



SCOUTS[®]
Creating a Better World



CONSOLIDATED FINANCIAL STATEMENTS AS AT 30 SEPTEMBER 2014

World Scout Bureau



Our 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."



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**CONSOLIDATED FINANCIAL STATEMENTS
AS AT 30 SEPTEMBER 2014**

World Scout Bureau



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Report of the Independent Auditor on the Consolidated Financial Statements to the General Meeting of members of the

World Scout Bureau, Geneva

Report of the Statutory Auditor on the Consolidated Financial Statements

As independent auditor, we have audited the accompanying consolidated financial statements of World Scout Bureau, which comprise the balance sheet, statement of operations, cash flow statement, statement of changes in funds and notes for the year ended 30 September 2014. According to the Swiss GAAP FER/RPC, the Performance report is not subject to the audit of the financial statements.

Steering Committee's and Secretary General's Responsibility

The Steering Committee and the Secretary General are responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Swiss GAAP FER/RPC. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Steering Committee and the Secretary General are further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements for the year ended 30 September 2014 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER/RPC.

KPMG SA



Pierre-Henri Pigeon
*Licensed Audit Expert
Auditor in Charge*



Cédric Rigoli
Licensed Audit Expert

Geneva, 23 June 2015

Enclosures:

- Consolidated financial statements (balance sheet, statement of operations, statement of changes in funds, cash flow statement, and notes)

CONSOLIDATED BALANCE SHEET AS AT 30 SEPTEMBER 2014

	Notes	30/09/2014	30/09/2013
		CHF	CHF
ASSETS			
Current assets			
Cash and short-term deposits	5	3,180,564	3,509,791
Accounts receivable		196,549	128,834
Amounts due from related parties	6	261,153	203,875
Prepayments and accrued income		128,225	299,701
Inventories		41,746	10,966
Total current assets		3,808,237	4,153,167
Restricted non-current assets	7	1,762,770	1,678,144
Non-current assets			
Fixed assets	8	116,044	238,448
Financial Assets	9	3,443,219	2,990,219
Total non-current assets		3,559,263	3,228,667
TOTAL ASSETS		9,130,270	9,059,978

(See the accompanying notes)

CONSOLIDATED BALANCE SHEET AS AT 30 SEPTEMBER 2014

	Notes	30/09/2014	30/09/2013
		CHF	CHF
LIABILITIES AND FUNDS			
Current liabilities			
Registration fees received in advanced		18,439	21,623
Accounts payable		254,210	298,345
Accrued liabilities and deferred income		730,986	873,063
Amounts due to related parties	10	153,485	101,073
Total current liabilities		1,157,120	1,294,104
Restricted Funds			
Restricted income funds (Projects)		435,549	588,990
Restricted endowment funds	7	1,784,683	1,701,351
Real Estate Funds		195,382	185,959
Funds held in trust		159,779	149,270
Total restricted funds		2,575,393	2,625,570
Own Funds	11	5,397,757	5,140,304
TOTAL LIABILITIES AND FUNDS		9,130,270	9,059,978

(See the accompanying notes)

CONSOLIDATED STATEMENT OF OPERATIONS FOR THE YEAR ENDED 30 SEPTEMBER 2014

	Notes	2014/2013	2013/2012
		CHF	CHF
OPERATIONAL INCOME			
Registration fees	13	4,592,947	4,557,156
Regional registration fees		244,175	313,855
Contribution World/Regional Scout Foundation		3,312,271	2,500,000
Restricted revenue (Projects)		4,130,821	2,735,905
Other donations		1,291,401	1,515,377
Utilisation of provisions		0	0
Other operational income		261,726	423,047
Total operational income	14	13,833,341	12,045,340
OPERATIONAL EXPENDITURE			
General Management	15	5,982,311	5,772,775
Education and Development	15	1,195,837	1,167,084
Operations Service	15	2,309,628	2,114,862
Restricted charges (projects)		3,909,191	2,842,402
Expenditure for Field Activities		285,557	192,349
Depreciation	8	84,400	116,522
Total operational expenditure	14	13,766,924	12,205,994
INTERMEDIATE SURPLUS		66,417	-160,654
NET FINANCIAL INCOME			
Financial income		284,891	384,829
Financial costs		-38,684	-35,944
Result on investment		32,158	-
Exchange gain/(loss)		250,359	-108,196
NET FINANCIAL SURPLUS / (DEFICIT)		528,724	240,689
OPERATING SURPLUS		595,141	80,035
CHANGES IN RESTRICTED FUNDS			
Allocation		-4,177,690	-2,748,769
Use		3,924,765	2,886,956
NET SURPLUS OF THE YEAR BEFORE ALLOCATIONS / WITHDRAWALS	14	342,216	218,222
(Allocation to) / Withdrawal from			
- registration fees risk reserve		32,517	129,768
- operational risk reserve		-	0
- future events and other reserves		-185,133	-209,291
- other unrestricted reserves		-189,600	-138,699
SURPLUS OF THE YEAR AFTER ALLOCATIONS / WITHDRAWALS		-	-

(See the accompanying notes)

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 30 SEPTEMBER 2014

	Opening balance 01/10/12	Internally generated income	Allocation (external)	Internal fund transfers	Use (external)	Closing balance 30/09/13
	CHF	CHF	CHF	CHF	CHF	CHF (restated)
Restricted Funds						
Restricted endowment Fund						
- Sonia Maguire Fund	1,142,870	16,695		-51,659	-16,695	1,091,211
- Bea Campbell Fund	639,684	11,316		-31,380	-11,316	608,304
- Universal Fund	23,214		1,455		-22,833	1,836
Earmarked funds (Projects)	731,598		2,735,905	-36,111	-2,842,402	588,990
Real Estate Funds	192,973			-7,014		185,959
Funds held in trust	147,299		4,093	-2,122		149,270
Total restricted funds	2,877,638	28,011	2,741,453	-128,286	-2,893,246	2,625,570
Own funds						
Unrestricted						
- Registration fees risk reserve	197,142			-129,768		67,374
- Operational risk reserve	70,000			0		70,000
- Future events and other reserves	488,037			0		488,037
Other unrestricted reserves	4,166,903			347,990		4,514,893
Surplus (deficit) for the year	-		218,222	-218,222		-
Total own funds	4,922,082	-	218,222	-	-	5,140,304
Restricted Funds						
Restricted endowment Fund						
- Sonia Maguire Fund	1,091,211	15,955		47,090	-15,955	1,138,301
- Bea Campbell Fund	608,304	8,765		25,201	-8,765	633,505
- Universal Fund	1,836		11,160		-119	12,877
Earmarked funds (Projects)	588,990		4,130,821	-375,071	-3,909,191	435,549
Real Estate Funds	185,959			9,423		195,382
Funds held in trust	149,270			10,509		159,779
Total restricted funds	2,625,570	24,720	4,141,981	-282,848	-3,934,030	2,575,393
Own funds						
Unrestricted						
- Registration fees risk reserve	67,374			-32,518		34,856
- Operational risk reserve	70,000			-		70,000
- Future events and other reserves	488,037				-128,394	359,643
Other unrestricted reserves	4,514,893			374,734		4,889,627
Changes in Scope of consolidation					43,631	43,631
Surplus (deficit) for the year	-		342,216	-342,216		-
Total own funds	5,140,304	-	342,216	0	-84,763	5,397,757

The content of Restricted funds and unrestricted reserves are explained in Note 2o and 2p. Changes in Scope of consolidation for total amount of CHF 43,631 due to the deconsolidation of the Arab Scout Organisation: refer to Note 4, page 11. The table Own funds by Regions is disclosed under Note 11.

(See the accompanying notes)

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 30 SEPTEMBER 2013

	Notes	2014/2013	2013/2012
		CHF	CHF
Cash flow from operations			
Result of the year		342,216	218,222
Depreciation		84,400	116,522
Foreign currency conversion		-193,900	21,061
Decrease of Accounts receivable		-67,715	41,037
(Increase) Decrease of Prepayments & accrued income		171,476	-47,795
(Increase) Decrease of Amounts due to related parties		-57,278	-118,447
Decrease of Inventory		-30,780	2,659
(Decrease) Increase Registration fees received in advanced		-3,184	-340,147
(Decrease) Increase Accounts payable, other liabilities		-44,135	-20,713
(Decrease) Increase Accrued Liabilities & deferred income		-142,077	-247,082
Increase Amounts due to related parties		52,412	66,256
(Decrease) Increase Earmarked funds (Project)		-153,441	-142,608
Increase Funds held in trust		10,509	1,971
Total cash flow from operations		-31,497	-449,064
Cash flow from investing activities			
European & IAR Investment Funds		-371,603	-282,273
Disposal of (Investment in) fixed assets, net		90,510	-74,867
Total cash flow from investing activities		-281,093	-357,140
Cash flow from financing activities			
Decrease in short term loan (S. Maguire)		0	0
Decrease in short term loan		0	0
Cash flow from financing activities		0	0
(Decrease) Increase in cash and short-term deposits		-312,590	-806,204
CASH AND SHORT-TERM DEPOSITS			
Currency translation adjustment		-16,637	-9,106
Opening balance as of 1 October		3,509,791	4,325,101
Closing balance as of 30 September		3,180,564	3,509,791
(Decrease) Increase in cash and short-term deposits		-312,590	-806,204

(See the accompanying notes)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS AS AT 30 SEPTEMBER 2014

1. PRESENTATION

The World Scout Bureau (WSB) is the Secretariat of the World Organization of the Scout Movement (WOSM). The Bureau is directed by the Secretary General of the WOSM, who is appointed by the World Scout Committee and is the chief administrative officer of the World Organisation. It has the legal form of an association under Article 60 and following of the Swiss Civil Code. The Bureau's key tasks are to:

- Support the volunteer members of the World Movement's governance bodies to lead and inspire the global Scout membership of 30 million young people;
- Support the capacity building of the NSOs so that they provide effective Scouting in their countries; and
- Promote the development of Scouting in countries where it does not exist.

The Bureau also supports the promotion of Scouting at all levels, assists the Organization of global and regional Scout events such as world and regional jamborees; and maintains relations with international organisations whose activities are concerned with youth matters.

2. ACCOUNTING POLICIES

a. Basis for preparing the financial statements

The accounting principles and presentation of the financial statements of the World Scout Bureau have been prepared in accordance with the requirements of the Swiss Code of Obligations and the Swiss GAAP RPC/FER.

The financial statements have been prepared using historical cost principles and are presented in Swiss francs.

The WSB financial statements were prepared and approved for release by the Secretary General and the management on 23 June 2014 and submitted for approval by the World Scout Committee on the same date.

b. Scope of the financial statements

The offices listed below are controlled by the WSB and their financial statements fully consolidated

in the consolidated financial statements. Control exists when the WSB has the power, directly or indirectly, to govern the financial and operating policies of an entity

Region

1. Central Office
2. World Scout Bureau
3. Africa Region
4. Arab Region
5. Asia-Pacific Region
6. Eurasia Region
7. Europe Region
8. Inter-America Region

Country

- Switzerland
- Malaysia
- Kenya
- Egypt
- Philippines
- Ukraine
- Switzerland, Belgium
- Panama

c. Foreign currency conversion

The accounts of the European Region include the WSB European Regional Office in Switzerland, the Bureau Européen du Scoutisme ASBL in Belgium and the Fund for European Scouting. The purpose of this fund is to help finance the activities of WSB in Europe.

The accounts of the Central Office include the Sonia Maguire Legacy Fund, the Bea Campbell Memorial Fund and the Universal Fund. The general purpose of these funds is to enhance the development of Scouting in less privileged countries.

All Inter-office transactions and balances between offices, and any unrealized gains from such transactions have been eliminated.

Foreign currencies have been converted at rates prevailing as at balance sheet date for the balance sheet and at the average rates for transactions during the year in foreign currencies. Transfers of funds from the Central Office to Regional Offices have been converted into Swiss Francs at the rates prevailing at the date of the operation. Exchange rate differences are recognised in the statement of operations in the period in which they arise.

The financial statements for the regional offices are converted into Swiss Francs as follows: Assets and liabilities are converted into Swiss Francs at closing exchange rates; Statement of operations are converted at the average exchange rates of the year.

The following exchange rates against Swiss Francs have been used to translate consolidated financial statements:

		2013/2014	2012/2013
Closing Exchange Rate	USD/CHF	0.95129	0.90541
Average Exchange Rate	USD/CHF	0.9439	0.9339
Closing Exchange Rate	EUR/CHF	1.20681	1.22459
Average Exchange Rate	EUR/CHF	1.2072	1.2250

d. Cash and short-term deposits

Cash and short-term deposits include cash holdings, postal check, bank accounts holdings at Central Office and Regional Offices, and short term deposits with a maturity of less than three months which are valued at the nominal value. Cash received for projects is considered as restricted.

e. Securities

Securities are valued at actual value as per bank statement.

f. Accounts receivable

Accounts receivable are reported at face value net of value adjustments to cover collection risk.

g. Inventories

Inventories are stated at the lower of cost or net realisable value, after deducting corrections to the necessary value.

h. Restricted non-current assets

Restricted non-current assets include the restricted current assets of the endowment funds maintained by the World Scout bureau (Sonia Maguire Legacy Fund, the Bea Campbell Memorial Fund and the Universal Fund). The main position concerns current accounts with banks valued at the nominal value and bonds valued at fair value.

i. Fixed assets

Fixed assets are capitalised at cost less accumulated depreciation. Depreciation is calculated on a straight-line basis over the expected useful lives of the assets.

Depreciation Period	Term
Buildings	20 to 50 years
Furniture & equipment	7 years
Vehicles	7 years
Computers & Audio Visual Equipment	3 years

The carrying amounts of the WSB's fixed assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any indication exists, the asset's recoverable amount is estimated.

j. Financial assets

Financial assets are valued at actual value for investments and nominal value for deposits (guarantees).

k. Investments

Investments are recognised using the equity method less any provisions for permanent impairment.

l. Loans payable

Loans are reported at nominal value.

m. Provision

A provision is recognised when the organisation has a present obligation (legal or constructive) as a result of past event, when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and when a reliable estimate can be made of the amount of obligation.

n. Accrued liabilities and deferred income

Accrued liabilities correspond to costs incurred by the WSB for which no invoices have been received at year-end. These costs are recorded based on management's best estimate of future cash outflows. Deferred income represent payments receipt in advance for registrations fees.

o. Restricted funds

- a. Restricted funds (Projects) consist of restricted funds granted for specific project activities. These funds either cover current obligations for specific projects or activities still in progress at year end or need to be used for implementing the same project activities in the next year subject to approval by donor.
- b. Restricted endowment fund. The WSB maintains three funds which are held and maintained separately from the WSB accounts because of the funds stipulations. They receive allocations of the Fund's income from which grants to the WSB are paid. The three funds are Sonia Maguire Legacy Fund, the Bea Campbell Memorial Fund and the Universal Fund. The general purpose of these funds is to enhance the development of Scouting worldwide, particularly in less privileged countries.
- c. Real Estate fund consist of a condominium in Manila, Philippines.
- d. Funds held in trust are funds detained by the Central Office on behalf of the Africa Scout Foundation.

p. Own funds

- a. Registration Fees risk reserve: this reserve should be used to assist National Scout Organizations which are facing difficulties with the payment of their annual registration fees.
- b. Operational Risk Reserve covers the risks of exchange rate variations.
- c. Future Events Reserve: this reserve is undertaken in anticipation of events taking place.
- d. Unrestricted Reserve: this reserve corresponds to surplus income from previous years that is not allocated to specific reserves.

q. Related parties

Related parties are:

- World Scout Foundation, Geneva, Switzerland
- Regional Scout Foundations
- National Associations
- SCORE Intl. (World Scout Shop)

r. Registration fees

In application of the decision taken by the World Scout Committee, the World Scout Bureau follows the cash receipts method for the recognition of members' registration fees (current and arrears) and supplementary revenues.

s. Contributions, donations and other income

Contributions and receipts of funds donated for specific purposes follow the cash receipts method.

Other income including revenues are recognised on accrual basis and registered in the period to which they relate.

t. Expenditure recognition

All expenses are accounted for on an accrual basis.

u. Forward contracts

The European Regional Office uses forward currency contract to secure exchange rates used for the budget, as most of their income is received in USD.

These transactions are valued according to the lower of cost or market principle.

3. TAX EXEMPTION

The World Scout Bureau is exempt from tax on local, cantonal and federal income tax and wealth tax, according to Article 9, 1 F) and 3 on the Law on taxation of legal persons (LIPM). The status from exemption was renewed on December 4, 2009 for a period of ten years.

4. CHANGES IN SCOPE OF CONSOLIDATION

During the fiscal year 2013-2014 the Arab Scout Organization entity was removed from the scope of consolidation.

Historically, two entities were locally consolidated in the documents received by the Central Office: the Arab Scout Organization and the WSB Arab Regional Office. The Arab Scout Organization was found not meeting the criteria for consolidation during the fiscal year 2014/2013. Therefore, the Organization entity was removed from the consolidation scope.

Due to the insignificance of the financial positions and the extend of work required to correct the comparative information, the World Scout Bureau decided not to restate the 2012-2013 financial information.

The following table shows the position that should have been modified as at 30 September 2013:

	TOTAL 1/10/12	TOTAL 30/9/13	CHANGES IN SCOPE OF SOLIDATION	RESTATED
BALANCE SHEET				
ASSETS				
Cash and short-term deposits	4,325,101	3,509,791	-70,145	3,439,646
Accounts Receivable	169,871	128,834	-2,340	126,494
Fixed Assets	298,190	238,448	-12,290	226,158
LIABILITIES				
Result of previous years	1,641,115	2,134,664	-50,947	2,083,717
Result of the year	493,549	138,700	-28,900	109,800
Reserves	2,787,418	2,866,940	-4,928	2,862,012
Own Funds	4,922,082	5,140,304	-84,775	5,055,529
		TOTAL 30/9/2013	ARAB SCOUT ORGANIZATION	RESTATED
STATEMENT OF OPERATIONS				
INCOME				
Regional Registration Fees		315,855	-76,580	239,275
Other Operational Income		423,047	-23,033	400,014
OPERATIONAL EXPENDITURE				
General Management		5,772,775	-56,884	5,715,891
Depreciation		116,522	-11,630	104,892
FINANCIAL REVENUE				
Financial costs		-35,944	384	-35,560
Exchange Gain/Loss		-108,196	3,913	-104,283
NET SURPLUS		218,222	-28,900	189,322

5. CASH AND SHORT-TERM DEPOSITS

	Geneva	Kuala Lumpur	Africa	Arab	Asia - Pacific	Eurasia	Europe	Inter - America	Total 30.09.2014	Total 30.09.2013
	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Cash and bank	1,363,908	49,380	196,557	15,264	65,938	15,467	178,265	54,892	1,939,671	2,298,325
Bank short-term deposits	-	-	-	673,669	80,983	-	-	-	754,652	840,430
Bank short-term deposits/ restricted	194,856	-	-	4,380	287,005	-	-	-	486,241	371,036
	1,558,764	49,380	196,557	693,313	433,926	15,467	178,265	54,892	3,180,564	3,509,791

6. AMOUNTS DUE FROM RELATED PARTIES

	Total 30/09/2014	Total 30/09/2013
	CHF	CHF
World Scout Foundation	212,354	173,114
Regional Scout Foundations	13,566	8,453
SCORE International (World Scout Shop)	-	-
National Associations	35,078	22,245
Others	155	63
	261,153	203,875

7. RESTRICTED FUNDS

Under this item is shown the balance sheet and the result of the year of the Sonia Maguire and Bea Campbell Funds and the Universal Fund. The securities are recorded at the market value.

The objective of these funds is to enhance the development of Scouting worldwide, particularly in less privileged countries.

RESTRICTED FUNDS	SONIA MAGUIRE	BEA CAMPBELL	UNIVERSAL FUND	Total 2014	Total 2013
	CHF	CHF	CHF	CHF	CHF
ASSETS					
Cash & Banks	188,034	133,190	1,177	322,401	158,202
Securities	921,896	507,150	-	1,429,046	1,508,627
Accounts Receivable	19,416	120	11,700	31,236	35,017
Deferred income	8,955	2,129	-	11,084	10,821
Total Assets	1,138,301	642,589	12,877	1,793,767	1,712,667
Current Account/World Scout Bureau	-19,298	-	-11,699	-30,997	-34,523
Restricted non-current asset	1,119,003	642,589	1,178	1,762,770	1,678,144
LIABILITIES					
Accounts Payable	-	9,084	-	9,084	11,316
Capital	1,131,443	637,368	1,835	1,770,646	1,706,716
Reserve	-	-	-	-	-
Result of the year	6,858	-3,863	11,042	14,037	-5,365
Total Liabilities	1,138,301	642,589	12,877	1,793,767	1,712,667
Current Account/World Scout Bureau	-	-9,084	-	-9,084	-11,316
Restricted endowment Funds	1,138,301	633,505	12,877	1,784,683	1,701,351
Initial value in US Dollars of the capital	1,189,377	670,004			

8. FIXED ASSETS

The equipment of the World Scout Bureau in Malaysia was bought with a grant received from the Malaysian Government. All these assets are restricted in their use and were financed by funds received from the Malaysian Government during the fiscal year 2013-2014 for USD 518,436.70.

- Furniture and fittings: USD 405,854.42
- Information Technology, Audio Visual Equipment: USD 112,582.28

The flat located in San Jose, Costa Rica, was sold on **4 November 2013 for USD 93,000**. On **13 November 2013**, the amount of USD **87,187.50** was transferred to the Inter-America Scout Foundation for investment, the revenue earned on the investment to be used for the and discretion of the Inter-America Scout Region.

	Geneva Office	Kuala Lumpur Office	Africa	Arab	Asia-Pacific	Eurasia	Europe	Inter-America	Total 30/09/2014	Total 30/09/2013
	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Fixed Assets, restricted										
Cost at beginning of period	-	-	-	-	185,959	-	-	-	185,959	192,973
Translation Difference	-	-	-	-	9,423	-	-	-	9,423	-7,014
Cost end of period	-	-	-	-	195,382	-	-	-	195,382	185,959
Accumulated Depreciation beginning of period	-	-	-	-	-165,498	-	-	-	-165,498	-164,022
Depreciation for the year	-	-	-	-	-7,754	-	-	-	-7,754	-7,672
Translation Difference	-	-	-	-	-8,447	-	-	-	-8,447	6,196
Accumulated Depreciation end of period	-	-	-	-	-181,699	-	-	-	-181,699	-165,498
	-	-	-	-	13,683	-	-	-	13,683	20,461
Lands & Buildings										
Cost at beginning of period	-	-	-	-	123,287	332,725	-	103,700	559,712	580,824
Sales of the year	-	-	-	-	-	-	-	-108,109	-108,109	-
Translation Difference/ restatement	-	-	-	-	6,247	16,861	-	4,409	27,517	-21,111
Cost end of period	-	-	-	-	129,534	349,586	-	-	479,120	559,713
Accumulated Depreciation beginning of period	-	-	-	-	-120,965	-332,725	-	-54,439	-508,129	-524,058
Depreciation for the year	-	-	-	-	-548	-	-	-450	-998	-3,217
Sales of the year	-	-	-	-	-	-	-	57,203	57,203	-
Translation Difference/ restatement	-	-	-	-	-6,133	-16,861	-	-2,314	-25,308	19,145
Accumulated Depreciation end of period	-	-	-	-	-127,646	-349,586	-	-	-477,232	-508,130
	-	-	-	-	1,888	-	-	-	1,888	51,583
Furniture, Fixtures, equipment										
Cost at beginning of period	606,635	-	239,575	160,615	180,793	42,944	73,343	41,217	1,345,122	1,403,821
Addition for the year	12,245	489,353	2,891	860	-	863	6,535	857	513,604	67,467
Sales of the year	-	-	-	-	-6,552	-	-	-	-6,552	-
Liquidations for the year	-55,060	-	-	-	-	-	-	-	-55,060	-48,386
Translation Difference	-	-	12,162	8,145	9,110	2,183	-187	2,095	33,508	-27,119
Restatement	-	-	-	-	-	-	-59,650	-	-59,650	-
Cost end of period	563,820	489,353	254,628	169,620	183,351	45,990	20,041	44,169	1,770,972	1,395,783
Grants - Restricted Equipment	-	-489,353	-	-	-	-	-	-	-489,353	-
Cost end of period, net of grants	563,820	-	254,628	169,620	183,351	45,990	20,041	44,169	1,281,619	1,395,783
Accumulated Depreciation beginning of period	-532,933	-	-219,896	-150,453	-176,879	-29,865	-60,923	-20,060	-1,191,009	-1,151,511
Depreciation for the year	-34,249	-28,810	-9,369	-6,100	-3,153	-4,321	-7,511	-10,944	-104,457	-105,699
Less : Depreciation of Grants restricted equipment	-	28,810	-	-	-	-	-	-	28,810	-
Depreciation for the year, net of grants	-34,249	0	-9,369	-6,100	-3,153	-4,321	-7,511	-10,944	-75,647	-105,699
Sales of the year	-	-	-	-	6,552	-	-	-	6,552	-
Liquidations for the year	52,188	-	-	-	-	-	-	-	52,188	4,370
Translation Difference	-	-	-11,215	-7,672	-8,936	-1,547	130	-1,101	-30,340	23,461
Restatement	-	-	-	-	-	-	57,110	-	57,110	-
Accumulated Depreciation end of period	-514,994	-	-240,480	-164,225	-182,416	-35,733	-11,194	-32,105	-1,181,146	-1,229,379
	48,826	0	14,148	5,395	935	10,257	8,847	12,064	100,473	166,404
Net value as at 30 September 2014	48,826	0	14,148	5,395	16,506	10,257	8,847	12,064	116,044	238,448

9. FINANCIAL ASSETS

Financial assets include mainly the EIF (European Investment Fund) funds managed by the European Scout Foundation on behalf of the European Office for CHF 2,246,663 (2012-2013: CHF 2,241,530) and funds from the Inter-America Scout Region managed by the Inter-American Scout Foundation for CHF 925,652 (2012-2013: CHF 739,182).

10. AMOUNTS DUE TO RELATED PARTIES

	Total 30.09.2014	Total 30.09.2013
	CHF	CHF
World Scout Foundation	-	-
Regional Scout Foundations	58,995	57,256
SCORE International (World Scout Shop)	44,074	18,566
National Associations	28,526	25,251
Others	21,890	-
	153,485	101,073

11. OWN FUNDS BY OFFICE

	30/09/2014	30/09/2013
	CHF	CHF
Geneva Office	1,411,779	657,474
Kuala Lumpur Office	-675,303	-
Africa	219,251	197,749
Arab	741,883	811,405
Asia-Pacific	80,670	34,512
Eurasia	71,602	35,048
Europe *)	2,546,460	2,523,613
Inter-America *)	1,001,315	880,503
	5,397,657	5,140,304
	5,397,657	5,140,304
*) including European Investment Fund	2,426,663	2,241,530
*) including Inter-America Fund	925,652	739,182

The EIF is managed by the European Scout Foundation.

The Inter-American fund is managed by the Inter-American Foundation.

12. PENSION PLAN

The World Scout Bureau staff based in Switzerland is insured against the economic consequences of old age, invalidity and death, according to the provision of the Federal Law for occupational benefits, old age and survivors (LPP), by CIEPP, Caisse Inter-Entreprises de Prévoyance Professionnelle. According to the defined contribution plan, the employees and the employer pay determined contributions. The annual vvs to the pension plan are recorded during the period to which they relate.

	30/09/2014	30/09/2013
	CHF	CHF
Contributions paid	575,379	511,688
Pension benefit expenses	575,379	511,688
	31/12/2013	31/12/2012
Vested benefits	7,057,471	6,311,003
Capital ratio	112.6%	107.5%
Economic part of the entity as of 1.1	-	-
Economic part of the entity as of 31.12	-	-

CIEPP is a collective institution. In accordance with the solidarity principle of the pension's dispositions, no deficit or surplus of coverage can be established on a pro-rata basis for the WSB. At closing date, the capital ratio is 112.6%.

The Executive staff of Regional Offices based abroad benefits from a similar plan with the Zurich Life and Zurich International Life.

13. REGISTRATION FEES

COUNTRY	Requested as at 01/10/13		Paid as at 30/09/14		Total Paid	
	Arrears	Fees	Arrears	Fee		
	CHF	CHF	CHF	CHF	CHF	
ALGERIA		11,305		11,305	11,305	
ANGOLA		3,913		3,913	3,913	
ARGENTINA		27,702		27,702	27,702	
ARMENIA		754		754	754	
AUSTRALIA		70,690		70,690	70,690	
AUSTRIA		10,905		10,905	10,905	
AZERBAIJAN		516		516	516	
BAHAMAS		995		995	995	
BAHRAIN		2,126		2,126	2,126	
BANGLADESH	18,000	32,000	18,000	32,000	50,000	
BARBADOS		2,247		2,247	2,247	
BELARUS		498		498	498	
BELGIUM		101,848		101,848	101,848	
BELIZE		1,803		1,803	1,803	
BENIN		502		502	502	
BHUTAN	3,620	3,620	3,620	3,620	7,240	
BOLIVIA		2,549		2,549	2,549	
BOSNIA-HERZEGOVINA		503		503	503	
BOTSWANA		1,314		1,314	1,314	
BRAZIL		30,093		30,093	30,093	
BRUNEI		2,150		2,150	2,150	
BULGARIA		1,029		1,029	1,029	
BURKINA FASO	300	300	300		300	
BURUNDI		300		300	300	
CAMBODIA		300		300	300	
CAMEROON	915	915	915	915	1,830	
CANADA		110,059		110,059	110,059	
CAPE VERDE		300				
CHAD	300	300	300	300	600	
CHILE	79,997	13,113	10,000	13,113	23,113	
CHINA, Scouts of		46,885		46,885	46,885	
COLOMBIA	3,788	4,624	3,788	4,624	8,412	
COMORO IS.	300	300	300		300	
CONGO, DEM REP.		300		300	300	
COSTA RICA		3,555		3,555	3,555	
COTE D'IVOIRE	3,976	1,987	3,976	1,987	5,963	
CROATIA		2,734		2,734	2,734	
CYPRUS		5,006		5,006	5,006	
Sub-total		111,196	500,040	41,199	499,140	540,339

13. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/13		Paid as at 30/09/14		Total paid
	Arrears	Fees	Arrears	Fee	
	CHF	CHF	CHF	CHF	
Brought forward	111,196	500,040	41,199	499,140	540,339
CZECH REPUBLIC		15,503		15,503	15,503
DENMARK		45,050		45,050	45,050
DOMINICA		686			
DOMINICAN REP.		619		619	619
ECUADOR		1,430		1,430	1,430
EGYPT	30,715	30,715	30,715	30,715	61,430
EL SALVADOR	1,443	1,443	1,443	861	2,304
ESTONIA		959		959	959
ETHIOPIA		300		300	300
FIJI		1,966		1,966	1,966
FINLAND		59,140		59,140	59,140
FRANCE		78,850		78,850	78,850
GABON	4,596	2,333	4,596	324	4,920
GAMBIA	300	300	300	0	300
GEORGIA		410		410	410
GERMANY		120,910		120,910	120,910
GHANA	300	300	300	300	600
GREECE		14,463		14,463	14,463
GRENADA		878		878	878
GUATEMALA		2,756		2,756	2,756
GUINEA	964	964	964	0	964
GUYANA		300		300	300
HAITI	3,438	3,438	3,438	3,438	6,876
HONDURAS		933			
HONG KONG		73,014		73,014	73,014
HUNGARY		6,228		6,228	6,228
ICELAND		1,864		1,864	1,864
INDIA		54,765		54,765	54,765
INDONESIA	15,748	120,000			
IRELAND		40,054		40,054	40,054
ISRAEL		21,317		21,317	21,317
ITALY		104,539		104,539	104,539
JAMAICA	1,346	1,346	1,346	1,346	2,692
JAPAN		146,818		146,818	146,818
JORDAN		6,995		6,995	6,995
KAZAKHSTAN		534		534	534
KENYA	21,712	8,818	21,712	8,818	30,530
KIRIBATI	423	423	423	423	846
KOREA		179,124		179,124	179,124
KUWAIT		5,872		5,872	5,872
LATVIA		312		312	312
LEBANON	9,215	9,215	9,215	9,215	18,430
Sub-total	201,396	1,665,924	115,651	1,539,550	1,655,201

13. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/13		Paid as at 30/09/14		Total paid
	Arrears	Fees	Arrears	Fee	
	CHF	CHF	CHF	CHF	
Brought forward	201,396	1,665,924	115,651	1,539,550	1,655,201
LESOTHO		300		300	300
LIBERIA	300	300	300	300	600
LIBYA	5,681	9,895	5,681	9,895	15,576
LIECHTENSTEIN		885		885	885
LITHUANIA		1,561		1,561	1,561
LUXEMBOURG		6,394		6,394	6,394
MACEDONIA, FYRo		919		919	919
MADAGASCAR		300		300	300
MALAWI	300	300	300		300
MALAYSIA		29,259		29,259	29,259
MALDIVES		2,858		2,858	2,858
MALTA		2,508		2,508	2,508
MAURITANIA	300	300	300		300
MAURITIUS		1,838		1,838	1,838
MEXICO		25,565		25,565	25,565
MOLDOVA		428		428	428
MONACO		210		210	210
MONGOLIA	1,017	1,017	1,017	1,017	2,034
MONTENEGRO		504		504	504
MOROCCO	4,652	4,652	4,652	4,652	9,304
MOZAMBIQUE	300	300	300	300	600
NAMIBIA		1,308		1,308	1,308
NEPAL		300		300	300
NETHERLANDS		51,595		51,595	51,595
NEW ZEALAND		15,970		15,970	15,970
NICARAGUA	428	428	428	428	856
NIGER	300	300	300	0	300
NIGERIA	2,787	2,787	2,787	2,787	5,574
NORWAY		20,823		20,823	20,823
OMAN		7,461		7,461	7,461
PAKISTAN	60,000	60,000	60,000	0	60,000
PALESTINIAN		300		300	300
PANAMA REP.		1,159		1,159	1,159
PAPUA NEW GUINEA	765	765	765	765	1,530
PARAGUAY		300		300	300
PERU		2,210		2,210	2,210
PHILIPPINES		149,757		149,757	149,757
POLAND		24,985		24,985	24,985
PORTUGAL		70,444		70,444	70,444
QATAR		4,203		4,203	4,203
ROMANIA		1,149		1,149	1,149
RUSSIA		7,812		7,812	7,812
Sub-total	278,226	2,180,273	192,481	1,992,999	2,185,480

13. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/13		Paid as at 30/09/14		Total paid
	Arrears	Fees	Arrears	Fee	
	CHF	CHF	CHF	CHF	CHF
Brought forward	278,226	2,180,273	192,481	1,992,999	2,185,480
RWANDA		300		300	300
SAN MARINO		200		200	200
SAUDI ARABIA		17,488		17,488	17,488
SENEGAL	2,938	1,469	2,938	1,469	4,407
SERBIA		1,718		1,718	1,718
SEYCHELLES (A)		200		200	200
SIERRA LEONE		300		300	300
SINGAPORE		10,376		10,376	10,376
SLOVAKIA		2,208		2,208	2,208
SLOVENIA		4,843		4,843	4,843
SOUTH AFRICA		9,013		9,013	9,013
SOUTH SUDAN		300		300	300
SPAIN		51,985		51,985	51,985
SRI LANKA	13,064	11,532	13,064	11,532	24,596
ST LUCIA		300		300	300
ST VINCENT & GREN.	329	329	329	329	658
SUDAN		1,549		1,549	1,549
SURINAM		1,322		1,322	1,322
SWAZILAND		2,624		2,624	2,624
SWEDEN		53,014		53,014	53,014
SWITZERLAND		28,090		28,090	28,090
SYRIA	3,314	3,314			
TAJIKISTAN		300		300	300
TANZANIA	300	300	300	300	600
THAILAND	280,000	130,000	280,000	130,000	410,000
TOGO	300	300	300	300	600
TRINIDAD		4,125		4,125	4,125
TUNISIA	12,115	12,115			
TURKEY		19,630		19,630	19,630
UGANDA		300		300	300
UKRAINE		807		807	807
UN. ARAB EMIRATES		5,472		5,472	5,472
UNITED KINDOM		475,304		475,304	475,304
UNITED STATES		1,290,448		1,290,448	1,290,448
URUGUAY		999		999	999
VENEZUELA	4,671	9,342	4,671		4,671
YEMEN	883	883	883	0	883
ZAMBIA	524	524	524	0	524
ZIMBABWE		678		678	678
./ 2% discount					-23,365
TOTAL	596,664	4,334,274	495,490	4,120,822	4,592,947

14. STATEMENT OF OPERATIONS BY REGION BEFORE CONSOLIDATION

	Geneva Office	Kuala Lumpur Office	Africa	Arab	Asia-Pacific	Eurasia	Europe	Inter-America	Total 30/09/2014	Total 30/09/2013
	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF	CHF
OPERATIONAL INCOME										
Registration fees	4,592,947	-	-	-	-	-	-	-	4,592,947	4,557,156
Regional registration fees	-	-	-	49,366	4,351	-	220,757	19,067	293,541	313,855
Contribution World/Regional Scout Foundation	3,300,000	-	-	-	12,271	-	-	-	3,312,271	2,500,000
Restricted Revenue (Projects)	3,184,216	94,250	112,240	-	339,339	14,130	308,990	77,656	4,130,821	2,735,905
Other donations	53,976	-	39,251	-	2,869	-	1,181,321	34,029	1,311,446	1,515,377
Utilisation of provisions	-	-	-	-	-	-	-	-	-	-
Other operational income	23,288	-	20,176	127	23,381	-	144,739	649	212,360	423,047
Total operational income	11,154,427	94,250	171,667	49,493	382,211	14,130	1,855,807	131,401	13,853,386	12,045,340
OPERATIONAL EXPENDITURE										
General Management	3,535,757	451,472	405,560	159,920	289,977	267,507	494,969	377,149	5,982,311	5,772,775
Education and Development	976,352	219,485	-	-	-	-	-	-	1,195,837	1,167,084
Operations Service	-	-	227,531	137,768	305,875	40,297	1,299,847	298,310	2,309,628	2,114,862
Restricted charges (Projects)	2,829,129	94,250	130,817	-	243,680	14,551	536,477	80,332	3,929,236	2,842,402
Expenditure for Field Activities	-	-	40,233	181,002	12,271	35,204	-	16,847	285,557	192,349
Depreciation	34,249	-	9,369	6,101	11,456	4,321	7,511	11,394	84,400	116,522
Creation to provisions	-	-	-	-	-	-	-	-	-	-
Total operational expenditure	7,375,487	765,207	813,510	484,791	863,259	361,880	2,338,804	784,032	13,786,969	12,205,994
Transfer from main office - general	-2,644,582	-	605,777	374,746	590,248	364,126	108,673	601,012	-	-
Transfer from main office - projects	-	-	-	-	-	-	-	-	-	-
Transfer from main office - field activities	-	-	-	-	-	-	-	-	-	-
Transfer from main office - Misc grants	-	-	-	-	-	-	-	-	-	-
INTERMEDIATE SURPLUS/DEFICIT	1,134,358	-670,957	-36,066	-60,552	109,200	16,376	-374,324	-51,619	66,417	-160,654
FINANCIAL INCOME										
Financial result	21,643	-	-	526	1,690	-	195,449	65,583	284,891	384,829
Interests on loans & bank charges	-15,306	-1,304	-1,216	-562	-212	-1,254	-14,232	-4,598	-38,684	-35,944
Result on investment	-	-	-	-	-	-	-	32,158	32,158	-
Exchange gain/loss	35,612	-3,042	40,207	60,267	31,139	21,011	-11,446	76,612	250,359	-108,196
NET FINANCIAL SURPLUS/DEFICIT	41,949	-4,346	38,991	60,231	32,617	19,757	169,771	169,755	528,724	240,689
OPERATING SURPLUS	1,176,307	-675,303	2,925	-321	141,817	36,133	-204,553	118,136	595,141	80,035
CHANGES IN RESTRICTED FUNDS										
Allocation	-3,251,130	-94,250	-112,240	-	-339,339	-14,130	-308,990	-77,656	-4,197,735	-2,748,769
Use	2,829,129	94,250	130,817	15,574	243,680	14,551	536,477	80,332	3,944,810	2,886,956
NET SURPLUS/DEFICIT OF THE YEAR BEFORE ATTRIBUTION	754,306	-675,303	21,502	15,253	46,158	36,554	22,934	120,812	342,216	218,222

15. GENERAL MANAGEMENT / EDUCATION AND DEVELOPMENT / OPERATIONS SERVICE

	General Management			Education & Development	Operations Services	Total 2014
	Geneva & Kuala Lumpur	Regional Offices	Sub-total			
	CHF	CHF	CHF	CHF	CHF	CHF
Staff costs	2,538,084	1,028,637	3,566,721	989,404	1,769,651	6,325,776
Travel costs	71,503	105,203	176,706	36,353	370,438	583,497
Committee Meetings	321,635	198,829	520,464	135	-	520,599
Activities	0	37,092	37,092	169,945	125,008	332,045
Admin. & Infrastructure	934,852	577,491	1,512,343	-	-	1,512,343
Communication and Media	93,976	18,296	112,272	-	44,531	156,803
Information Technology	27,179	29,534	56,713	-	-	56,713
	3,987,229	1,995,082	5,982,311	1,195,837	2,309,628	9,487,776

	General Management			Education & Development	Operations Services	Total 2013
	Geneva Main Office	Regional Offices	Sub-total			
	CHF	CHF	CHF	CHF	CHF	CHF
Staff costs	2,632,845	1,035,248	3,668,093	873,999	1,495,834	6,037,926
Travel costs	101,809	113,818	215,627	59,499	362,970	638,096
Committee Meetings	268,270	222,179	490,449	-	-	490,449
Activities	0	2,978	2,978	233,586	218,374	454,938
Admin. & Infrastructure	553,370	748,948	1,302,318	-	-	1,302,318
Communication and Media	28,160	18,599	46,759	-	37,684	84,443
Information Technology	19,281	27,270	46,551	-	-	46,551
	3,603,735	2,169,040	5,772,775	1,167,084	2,114,862	9,054,721

16. FORWARD CONTRACTS

No forward contract was concluded during this fiscal year and the previous one.

17. PAYMENT TO MEMBERS OF THE ORGANS IN CHARGE

The World Scout Committee (WSC) works on a voluntary basis. As per the approved regulations in force, members of the WSC are entitled to claim for the reimbursement of the travel and accommodation costs incurred during the WSC meetings or while on certain official missions. In 2013-2014, the total of the reimbursements for all WSC members represents CHF 116,075 (2012-2013: CHF 107,948).

18. SUBSEQUENT EVENTS

Organisation and Location:

A significant portion of World Scout Bureau's operational activities and employees moved from Geneva to Kuala Lumpur. With a reduced headcount, the office in Geneva moved to a smaller premise at Rue Henri-Christiné, 5 1205 Geneva Switzerland, adjacent to the European Regional Office.

During its meeting on 20-22 March 2015, the World Scout Committee approved a new set of terminology and move towards a new articulation for the World Scout Bureau Offices:

The two offices currently offering support at the global level to "World" initiatives:

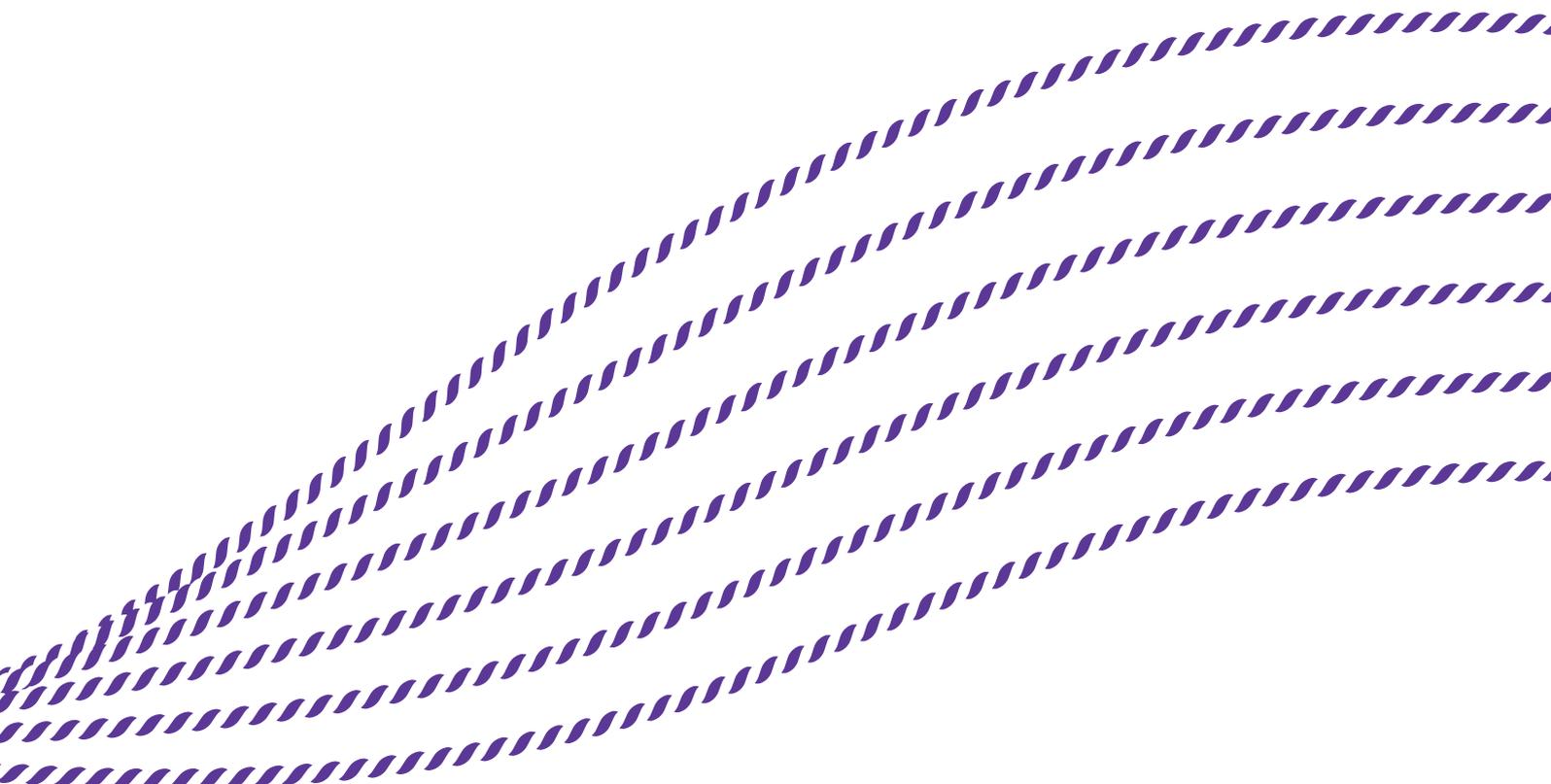
- World Scout Bureau Kuala Lumpur office where a majority of the operation including the Secretary General's office were shifted from the former WSB Central Office in Geneva.
- World Scout Bureau Geneva office which was opened to retain WOSM's legal seat in Geneva, and hosts a number of staff functions, following the closure of the WSB Central Office in Rue du Pré-Jérôme.

Will be called:

- World Scout Bureau Global Support Centre, Kuala Lumpur
- World Scout Bureau Global Support Centre, Geneva

And the WSB offices in the Regions called:

- World Scout Bureau European Support Centre, Geneva
- World Scout Bureau European Support Centre, Brussels
- World Scout Bureau Asia-Pacific Support Centre, Makati City
- World Scout Bureau Africa Support Centre, Nairobi
- World Scout Bureau Arab Support Centre, Cairo
- World Scout Bureau Eurasia Support Centre, Kiev
- World Scout Bureau Inter-America Support Centre, Panama City





PERFORMANCE REPORT 2013 - 2014

COVERING ACTIVITIES BETWEEN 1 OCTOBER 2013 AND 30 SEPTEMBER 2014



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- Chapter J** World Scout Conference 2014



CHAPTER A PURPOSE OF THE ORGANISATION

The World Organization of the Scout Movement

The Scout Movement is a voluntary, non-political educational movement for young people, open to all regardless of gender, origin, race or creed, in accordance with the purpose, principles and method conceived by its founder, Robert Baden-Powell.

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.

This is achieved by involving them throughout their formative years in a non-formal education process, using the Scout Method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person, assisting them to establish a value system based upon spiritual, social and personal principles.

Scouting operates through a network of local groups supported by National Scout Organizations (NSOs) in 162 countries. Association des Guides et Scouts de Monaco became the latest member Organization in 2014.

The World Scout Conference is the governing body, the "general assembly", of the World Organization of the Scout Movement (WOSM), and is composed of all NSOs which meet every three years. NSOs must gain recognition from the Conference to become members of WOSM and there can be only one NSO per country. In the case of a country having more than one Scout Association, a federation is formed for the purposes of national coordination and world membership. The Conference considers policies and standards of the Scout Movement and takes any actions required to further advance the purpose of the Movement. It also elects members of the World Scout Committee.



CHAPTER B DIRECTORS/TRUSTEES AND THEIR TERMS OF OFFICE

The World Scout Committee

The World Scout Committee (WSC) is the executive body of the World Organization of the Scout Movement (WOSM). It is responsible for the implementation of the resolutions of the World Scout Conference and acts on behalf of WOSM between its meetings. In the fiscal year 2013-2014, the WSC was composed of the following members:

Voting members:

Since there was a World Scout Conference in this fiscal year (August 2014, Slovenia), the terms of office of the following elected members ended in August 2014:

Simon Hang-Bock Rhee,
Chairperson, Korea

Wahid Labidi,
Vice-Chairperson, Tunisia

John May,
Vice-Chairperson, United Kingdom

Karin Ahlbäck,
Member, Finland

Abdullah Alfahad,
Member, Saudi Arabia

João Armando Gonçalves,
Member, Portugal

Marcel Ledjou,
Member, Ivory Coast

Mari Nakano,
Member, Japan

John Neysmith,
Member, Canada

Daniel Ownby,
Member, United States of America

Oscar Palmquist,
Member, Brazil

***Eric Khoo,**
Member, Malaysia

*Following the demise of Eric Khoo in January 2014, Lidija Pozaic Frketic from Croatia was co-opted into the WSC until the World Scout Conference in Slovenia.

Ex-officio non-voting members:

- The Chairperson or Vice-Chairperson of each duly elected Regional Scout Committee
- The Secretary General of WOSM
- The Treasurer, who is appointed by the WSC
- A member of the board of the World Scout Foundation



CHAPTER C MANAGEMENT TEAM

World Scout Bureau

The Secretary General is appointed by the World Scout Committee (WSC) of which he is an ex-officio non-voting member. He is the Chief Executive Officer of the World Organization of the Scout Movement (WOSM) and directs its Secretariat, the World Scout Bureau (WSB). He promotes and safeguards the interests of the Movement. A management team from the Global and Regional offices assists the Secretary General.

In 2013-2014, the management team included:

- Scott A. Teare, Secretary General
- James Aidan Jones, Chief Operating Officer (until May 2014)

In the Global offices::

- Sonny Kim, Chief of Staff (since May 2014)
- Jim Sharp, Global Director, Corporate Services
- Göran Hägerdal, Global Director, Scouting Development
- Hany Abdulmonem, Director, Youth Programme
- David Berg, Global Director, Organisational Development
- Bruno Chambardon, Director, External Relations and Marketing (until February 2014)
- Srinath Tirumale, Director, Communications and External Relations (since March 2014 – August 2014); took over as Administrative Director (since September 2014)
- Lin Lin Yeoh, Global Director, Communications and External Relations (since July 2014)
- Peter Illig, Director, Global Projects (until 30 June 2014)
- Jean-Bernard Rebord, Director, Administration, Finance and Personnel (until February 2014)
- Ooi Soon San, Director, Administration, Finance and Personnel (since July 2014)
- Ray Saunders, Director, Information Services
- Saâd Zian, Director, Adult Resources and Volunteer Development (until February 2014)

In the Regional Offices:

- Frederic Tutu Kama-Kama, Regional Director, Africa Region
- Atif Abdelmageed Abdelrahman, Regional Director, Arab Region
- Jose Rizal Pangilinan, Regional Director, Asia-Pacific Region
- Iurie Emilian, Regional Director, Eurasia Region
- David McKee, Regional Director, European Region
- Raúl Sánchez Vaca, Regional Director, Interamerican Region



CHAPTER D

DEFINED OBJECTIVES AND DESCRIPTION OF OUTPUTS

Based on the Triennial Plan 2011-2014,
“Leadership, Innovation, Service”

During this period, the previous World Scout Committee (WSC) met twice:

- Geneva, Switzerland from 21-23 March 2014
- Ljubljana, Slovenia on 10 August 2014

The previous three-year, world level strategic plan of the World Organization of the Scout Movement (WOSM) – the Triennial Plan – was approved by the WSC at its meeting in September 2011 and has been implemented since then.

The work was organised around four Priority Areas, which are:

1. Youth for Change
2. 21st Century Leadership
3. Global Support (a renaming of the Consultancy System)
4. Our Strategic Path

The WSC continued to ensure that the “educational dimension” of the ongoing work was present in a sufficiently explicit manner throughout the Priority Areas, and the Triennial Plan ensured this articulation. Besides the work that was structured around the Priority Areas, other specific issues (some of them arising from Conference Resolutions) were addressed through the Triennial Plan, such as:

- Human Rights
- Duty to God
- Membership of WOSM and Accredited National Scout Organizations (NSOs)
- Location of the World Scout Bureau (WSB)
- World Scout Conference in Slovenia

The efforts under WOSM's new flagship project, the Messengers of Peace Initiative, continued during this fiscal year. A separate chapter has been added to this report to highlight the achievements of the initiative in its second year of implementation.

All the above was complemented by regular work in areas such as Communications and External Relations, Information Services, Finance, World Scout Events, Constitutions, etc.

Towards the end of the fiscal year, a new WSC was elected at the World Scout Conference in Slovenia, which began to work on a new Triennial Plan as approved at the Conference. The Triennial Plan was built around the new "Strategy for Scouting" and "Vision 2023" (refer to "Chapter J - World Scout Conference 2014" for more details).

Priority Area 1: Youth for Change

1.1. Objectives & deliverables

The general objective of this priority area was to bring together the various strands of youth engagement and empowerment activities at World, Regional and National levels to maximise the impact of young people in our Movement.

The following key outcomes were delivered before the World Scout Conference in Slovenia:

- Development of e-training modules on Peer Education, Youth Involvement, Intergenerational Dialogue, Life Skills, etc. (CDs/USB keys containing the e-training modules were made available at the Conference)
- Development of a web-based platform for youth exchanges
- Comprehensive evaluation of the impact of the World Scout Youth Forum and the Youth Advisors system
- Setting of targets for Youth Involvement in WOSM, the Regions and NSOs
- Development and Publication of the new World Youth Involvement Policy
- Participation of Youth for Change work group in the Regional conferences/events, include
 - Running sessions on Youth for Change-related issues
 - Setting up information stands
 - Conducting interviews/surveys
- Reviewing the World Programme Policy (Educational Methods activity)

The Youth for Change work group identified four focus areas in this priority area:

- Skills for life
- Intergenerational dialogue
- Youth changing communities
- Youth involvement in decision-making

1.2. Achievements

Among others, the following key outcomes were delivered during the period between 1 October 2013 and the 40th World Scout Conference (11 August 2014):

Youth for Change meetings

The Youth for Change group held its last working session in Istanbul at the end of January 2014. The main aim was to finalise, review and evaluate the work that was planned in the previous triennium. Besides the projects mentioned above, the following issues were addressed:

- Evaluation of the 14th Moot 2013 from a Youth Involvement perspective
- Feedback on the 1st World Scout Education Congress (Youth for Change-related sessions)
- The new scout.org as a channel of communication and a source of information for Youth for Change
- Alternative methods for Youth Involvement in WOSM
- Opportunities for Youth for Change Regional workshops in Africa and Interamerica Regions
- Final details of the relaunch of the Scouts of the World Award programme
- Synergies with the Messengers of Peace Initiative
- World Scout Youth Forum e-preparation
- Presentation of Youth for Change workshop in Slovenia (Conference document and USB key with all deliverables were made available during the working session) in synergy with the 21st Century Leadership working group.

A New World Scout Youth Programme Policy

The Educational Methods team, by delegating the task to a special task force, has updated the World Scout Youth Programme Policy. The World Scout Conference approved this policy with resolution 8/2014.

A New World Scout Youth Involvement Policy

A new World Scout Youth Involvement Policy was designed, in consultation with the NSOs and a number of experts. The policy included new definitions, ideas and directions in the area of Youth Involvement. It also helped in setting guidelines for the creation of national Youth Policies. The World Scout Conference approved this policy with resolution 9/2014.

Youth for Change Position Paper

A position paper on Youth for Change entitled "Unlocking Our Potential" was produced and approved by the WSC. It explained the main ideas and drivers behind the work on the key area. It also stated the position of WOSM in this area.

Youth for Change Training Modules

A full package of training materials for a Youth for Change workshop was developed and made available online. They were divided according to the four focus areas:

- Skills for life
- Intergenerational dialogue
- Youth involvement in decision-making
- Youth changing communities

These modules are available in the intranet section on scout.org and were distributed to NSOs via the 40th World Scout Conference USB key.

Youth Voices Online

The new scout.org provides networking opportunities (especially between young people) on a permanent web-based platform, which is complemented by social media channels. Some examples are the Scouts of the World network, Messengers of Peace network and the Youth Wall, which allow young people to channel their voices on scout.org.

Youth Involvement Assessment Tool

An online self-assessment tool for NSOs (in relation to Youth Involvement) was produced (available on the intranet) and indicators on the topic were also included in the Global Support Assessment Tool. An evaluation of Youth Involvement in WOSM was done for the first time and the findings were used to set targets that will be used to gauge youth involvement in the coming years.

Scouts of the World Award

The review, update and relaunch of the Scouts of the World Award programme was done in conjunction with the 10th anniversary of the programme (celebrated in 2014). The process started with a regional survey, followed by a survey for programme coordinators and a session during the 1st World Scout Education Congress in Hong Kong. The results were processed by the Youth for Change working group and Educational Methods team, which set the baseline for the renewed programme. The programme was relaunched at the 12th World Scout Youth Forum and the 40th World Scout Conference.

Youth Trends

The findings of a research that was conducted on global and regional youth trends formed the basis of a session on trends that was conducted during the 1st World Scout Education Congress. They were also taken into consideration during the update of the World Scout Youth Programme Policy (the full document is available on scout.org) and were fundamental in the Strategy for Scouting thinking/preparation process.

Other achievements

- Increased participation in external youth platforms, conferences and forums at different levels. During this period, nine young people from seven countries represented WOSM in COP19 (Poland) and two young people represented WOSM in the World Conference on Youth (Sri Lanka).
- Training of young people as WOSM spokespersons in collaboration with the Communications and External Relations team. Some training was provided to the above-mentioned representatives.
- Published stories on “10 youth projects that changed the world” in collaboration with the Messengers of Peace network. This was also available in the Youth for Change module within the Conference USB key.
- Highlighted all existing WOSM materials in the field of Youth issues and improved the Youth Involvement sub-section of the Library section on scout.org.
- Selected relevant academic and practical tools and texts, which exist outside Scouting and created links to it.
- The assessment on Youth Involvement at Regional and World levels was completed and presented during the WSC meeting in March 2014.
- Youth for Change members participated in every Regional conference during this period to run sessions on Youth for Change-related issues according to Regional preferences. Sessions were also carried during the 1st World Scout Education Congress.
- Work was done to revive the agreement with The Duke of Edinburgh’s International Award in relation with the Scouts of the World Award programme. The programme, specifically its “My World” campaign, was also a core discussion point in several meetings with UN bodies.
- The 12th World Scout Youth Forum, which was held in Rogla, Slovenia, gathered 176 participants aged 18-26 from 72 countries.
- Six new Youth Advisors to the WSC were elected at the 40th World Scout Conference.

Priority Area 2: 21st Century Leadership

2.1. Objectives & deliverables

The general objective of this Priority Area was to help NSOs have a youth programme that gives their youth members the leadership skills that will be needed to take an active and responsible role in modern societies.

The following key outcomes were delivered before the 40th World Scout Conference:

- A global consultation with Scouts, NSOs and external parties on the meaning of modern (21st century) leadership in societies around the world.
- Based on the consultation and extensive research, a position paper clarifying what modern (21st century) leadership means in Scouting was produced.
- A portfolio of best practices in leadership development from NSOs around the world was compiled.
- Resource materials for NSOs to self-assess the delivery of leadership development in their youth programmes were provided via USB keys and made available online.
- The 21st Century Leadership working group attended Regional conferences/events.
- A limited number of NSO pilot projects provided best practices on how youth programmes can better develop leadership qualities in young people.

2.2. Achievements

The following key outcomes were delivered between 1 October 2013 and the 40th World Scout Conference:

Concept Paper

A concept paper was developed by the working group and approved by the WSC. The World Scout Conference also approved it with resolution 10/2014. It highlights leadership development in the Youth Programme as an important way to empower individuals to play an active role in society, hence contributing to the mission of Scouting.

Regional Conference

The 21st Century Leadership working group delivered workshops on the topic of leadership development through the Scout programme to NSO leaders at the Regional conference in this period.

1st World Scout Education Congress

The working group delivered a three-hour long workshop at the 1st World Scout Education Congress in Hong Kong. A total of 55 NSO leaders from 30 countries attended the workshop, which enjoyed an average satisfaction rating of 4.3 out of 5 in the post-congress evaluation.

The workshop featured discussions on the key ideas of the concept paper, presentation of video testimonials by young people taken at previous Regional events, youth programme self-assessment exercises and a presentation of success stories from a number of NSOs.

21st Century Leadership Consultants' Workshop

In June 2014, the working group ran a consultants' workshop focused on leadership development in Scouting (held within the framework of WOSM's Global Support system, at Kandersteg International Scout Centre). In attendance were volunteers from each of the six Regions, who actively support NSOs in developing their Youth Programmes.

The workshop explored leadership development in Scouting and prepared the consultants for their role of supporting NSO Youth Programme development from a leadership perspective. It is anticipated that the next triennium will provide further opportunities to build on this piece of work by offering NSOs support to better develop their Youth Programmes.

Pilot Project, Italy

In early June 2014, the working group contributed to a training session organised by the Federation of Italian Scouting for adults who support Scouts in the 11-15 age section. The session focused specifically on envisioning skills as a key target area of the Scout programme. It served as a good "testing ground" for the provision of tailor-made support to NSOs for the development of their Youth Programmes through WOSM's Global Support system.

A Word of Appreciation

The successes achieved in the area of 21st Century Leadership Priority Area would not have been possible without the generous financial support of the Eric Frank Trust (United Kingdom).

The trust provided the funding necessary for the WSB to employ a consultant with a strong background in both Scouting and leadership development specifically, who supported the working group in the implementation of its project plan. We are especially grateful to Dr Derek Pollard, Chairman of the Board of Trustees, who served as our point of contact with the Trust during the triennium, and with whom we enjoyed a warm and fruitful collaboration.

We also remember in our thoughts Professor Eric Frank, who founded and funded the eponymous trust to promote the development of adolescents' personal, social and leadership skills, mainly through Scouting. Professor Frank passed away in late 2013 at the age of 92, following a lifetime of service to the Scout Movement.

Priority Area 3: Global Support

Background and Origins

It has always been a part of the overarching objective of WOSM to support quality Scouting across the globe. We must do this primarily by supporting and strengthening the capacity of the 162 recognised NSOs through good governance principles according to best practices, a qualitative Youth Programme and well-focused adult resources.

The combination of these elements is essential to enable NSOs to deliver a qualitative Scout Method at local level, which ultimately leads to the development of young people to their fullest potential.

To achieve this qualitative delivery of the Scout Method in an efficient way, making use of technological evolutions of the 21st century, and based on the request from the 39th World Scout Conference in Brazil, the WSC has developed the Global Support System.

Objectives of the Global Support System

Based on the Conference Resolution 5/2011 and according to the Triennial Plan 2011-2014, the objective of the Global Support System is to:

- Design, develop, support, monitor, evaluate and report on the Global Support strategy
- Encourage strong cooperation between Regions and NSOs, and provide coordination
- Collect and analyse relevant data and trends (e.g. common challenges, growth-critical factors, solutions and resources developed, etc.)
- Ensure that there is a consistent approach to consultancy at all levels
- Monitor the implementation of Resolution 5/11 from the 39th World Scout Conference
- Support the Regions in the expansion of Scouting where Scouting does not exist
- Ensure the efficiency and sustainability of this approach

Step 1. The Global Support Group

To support this work, a Global Support Group was created not only to give overall strategic direction but also to exchange methods, insights and experiences across regional boundaries with regard to providing support to NSOs.

Additionally, the Global Support Group is also in charge of:

- Developing the Global Support Consultant Network
- Creating the Global Support Assessment Tool (GSAT)
- Reaching out to the NSOs to be assessed and making sure that an action plan is implemented after the audits
- Reporting on the results and trends to the WSC
- 30 percent of NSOs will have actively participated in the delivery of the support process.
- All six Scout Regions are fully involved.
- The Global Support working group will be present at a minimum of six regional events.

A small Global Support Core Team was also appointed with the objective of overseeing day-to-day progress of the various projects by the Global Support Group.

The membership of the Global Support Group includes one elected member of the WSC (minimum), one member from each Regional Scout Committee, one Youth Advisor to the WSC (minimum), one staff member from each Regional office, the Global Director of Organisational Development as Secretary and up to six GSAT facilitators, invited according to needs and expertise.

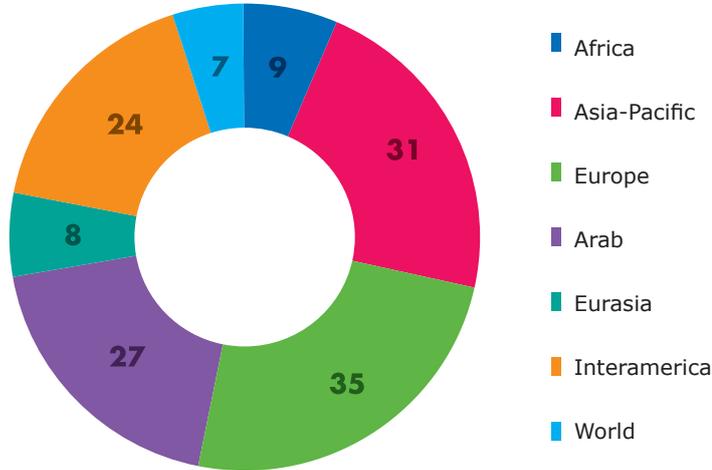
Step 2. Strategy

Consequently the Global Support Group defined the following strategy:

- To create a bank of resources (human and intellectual) so that Regions and NSOs can support their own needs in a variety of fields and access targeted assistance (across regional and national boundaries)
- To develop a tool to help the NSOs to compare their present realities with existent best practices.

Step 3. The Global Support Consultant Network

Global Support Consultant Pool: Regional spread



The Regions selected through a similar system (to ensure that they all adhere to the same standards) several members from their Regional networks and consultant pools and sent the data to the World Scout Bureau (WSB).

These individuals are now members of the Global Support Consultant Network and all their competence are constantly updated so that they are clearly linked to the different dimensions of GSAT. The network will become an integrated part of the new web portal.

Step 4. The Global Support Web Portal

A joint web portal is being developed for WOSM to keep track of Global Support projects around the world, including data on GSAT, the Global Support Consultant Network, Global Support Facilitators and their competence profile as well as resource materials. This platform will develop a common approach to support processes for NSOs around the world and share what we do, inspiring other NSOs to learn from each other's projects and resources.

Step 5. Assessment of the governance capacity of NSOs receiving large Messengers of Peace grants

During the fine-tuning of the funding management system of the Messengers of Peace Support Fund, WOSM contracted a world-class firm on certification, Société Générale de Surveillance (SGS), which has a specialised department on NGO certification, which was built on worldwide good practices developed by NGOs.

As a first step in the project, SGS was asked to assess 15 NSOs that had received substantial grants through the Messengers of Peace Support Fund, to assess their compliance with best practices in good governance. The SGS NGO benchmarking audit standard assesses capacity across 98 criteria in the following nine dimensions:

- Governing body
- Strategic framework
- Integrity management
- Communication, advocacy, public image
- Human resources
- Fundraising, resource allocation, financial controls
- Operations
- Outcomes
- Continuous improvement

Feedback from the 15 NSOs who participated in the initial auditing was generally very positive. However, two key elements were identified for improvement.

Although the SGS standard has an excellent focus on good governance, it does not focus on the core activities of an NSO: Youth Programme and Adults in Scouting.

Additionally, it was felt that the criteria in the SGS standard started from the presumption that operations are run by salaried staff, which is not necessarily the case in many of WOSM's NSOs which are often primarily volunteer-run. Also we saw that many NSOs, particularly those with limited capacity, had difficulties preparing themselves for an audit which did not focus solely on finances but on governance as a whole. This was combined with the fact that SGS auditors did not always understand the volunteer reality of an NSO.

Step 6. Incorporating good governance assessments within the capacity-strengthening process of WOSM

Seeing the potential of the good governance auditing through SGS, WOSM embarked on a much larger project to incorporate these principles within its capacity-strengthening processes for NSOs.

Together with SGS, we developed a derivative of the original SGS NGO Benchmarking Standard tailored for WOSM, including the best elements of the NSO self-assessment tools WOSM had developed over the years. These ensure inclusion of specific core business elements of Scouting such as Youth Programme, Volunteers and Adults in Scouting.

This process was done in intense collaboration with the Regional offices as well as the Global Support Team and a first version of the new "second party standard", ratified by SGS, was finalised in October 2013 and called the "Global Support Assessment Tool" (GSAT).

Result 1. The Global Support Assessment Tool

GSAT assesses compliance of an NSO on the national level, towards best practices in good governance and Scouting. In other terms, it checks if certain processes, procedures and policies are in place and if they are being implemented.

Within this framework, the main objectives of GSAT are to:

- Help the leadership of NSOs to understand and address capacity issues in their NSOs
- Measure in a uniform way their compliance with good governance principles and quality Scouting across the globe
- Strengthen the support given by WOSM (through the Global Support System, at World and Regional levels) to its NSOs, based on specifically identified needs and trends instead of providing generic support
- Promote synergies between NSOs
- Make certification possible through a third party, if desired by the NSO: successful certification can help assure stakeholders, like potential donors, that the NSO is compliant with good governance principles and delivers a qualitative output.

This first version of GSAT includes 90 criteria across 10 dimensions: NSO-WOSM institutional requirements:

- Governance framework
- Strategic framework
- Integrity management
- Communication, advocacy and public image
- Adults in Scouting
- Resource allocation and financial controls
- Youth Programme
- Growth potential
- Continuous improvement

For each criterion, and based on evidence presented by the NSO (e.g. minutes of meetings, policy documents, records and manuals), the assessor identifies the level of attainment achieved by the NSO towards the best practice.

Result 2. Training of the GSAT facilitators and launching of the testing phase

To support the roll-out of this tool across the globe and support the planned assessment of NSOs who wish to engage in a capacity-strengthening project, a worldwide pool of trained volunteers and staff was created. These facilitators are capable of supporting a third party assessment as well as the follow-up to help NSOs set priorities, getting adequate support in place and then monitoring the results.

The primary role of the GSAT facilitators is to support the preparation of the NSO leading up to an assessment, ensuring the NSO is ready and clear about the assessment requirements. During the assessment, the facilitator's role is limited to observing and, where necessary, facilitating the discussion between the NSO and SGS to improve mutual understanding (e.g. for Scouting-specific criteria). Following the assessment, the facilitator should ensure liaison with the Region so that adequate follow-up is delivered after the assessment is completed. A specific capacity strengthening project with the NSO is initiated if necessary.

Since February 2014, the new GSAT has been tested on 12 NSOs across all Regions through third party auditing with SGS.

CONSOLIDATED		AVERAGE SCORES		
DIMENSIONS OF BEST PRACTICES		SGS Audits (14 NSOs) With SGS NGO Benchmarking	WOSM GSAT Audits (16 NSOs) including new Scouting related dimensions	NGO Audits worldwide with SGS NGO Benchmarking (170 NGOs)
D01	NSO-WOSM institutional requirements		76.0%	
D02	Governing body	67.5 %	69.7%	64.9 %
D03	Strategic framework	66 %	67.4%	71.5 %
D04	Integrity management	49.6 %	48.9%	49.8 %
D05	Communication, advocacy and public image	59.5 %	75.5%	65.6 %
	Human resources (previous version)	60.3 %		64.9 %
D06	Adults in Scouting		70.9%	
D07	Fundraising, resources allocations and financial controls	52.2 %	66.7%	77.4 %
	Operations	68.1 %		77.6 %
D08	Youth Programme		74.5%	
	Outcomes	57.9 %		69.9 %
D09	Growth potential		58.0%	
D10	Continuous improvement	39.2 %	41.2%	52.6 %
TOTAL AVERAGE		57.8%	64.4%	64.6 %

When compared to 12 GSAT audits, the global average of 170 NGO Benchmarking (BM) audits results worldwide showed the following:

- Overall score of 170 NGO BM audits: 64.6%
- Overall score of 12 GSAT audits: 64.4%
- Overall score of 29 NGO BM audited non-profits belonging to the same International Classification of Non-Profit Organisations (ICNPO) group as WOSM: 68.8%

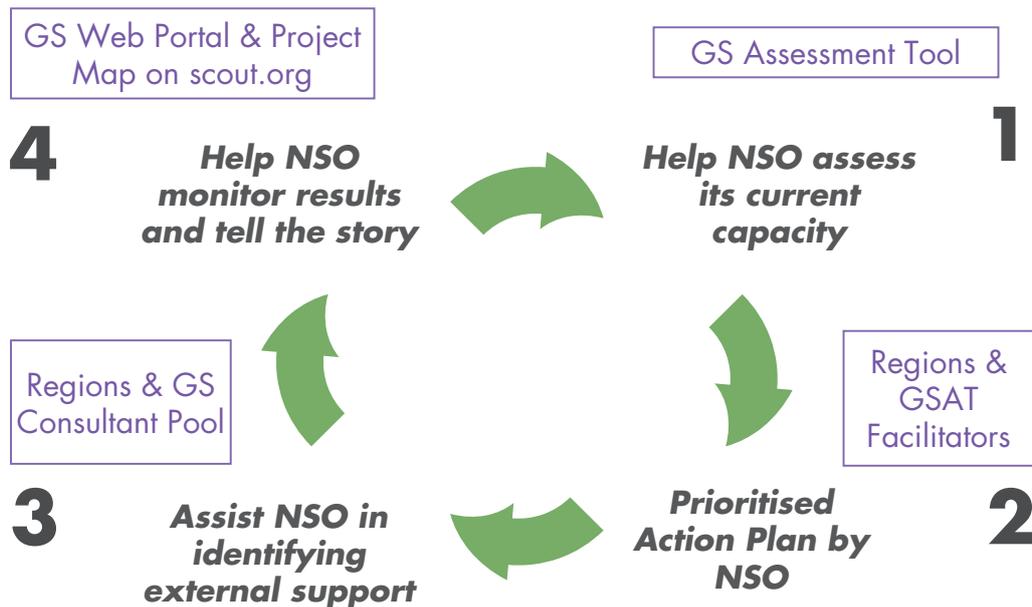
Overall:

- NSOs scored better in two dimensions: Communication, Advocacy and Public Image (75.5% versus 65.6%) and Governing Body (69.7% versus 64.9%): this could be due to the Constitutional "canopy" of the NSOs' membership with WOSM.
- They scored much lower than the worldwide average in Finances (D7) and Continuous Improvement (D10): About -12%.
- They scored slightly lower than the worldwide average in Strategic Framework (-4.1%) and Integrity Management (-0.9%).

Result 3. Follow-up and completion of the Global Support Cycle

Following the GSAT audits (1), NSOs will be able to identify their areas of improvement and address their capacity issues (if any). With the support of the GSAT facilitator and Regional team (2), NSOs can prioritise an action plan and act upon it.

If and when required, NSOs can get assistance to identify the support required through the Global Support Consultant Pool (3) and submit a capacity strengthening project requesting funding through the Messengers of Peace Support Fund. On the web portal, NSOs will be able to learn more about other Global Support projects (4), tell their stories and inspire other NSOs.



Priority Area 4: Our Strategic Path

4.1. Objectives & deliverables

At the 39th World Scout Conference in 2011, a resolution on a clearer focus regarding the Strategy for Scouting was adopted. This was to be done on different levels by looking at the various elements of the current Strategy, the evaluation that had been done and deciding on how to proceed, going forward.

An "Our Strategic Path" working group was appointed and tasked with the following-up on the resolution.

Background

The first step in the process was to clarify the different components of the strategic framework, and how they relate to each other. This was carried out in the form of a briefing paper, which was presented to the WSC in September 2012.

The second step was to evaluate the current Strategy for Scouting (Mission, Vision and seven Strategic Priorities). It was concluded that the Mission continued to be relevant, while the Vision was quite unclear and that very little follow-up and evaluation had been done with regard to the seven Strategic Priorities. This meant that it was difficult to measure the level of progress in terms of achieving the Vision.

Based on this, the WSC decided to focus its efforts on analysing the current situation and pointing the way forward, rather than looking to the past. Part of this was doing an analysis of trends among young people today (Global Youth Trends Report), as well as further analysis of the current situation of WOSM. This focus would ensure that Scouting continues to meet the needs of young people.

Having reviewed the material, the WSC decided in March 2013 to develop a new Vision Statement. The existing Vision Statement includes the phrase "We see Scouting entering its second century...", setting the horizon for 2007, while the new Vision would aim for 2023. This would give the Movement a clear "deadline" for achieving this: three triennia after the World Scout Conference in 2014.

2013-2014

For this to be a Vision supported by the entire Movement, all six Regions were involved from the very beginning. In November 2013, a three-day workshop was held at Gilwell Park in London, United Kingdom. Invitees for this workshop were three representatives of each WOSM Region (two members of the Regional Scout Committee as well as the Regional Director), six members of the WSC as well as the Senior Management Team of the WSB Central Office. The workshop was facilitated by Pamela Lupton-Bowers, an expert in the field of organisational development. Together, the group looked at the Movement from different angles, and where it should strive to be 10 years from now. The outcome of the workshop was a new draft Vision Statement, and six Strategic Priorities that would help achieve this Vision.

In January 2014, a document containing the Mission (unchanged), the new suggested Vision and six Strategic Priorities with short texts outlining each Strategic Priority - together forming the new Strategy for Scouting - was sent out to the Regions for feedback and endorsement. They were also asked to consider specific objectives, linked to each Strategic Priority, which had been developed based on the London workshop. These objectives would not formally be part of the Strategy for Scouting, but rather work as guidelines for the WSC when developing Triennial Plans.

In March 2014, a revised set of documents (based on the input from the Regions and WSC members) was presented to and approved by the WSC.

In April 2014, the new suggested Strategy for Scouting was presented to NSOs for input. This was done via the intranet on scout.org in an interactive discussion forum, by email or on paper. By opening up a discussion forum ahead of the Conference, NSOs got well-acquainted with the suggested Strategy for Scouting before the Conference and gave helpful feedback that formed the basis for the discussion session at the Conference prior to the vote. In addition, a number of support documents linked to the process were published on the intranet section on scout.org.

Being aware that strategic planning is a complex process, two video clips were developed to help introduce the new Strategy for Scouting to NSOs. The first video introduced key concepts of strategic planning as well as the reasons for developing a new Strategy for Scouting; the second video outlined the newly-developed elements of the Strategy for Scouting and how NSOs could be involved in the process. Both videos were made available in official WOSM channels.

In both the Conference Resolution on the Strategy for Scouting and the subsequent evaluation, it was emphasised that in order for a Vision to fulfil a purpose, evaluation and follow-up need to be done along the way to ensure that the Movement is on the right track. The first steps have already been taken - the development of a draft World Triennial Plan that is aligned with Vision 2023 and the relooking of the current Regional Triennial Plans in relation to the Vision. Another aspect will be the development of Key Performance Indicators to measure progress. This work will be done in the next triennium, if the new Strategy for Scouting is approved by the Conference. Regular progress reports will also be presented to the WSC and the Conference.

In short, there has been exhaustive work done during the triennium to map out the strategic direction of the Movement. If the Movement agrees on this direction, the real work will start in the triennia to come – making sure that Vision 2023 is achieved.



CHAPTER E MESSENGERS OF PEACE

The aim of the Messengers of Peace Initiative is to inspire millions of young people throughout the world to undertake peace and service actions in their communities and thus contribute to creating a better world.

The target is, in 10 years, to have 20 million young people who have carried out a significant service activity in their local communities that will make the world a more peaceful place.

With over 570 million hours of service recorded by close to half a million Scouts, the Messengers of Peace Initiative is well on its way.

The Messengers of Peace Initiative is a 10-year flagship initiative of the World Organization of the Scout Movement (WOSM) to involve individual Scouts, as well as the National Scout Organisations (NSOs), in all WOSM Scout Regions in peace-building activities. The initiative promotes young people as Leaders for Life – in their communities and in the world.

The Messengers of Peace Support Fund provides financial support for projects and Scouting initiatives around the world. The fund enables Scouts in developing countries to implement the types of vital projects that can save lives and change communities. It also supports capacity building for NSOs and NSAs (National Scout Associations).

The Support Fund is supported by the World Scout Foundation (WSF) and administered by the World Scout Bureau (WSB). All funded activities are managed by Regional offices through a project management tool that is used by all offices of the WSB and the WSF. This allows real-time monitoring of projects and strengthens the overall coordination. Since the project started, the Messengers of Peace Support Fund has awarded USD\$5,790,561 as of 31 May 2014.

To ease worldwide dissemination, the original 10-year strategy for the Messengers of Peace Initiative has been streamlined into three clear, straightforward goals:

Goal One: Inspire Messengers of Peace

Peer education is a core element of the Scout programme since its inception over 100 years ago. Today, the only difference is that with social media, peer education can reach farther than ever before. WOSM has worked hard over the past year to provide a platform where young men and women can inspire each other to action.

This investment has paid dividends, resulting in close to 200,000 Messengers of Peace local projects being registered online, producing these 570 million service hours.

Other, more traditional forums, such as Jamborees and other Scout meetings have also been used to inspire young people to become Messengers of Peace.

It is important to note that these projects are inspired by the global Messengers of Peace Initiative, but paid for with local resources, raised by the Scouts themselves.

Most notable among the NSOs are the world's two largest - Indonesia and USA - who have both adopted Messengers of Peace as their national programmes.

Social media

During the course of 2013-2014, the Messengers of Peace social media platform has rapidly developed its global presence, with material in six languages and, as the site's world map shows, participation from every corner of the Scouting world. A staggering five million Scouts worldwide have so far been linked to the Messengers of Peace Initiative through its network of online communities.

The content and spirit is largely provided by the volunteers and staff of Scout organisations worldwide with new project reports appearing daily. The success can be seen on the service hour counter which have recorded an amazing 570 million hours of service.

In the past year, the six Regions of WOSM – Africa, Arab, Asia-Pacific, Eurasia, Europe, and Interamerica – have engaged in the promotion of Messengers of Peace through their networks, and have incorporated it into their regional and national plans.

Thirty-one training workshops have been delivered by global and local Messengers of Peace Ambassadors, and 400 Social Media Leaders - young volunteers - from over 200 countries and territories have been trained. Together, they are managing an impressive 146 social media communities linked to the Messengers of Peace global platform.

Young Messengers of Peace Ambassadors and national Messengers of Peace Coordinators have played a key role to actively promote and inspire people to reach our grassroots Scouts in each local community. More than 1,000 young Scouts and leaders in local Messengers of Peace promoter teams are engaged and spreading the message to inspire more Scouts.

In addition, the role of the "Social Media Leader" is vital for the Messengers of Peace platform. The role of this virtual team of 400 young, trained, and values-driven Scout activists is to inspire and encourage young people toward positive action. So far, more than five million people have been reached through social media campaigns resulting in more than 570 million service hours around the world. Since the first call for action from Messengers of Peace, young Scouts and adults have led and participated in more than 150,000 service projects, permanently supporting their communities and promoting youth entrepreneurship.

Local and International Partnerships

Peace as a goal is connecting Scouts with local and international organisations to build collaborative partnerships to support Scouts in their service initiatives.

Scouting is being recognised as the global force of action through “active youth participation”. At least 50 local and international organisations are becoming aware of the potential influence Scouts have in their communities.

Local collaborators like the military and police forces, emergency relief, human rights, and environmental organisations are interested in taking part in Messengers of Peace.

Goal Two: Promote Special Projects

Over 130 projects have now been supported through the Messengers of Peace Support Fund. These projects have been funded in areas of greatest need – African Scouts promoting peaceful elections in Ghana and Kenya, Thai Scouts helping Rohingya Muslim refugees and Palestinian Scouts working in Jerusalem.

Indonesian Scouting hosted an international Peace Camp, addressing issues of dialogue between ethnic groups. Two major projects - the Irish and Singapore Scout Dialogue Training initiatives, have developed training approaches for different audiences, introducing dialogue to both core Scout programmes and to young people living in tense community situations.

In addition, the Messengers of Peace Support Fund has also supported the internet platform’s learning zone which launched the on-line training in dialogue during the year.

But it is when disaster strikes that Messengers of Peace truly show their colours. In Lebanon, Scouts ran the “My Tent is Your Tent” initiative to welcome refugees from war-torn Syria to their communities. Scouts in Philippines supported their communities following the tragic typhoon disaster there.

Goal Three: Build Local Capacity

A major focus within Messengers of Peace is to ensure that each NSO and NSA has the organisational capacity to deliver quality Scouting. When strong local Scout organisations exist, young people flourish in Scouting, quality training is delivered to adults supporting them and the maximum impact of the Scout programme is achieved. Young people can grow and develop as leaders, as they are inspired to challenge themselves and their peers. They lead change in their communities. They work as Messengers of Peace.

With the support of Messengers of Peace, WOSM adopted a new tool based on the recognised management tool of the global standards company, SGS. The new resource, GSAT, contains 101 criteria related to the effective operation of our NSOs and NSAs. Over the next decade, Messengers of Peace will seek to ensure that each of our 162 NSOs reaches a level of governance and operational effectiveness that meets international standards. This will in turn enable each local Scout Organization to implement the highest quality of youth programme and adult leader support system for it. Doing this will help Scouting achieve key objectives outlined in our Triennial Plan as well as our Mission to create a better world.

Results of NSO assessments using GSAT to date have shown the following common issues:

- Functioning of the national board, with the main challenge being the independence of the board vis-à-vis the operational management and thus the independence of oversight and strategy development functions
- Financial control systems whose main challenges including the need to improve professionalism of project and programme administration, and the long-term sustainability of financial resources
- Continuous improvement, particularly the need for systematic monitoring of strategic plans/projects and adapting them where necessary based on the results of this monitoring

In response to these GSAT findings, Messengers of Peace supports WOSM to deliver training courses to focus on the specific challenges identified such as financial auditing, functioning of the board, staff appraisal, etc. Examples of specific outcomes from these efforts include:

- Kenya Scouting identified problems within the organisation in areas such as governance, financial control and management of day-to-day activities. Supported by the Regional office of the WSB in Nairobi, Kenya Scouting overhauled its governing board, appointed new and dynamic leaders and changed key executives. Kenya Scouting is now a totally transformed organisation.
- Indonesian Scouting identified the need to separate roles of governance and staff within the organisation. The Scout Organization's Chairman called in SGS to run a training programme for all board members and key staff. This helped to clarify roles and helped to put in place a reform of their operating procedures and organisation structure. These steps were particularly important as there was a transition of leadership in the organization at the end of 2013 after 10 years. A smooth transition and governance are vital in this Scout Organization, which is the most populous in the world.
- The Scout Organization of Haiti responded brilliantly in the aftermath of the devastating earthquake in 2010. However, foreign agencies and UN organisations used the Haitian Scouts to implement their programmes, and later hired key Scout staff and volunteers, depleting Haiti Scouting of its human resources. The Messengers of Peace fund has committed its largest grant ever to help rebuild its Organization and sustain itself in the coming years.

Messengers of Peace also supported capacity strengthening efforts for Scouting in Armenia, Australia, Chad, Fiji, Greece, Guinea, Kazakhstan, Maldives, Mexico, New Zealand, Nicaragua, Philippines, Romania, South Africa, Uruguay and Vanuatu.

With enhanced connectivity and the ability for global mapping coming online, WOSM's Regional offices are now able to make real value judgements on where resources are needed, and thus are able to follow up with targeted and professional support.

The underlying Scouting goal to achieve through Messengers of Peace is to reignite the dynamic energy of youth that has existed since the Scout Movement began in 1907. With over 40 million Scouts and an ambitious, yet achievable challenge to reach 100 million in the coming years, Messengers of Peace supports the Mission of Scouting to enhance the quality of the Scout programme, and to create a better world.

Messengers of Peace promotes the peace and service activities that Scouts have always conducted since the beginning of Scouting. And, by harnessing new technologies that allow every Scout to share their work, hopes and aspirations with other Scouts around the globe, Messengers of Peace emphasises the singleness and unity of our world Scout family.



CHAPTER F EDUCATIONAL METHODS GROUP

Activities of this group during the financial year included:

- The final report of the 1st World Scout Educational Congress was published on scout.org and is available at the following link: scout.org/node/25989. This was the result of several meetings for the rapporteurs and planning team in Istanbul (January 2014) and Helsinki (February 2014). The Congress website was also updated with Online Library, Facts & Figures and After-movie & Pictures sections (worldscouteducationcongress.org/en). Results of the World Scout Educational Congress have now been incorporated into the ongoing planning work (Triennial Plan proposal and Strategy).
- The staff working on Educational Methods (including those in regional offices) met in Lisbon from 9-10 October 2013. The main aim was to increase synergy, exchange information and align plans.
- The core Educational Methods team met in Helsinki in the beginning of February 2014. At this meeting, the team discussed the World Scout Educational Congress results, World Programme Policy Review update, World events, World Scout Programmes, Adults in Scouting, E-learning, Duty to God and finally the input for next Triennial Plan (2014-2017).
- The World Scout Youth Forum planning team met several times on Skype to follow-up on the organisation of the forum. The forum guideline was modified and sent for approval by the WSC. Two circulars sent to NSOs including the information on the new Youth Advisor candidates, the agenda and the theme. An E-learning module for the World Scout Youth Forum is currently under development.
- The World Scout Interreligious Dialogue (WSID) workshop/training was organised in Vienna, Austria from 20-24 February 2014. The event was organised in partnership with King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID). It gathered 38 participants from all religious organisations with consultative status, apart from representatives from different regions and volunteers/staff working in the field of interreligious dialogue.
- The evaluation of the event was very positive. The agenda included Interreligious and Intercultural Dialogue history, Sharing Best Practices on Dialogue from the Messengers of Peace projects, Training on Dialogue for a full day, Definition of Spirituality, Duty to God within WOSM and Founder's day celebration. At the end of the event, there were action group discussions that included a guideline of the interreligious events, WOSM/KAICIID further partnership actions and the participants' personal plans.

- World Scout Interreligious Forum meeting was organised in Paris on 16 December 2013. The meeting included a discussion on the future actions of World Scout Interreligious Forum. Another meeting to discuss the Faith and Beliefs Zone in the WSJ, Japan 2015 was organised in Vienna just before the WSID.
- World Programme Policy Review task force completed their work and produced the updated policy draft. A substantial feedback from NSOs and consultants were received, subsequently some minor changes were made in April 2014.
- The new JOTA-JOTI coordination team has been established under the leadership of Richard Middelkoop, who hails from the Netherlands.
- The Global Youth Trends research was completed. This research included the new Global and Regional youth trends.
- The Scouts of the World Award programme materials are currently in a fine-tuning phase. The 10th anniversary celebration of the programme was conducted during the 12th World Scout Youth Forum and 40th World Scout Conference.
- An educational programme element for the Messengers of Peace is in the initial stages of development.
- The first field visit to Iceland as the host of the 15th World Scout Moot in 2017 was held in late February 2014. The meeting included a visit to the Moot main campsite in Ulfjotsvatn (the same venue as Roverway 2009) and resulted in a better working relationship with the Moot organising team, familiarisation with the main teams in the Moot Organization and the Moot Programme.



CHAPTER G

MEMBERSHIP TASK FORCE

The World Scout Committee established a task force to look into possible new and broader criteria for membership of WOSM, with a special focus on enabling the further integration of Accredited National Scout Organisations (NSOs) and Scout Associations, which are affiliated with the Regions without being members of the World Organization of the Scout Movement (WOSM).

This is a complex matter and, although good progress has been made, consensus has not yet been achieved on the most appropriate proposals (which will require amendments to the WOSM Constitution) to achieve the goal. These efforts will continue in the next triennium 2014-2017.



CHAPTER H

A NEW STRUCTURE FOR THE WORLD SCOUT BUREAU

Introduction

During its meeting in Buenos Aires from 21-23 September 2013, the World Scout Committee (WSC) took the decision to accept a plan from the Secretary General of the World Organization of the Scout Movement (WOSM), Scott Teare, to modernise the structure of the World Scout Bureau (WSB). The overall aim of this plan was to provide better support and service to the National Scout Organizations (NSOs) and support WOSM's growing membership.

The WSC decided to ask all the NSOs to endorse its decision by postal vote.

Background and Process

The WSB serves as WOSM's secretariat and provides support to the NSOs with the ultimate goal of delivering better Scouting for more young people. Currently, the WSB operates a total of eight offices – three offices in Europe (the Central Office in Geneva, the European Regional Scout Office in Geneva and a satellite office of the European Region in Brussels), and one Regional Office in cities in each of the other five regions: Cairo, Kiev, Makati City, Nairobi and Panama City.

As society, technology, communication habits and Scouting itself changed over the years, there was an increasing perception that the WSB Central Office did not provide sufficient "value for money". This led to a widespread discussion about the Central Office's functions and structure and this included the question of where it should be located.

Following World Scout Conference resolutions in 2008 and 2011, a considerable amount of time was spent looking at ways to modernise and improve the WSB as a whole. This included several rounds of consultation with NSOs and the WSC reviewed a number of options aimed at improving the level of service provided by the WSB to NSOs and doing so in a more cost effective manner.

At its meeting in Jakarta in March 2013, the WSC approved a shortlist of seven cities for the future location of the WSB Central Office. The WSC also decided that a specialist company should be commissioned to bring the short list of seven down to one city and the Secretary General was given the authority to make the final decision based upon the specialist company's recommendation.

The WSC reviewed the decision-making process and what they considered to be primarily an operational decision was seen by a relatively large number of NSOs as a highly political issue. NSOs believed they should be involved in the decision, particularly as it entailed the potential change of WOSM's legal seat.

As a result, the WSC reviewed both the process and the substance of the issue at its meeting in Buenos Aires in September 2013 and the many suggestions and opinions received from NSOs and regions were fully considered.

In addition, the Secretary General reminded the WSC that two consultations had been undertaken with the staff of the WSB Central Office and the responses to these two consultations were taken into account.

The outcome is that the WSC agreed to a new solution, which it believed would better serve the Movement and also meet the concerns of the NSOs in relation to the decision-making process.

A New Structure for the WSB

The Secretary General's proposal for a new global operational approach for the WSB comprising the following elements was agreed by the WSC:

- The Secretary General will introduce a more decentralised structure that moved from having a single Central Office to one that involved all WSB offices in order to create a global network of offices linked through virtual infrastructure and capable of serving our growing Scout population.
- An additional WSB office is to be established in Kuala Lumpur which will serve as a shared service centre for WOSM and will include a number of the functions currently delivered by the existing WSB Central Office.
- The WSB will retain its legal seat incorporated in Geneva, although the current WSB Central Office in Geneva (Rue du Pré-Jérôme 5) would be closed.

With this new structure, there will be a dynamic allocation of WSB functions and staff according to changing needs and opportunities. This allocation will be the responsibility of the Secretary General, together with his Senior Management Team.

The Secretary General and his team are to use all of the locations where the WSB has offices as bases for meetings with staff, the WSC, NSOs, volunteer working groups and external stakeholders, according to particular circumstances. It was envisaged that at least one member of the WSB Senior Management Team and an appropriate number of staff will continue to be located in Geneva (although not at Rue du Pré-Jérôme 5) and part of their responsibility will be to undertake tasks related to the WSB having its legal seat in Geneva.

By releasing itself from the construct of a 19th and 20th century organisation, WOSM can become a genuine "World Organisation", operating with agility and reacting swiftly to both the needs of its member NSOs and Scouting's growing youth membership. Such an approach strengthens the unity of Scouting and also implies significant cost savings – thus freeing up resources to provide a better service to NSOs.

Decision-making Process

The WSC decided by consensus to adopt this new structure for the WSB at its meeting in Buenos Aires from 21-23 September 2013.

The WSC also agreed by consensus to ask the NSOs to endorse its decision by postal vote during October 2013. The WSC recommended that all the NSOs support this decision and to take maximum advantage of the new possibilities it will create for them. By constantly developing and improving our offices and systems we will be able to offer better Scouting to more young people, which is our ultimate goal.

The WSC carefully reviewed concerns that had been raised by part of our constituency with regard to Kuala Lumpur being one of the WSB's locations. Prior to the WSC meeting, the Secretary General had made a due diligence visit to Malaysia to investigate the concerns that had been raised and the reports obtained from the highest level in many governmental and non-governmental organisations confirmed that Kuala Lumpur is well suited as a location for international non-governmental organisations such as WOSM.

The WSC wishes to record its thanks to the WSB Central Office staff and reconfirms its confidence in the WSB's senior executives. Since his appointment as Chief Operating Officer, Aidan Jones has helped the WSC craft its commitment to modernising the Organization of the WSB. Following Scott Teare's arrival as WOSM's Secretary General in January 2013, that work has accelerated and Scott has taken on the modernisation agenda as his own, demonstrating through his leadership that he is determined to lead a staff team that properly supports its NSOs and is ready to meet the needs of a growing worldwide Scouting youth membership.

Endorsement of the WSC Decision by the NSOs

The postal vote received from over 100 NSOs endorsed the decision of the WSC by nearly 75%. In the same spirit of consensus that prevailed during the WSC's meeting in Buenos Aires, after 47 years at Rue du Pré-Jérôme 5 in Geneva, a new service centre was dedicated on 18 June 2014 in Kuala Lumpur. The WSB will also investigate the availability of a smaller office adjacent to the European Regional office in Geneva.

A New World Scout Bureau Opens

The WSB's new office in Kuala Lumpur, Malaysia serves as a shared service centre for the global operations of WOSM. The fully-operational office hosts some 30 staff members from multiple nationalities, who supports the 162 NSOs which are members of WOSM.

The new office was opened by the Honourable Prime Minister of Malaysia, Dato' Sri Mohd Najib bin Tun Abdul Razak. Also present were the Honourable Vice President of the Republic of the Philippines, Jejomar Binay, and representatives of the WSC.

With the new office in Kuala Lumpur, the WSB's global network of offices has expanded to eight locations worldwide – Brussels, Cairo, Geneva, Kiev, Kuala Lumpur, Makati City, Nairobi and Panama City – thus allowing the Scout Movement to be as close as possible to the NSOs.



CHAPTER I HUMAN RIGHTS TASK FORCE

The World Organization of the Scout Movement (WOSM) is an Organization that stands up for human rights and believes that everyone should be allowed their basic human rights. This commitment can be seen through the endorsement of the United Nations Universal Declaration of Human Rights by successive World Scout Conferences.

The Human Rights Task Force (HRTF) that was established by the World Scout Committee (WSC) is entrusted with the mission of studying and analysing current Human Rights policies and subsequently reporting to the WSC with recommendations based on its findings. The HRTF focused its work plan in the areas of Human Rights Education within Scouting, diversity and non-discrimination, and supporting the National Scout Organisations (NSOs) as guided by the WSC.

The HRTF met twice in Geneva (April 2013 and February 2014) and also worked remotely between meetings. Its work was completed in 2014 and a final report was submitted to the World Scout Conference in Slovenia. The report also proposed a Resolution which was approved at the Conference in Slovenia (12/2014).

Among other things, the Conference Resolution endorsed the HRTF report and adopted the principle that WOSM and NSOs respect the protection of internationally proclaimed human rights; ensure that they are not complicit in human rights abuses; and develop their own strategies and identify challenges that need to be addressed regarding human rights based on the Mission of Scouting and taking account of current legal, cultural and religious contexts.

The HRTF comprised Mario Diaz (Spain) as its Chairman, Faouzi Chaouch (Tunisia), Janaprith Fernando (Sri Lanka), Jemima Nartey (Ghana), Doina Postica (Moldova), Roger Schrimp (USA) and Dan Wood (UK).



CHAPTER J

WORLD SCOUT CONFERENCE 2014

The 40th World Scout Conference was held from 11 to 15 August in Ljubljana, Slovenia. Over 1200 delegates from 130 National Scout Organisations (NSOs) attended the five-day "world assembly", making it the largest international event in the history of Slovenia.

Approximately 200 Scout volunteers from the Slovenian NSO were involved in organising the conference, themed "Shaping a Common Future".

In his opening speech entitled "Unity in Diversity", Secretary General of WOSM, Scott Teare, said: "We are all gathered here to continue to be relevant to more young people around the world in the way that we provide them with non-formal education and life-long skills so that they become a force of good in their communities, and eventually help create a better world".

In a written statement, which was read to the Conference participants, former Polish President Lech Walesa said: "Today, the main socio-economic problem in the world particularly affecting young people is the lack of jobs, and resulting from that, lack of opportunities, hope and prospects. It is a great task to prepare young people to cope with these challenges, to teach them how to discover their own talents, grow their potential, and develop creativity and entrepreneurship. The work that International Scout and Guide Community carry out cannot be overestimated".

Highlights of the five-day Conference were the adoption of

- Vision 2023, which states that "By 2023, Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens, creating positive change in their communities and in the world based on shared values"
- A nine-year Strategy for Scouting, covering six priority areas, namely Youth Engagement, Educational Methods, Diversity & Inclusion, Social Impact, Communications & External Relations, and Governance
- The Triennial Plan 2014-2017 that will guide the World Scout Committee (WSC) in driving the Strategy for Scouting to achieve Vision 2023



The Conference also elected a new WSC for the 2014-2017 triennium. The newly elected members are Abdullah Alfahad (Saudi Arabia), Bagrat Yesayan (Armenia), Craig Turpie (United Kingdom), Daniel Ownby (United States of America), Fernando Brodeschi (Brazil), Jemima Nartey (Ghana), João Armando Gonçalves (Portugal), Karin Ahlbäck (Finland), Ledjou Marcel Blaguet (Côte d'Ivoire), Lidija Pozaic (Croatia), Mari Nakano (Japan) and Peter Blatch (Australia).

João Armando Gonçalves was elected by the new WSC as its new Chairperson, supported by two Vice-Chairpersons, Daniel Ownby and Jemima Nartey.

Additionally, the Conference also selected Azerbaijan to host the 41st World Scout Conference in 2017.

In the Conference closing address, newly elected Chairperson João Armando Gonçalves said: "The implementation of the new Strategy for WOSM is a golden opportunity, not only to increase our social impact, but also to strengthen our internal relations and reinforce the common values. Because we will all be working together in making Scouting the 'world's leading educational youth movement'".

The next three years will indeed be an exciting time for the Movement. WOSM believes that **Together**, we will be able to propel this movement **Forward, Towards** bigger **Impact** on individuals and communities, and also towards **Growth** by reaching out to many more young people who can benefit from Scouting.



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