

- There is learning from the dialogue with partners on their experience, knowledge, and ideas concerning political context, organisation, political influence, gender, and development issues among others which serves as an important source for organisational development and improvement of IGG's continued success.

When relevant, IGG will seek input from partners to its advocacy work and may forward partners' viewpoints in Ireland as well as internationally. In a partnership, joint advocacy may be agreed when policies coincide or IGG may also facilitate partners own advocacy initiatives.

IGG Benefit in Kind Offered to IGG Partnerships

It is important that in partnership negotiations that IGG knows and understands its own value and use benefit in kind to know its operational importance. This is asked for in many funding applications.

This includes the opportunity to:

- Work with an organisation with a clear mission and vision, clear policies, and an ethos of respect and teamworking.
- Share information and facilitation of access to networks where IGG is involved or have specific contacts or communication ability.

Benefit in kind for IGG should be thought of as what we can offer. Examples of this include:

- IGG has facilitated volunteers or interested members of the public, who can avail of funding through their employers for hours volunteered which has included a number of multinational and global companies.
- Partners can avail of opportunities to experience our programme. For example, being a guest speaker at events and delivering one of their programme's trainings or workshops to Leaders or the youth members directly.
- Partners can share, connect with, and connect IGG with them through public relations opportunities within IGG.
- Partners can be included and share their message in our Leader and Senior Branch magazines, IGG biweekly newsletter, and shared on our social media platforms.
- Partnership working with IGG means commitment to contribute to the United Nations Sustainable Development Goals, youthwork and safeguarding practices, and more importantly IGG is committed to the girls and young women by delivering community based, informal education, in an informal educational social, fun, and consciousness-raising setting.
- IGG is committed to providing a context where young people form positive, meaningful, and lifelong relationships, which remain connected even through changing lives.
- IGG is committed to providing consistent life pathway opportunities to the Girl and its core activity is to support IGG youth members to speak out on topics of importance to them.
- To encourage youth members to gain leadership qualifications (and experience active opportunity to be a Leader at many levels).

The capacity to partner with organisations and business that provide youth participation opportunities both volunteering and funded should be considered and developed as an operational objective.

Key criteria for working with a partner organisation

Before entering into a formal arrangement, or even moving beyond informal discussions, any such potential partnership would require explicit approval from the Irish Girl Guides Board or delegated standing committee.

IGG will respect the partner organisations' agendas and their varying contexts, avoiding duplicating and standardised approaches.

To form a partnership with Irish Girl Guides, the partner should be prepared and able to commit to supporting Irish Girl Guides to advance its mission, vision, and strategy.

There should be a basic understanding within the partnership that IGG reports on its activities in a variety of contexts, including social media, IGG publications, and annual reporting.

The partnership should be based on shared values. IGG should also have in mind what values the connection is based on when establishing partnerships. It can be easier to co-operate and work together with someone who shares the same values. IGG should not enter into a partnership with those who have opposite values and not keeping with values of Guiding.

With matching values of integrity and transparency, IGG must advocate and present itself as an authentic partner in leading and supporting girls and young women through Guiding and what that means for Irish society. IGG's reputation and brand is the key to this, as well as its capacity to operationalise the programme or activity that the partnership brings to IGG.

If the partnership includes direct sources of funding, IGG should not compromise or undermine its autonomy, reputation, or financial controls that are in place.

Commercial or corporate partnerships should be willing to declare their sources of funding should Irish Girl Guides request this. A corporate charity partnership should be thought of as a collaboration between a business or a corporate entity and a charity who share an enthusiasm and commitment to sustainable social change.

When evaluating a potential partner whose source of funding is an organisation or a business from which IGG would not typically accept funding, then it is advisable that the designated team should consult IGG's Commercial Sponsorship Policy (2024) for further guidance.

All negotiations of partnerships need to understand that risk controls on Corporate and Social Responsibility (CSR) partnerships are reduced if both organisations are behaving from a place of common principle of authenticity (<https://organizingengagement.org/principles/authenticity/>). In Guiding, acting from a place of Promise and Law would be consistent to principles of authenticity.

There should be a clear and documented understanding of what the CSR partners expect from the CSR transaction and a partnership framework should be built by both sides. For the purpose of this policy, there is an additional question to answer in relation to what structure does the company use to give back to the community, participate in philanthropic causes, and provide positive social value (<https://nonprofitmegaphone.com/what-is-corporate-social-responsibility-and-how-can-nonprofits-utilize-it/>).

Partnerships and Relationship Building

IGG has traditionally seen partnership as a relationship that goes beyond mere funding and the way this relationship works should be constantly reviewed and subject to evaluation.

When initiating a partnership, a relationship without direct funding or limited support to small-scale initiatives can facilitate the building of mutual trust.

Partnerships may continue through networking and advocacy, as well as through the sharing of experience and skills between organisations, even after termination of financial support. Defining and continuously reassessing the time frame for financial cooperation between IGG and the partner organisation may help to maintain focus on sustainability aspects. These challenges should be discussed with partner organisations at the beginning, during, and at the end of the project cooperation. There should be an acknowledgment that circumstances and conditions may undergo

changes during the originally defined timeframe.

Assigning a designated contact is an important aspect of the process. Communicating any change in these designated contacts is vital.

Partnership Types

IGG prefers to collaborate with organisations supporting our mission, vision, and strategy. IGG aspires to have a supportive attitude and approach towards its partners and aims at strengthening specific partnerships.

The partnership may be presented in many forms and to support a variety of aspects of the working of the organisation. They may be long term or short-term partnerships, or they may be membership-based partnerships.

Corporate partners

There are many ways that a corporate partner can work with IGG.

- Unit level – recognising volunteer activity.
- Sponsorship – see the Commercial Sponsorship Policy 2024
- Capital project support including from Trusts and grants.
- Specific project support including from Trusts and grants.
- Facilitate networking which contributes to both advocacy and capability building through the establishment of contacts and the exchange of information, as well as toward providing opportunities for building and strengthening partnerships.

Strategic partners (e.g. Gaisce)

- Leader training and development
- Journey Programme development and support
- Strategic plan support, e.g., advocacy issues or a specific area of the Journey programme, e.g., Global Citizen Education.

Short-term partnerships

IGG may engage in short-term campaigns with the aim of producing or communicating information, to engage in lobbying (e.g., for ratifying or amending a law) or to bring about specific changes. For example, the current partnership working with NYCI, in bringing a shared support to their campaign for more investment on young people in Budget 2025 which IGG support with PR and active engagement with politicians through NYCI's pathway.

In such cases, the focus is not organisational development but rather public awareness and the bringing about of specific changes that will benefit Irish Girl Guides directly or indirectly. It would not be unusual for IGG to enter into short-term partnership working for very specific programme or organisational outcomes. IGG will give priority to advocacy in its partnership-based cooperation.

Long-term partnerships

Long-term partnerships involve social organisations and other partners; in such cases, organisational development usually constitutes a central component of the partnership. For example, IGG's partnership with Leave No Trace underpins our ideology in relation to our members' experiences and learning via camping and other outdoor activities. These are often referred to as embedded partnerships.

Organisational Partnership/Membership-based agreements

IGG often starts as a member in membership-based agreements with a potential partner organisation, who have a role to play in social and political processes. Examples include IGG's relationships with National Youth Council of Ireland (NYCI), Children's Rights Alliance, National

Women's Council, and the Irish Development Education Association, whose shared passion is the strengthening and championing of Development Education, especially in non-formal education settings.

Partnership Development Procedures (Appendix 3 – Partnership Framework Toolkit)

IGG promotes partnerships based on an active dialogue, mutual trust, and accountability, openness, commitment, and respect for each other's autonomy, integrity, and identity.

We recognise that partnerships are context-specific and must adapt to local conditions with respect to values, economic, social, cultural, and political conditions.

All requests for a potential partnership should be submitted by email and forwarded to the CEO to prepare the first steps of this process. An online form will be accessible on the IGG website to initiate this process.

The partner organisation and Irish Girl Guides will be required to commit to the following:

- To identify a representative to serve as the key contact points from each organisation
- To develop and implement a plan of joint activity.
- To facilitate opportunities for members of each organization to be involved in the partner's activities.
- To contribute to promotion and advocacy of each organisation by linking to the other's websites, social media.
- To provide financial support for the attendance at meetings related to the partnership.
- Organisational assessment is central for IGG to get to know and understand a partner organisation.

This is carried out in two situations. Firstly, when selecting a partner organisation or a partnership relation is established and secondly during an on-going partner relationship.

Scoping Phase: Scoping and partnership strategy development

Type A: IGG Identifies the need

IGG identifies where supports would be beneficial to the organisation. The following is considered during these discussions that take place at the Board or steering group level or during operational planning on an annual basis.

- What added value, skills, or resources is IGG looking for (resources that we do not already have ourselves) in order to successfully implement an activity, project, or programme?
- With whom could IGG partner with to bring the added value, skills, or resources needed?
- If there are multiple partners that could bring this added value, advantages, and disadvantages of partnering with each should be listed to help decide which partnership to pursue.
- Does partnering with IGG give strategic capacity to relate to and make partnerships with other wider groups or organisations.
- Does the Partnership give IGG the capacity to maintain relevance and influence in changing contexts including pathway to sector or other change especially the youth and community

sector including volunteer or development education sector. Other department funding opportunities should also be considered as Irish Girl Guides foster a child to older adult spectrum of membership.

Outcomes of these discussions are presented to and approved by the Board.

Type B: IGG is approached with regards to a partnership.

- The process should begin by inviting informal conversation with a designated volunteer and staff member to assess the likelihood of the two organisations' potential for working together. This is processed at a Steering Committee meeting as described above.
- The designated volunteer and staff member are identified by the Steering Committee.

Phase 1: Research

A research period on the partnership should be undertaken.

The Partnership Tool kit (Appendix 3) is used by the designated volunteer and staff member to plan, review joint needs, and analyse benefits and costs for the partnership and approve or refuse the further development of the partnership, with an explanation for the decision taken.

This information is shared with the Board for a decision. If the Board approves further development of the potential partnership, then Phase 2 commences.

Phase 2: Workplan

This phase includes the development of a workplan with clear roles and responsibilities identified plus the completion of a risk assessment. There should be the assessment of capacity and balance of the team or Committee and the staff, as well as all stakeholders involved in the management and implementation of the partnership.

Further approval is delegated to the steering committee for further approval and subsequently delegated to the relevant committee to operationalise.

Each scoping exercise looks at the benefit to IGG and to the partner and assesses the risks for IGG. Due diligence checks are also completed as part of the selection process.

Following approval of the Partnership implementation guidelines:

- A new email address may be activated along with a storage area on Microsoft Teams for the lead volunteer.
- Clearly identified targets will be required for reporting purposes and a file developed with clearly identified outcomes and evaluation process outlined clearly in the programme design.
- A team will be identified to support this project which will comprise staff and volunteers. This group is clearly identified in the project objectives.
- A special project Terms of Reference will be required after the completion of the pilot phase if this is an ongoing partnership project.
- The partnership project will adhere to identified IGG reporting structure, which will be identified at the initial planning and implementation stage.
- Following the pilot phase of the project, outcomes and activities are to be included in the annual operational plan for the organisation.

Phase 3: Evaluation of the partnership

- All MOUs and agreements should be monitored and reviewed by the CEO.
- The volunteer/staff leadership team will evaluate, in discussion with the partner, after the first year and then at a minimum of every three years to determine if the partnership remains valuable to both organisations.

- If the partnership is determined to be in jeopardy, the partner will be notified. The partner will have three months (or another period as may have been agreed in a MOU) to discuss and negotiate with IGG a plan of renewed meaningful activities to revitalize the partnership; otherwise, it will be terminated.

During the evaluation phase the following will be considered:

- Lengthy periods of financial support may create external agenda dependency; on the other hand, it must be assessed in aspects and in relation to the aims and objectives to be achieved.
- The assessment of sustainability should have an approach in which financial, social, and organisational aspects are addressed in an integrated manner.
- The achievement of sustainability should be measured in relation to the stated objectives of the project, and the effect on wider social and political processes and on the role and strength of the partner organisation itself.

Phase 4: Termination of partnership

Irish Girl Guides reserve the right to terminate any partnership for any reason at any time. Some reasons for immediate termination include, but are not limited to:

- Major breach of the criteria for being a partner
- Exploitation or misrepresentation of the quality of the partnership
- Unwillingness to fulfil the responsibilities they agreed to upon acceptance of the partnership
- Serious misconduct by the partner that conflicts with Irish Girl Guides vision, mission and principles and/or brings IGG into disrepute
- The programme or partnership terms of reference dictates rather than supports IGG strategy.

Please note: The decision to terminate a partnership prematurely must be approved by the Board of Directors, based on recommendations from the Steering Committee and relevant staff/volunteers involved in the partnership. These will be evaluated on a case-by-case basis and will be decided by the P&T Committee and the Board.

Appendix 1: IGG Partnership History

IGG's recent (2020-2024) collaborations have included the following:

- NYCI Investment in Youth Work campaign
- The Engineering Badge in partnership with Engineers Ireland
- Trócaire and other *Trefoil News* sponsorship
- SDG 12 Responsible Consumerism Badge in partnership with Trócaire
- Sponsorship for Robotics Badges
- LEGO camps and the *FIRST* LEGO League – with Dublin City University, LearnIT, Science Foundation Ireland, Higher Education Authority, and Janssen
- Bank of America Cybersecurity Badge and *Trefoil News* sponsorship
- Vodafone Foundation Hi Digital programme to teach literacy skills to older people via young people's Journey programme (commitment to community)
- Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media's Sports Capital Grant
- Department of Foreign Affairs – Irish Aid – GACT project
- South Dublin County Council – capital project for NTC
- Community Foundation of Ireland Toy Show Appeal – Supporting Free Being Me programme and capital spend in NTC

Previous partnerships include:

- Aviation Badges in partnership with Aer Lingus
- Surf Smart Badge to 'Connect, Protect & Respect' online in partnership with Symantec – This was a WAGGGS Partnership not IGG specific
- Europe Badge in partnership with European Movement Ireland
- Cookie Badges for developing entrepreneurial business skills with East Coast Bakehouse and Ulster Bank Skills and Opportunity Fund
- STEM Badge for Ladybirds (aged 5-7) and Science Week 2018
- Space Badges with ESERO, Science Foundation Ireland, and Blackrock Observatory
- Robotics Camp with Eirgrid

Embedded partnerships include

- Free Being Me body confidence and self-esteem Badge in association with Dove – Also a WAGGGS Badge
- Department of Children, Equality, Disability, Integration and Youth – annual core funding and capital equipment grants
- Leave No Trace, commonly referred to as LNT, is a practice followed by people who recreate in the outdoors and protect our natural spaces. LNT stems from seven main principles that were put together in order to keep our wild spaces clean, pristine, and generally wild. There is also a commitment to preserve the past.
- Gaisce – is linked directly into the Senior Branch programme.

Appendix 2: Common Legal Practices in Partnerships

A contract

A contract is an agreement between two or more parties that imposes legally binding obligations on the parties.

The courts provide a resolve for breach of the contract.

Written contracts often describe themselves as “this Agreement”.

Contracts can be distinguished from other legal instruments (documents) under which rights and obligations arise, including trust deeds, powers of attorney, conveyances of 'real' property (i.e. land and buildings) and assignments of intellectual property.

Contracts can also be distinguished from documents that are not intended to be legally binding.

Prior to signing a contract, parties sometimes execute a preliminary document that records the main commercial terms of their proposed agreement. These documents have different names, including:

Memorandum of understanding (MOU). A MOU is a nonbinding agreement that states each party's intentions to act, conduct a business transaction, or form a new partnership. This type of agreement may also be referred to as a letter of intent (LOI) or memorandum of agreement (MOA).

Heads of Agreement. A 'Heads of Agreement' is a document that is commonly used in pre-contractual negotiations that provides a framework of the proposed terms of an agreement between the partners or parties. It may be used, for example, for the purchase of a business, for the entering into a lease or other commercial agreement.

Heads of terms. Heads of terms are an agreement in principle between two partners or parties, but which are subject to a formal contract. A heads of terms document sets out the key commercial and

other principles which the parties have discussed during their negotiations and which they intend will form the basis of a future, more detailed contract.

Term sheet. Term sheet (popular in the USA) is a bullet-point document outlining the material terms and conditions of a potential business agreement, establishing the basis for future negotiations between an agent and a customer. It is usually the first documented evidence of a possible procurement. In IGG this would be used in certain contracts like HR or health and safety.

- To avoid any doubt, in legal instruments (documents) under which rights and obligations arise, it is strongly recommended that partnership agreements or documents state explicitly the main terms under proposal and whether or not it is intended to be legally binding or not.
- If the parties state that a term sheet is not legally binding, but they proceed as if a contract had been made (by performing research work and by paying for that work), and in parallel, they continue negotiations over a full agreement, but the parties never reach agreement, there is a risk that the court will decide that the terms sheet governs the partnership in the same way as a contract.
- Performing work under a term sheet, before the full agreement has been signed, is strongly discouraged in the Irish Girl Guides.

Under Irish law, contract negotiations do not, of themselves, impose any obligations to continue negotiating or to enter into any subsequent contract. It is recommended that some sort of binding, preliminary agreement is made before any transactional process begin. For further information please visit <https://www.knowledgetransferireland.com/>.

Participant partnerships without MOUs or contracts

Not all joint collaborative relationships have MOU contracts or term sheets involved.

Often in membership affiliations or participant partnerships (where IGG is a member or participatory organisation) a, **Letter of Agreement** is the formal acknowledgement that both parties consent to the project proposal or project partnership. A Letter of Agreement is a legally binding document, exactly like a contract but tending to be shorter, with less provisions and clauses. These agreements tend to be required from IGG membership collaborations especially for major funding applicants, where IGG is a beneficiary, both funding and resource wise. It is common that these types of agreement often move towards MOUs or full contracts if the project is very transactional, specific, or timebound. Participants could be more exposed to risk when using a Letter of Agreement and provision and clauses should be read carefully.

NDA (Non-Disclosure Agreements) are legally enforceable contracts that create a confidential relationship between a person who has sensitive information and a person who will gain access to that information.

Appendix 3 Partnership Framework Toolkit

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|---|--------|------------------------|
| Phase 1 – Scoping Phase | | Completed by and date: |
| Name of Partnership | | |
| Name the designated team to progress this process | | |
| Scoping the Potential of the Partnership (Internal discussion) | | |
| Has there been stakeholder engagement process prior to initiating this partnership <input type="checkbox"/> Yes / <input type="checkbox"/> No | | |
| Name of potential partner organisation | | |
| What organisational and collective benefits will be gained through the partnership for Irish Girl Guides and the potential partner? | | |
| What does this project do to advance Irish Girl Guides Mission, Vision, and Strategy 2023 to 2028. | | |
| How does the partnership relate to IGG framework- Journey Programme - youth development? | | |
| How does the partnership relate to IGG framework- leadership training and development? | | |
| Select the partnership type. <input type="checkbox"/> Member partnership <input type="checkbox"/> Training of leaders and members partnership <input type="checkbox"/> Journey Programme support and development partnership <input type="checkbox"/> Capital Project <input type="checkbox"/> Advocacy / speaking out <input type="checkbox"/> Other Please specify: | | |
| Is there sufficient capacity within IGG (i.e. ability to do) to deliver on this project? | | |
| List the Organisational Values of the potential partner and compare to the IGG Values. Please list these here from research stage. | | |
| Does the partnership match with IGG capacity to match the others charity obligations in terms of compliance and regulations? | | |
| Does the time involved match the potential resources committed? | | |
| Does the partnership align with the Irish Girl Guides Fundraising strategy <input type="checkbox"/> Yes / <input type="checkbox"/> No Does the partnership align with the Irish Girl Guides PR and Advocacy strategy <input type="checkbox"/> Yes / <input type="checkbox"/> No | | |
| Does the partnership have the capacity to identify other relevant representatives at various levels (national, local)? | | |
| Report on above to Steering Committee and Board for approval to proceed to next phase. | | |
| Recommendation to proceed with Project | Signed | Dated |
| Yes | | |
| No – Reason why not summarised | | |
| Approval at Steering Committee | | |

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| | | | |
| Approval at Board | | | |

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| Phase 2 – Contract and Project development | |
| Setting the governance and management boundaries | |
| Have the values and working principles been decided on that will guide this partnership? | |
| Is there an accepted process for strategic and budgetary decision-making? | |
| What is the partnership group’s approach to its social, political, and financial as well as governance viewpoints? | |
| Is there a safeguarding clause needed? | |
| How will conflicts and conflicts of interest be resolved? Please note: A formal conflict of interest disclosure process will be implemented for all individuals involved in partnership decisions. Any disclosed conflicts will be recorded and managed according to IGG's conflict of interest policy." | |
| How will a reporting structure be put in place that will fit IGG reporting requirements. | |
| Project Plan Development - Outlining key responsibilities and the scope of the work | |
| What activities will be implemented as part of this partnership? | |
| What is the partnership timeline? | |
| What are IGG’s responsibilities in this partnership? | |
| What is their key ask or expectation? | |
| What are the key deliverables? | |
| What are the partner’s responsibilities? | |
| What is envisioned to be the long-term impact? | |
| What are the human resources required to manage this partnership (volunteers, staff)? | |
| What are the financial resources needed to fulfil each side’s obligations? | |
| How will the partnership be presented internally and externally – what is the PR plan? | |
| <ul style="list-style-type: none"> • Measuring success, revising and renewing the partnership Regular Review: There's no mention of a regular review process for ongoing partnerships. I would suggest adding under the "Measuring success, revising and renewing the partnership" section: ". " | |
| How, when and how often will the partnerships and its activities be reviewed? | |
| Please note : All active partnerships will undergo an annual review process, with results reported to the Board of Directors | |
| What is considered to be a success? | |
| As a partnership what are the developed key indicators of success. | |

| Risk Assessment– May include external or partnership discussion | | | | | | |
|---|------------------------------|--|---|---|-----------------------------|---------------------------|
| Hazard <i>A Hazard is a potential source of harm or adverse effect on a person or persons</i> | Is the hazard present Y/N | What is the Risk? <i>risk is the likelihood that a person may be harmed or suffers</i> | Risk Rating Low Medium High | Controls What are the controls that are currently in place to reduce the risk | Outstanding controls | Person responsible |
| | | | | | | |

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|--|--|---|--|--|--|--|--|
| | | <i>adverse health effects if exposed to a hazard.</i> | | | | | |
| What is the level of commitment of each partner towards the proposed partnership. | | | | | | | |
| Is this a key volunteer and staff reliant partnership | | | | | | | |
| What risks might the potential partnership bring to Irish Girl Guides? | | | | | | | |
| What organisational costs or harms might we in IGG incur? | | | | | | | |
| What would be the potential costs or harms for the potential partner? | | | | | | | |
| What might be the potential safeguarding issues arising from partnership activities involving youth members" | | | | | | | |

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| Approval of Contract and Project Plans: Final approval for all partnerships rests with the Board of Directors, based on recommendations from the Steering Committee | |
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| Is the project being present for approval? <input type="checkbox"/> Yes / <input type="checkbox"/> No |
| Is the project being presented and not recommended by the presenting team? If not recommended, please list the reasons. Who will feed back to the partnership organisation on this outcome? |
| Date of presentation to the Steering Committee and outcome: |
| Date of presentation to the Board and outcome: |
| Date Contract signed and by whom: |

| Implementation Phase of Project – Completion by steering committee | |
|---|--|
| Email address, OGM for committee and Microsoft Teams set up: | |
| Has the team been clearly identified? | |
| Are there clearly identified targets will be required for reporting purposes? | |
| Is a special Project Terms of Reference required after the completion of the pilot phase if this is an ongoing partnership project? | |
| Is the reporting structure clearly identified? | |
| Have the project KPIs be included in the operational plan for that year? | |

| Phase 3- Evaluation of the Project | |
|--|--|
| Have internal process re information storage and reporting been complied with? Are reports readily available? | |
| Have the KPIs and targets been achieved? | |
| What is the sustainability of the project within IGG? Financial: Social: Organisational aspects: | |

| Phase 4 - Exiting the Partnership | |
|---|--|
| When is the partnership expected to end? | |
| When does the partnership contract end? | |
| Have the circumstances under which the partnership may end prematurely been agreed? (i.e. limited progress, loss of direction, reduction in resources, new opportunities, change of priorities, other) | |
| What is the communication / phase out process in ending a partnership? | |