



SCOUTS[®]
Creating a Better World



CONSOLIDATED FINANCIAL STATEMENTS AS AT 30 SEPTEMBER 2015

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 2015

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 2015. 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 2015 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 Pingeon
*Licensed Audit Expert
Auditor in Charge*



Cédric Rigoli
Licensed Audit Expert

Geneva, 29 February 2016

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 2015

	Notes	30/09/2015	30/09/2014
		USD	USD
ASSETS			
Current assets			
Cash and short-term deposits	6	3,968,754	3,343,422
Accounts receivable		261,193	206,613
Amounts receivable from related parties	7	57,537	274,525
Prepayments and accrued income		283,447	134,791
Inventories		42,413	43,884
Total current assets		4,613,344	4,003,235
Restricted endowment assets	8	1,849,426	1,853,031
Non-current assets			
Fixed assets, net	9	97,419	121,986
Financial Assets	10	3,456,928	3,619,526
Total non-current assets		3,554,347	3,741,512
TOTAL ASSETS		10,017,117	9,597,778

(See the accompanying notes)

CONSOLIDATED BALANCE SHEET AS AT 30 SEPTEMBER 2015

	Notes	30/09/2015	30/09/2014
		USD	USD
LIABILITIES AND FUNDS			
Current liabilities			
Registration fees received in advance		9,231	19,383
Accounts payable		302,865	267,227
Accrued liabilities		741,134	759,383
Deferred income		89,225	9,034
Amounts payable to related parties	11	84,057	161,344
Total current liabilities		1,226,512	1,216,371
Restricted Funds			
Restricted project funds		580,678	457,851
Restricted endowment funds	8	1,883,380	1,876,066
Real estate funds		205,387	205,386
Funds held in trust		9,413	167,960
Total restricted funds		2,678,858	2,707,263
Own Funds	12	6,111,747	5,674,145
TOTAL LIABILITIES AND FUNDS		10,017,117	9,597,778

(See the accompanying notes)

CONSOLIDATED STATEMENT OF OPERATIONS FOR THE YEAR ENDED 30 SEPTEMBER 2015

	Notes	2015/2014	2014/2013
		USD	USD
OPERATIONAL INCOME			
Registration fees	14	4,721,974	4,828,125
Regional registration fees		233,337	256,678
Contribution World Scout Foundation		3,375,371	3,468,974
Contribution Regional Scout Foundation		59,000	12,899
Restricted project revenue		2,554,886	4,342,336
Other donations		1,633,709	1,357,526
Other operational income		276,172	275,127
Total operational income	15	12,854,449	14,541,665
OPERATIONAL EXPENDITURE			
General Management	16	4,701,241	6,288,630
Education and Development	16	2,031,193	1,257,069
Operations Service	16	2,455,865	2,427,891
Restricted project charges		2,441,318	4,109,358
Expenditure for Field Activities		317,696	300,179
Depreciation	9	79,373	88,722
Total operational expenditure	15	12,026,686	14,471,849
INTERMEDIATE SURPLUS		827,763	69,816
NET FINANCIAL INCOME			
Financial income		52,892	299,479
Financial costs		-36,729	-40,665
Result on investment		-	33,805
Exchange gain/(loss)		-267,721	263,178
NET FINANCIAL SURPLUS / (DEFICIT)		-251,558	555,797
OPERATING SURPLUS		576,205	625,613
CHANGES IN RESTRICTED FUNDS			
Allocation		-2,580,700	-4,391,605
Use		2,442,097	4,125,729
NET SURPLUS OF THE YEAR BEFORE ALLOCATIONS / WITHDRAWALS	15	437,602	359,737
(Allocation to) / Withdrawal from			
- registration fees risk reserve		13,211	34,183
- operational risk reserve		-	-
- future events and other reserves		-364,965	-194,612
- other unrestricted reserves		-85,848	-199,308
SURPLUS OF THE YEAR AFTER ALLOCATIONS / WITHDRAWALS		-	-

(See the accompanying notes)

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 30 SEPTEMBER 2015

	Opening balance 01/10/13	Internally generated income	Allocation (external)	Internal fund transfers	Use (external)	Closing balance 30/09/14
	USD	USD	USD	USD	USD	USD
Restricted Funds						
Restricted endowment Fund						
- Sonia Maguire Fund	1,147,086	16,772		49,501	-16,772	1,196,587
- Bea Campbell Fund	639,452	9,214		26,491	-9,214	665,943
- Universal Fund	1,930		11,731		-125	13,536
Earmarked funds (Projects)	619,148		4,342,336	-394,276	-4,109,358	457,850
Real Estate Funds	195,481			9,906		205,387
Funds held in trust	156,913			11,047		167,960
Total restricted funds	2,760,010	25,986	4,354,067	-297,331	-4,135,469	2,707,263
Own funds						
Unrestricted						
- Registration fees risk reserve	70,824			-34,183		36,641
- Operational risk reserve	73,584					73,584
- Future events and other reserves	513,026				-134,967	378,059
Other unrestricted reserves	4,746,074			393,922		5,139,996
Changes in Scope of consolidation	-				45,865	45,865
Surplus (deficit) for the year	-		359,739	-359,739		-
Total own funds	5,403,508	-	359,739	-	-89,102	5,674,145
Restricted Funds						
Restricted endowment Fund						
- Sonia Maguire Fund	1,196,587	7,232		-1,376	-7,232	1,195,211
- Bea Campbell Fund	665,943	2,146		-1,768	-2,146	664,175
- Universal Fund	13,536		9,828		629	23,993
Earmarked funds (Projects)	457,850		2,549,016	15,134	-2,441,321	580,679
Real Estate Funds	205,387					205,387
Funds held in trust	167,960				-158,547	9,413
Total restricted funds	2,707,263	9,378	2,558,844	11,990	-2,608,617	2,678,858
Own funds						
Unrestricted						
- Registration fees risk reserve	36,641			-13,211		23,430
- Operational risk reserve	73,584			-		73,584
- Future events and other reserves	378,059			364,965		743,024
Other unrestricted reserves	5,139,996			131,713		5,271,709
Changes in Scope of consolidation	45,865			-45,865		-
Surplus (deficit) for the year	-		437,602	-437,602		-
Total own funds	5,674,145	-	437,602	-	-	6,111,747

The content of restricted funds and unrestricted reserves are explained in Note 2k and 2l.
Changes in scope of consolidation for total amount of USD 45,865 due to the de-consolidation of the Arab Scout Organisation.
The table on Own funds by Support Centre is disclosed under Note 12.

(See the accompanying notes)

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 30 SEPTEMBER 2015

Notes	2015/2014	2014/2013
	USD	USD
Cash flow from operations		
Result of the year	437,602	359,737
Depreciation	79,373	88,722
Foreign currency conversion	18,160	-203,828
(Increase) Decrease in Account receivable	-54,580	-71,182
(Increase) Decrease of Prepayments & accrued income	-148,656	180,256
(Increase) Decrease of Amounts receivable from related parties	216,988	-60,211
(Increase) Decrease of Inventory	1,471	-32,356
(Decrease) Increase Registration fees received in advanced	-10,152	-3,347
(Decrease) Increase Accounts payable, other liabilities	35,639	-46,395
(Decrease) Increase Accrued Liabilities & deferred income	61,942	-149,352
(Decrease) Increase Amounts payable to related parties	-77,287	55,096
(Decrease) Increase Earmarked funds (Project)	122,827	-161,298
(Decrease) Increase Funds held in trust	-158,547	11,047
Total cash flow from operations	524,780	-33,111
Cash flow from investing activities		
European & IAR Investment Funds	165,685	-390,631
Disposal of (Investment in) fixed assets, net	-63,962	95,144
Investment in financial assets		
Total cash flow from investing activities	101,723	-295,487
(Decrease) Increase in cash and short-term deposits	626,503	-328,598
CASH AND SHORT-TERM DEPOSITS		
Currency translation adjustment	-1,171	-17,489
Opening balance as of 1st October	3,343,422	3,689,509
Closing balance as of 30 September	3,968,754	3,343,422
(Decrease) Increase in cash and short-term deposits	626,503	-328,598

(See the accompanying notes)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS AS AT 30 SEPTEMBER 2015

1. PRESENTATION

The World Scout Bureau (WSB) is the Secretariat of the World Organization of the Scout Movement (WOSM). The WSB is directed by the Secretary General of WOSM, who is appointed by the World Scout Committee (WSC) and is the chief administrative officer of the World Organization. It has the legal form of an association under Article 60 and following of the Swiss Civil Code. The WSB'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 40 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 WSB also supports the promotion of Scouting at all levels, assists in the organisation 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 21 and the Swiss GAAP RPC/FER framework as a whole.

The financial statements have been prepared using historical cost principles and are presented in US Dollars, following the approval of the WSC during its meeting in New York to change its functional and NSOs registration billing currency from Swiss Franc to US Dollars effective from 1 October 2014.

In order to facilitate comparison, all the comparative figures are restated in US Dollars, converted at CHF 0.95129/USD based on the exchange rate at the time when the change in functional currency took effect.

The WSB financial statements were prepared and approved for release by the Secretary General and the management on 22 February 2016 and submitted for approval by the World Scout Committee on the same date.

b. Foreign currency conversion

The change has been accounted for in accordance with the Swiss GAAP FER/RPC requirements. Asset and liabilities of operation denominated in foreign currencies other than that of the WSB's functional currency have converted at rates prevailing at the balance sheet date while transactions during the year in foreign currencies are converted to US Dollars at the average rates. Exchange rate differences are recognised in the statement of operations in the period in which they arise.

c. Cash and short-term deposits

Cash and short-term deposits include cash holdings, postal check, bank accounts holdings at the 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.

d. Accounts receivable

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

e. Inventories

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

f. Restricted endowment assets

Restricted endowment 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.

g. 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.

h. Financial assets

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

i. 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.

j. Accrued liabilities and deferred income

Accrued liabilities relates to cost of goods received or services rendered where invoices have yet to be received at year-end. These costs are recorded based on management's best estimate of future cash outflows. Deferred income represents payments receipt in advance for registrations fees.

k. Restricted funds

- a. Restricted project funds 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. The WSB receives allocations of the funds' 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 consists of a condominium in Manila, Philippines.
- d. Funds held in trust are funds retained by the Global Support Centre, Geneva on behalf of the Africa Scout Foundation.

l. Own Funds

Own funds consist of unrestricted reserves and the following reserves designated by the WSB for specific purposes:

- a. Registration Fees Risk Reserve: this reserve is used to assist National Scout Organizations which are facing difficulties with the payment of their annual registration fees.
- b. Operational Risk Reserve: this reserve hedges against the risks of exchange rate variations.
- a. Future Events Reserve: this reserve is allocated in anticipation of events taking place, that include activities undertaken to enhance the WSB's operation structure and efficiency.

Unrestricted Reserve relates to surplus income from previous years that is not allocated to the above specific reserves.

m. Related parties

Related parties is defined as a party having the ability to directly or indirectly exercise significant influence on the other party in making financial or operative decisions. Related parties of WSB are:

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

n. Registration fees

In compliance with 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.

o. 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.

p. Expenditure recognition

All expenses are accounted for on an accrual basis.

3. ORGANISATION STRUCTURE

World Scout Bureau currently operates from the following eight support centres:

Region	Country
Global Support Centre, Geneva	Switzerland
Global Support Centre, Kuala Lumpur	Malaysia
Asia-Pacific Support Centre, Makati City	Philippines
Africa Support Centre, Nairobi	Kenya
Arab Support Centre, Cairo	Egypt
Eurasia Support Centre, Kiev	Ukraine
Europe Support Centre, Geneva and Brussels	Switzerland and Belgium
Interamerica Support Centre, Panama City	Panama

The Bureau has two global and six regional support centres. The global centres are located in Geneva and Kuala Lumpur respectively. The Bureau's legal seat is based in Geneva while the Kuala Lumpur Centre provides majority of the Bureau's global operation and strategic support including housing the office of the Secretary General.

4. SCOPE OF CONSOLIDATION

The consolidated financial statements of the Bureau include the legal entities listed below. They are controlled by the WSB where the Bureau has the power, directly or indirectly, to govern the financial and operating policies. Control exist where the Bureau can either appoint the majority of the members of the top management or has significant right to issue directives based on the contractual or statutory provisions.

Legal Entity Name	Support Centres
Bureau Mondial du Scoutisme	Global Support Centre, Geneva
World Scout Bureau	Global Support Centre, Kuala Lumpur
World Organization of the Scout Movement	Africa Support Centre
Arab Scout Region	Arab Support Centre
World Scout Bureau, Asia-Pacific	Asia-Pacific Support Centre
Charitable Organization Eurasia Regional Scout Foundation	Eurasia Support Centre
Bureau Mondial du Scoutisme – Bureau Regional Européen	Europe Support Centre
Bureau Européen du Scoutisme ASBL	Europe Support Centre
Oficina Scout Mundial – Region Inter Americana	Interamerica Support Centre

A sub-consolidation is made at the level of the Bureau Mondial du Scoutisme – Bureau Regional Européen in Switzerland, that includes the Bureau Européen du Scoutisme ASBL in Belgium.

5. 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.

6. CASH AND SHORT-TERM DEPOSITS

	Geneva	Kuala Lumpur	Africa	Arab	Asia - Pacific	Eurasia	Europe	Interamerica	Total 30/09/2015	Total 30/09/2014
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
Cash and bank	1,275,962	1,017,339	235,974	176,804	61,859	8,156	97,765	91,213	2,965,072	2,038,990
Bank short-term deposits	-	-	-	404,927	74,493	-	-	-	479,420	793,293
Bank short-term deposits/ restricted	135,000	-	-	4,607	384,655	-	-	-	524,262	511,139
	1,410,962	1,017,339	235,974	586,338	521,007	8,156	97,765	91,213	3,968,754	3,343,422

7. AMOUNTS RECEIVABLE FROM RELATED PARTIES

	Total 30/09/2015	Total 30/09/2014
	USD	USD
World Scout Foundation	28,310	223,227
Regional Scout Foundations	-	14,261
SCORE International (World Scout Shop)	-	-
National Associations	20,516	36,874
Others	8,711	163
	57,537	274,525

8. RESTRICTED ENDOWMENT 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 2015	Total 2014
	USD	USD	USD	USD	USD
ASSETS					
Cash & Banks	674,971	319,557	1,127	995,655	338,909
Securities	505,598	344,806	-	850,404	1,502,219
Accounts Receivable	13,249	75	22,866	36,190	32,835
Deferred income	1,393	1,794	-	3,187	11,652
Total Assets	1,195,211	666,232	23,993	1,885,436	1,885,615
Current Account/World Scout Bureau	-13,145	-	-22,865	-36,010	-32,584
Restricted endowment assets	1,182,066	666,232	1,128	1,849,426	1,853,031
LIABILITIES					
Accounts Payable	-	2,056	-	2,056	9,549
Capital	1,189,377	670,004	13,243	1,872,624	1,861,310
Reserve	-	-	-	-	-
Result of the year	5,834	-5,828	10,750	10,756	14,756
Total Liabilities	1,195,211	666,232	23,993	1,885,436	1,885,615
Current Account/World Scout Bureau	-	-2,056	-	-2,056	-9,549
Restricted endowment Funds	1,195,211	664,176	23,993	1,883,380	1,876,066
Initial value of the capital	1,189,377	670,004			

9. FIXED ASSETS

	Geneva Office	Kuala Lumpur Office	Africa	Arab	Asia-Pacific	Eurasia	Europe	Inter-America	Total 30/09/2015	Total 30/09/2014
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
Fixed Assets, restricted										
Cost at beginning of period	-	-	-	-	205,387	-	-	-	205,387	195,481
Translation Difference	-	-	-	-	-	-	-	-	-	9,905
Cost at end of period	-	-	-	-	205,387	-	-	-	205,387	205,386
Accumulated Depreciation beginning of period	-	-	-	-	-191,004	-	-	-	-191,004	-173,972
Depreciation for the year	-	-	-	-	-8,215	-	-	-	-8,215	-8,151
Translation Difference	-	-	-	-	-	-	-	-	-	-8,880
Accumulated Depreciation end of period	-	-	-	-	-199,219	-	-	-	-199,219	-191,003
	-	-	-	-	6,168	-	-	-	6,168	14,383
Lands & Buildings										
Cost at beginning of period	-	-	-	-	136,167	367,487	-	-	503,654	588,372
Sales of the year	-	-	-	-	-	-	-	-	-	-113,645
Translation Difference/ restatement	-	-	-	-	-	-	-	-	-	28,926
Cost end of period	-	-	-	-	136,167	367,487	-	-	503,654	503,653
Accumulated Depreciation beginning of period	-	-	-	-	-134,182	-367,487	-	-	-501,669	-534,147
Depreciation for the year	-	-	-	-	-581	-	-	-	-581	-1,049
Translation Difference/ restatement	-	-	-	-	-	-	-	-	-	-26,604
Sales of the year	-	-	-	-	-	-	-	-	-	60,132
Accumulated Depreciation end of period	-	-	-	-	-134,763	-367,487	-	-	-502,250	-501,668
	-	-	-	-	1,404	-	-	-	1,404	1,985
Furniture, Fixtures, equipment										
Cost at beginning of period	592,690	-	267,667	178,306	192,634	48,345	21,066	46,431	1,347,139	1,413,998
Addition for the year	1,355	206,363	13,690	844	29,401	1,244	789	3,819	257,505	539,903
Sales of the year	-	-	-	-	-	-	-	-	-	-6,887
Liquidations for the year	-364,894	-	-	-	-138,701	-	-	-	-503,595	-57,879
Translation Difference	-9,179	-	-	-	-	-	3,257	-	-5,922	35,224
Restatement	-	-	-	-	-	-	-6,924	-	-6,924	-62,704
Cost end of period	219,972	206,363	281,357	179,150	83,334	49,589	18,188	50,250	1,088,203	1,861,653
Grants - Restricted Equipment	-	-193,543	-	-	-	-	-	-	-193,543	-514,410
Cost end of period, net of grants	219,972	12,820	281,357	179,150	83,334	49,589	18,188	50,250	894,660	1,347,243
Accumulated Depreciation beginning of period	-541,364	-	-252,795	-172,634	-191,651	-37,563	-11,765	-33,750	-1,241,522	-1,251,994
Depreciation for the year	-23,960	-127,038	-20,802	-3,693	-1,328	-3,141	-5,282	-8,288	-193,532	-109,806
Less : Depreciation of Grants restricted equipment	-	122,955	-	-	-	-	-	-	122,955	30,285
Depreciation for the year, net of grants	-23,960	-4,083	-20,802	-3,693	-1,328	-3,141	-5,282	-8,288	-70,577	-79,520
Sales of the year	-	-	-	-	-	-	-	-	-	6,887
Liquidations for the year	352,610	-	-	-	138,701	-	-	-	491,311	54,860
Translation Difference	-191	-	-	-	-	-	787	-	596	-31,894
Restatement	8,550	-	-	-	-	-	6,829	-	15,379	60,034
Accumulated Depreciation end of period	-204,355	-4,083	-273,597	-176,327	-54,278	-40,704	-9,431	-42,038	-804,813	-1,241,626
	15,617	8,737	7,760	2,823	29,056	8,885	8,757	8,212	89,847	105,618
Net value as at 30 September 2015	15,617	8,737	7,760	2,823	36,628	8,885	8,757	8,212	97,419	121,986

The furniture, fittings and equipment of the World Scout Bureau in Malaysia were bought with a grant received from the Malaysian Government. A significant portion of the assets were financed by funds from the Malaysian Government over the last two fiscal years:

	2015/2014	2014/2013
	USD	USD
Furniture & Fittings	5,833	405,855
Audio-Visual Equipment	41,221	112,582
	47,054	518,437

10. FINANCIAL ASSETS

Financial assets include mainly the EIF (European Investment Fund) funds managed by the European Scout Foundation on behalf of the Europe Support Centre for USD2,383,752 (2013-2014: USD 2,550,918) and funds from the Interamerica Support Centre managed by the Interamerican Scout Foundation for USD 974,530 (2013-2014: USD 973,049).

11. AMOUNTS PAYABLE TO RELATED PARTIES

	Total 30/09/2015	Total 30/09/2014
	USD	USD
World Scout Foundation	7,937	-
Regional Scout Foundations	35,501	62,016
SCORE International (World Scout Shop)	39,485	46,331
National Associations	790	29,987
Others	344	23,011
	84,057	161,344

12. OWN FUNDS BY SUPPORT CENTRE

	30/09/2015	30/09/2014
	USD	USD
Geneva	3,265,047	1,484,068
Kuala Lumpur	-2,077,518	-709,881
Africa	226,747	230,478
Arab	810,851	779,871
Asia-Pacific	113,720	84,801
Eurasia	129,143	75,268
Europe *)	2,544,807	2,676,954
Interamerica **)	1,098,950	1,052,586
Total own funds	6,111,747	5,674,145
*) including European Investment Fund	2,383,752	2,550,918
**) including Inter-America Fund	974,530	973,049

The EIF is managed by the European Scout Foundation.

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

13. 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 contributions to the pension plan are recorded during the period to which they relate.

	Total 30/09/2015	Total 30/09/2014
	USD	USD
Contributions paid	209,852	604,841
Pension benefit expenses	209,852	604,841

The Executive staff of other support centres based abroad benefits from a similar plan with the Zurich Life and Zurich International Life. The contributions made under the plan are not obligated by the Laws and statutory requirements of the Countries in which the support centres are located in.

14. REGISTRATION FEES

COUNTRY	Requested as at 01/10/14		Paid as at 30/09/15		Total Paid	
	Arrears	Fees	Arrears	Fee		
	USD	USD	USD	USD	USD	
ALGERIA	-	11,856	-	-	-	
ANGOLA	-	4,104	-	4,104	4,104	
ARGENTINA	-	29,051	-	29,051	29,051	
ARMENIA	-	791	-	791	791	
AUSTRALIA	-	74,133	-	74,133	74,133	
AUSTRIA	-	11,436	-	11,436	11,436	
AZERBAIJAN	-	541	-	541	541	
BAHAMAS	-	1,043	-	1,043	1,043	
BAHRAIN	-	2,230	-	2,230	2,230	
BANGLADESH	-	33,558	-	33,558	33,558	
BARBADOS	-	2,356	-	2,356	2,356	
BELARUS	-	522	-	522	522	
BELGIUM	-	106,808	-	106,808	106,808	
BELIZE	-	1,891	-	945	945	
BENIN	-	526	-	526	526	
BHUTAN	-	3,796	-	3,796	3,796	
BOLIVIA	-	2,673	-	2,673	2,673	
BOSNIA-HERZEGOVINA	-	527	-	527	527	
BOTSWANA	-	1,378	-	1,378	1,378	
BRAZIL	-	31,559	-	31,559	31,559	
BRUNEI	-	2,255	-	2,255	2,255	
BULGARIA	-	1,079	-	1,079	1,079	
BURKINA FASO	315	315	315	315	630	
BURUNDI	-	315	-	315	315	
CAMBODIA	-	315	-	315	315	
CAMEROON	-	960	-	960	960	
CANADA	-	115,419	-	115,419	115,419	
CAPE VERDE	315	315	315	315	630	
CHAD	-	315	-	315	315	
CHILE	73,409	13,752	10,487	13,752	24,239	
CHINA, Scouts of	-	49,168	-	49,168	49,168	
COLOMBIA	-	4,849	-	4,849	4,849	
COMORO IS.	315	315	-	-	-	
CONGO, DEM REP.	-	315	-	315	315	
COSTA RICA	-	3,728	-	3,728	3,728	
COTE D'IVOIRE	-	2,084	-	2,084	2,084	
CROATIA	-	2,867	-	2,867	2,867	
CYPRUS	-	5,250	-	5,250	5,250	
Sub-total		74,354	524,395	11,117	511,278	522,395

14. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/14		Paid as at 30/09/15		Total Paid
	Arrears	Fees	Arrears	Fee	
	USD	USD	USD	USD	USD
Brought forward	74,354	524,395	11,117	511,278	522,395
CZECH REPUBLIC	-	16,258	-	16,258	16,258
DENMARK	-	47,243	-	47,243	47,243
DOMINICA	719	719	719	719	1,438
DOMINICAN REP.	-	649	-	649	649
ECUADOR	-	1,500	-	1,500	1,500
EGYPT	-	32,211	-	32,211	32,211
EL SALVADOR	610	1,513	610	1,513	2,123
ESTONIA	-	1,006	-	1,006	1,006
ETHIOPIA	-	315	-	315	315
FIJI	-	2,062	-	2,062	2,062
FINLAND	-	62,020	-	62,020	62,020
FRANCE	-	82,690	-	82,690	82,690
GABON	2,107	2,447	576	-	576
GAMBIA	315	315	-	-	-
GEORGIA	-	430	-	430	430
GERMANY	-	126,799	-	126,799	126,799
GHANA	-	315	-	315	315
GREECE	-	12,134	-	12,134	12,134
GRENADA	-	921	-	921	921
GUATEMALA	-	2,890	-	2,890	2,890
GUINEA	1,011	1,011	1,011	480	1,491
GUYANA	-	315	-	315	315
HAITI	-	3,605	-	-	-
HONDURAS	978	978	978	978	1,956
HONG KONG	-	76,570	-	76,570	76,570
HUNGARY	-	6,531	-	6,531	6,531
ICELAND	-	1,955	-	1,955	1,955
INDIA	-	104,870	-	57,707	57,707
INDONESIA	142,359	125,844	142,359	86,827	229,186
IRELAND	-	42,005	-	42,005	42,005
ISRAEL	-	22,355	-	22,355	22,355
ITALY	-	109,630	-	109,630	109,630
JAMAICA	-	1,412	-	-	-
JAPAN	-	153,968	-	153,968	153,968
JORDAN	-	7,336	-	7,336	7,336
KAZAKHSTAN	-	560	-	560	560
KENYA	-	26,784	-	26,784	26,784
KIRIBATI	-	444	-	444	444
KOREA	-	187,848	-	187,848	187,848
KUWAIT	-	6,158	-	6,158	6,158
LATVIA	-	327	-	327	327
LEBANON	-	9,664	-	9,664	9,664
Sub-total	222,453	1,809,002	157,370	1,701,395	1,858,765

14. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/14		Paid as at 30/09/15		Total Paid
	Arrears	Fees	Arrears	Fee	
	USD	USD	USD	USD	USD
Brought forward	222,453	1,809,002	157,370	1,701,395	1,858,765
LESOTHO	-	315	-	-	-
LIBERIA	-	315	-	-	-
LIBYA	-	10,377	-	10,377	10,377
LIECHTENSTEIN	-	928	-	928	928
LITHUANIA	-	1,637	-	1,637	1,637
LUXEMBOURG	-	6,705	-	6,705	6,705
MACEDONIA, tFYRo	-	964	-	964	964
MADAGASCAR	-	315	-	315	315
MALAWI	315	315	315	315	630
MALAYSIA	-	30,684	-	30,684	30,684
MALDIVES	-	2,997	-	2,997	2,997
MALTA	-	2,630	-	2,630	2,630
MAURITANIA	315	315	-	-	-
MAURITIUS	-	1,928	-	1,928	1,928
MEXICO	-	26,810	-	26,810	26,810
MOLDOVA	-	449	-	449	449
MONACO	-	220	-	220	220
MONGOLIA	-	1,067	-	1,067	1,067
MONTENEGRO	-	529	-	-	-
MOROCCO	-	4,879	-	4,879	4,879
MOZAMBIQUE	-	315	-	-	-
NAMIBIA	-	1,372	-	1,372	1,372
NEPAL	-	315	-	315	315
NETHERLANDS	-	54,108	-	54,108	54,108
NEW ZEALAND	-	16,748	-	16,748	16,748
NICARAGUA	-	449	-	449	449
NIGER	315	315	315	315	630
NIGERIA	-	2,923	-	2,923	2,923
NORWAY	-	21,837	-	21,837	21,837
OMAN	-	7,824	-	7,824	7,824
PAKISTAN	62,922	62,922	50,800	-	50,800
PALESTINIAN	-	315	-	315	315
PANAMA REP.	-	1,215	-	1,215	1,215
PAPUA NEW GUINEA	-	802	-	802	802
PARAGUAY	-	315	-	315	315
PERU	-	2,318	-	2,318	2,318
PHILIPPINES	-	166,050	-	166,050	166,050
POLAND	-	26,202	-	26,202	26,202
PORTUGAL	-	73,875	-	73,875	73,875
QATAR	-	4,408	-	4,408	4,408
ROMANIA	-	1,205	-	1,205	1,205
RUSSIA	-	8,192	-	8,192	8,192
Sub-total	286,320	2,357,406	208,800	2,185,088	2,393,888

14. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/14		Paid as at 30/09/15		Total Paid
	Arrears	Fees	Arrears	Fee	
	USD	USD	USD	USD	USD
Brought forward	286,320	2,357,406	208,800	2,185,088	2,393,888
RWANDA	-	315	-	315	315
SAN MARINO	-	210	-	210	210
SAUDI ARABIA	-	18,340	-	18,340	18,340
SENEGAL	-	1,541	-	1,541	1,541
SERBIA	-	1,802	-	1,802	1,802
SEYCHELLES (A)	-	210	-	210	210
SIERRA LEONE	-	315	-	315	315
SINGAPORE	-	10,881	-	10,881	10,881
SLOVAKIA	-	2,316	-	2,316	2,316
SLOVENIA	-	5,079	-	5,079	5,079
SOUTH AFRICA	-	9,452	-	9,452	9,452
SOUTH SUDAN	-	315	-	315	315
SPAIN	-	54,515	-	54,515	54,515
SRI LANKA	-	12,094	-	12,094	12,094
ST LUCIA	-	315	-	-	-
ST VINCENT & GREN.	-	345	-	345	345
SUDAN	-	1,624	-	-	-
SURINAM	-	1,386	-	448	448
SWAZILAND	-	2,752	-	2,752	2,752
SWEDEN	-	55,596	-	55,596	55,596
SWITZERLAND	-	29,458	-	29,458	29,458
SYRIA	6,951	3,475	-	-	-
TAJKISTAN	-	315	-	315	315
TANZANIA	-	315	-	315	315
THAILAND	-	136,331	-	136,331	136,331
TOGO	-	315	-	315	315
TRINIDAD	-	4,326	-	4,326	4,326
TUNISIA	25,410	12,705	-	-	-
TURKEY	-	20,586	-	20,586	20,586
UGANDA	-	315	-	315	315
UKRAINE	-	846	-	846	846
UN. ARAB EMIRATES	-	5,738	-	5,518	5,518
UNITED KINDOM	-	498,452	-	498,452	498,452
UNITED STATES	-	1,461,516	-	1,461,516	1,461,516
URUGUAY	-	1,048	-	1,048	1,048
VENEZUELA	9,797	9,797	4,020	-	4,020
YEMEN	926	926	-	-	-
ZAMBIA	550	550	550	550	1,100
ZIMBABWE	-	711	-	711	711
./ . 2% discount					-13,612
TOTAL	329,954	4,724,534	213,370	4,522,216	4,721,974

15. STATEMENT OF OPERATIONS BY SUPPORT CENTRE BEFORE CONSOLIDATION

	Geneva	Kuala Lumpur	Africa	Arab	Asia-Pacific	Eurasia	Europe	Interamerica	Total 30/09/2015	Total 30/09/2014
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
OPERATIONAL INCOME										
Registration fees	-	4,721,974	-	-	-	-	-	-	4,721,974	4,828,125
Regional registration fees	-	-	-	-	4,610	-	213,187	15,540	233,337	308,572
Contribution World Scout Foundation	2,925,371	450,000	-	-	-	-	-	-	3,375,371	3,468,974
Contribution Regional Scout Foundation	-	-	-	-	-	-	-	59,000	59,000	12,899
Restricted project revenue	1,018,551	882,713	203,963	-	229,012	28,722	191,925	-	2,554,886	4,342,336
Other donations	64,013	1,390	32,525	-	3,408	-	1,506,412	25,961	1,633,709	1,378,597
Other operational income	19,787	-	22,632	52,078	13,000	-	116,110	52,565	276,172	223,234
Total operational income	4,027,722	6,056,077	259,120	52,078	250,030	28,722	2,027,633	153,066	12,854,449	14,562,737
OPERATIONAL EXPENDITURE										
General Management	916,056	1,615,382	464,949	53,334	326,870	307,885	659,717	357,048	4,701,241	6,288,630
Education and Development	244,148	1,787,045	-	-	-	-	-	-	2,031,193	1,257,069
Operations Service	-	-	253,974	269,494	358,183	16,156	1,231,700	326,358	2,455,865	2,427,891
Restricted project charges	746,820	1,108,677	171,259	5,840	162,553	24,651	191,727	29,791	2,441,318	4,130,429
Expenditure for Field Activities	-	-	46,483	168,294	-	33,978	-	68,941	317,696	300,181
Depreciation	23,960	4,083	20,802	3,693	10,124	3,141	5,282	8,288	79,373	88,721
Total operational expenditure	1,930,984	4,515,187	957,467	500,655	857,730	385,811	2,088,426	790,426	12,026,686	14,492,921
Transfer from main office - general	-	-3,132,343	735,212	467,313	704,286	419,099	125,989	680,444	-	-
Transfer from main office - projects	-	-	-	-	-	-	-	-	-	-
Transfer from main office - field activities	-	-	-	-	-	-	-	-	-	-
Transfer from main office - Misc grants	-	-	-	-	-	-	-	-	-	-
INTERMEDIATE SURPLUS/ (DEFICIT)	2,096,738	-1,591,453	36,865	18,736	96,586	62,011	65,196	43,084	827,763	69,816
FINANCIAL INCOME										
Financial result	7,113	954	-	410	2,497	-	40,438	1,481	52,893	299,479
Interests on loans & bank charges	-9,241	-7,044	-1,117	-544	-234	-1,802	-14,715	-2,032	-36,729	-40,665
Result on investment	-	-	-	-	-	-	-	-	-	33,805
Exchange gain/loss	-43,251	3,940	-7,488	6,538	-3,471	-1,119	-222,870	-	-267,721	263,178
NET FINANCIAL SURPLUS/ (DEFICIT)	-45,380	-2,150	-8,605	6,404	-1,208	-2,921	-197,147	-551	-251,558	555,797
OPERATING SURPLUS/ (DEFICIT)	2,051,358	-1,593,603	28,260	25,140	95,378	59,089	-131,951	42,533	576,204	625,613
CHANGES IN RESTRICTED FUNDS										
Allocation	-1,018,403	-882,713	-203,963	0	-229,012	-28,722	-191,925	-25,961	-2,580,699	-4,412,677
Use	748,024	1,108,679	171,972	5,840	162,553	23,507	191,731	29,791	2,442,097	4,146,801
NET SURPLUS/(DEFICIT) OF THE YEAR BEFORE ATTRIBUTION	1,780,979	-1,367,637	-3,731	30,980	28,919	53,874	-132,145	46,363	437,602	359,737

16. GENERAL MANAGEMENT / EDUCATION & DEVELOPMENT / OPERATIONS SERVICE

	General Management			Education & Development	Operations Services	Total 2015
	Geneva & Kuala Lumpur	Regional Offices	Sub-total			
	USD	USD	USD	USD	USD	USD
Staff costs	1,695,626	1,153,027	2,848,653	1,646,674	1,893,155	6,388,482
Travel costs	92,160	130,232	222,392	84,549	134,618	441,559
Committee Meetings	143,251	188,765	332,016	0	0	332,016
Activities	0	0	0	295,833	369,952	665,785
Admin. & Infrastructure	567,833	672,399	1,240,232	0	5,045	1,245,277
Communication and Media	0	7,651	7,651	4,137	53,095	64,883
Information Technology	32,568	17,729	50,297	0	0	50,297
	2,531,438	2,169,803	4,701,241	2,031,193	2,455,865	9,188,299

	General Management			Education & Development	Operations Services	Total 2014
	Geneva Main Office	Regional Offices	Sub-total			
	USD	USD	USD	USD	USD	USD
Staff costs	2,668,044	1,081,307	3,749,352	1,040,066	1,860,264	6,649,682
Travel costs	75,164	110,590	185,754	38,214	389,406	613,374
Committee Meetings	338,104	209,010	547,114	142	0	547,256
Activities	0	38,991	38,991	178,647	131,409	349,047
Admin. & Infrastructure	982,720	607,061	1,589,781	0	0	1,589,781
Communication and Media	98,788	19,233	118,021	0	46,811	164,832
Information Technology	28,571	31,046	59,617	0	0	59,617
	4,191,392	2,097,238	6,288,630	1,257,069	2,427,891	9,973,590

17. FORWARD CONTRACTS

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

18. 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 2014-2015, the total reimbursements for all WSC members amounted to USD 154,015 (2013-2014: USD 122,019).

19. SUBSEQUENT EVENTS

At the date of signing of the audited consolidated financial statements, there is no subsequent events that would have material impact to the 2014-2015 financial statements.





PERFORMANCE REPORT 2014-2015

COVERING ACTIVITIES BETWEEN 1 OCTOBER 2014 AND 30 SEPTEMBER 2015

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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 163 countries. Aruba and Curaçao became the latest member organisations in 2016, while the State of Palestine acquired full voting rights, following its conditional recognition in 1996.

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 (WSC).



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 2014-2015, the WSC was composed of the following members:

Voting Members

There are 12 elected members, each from a different country. They are elected by the World Scout Conference by secret ballot. The WSC members are elected for a three-year term, and may be re-elected for one additional term. The following members were elected to the WSC at the World Scout Conference in 2014 and their terms of office end at the World Scout Conference in 2017:

João Armando Gonçalves,
Chairperson, Portugal

Jemima Nartey,
Vice-Chairperson, Ghana

Dan Ownby,
Vice-Chairperson, United States of America

Karin Ahlbäck,
Member, Finland

Abdullah Alfahad,
Member, Saudi Arabia

Marcel Blaguet,
Member, Côte d'Ivoire

Peter Blatch,
Member, Australia

Fernando Brodeschi,
Member, Brazil

Mari Nakano,
Member, Japan

Lidija Pozaic Frketic,
Member, Croatia

Craig Turpie,
Member, United Kingdom

Bagrat Yesayan,
Member, Armenia

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

Youth Advisors

On top of the above-mentioned Members, six "Youth Advisors to the World Scout Committee" who were elected at the 12th World Scout Youth Forum in Slovenia (2014) have been included in WSC's meetings and its sub-structures and teams.



CHAPTER C MANAGEMENT TEAM

World Scout Bureau

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

In 2014-2015, the management team included:

- Scott A. Teare, Secretary General

In the Global Support Centres:

- David Berg, Global Director, Organisational Development
- Göran Hägerdal, Global Director, Scouting Development
- Peter Illig, General Counsel
- Sonny Kim, Chief of Staff
- Jim Sharp, Global Director, Corporate Services (until December 2014)
- Ooi Soon San, Global Director, Finance and Administration
- Srinath Tirumale, Executive Director, Office of the Secretary General
- Lin Lin Yeoh, Global Director, Communications and External Relations
- Hany Abdulmonem, Director, Youth Programme
- Ganeemathullah Bhardin, Director, Digital Engagement (until August 2015)
- José Figueira, Director, Adults in Scouting (since March 2015)
- Sebastian Meitz, Director, Project Management
- Stephen Peck, Director, World Events (since August 2015)
- Ray Saunders, Director, Information Services

In the Regional Support Centres:

- Atif Abdelmageed Abdelrahman, Regional Director, Arab Support Centre
- Iurie Emilian, Regional Director, Eurasia Support Centre
- Frederic Tutu Kama-Kama, Regional Director, Africa Support Centre
- David McKee, Regional Director, Europe Support Centre
- Jose Rizal Pangilinan, Regional Director, Asia-Pacific Support Centre
- Raúl Sánchez Vaca, Regional Director, Interamerica Support Centre



CHAPTER D

DEFINED OBJECTIVES AND DESCRIPTION OF OUTPUTS

One of the key decisions of the 2014 World Scout Conference in Slovenia was the approval of a new Strategy for Scouting, which clearly defined a Vision which the Movement aspires to achieve by 2023, as well as the six Strategic Priorities around which the work of the next three triennia leading towards 2023 will be centred.

The World Scout Committee (WSC) therefore aligned its Triennial Plan 2014-2017 with the new Strategy and as a consequence the reporting on the objectives and outputs in this performance report for the fiscal year 2014-2015 is in line with this as well.

Strategy For Scouting

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.

Vision

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.

Six Strategic Priorities

Youth Engagement	Educational Methods	Diversity and Inclusion	Social Impact	Communications and External Relations
<p>Scouting should give young people the opportunity to develop the skills and knowledge empowering them to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.</p>	<p>The Youth Programme should provide a non-formal learning environment strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.</p>	<p>Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.</p>	<p>Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.</p>	<p>Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.</p>
<p>Governance</p> <p>The governance of WOSM should be transparent, accountable, efficient and clearly linked to its overall strategy, focused on achieving the Mission and Vision of the Movement. The roles and responsibilities of the different levels in the organisation should be clearly defined and understood, ensuring a customer-focused approach. In doing so, we ensure high synergy across all levels of WOSM with a high “return on investment”.</p>				

STRATEGIC PRIORITY 1 – YOUTH ENGAGEMENT

At World level

When it comes to Youth Engagement at World level, two major developments occurred during this period.

The Planning Team for the 13th World Scout Youth Forum, accompanied by the Youth Advisors, gathered at the Summit Bechtel Reserve, in West Virginia, USA. The team had a very productive three days of meetings and started planning for the 2017 Azerbaijan experience. The meeting's main outcome was the definition of a road map and associated timeline for the two upcoming years, with a clear distribution of tasks within the team. During the meeting, the team also had the opportunity to discuss provisional ideas, themes and topics for the next Youth Forum – all this in consultation with the young people of the Movement through the Youth Wall on Facebook and Twitter.

With the support of the appointed volunteers, the Youth Engagement topic was raised, promoted and discussed on the occasion the 23rd World Scout Jamboree as well at the 16th Africa Scout Conference. The promotion included the World Scout Youth Involvement Policy, World Scout Youth Forum and the opportunities for Youth Engagement in the community through the World Scout Programmes, namely Messengers of Peace (MoP), Scouts of the World Award (SWA) and World Scout Environment Programme (WSEP). The next steps will include the development of additional visual materials to support Youth Engagement ideas and some measures that are currently being considered to ensure that Youth Engagement, as an important indicator of success, is further included within the Global Support Assessment Tool (GSAT), the Regional/World Scout Events planning and the work of the Regional/World Scout Committees.

At Regional level

In the Africa Scout Region:

- Continuous support was provided to regional youth advisors from Benin, Cameroon, Kenya, Madagascar, Namibia and Zimbabwe in the preparations for the 7th Africa Scout Youth Forum that took place in August 2015 in Uganda. Two of the regional youth advisors are currently serving in the World Scout Committee Work Streams and two zonal Youth Forums (Southern and West) will be led by the current regional youth advisors. Support was also provided in the selection and preparation for training on Scouts go Solar. The next steps will include the launch of the regional Scouts go Solar platform.
- At the 17th International Gathering for Cultural exchange, organised in Egypt, a Rover Scout from Kenya represented the Africa Scout Region and got the opportunity to interact with Scouts from across the globe and sharpen his leadership skills.
- Representatives of Zimbabwe and Kenya attended the "Wonderland" Azerbaijan camp and Scouts from Nigeria, Tanzania and Zimbabwe represented the Region in the Korea Scout Jamboree and had an opportunity to interact with Scouts from all over the world.

In the Arab Scout Region:

- In close cooperation with the Egyptian Radio Amateur Society for Development, the Arab Support Centre organised an activity during the 57th JOTA and 18th JOTI weekend. A total of 196 Cub Scouts, Scouts, Girl Guides, Rovers and Scout Leaders as well as number of relevant youth, social and educational associations and institutions from Egypt took part. The event raised the bar for NSOs which conduct the same event at troop and patrol levels.
- The Arab Support Centre conducted the 4th Youth Employment Fair in February 2015 with the participation of 1,300 talented youth and 40 companies. This initiative has proven to be successful in building capacity and employability in the areas of graphic design, leadership and training, however, the Support Centre recognises that more areas of work need to be found. The next step will be to involve more NSOs in this type of initiative.

In the Asia-Pacific Scout Region:

- Scouts from three National Scout Organizations (NSOs) were given training on the Solar Challenge Badge through the Scouts go Solar Training held in April and hosted by the Boy Scouts of Philippines, under the pilot implementation of the Solar Project in partnership with WOSM, Greenpeace and SolAfrica. As a result, trained Scouts are now contributing to the launch of the Solar Challenge Badge and many volunteers from the Region are now members of the Asia-Pacific Region (APR) Network for Environmental Education.
- The APR Workshop on Environmental Education in Scouting took place in Pakistan in September 2015 and the Solar Challenge Badge was launched at the same event. The Asia-Pacific Support Centre also conducted the APR Seminar on Life Skills for the 21st Century in June 2015, in Bhutan. They oversaw the 8th APR Scout Youth Forum that took place from 29 October to 1 November 2015 in Korea.

In the Eurasia Scout Region:

- The Region has seen 28 local, national and regional camps, seminars, meetings and Jamborees held by its member NSOs, in which up to several hundreds of Scouts participated. Such camps were held in Armenia, Azerbaijan, Russia, Ukraine, Moldova and Georgia. In addition to these, the 3rd Eurasia Regional Scout Jamboree was held in Kazakhstan. Young people were actively involved in the implementation of the events, and have, as participants, further developed their leadership skills.
- The main highlight in the Region was the Regional Scout Committee's approval of the Policy on Regional Youth Advisors and Policy on Regional Youth Forum. Following this important step, the implementation will be the main focus of the Region in this area of work.

In the European Scout Region:

- The Academy 2014, held from 4 to 8 November in Belgrade, Serbia, witnessed a high level of youth participation with over 60% of the participants being below the age of 30. The event aimed at equipping NSO representatives with relevant skills and knowledge to improve the work being done in their NSOs.
- Direct support was provided in the preparation of the Roverway, which is the most important European event for Rovers. This included Contingent meetings, Planning Team meeting and WOSM-WAGGGS coordination meetings. The Europe Support Centre also supported the 9th edition of Agora – the European event organised “by Rovers for Rovers” that took place in Jambville, France, and gathered 51 participants aged 16 to 22 from 18 countries, as well as the planning of YESS – the Youth Empowerment Study Session that was conducted in September 2015, in Romania. Direct support was also provided to the 1st Romanian Scouts Agora that took place in April and gathered 27 participants aged from 18 to 22. As an outcome of this support, the event received an international perspective on issues like youth empowerment in the Rover Section.

In the Interamerican Scout Region:

- Meetings of the Interamerican Youth Network at subregional level were held in Brazil, Ecuador, Panama and Curaçao, with a total of 21 youth representatives from 13 NSOs attending. The objectives of the meetings were to:
 - Develop links in the subregions to encourage the organisation of joint projects
 - Strengthen communications between the Interamerican Youth Network and the respective national networks
 - Promote interaction between national networks, the sharing of projects, experiences and results, and their dissemination in the media
 - Promote cultural exchanges between the countries of the subregions
- The Interamerica Support Centre conducted a Youth for Change (Y4C) workshop, bringing together 23 participants from 17 NSOs. Topics such as Youth Involvement, Intergenerational Dialogue, Youth Changing Communities, Life Skills and the Better World Framework were explored together with World and Regional Scout Committee representatives who facilitated the sessions. The evaluation of the workshop revealed a 92.4% satisfaction score while the initial challenges were raising awareness towards the importance of these subjects. The next steps will be to plan eight Y4C seminars at national level and translate all the material to Spanish for proper dissemination.
- The Region also hosted the Youth Network meeting during which youth participation in the Region and the role of the Youth Network were discussed together with the Regional Triennial Plan and ideas for the upcoming Interamerican Youth Forum. Technical support will be provided in the updating of materials about youth participation, the development of documents on best practices and in the provision of an annual report template. Direct support was also provided to Ecuador where the Interamerica Support Centre met with the National Youth Network and discussed the Youth Participation Policy with 16 Venture Scouts and Rovers.

STRATEGIC PRIORITY 2 – EDUCATIONAL METHODS

At World level

The 23rd World Scout Jamboree was organised by the Scout Association of Japan (SAJ) between 29 July and 7 August in Kirara-hama, Yamaguchi, Japan. Twenty-three thousand young people from more than 160 countries and territories had an unforgettable and life-changing Scouting experience at the Jamboree. This was only made possible through the dedication and hard work of the 10,000 adult volunteers who directly supported the event and the many thousands of other adults who did not attend but helped the young people make the journey to the Jamboree.

In every respect, the Jamboree brought Scouting's values and Mission to life. The overall Jamboree experience offered a balance of social, intellectual, physical and spiritual experiences. The daily programme offered young people the chance to experience Japan's nature and culture, learn about global issues and science, participate in typical Scouting activities and experience the importance of working for peace. The World Organization of the Scout Movement (WOSM) team at the event was composed of 100 people and, in partnership with SAJ, supported every aspect of the Jamboree. WOSM's Better World Tent, which was funded by the World Scout Foundation, was the centrepiece of the World Scout Centre. The tent offered a wide range of very popular educational activities and was visited by more than 1,000 participants each day.

The Better World Framework endorsed by World Scout Committee (WSC) in November 2014, has been disseminated among the six Regions to gather feedback, both from Youth Programme directors and different networks. Input is expected on the different elements to be considered to enhance the impact of a joint collaboration between the three world programmes, Messengers of Peace (MoP), Scouts of the World Award (SWA), and the World Scout Environment Programme (WSEP). The concept itself served as an inspirational framework to integrate all the educational experiences presented to young people and leaders at the Better World Tent during the 23rd World Scout Jamboree.

One of the aims of this integrated framework is to leverage the relevancy of "Active Citizenship" along with community service actions. In an effort to acknowledge and recognise local Scouts' efforts to serve their community, regional and global community service projects are featured in the Better World Magazine – Special edition. The latest issue includes testimonials of external partners like The Duke of Edinburgh's Award, U-report and TheGoals, and their perspective on the relevance of Scouting in achieving positive change in local communities. In this framework,

- The SWA continued to evolve. Two publications are currently being developed, the SWA Guidelines, now directed at the young person wanting to complete the award, and a SWA Implementation Manual, directed at NSOs wanting to adopt the Award. Thanks to a change in the format, young people are now able to share their stories with WOSM on scout.org, which allows the WSB to further promote the SWA by using their stories and to track the youth's engagement with the SWA.
- The MoP took further steps as a follow-up to the working document that was endorsed in November 2014 by the WSC. A preliminary document on the MoP educative objectives and guidelines was presented and launched during the 23rd World Scout Jamboree. It currently includes the dimensions of peace and positive change in Scouting, the educational objectives of MoP, the four steps to become a Messenger of Peace in action and the three levels of the MoP badge. The next step will be to turn this document into an official Programme Guideline in consultation with all Youth Programme and Training Directors and Commissioners and MoP Coordinators at national and regional levels. As part of the dissemination of information and collection of feedback, several MoP Programme sessions have been and will be included in national and regional youth and adult events.

The Scout Centres of Excellence for Nature and Environment (SCENES) dedicated page (www.scout.org/scenes) was created on scout.org to serve SCENES centres.

The 57th JOTA and 18th JOTI was held as usual on the 3rd weekend of October 2014. With a new website and a new promotion strategy, and the hard work of the appointed JOTA-JOTI team supported by the WSC and World Scout Bureau (WSB), an estimated 1,332,265 participants from 157 countries representing the six regions participated this year. JOTA-JOTI remains the largest world event, symbolising the unity of the Movement. The MoP network provided significant support to the event.

Multiple visits to Iceland have been made to support the planning and implementation of the 15th World Scout Moot. WOSM has agreed, on initiative from the European Scout Region, to review the Rover events and programmes, and to use the occasions of Roverway 2016 (France) and Moot 2017 (Iceland) for this purpose.

Several important partnerships have been established and will have an effect on the Educational Methods area of work in the future. These are described in more detail in the chapter on Communications and External Relations.

At Regional level

In the Africa Scout Region:

- The Africa Region supported three Woodbadge Trainings for Lesotho (June 2015), Zimbabwe (April 2015) and Botswana (July 2015) and one Youth Programme Review Workshop for Lesotho (July 2015), with each also focusing on their respective plans to increase membership. The key challenges that were observed are limited financial and human resources to sustain growth, the lack of support materials and a lack of internet access, in particular for the key leadership of the NSO. The next steps included providing technical support to the Cub Scout leaders training of Botswana and Zimbabwe in December 2015 with the objective of reviving the Cub Scout section within Southern Africa. Direct support was provided to Côte d'Ivoire which is hosting the 7th Africa Scout Jamboree in 2016. A review of the preparations was conducted with the host and the outcome was a clear time frame with agreed upon deliverables for the NSO. A Memorandum of Understanding was drafted regarding the government's support.
- Burkina Faso: Through an MoP project, the NSO is receiving support for its effort to renew its Youth Programme as well as to train a team of volunteers to deliver the new programme.
- Angola: Motivated by the 1st World Scout Education Congress, the Angola Scout Association organised its own version of the event, attracting 150 participants from all provinces of Angola. As an outcome of the event, the association has started the review of its leader training and Youth Programme contents to meet the current realities on the ground.
- Chad: A Woodbadge training equipped 21 participants with advanced unit leader skills.
- Botswana and Zimbabwe: A total of 27 participants completed a course for assistant leaders. Additionally, the Botswana Scout Association received support in adapting training materials and has now developed the capacity to conduct training of trainers' courses at local and zonal level.

In the Eurasia Scout Region:

- Georgia: A project was initiated in order to unify the Youth Programme – its different activities and trainings for various age groups – for Scouts in the organisation.
- Ukraine: The NSO organised an educational youth forum, called “Leadership for life”, in Kiev, which was attended by 50 participants as part of the camp “Smena”.
- In Russia, significant effort has been invested in training leaders as well as trainers of leaders through various seminars and workshops. A representative of the Eurasia Support Centre visited the NSO and delivered a training on “Leadership in the 21st century” and “Life without stereotypes”.
- During the ExcelScout 2015 that took place in Armenia, 23 participants from eight NSOs received training from five regional trainers. The main outcomes were the demonstration and confirmation of the effectiveness of educational methods that were developed in the Eurasia Support Centre for the “ExcelScout” project. At the end of the training session, regional trainers formulated proposals to the Eurasia Regional Scout Committee for further development of the ExcelScout project.
- In the area of Youth Programme, direct support was provided to Belarus and Ukraine in the development of their respective Youth Programmes. As for the educational methods, a close follow-up on the 8th Educational Methods Forum, organised in the European Scout Region in Antalya, Turkey, was conducted in view of the replication of a similar event in the Eurasia Scout Region. The Educational Forum/Congress for the Eurasia Scout Region is being considered for Spring 2016.

In the Arab Scout Region:

- A regional seminar on the implementation of new adult leaders training manuals for different fields was held in Muscat, Oman (24-30 October 2014). A total of 54 leaders from 14 NSOs participated (namely Jordan, Bahrain, Tunis, Algeria, Saudi Arabia, Sudan, Syria, Oman, Palestine, Kuwait, Lebanon, Egypt, Morocco and Yemen). The meeting was supported by the League of the Arab States and organised by the Arab Support Centre.
- The Region conducted a special follow-up on the 4-beads Woodbadge training in Dubai, United Arab Emirates, to strengthen the capacity of the regional network of trainers who support their own NSOs, communities and neighbouring countries. The next step will be to approach potential stakeholders to support capacity building of the volunteers at the regional level. The region also organised its 5th regional training for Certified Training Professionals (CTP) in April 2015. It was attended by 30 participants from Jordan, Saudi Arabia, Sudan, Lebanon, Kuwait, Egypt, Morocco and Mauritania. The next step will be to conduct a talent management training in collaboration with the Pennsylvania State University in October 2015. The Arab Scout Foundation provided direct support, including financial support, to the Jordanian Scout Association to conduct the 31st Arab Scout Jamboree that took place in September 2015.
- The Adult Resources Development Subcommittee held a meeting on 24 October in Oman, with eight of its nine members attending. Mr Abdelatif Almikaimy from Kuwait was elected Chairperson and Mr Mohamed Alhaneaie from Oman was elected Vice-Chairperson. The subcommittee followed up with relevant regional activities and the strategic plan, and were introduced to topics adopted by the 40th World Scout Conference including the Triennial Plan 2014-2017. The subcommittee discussed the integration of the Communications and External Relations and the Educational Methods Strategic Priorities into the Arab Regional Strategy.

In the Asia-Pacific Scout Region:

- A total of 38 international and local participants from 16 NSOs attended the International Seminar on the Scouts of the World Award workshop in Korea. The seminar aimed to share with NSOs the technical process of developing the programme and revitalising the programme for the Senior and Rover Sections. Some NSOs shared how they successfully implemented the SWA.
- The Region organised the Asia-Pacific Region (APR) Workshop on Needs and Challenges of Young People, Adults in Scouting, in June 2015, in Manila, the Philippines. During the seminar, participants reviewed different methods to strengthen adult support in the implementation of a better Youth Programme. The next steps will be to oversee the APR Workshop on Community-Based Scouting, support the APR Programme Subcommittee meeting and the preparatory meeting of the 31st Regional Scout Jamboree that will take place in Mongolia, and conduct the APR Course for Leader Trainers.

In the European Scout Region:

- The 8th European Educational Methods Forum took place in May 2015 and was organised in Antalya, Turkey, gathering 138 participants from 34 countries. The next step was the presentation of a number of topics related to youth empowerment to be delivered by volunteers from the Strategic Priority Group at workshops during the Academy (November 2015 in Porto, Portugal). The ICT Round Table in Prague looked at ways in which information technology could support the development and implementation of programmes and trainings. Direct support was provided to the Romania Educational Methods Forum in May 2015, in the extending of knowledge and sharing of regional ideas. The forum gathered 63 participants representing 51 local centres.
- The Academy 2014 gathered over 170 participants from 39 countries with a focus on organisational change. The event also strengthened the capacities of the host organisation (the Scout Association of Serbia), and entrenched supportive working methods – learning paths, review groups and one-to-one tuition.
- An e-learning project, set up with eight associations and funded by the European Commission to the tune of €65,000, has established an e-learning platform as the basis for future developments for e-learning modules. Progress was not without its challenges, not least the human resources required as well as interactions with commercial providers. The platform is available at scoutinglinks.net.

In the Interamerican Scout Region:

- During the second half of 2014, four subregional meetings of the Adults in Scouting network were held in Brazil, Ecuador, Panama and Curaçao. Twenty-eight national representatives from 13 NSOs participated in the meetings.
- The Region organised an advanced Youth Programme course, in El Salvador, with the objective of training National Youth Programme teams in view of improving the implementation of the National Youth Programme and development of National Youth Programme policies at national levels. The course gathered 62 participants from 10 NSOs. In the area of Adults in Scouting, a course on the design and implementation of Adults in Scouting policies and management systems was organised for Caribbean NSOs in St Vincent and the Grenadines. The course consisted of three phases, two phases were conducted virtually and based on the e-learning platform and one phase was conducted on-site. Each phase consisted of providing participants with concepts, methods, strategies and techniques to design national policies, management systems and material to motivate adults. The main challenge of this operation was to convince the Caribbean NSO members to attend the training in order to improve their current situation. The next steps will consist of strong follow-up work to keep the momentum.
- Regional network meetings also took place in the area of Youth Programme and Adults in Scouting with some common sessions on Vision 2023, the Regional Policies, the Global Support Assessment Tool and Communications.

STRATEGIC PRIORITY 3 – DIVERSITY AND INCLUSION

At World level

As a result of the adopted Triennial Plan 2014-2017, the World Scout Committee (WSC) has formed the "Reaching Out to All" Work Stream, which encompasses work related to Diversity and Inclusion, as well as Social Impact.

Work done during the second half of 2014 that is related to Diversity and Inclusion involves the annual meeting of the Interreligious Forum in World Scouting, which was held in December 2014. Participants discussed the issue of Duty to God, the Faith and Beliefs Zone at the 23rd World Scout Jamboree in Japan and the possibility of organising the 5th World Scout Interreligious Symposium.

The Duty to God Task Force was set up and it started by setting its priorities based on the Conference outcomes and Triennial Plan 2014-2017 objectives. The main challenge of this Task Force is the political sensitivity of this area of work. Support was provided to the religious organisations with consultative status to take part in the Faiths and Beliefs zone at the 23rd World Scout Jamboree in Japan.

Dialogue Programme and Badge: To complement the interreligious dialogue effort, a new tool to promote intercultural dialogue is under development with the support of KAICIID. Since March 2015, two workshops have been held. The first focused on the development of an overall concept and a general perspective of dialogue in Scouting; the second one looked at the integration of a working group which includes representatives of the six Scout Regions to support the implementation of dialogue as a transversal tool. The first products of this working group were presented at the Better World Tent at the Global Development Village (GDV) and Faiths and Beliefs zone during the 23rd World Scout Jamboree. A first validation of dialogue training took place during the 7th Africa Youth Forum, with more than 58 youth delegates from 21 countries. The second validation of the training will be held at the Asia-Pacific Youth forum.

At Regional level

In the Africa Scout Region:

- The Africa Support Centre supported the selection and preparation for the training in dialogue at KAICIID. The next step will include the execution of the plan to train more youth. The centre also supported the development of a strategy to reach out to marginalised communities in Burkina Faso, Ghana, Kenya, Niger and Uganda, and to work towards overcoming the cultural and social barriers. It also helped in the implementation of a religious tolerance programme in Ethiopia and coordinated the dissemination of materials towards growth in the entire Region. The Region is working toward launching a Diversity and Inclusion drive as part of the Regional Triennial Plan.

In the Eurasia Scout Region:

- Attention was given to integrating the Diversity and Inclusion strategic priority, not as a separate theme, but rather as a transversal subject in the agenda of both the 3rd Regional Youth Forum and 6th Eurasia Scout Regional Conference. It aims at creating opportunities to talk about Human Rights, to break barriers of communication between Christians and Muslims, and to focus on the dialogue between youth and adults. Financial support was provided to enable young people with limited resources to participate in ExcelScout 2015. The discussions also led to the allocation of a whole session dedicated to Diversity and Inclusion at the next ExcelScout.
- The US State Department-supported project, "Find your path", gathered 129 Scouts from socially vulnerable families and with migrant parents at a national camp in Moldova. Similarly, at a different location, the 1st expedition for "Discover Moldova" took place, involving 21 children (Scout and non-Scout) from vulnerable families. Both projects aimed to open Scouting in Moldova to all, and to give all children an opportunity to join and participate in Scouting activities.
- In October 2014, the International Forum of the "No Hate Speech Movement" was held in Gabala, Azerbaijan. Representatives from 47 countries from Europe, as well as about 250 representatives from other countries attended the event. Scout volunteers from the Azerbaijan Scout Association (ASA) supported the forum during the whole duration of the event and three Scouts from ASA participated. The goal of the forum was for participants to share experiences and achievements, as well as contribute to the stability of the movement. During the forum, the working groups discussed ways to manage issues of hatred and discrimination.

In the Asia-Pacific Scout Region:

- The Asia-Pacific Support Centre continued to provide support to the Ticket to Life (TTL) project in the Region. TTL projects are in the Philippines, Nepal, Bangladesh, India, Indonesia and Pakistan. Some challenges faced include receiving reports from National Scout Organizations' TTL coordinators on time. The team in charge is now working toward getting the approval from the MoP Joint Executive Committee for the 2015 project proposal.
- Scouts Australia supported the development of Scouting in Timor Leste by assisting in the construction of a multi-purpose, modern centre for a range of youth and leader activities. "This centre stands as a testament to the commitment of Scouts Australia to support its neighbours in developing Scouting for the benefit of their young people," said Governor-General and Chief Scout of Australia, the Hon. Sir Peter Cosgrove, during the opening of the Timor-Leste Scout Activities Centre in Metinaro on 26 September 2014. "World Scouting has a strong desire to reach out to developing nations such as Timor-Leste to grow and develop Scouting", Asia-Pacific Regional Scout Committee Chairman Dr Chao Shou-Po said in addressing the 300 VIPs, leaders and youth at the centre's official opening. The centre was a joint initiative by Scouts Australia and the ACT Government. Working in partnership, the required funds were raised by volunteers to construct the multi-purpose facility.

In the European Scout Region:

- Several sessions on Diversity and Inclusion and spiritual development were delivered at regional or subregional level including at the Educational Methods Forum (in Turkey, two sessions, 31 participants, 18 NSOs/NSAs), the Overture Network (one session, 48 participants, 14 NSOs/NSAs and one questionnaire handed over to all participants to gather Diversity and Inclusion best practices), and the Nordic Conference (one joint session for WOSM and WAGGGs, 12 NSOs/NSAs, MOs/MAs).
- An LGBTI Roundtable was organised, inviting three external experts and gathering 12 participants from eight NSOs/NSAs, with three consultants for the European Scout Region on LGBTI identified. Next steps will include the organisation of two trainings on LGBTI, one for countries where LGBTI is taboo and one for countries which have a tradition of discussing it; the definition and implementation of the support on Spiritual development to NSOs/NSAs and the finalisation of the DIPPG Policy document on Diversity.
- Direct support was provided to FOS Open Scouting, Belgium, in order to enable the European Scout Region and FOS Open Scouting to explore Diversity and Inclusion at the very local level as well as national level. The Region will support FOS Open Scouting in sustaining the Diversity and Inclusion project by elaborating a co-funded strategy for 2016-2017. The Europe Support Centre is also closely following-up with the Scout Association of Macedonia, FYROM, in the implementation of an inter-ethnic project led by Albanian Scout groups. Support is provided in the development of a multi-ethnic approach.
- Diversity and Inclusion is one of the two priorities of the current Regional Plan for Europe – and it has the following objectives:
 - Networking on fundamentals, faith groupings and spiritual development
 - Enhance diversification of membership
 - Ensure membership better reflects society and be able to measure the results
 - Be able to recognise the benefits of diversity
 - Improve gender balance
- A project group has been formed to address these objectives and funding was sought from the Council of Europe and from MoP to strengthen capacities, including using external consultants for training and positioning. Two trainings had already been held on Diversity and Inclusion, and during the second half of 2014, a third one was held on the topic of including Roma children in Scouting activities.
- One regular activity related to Diversity and Inclusion in the European Scout Region is the Overture Network and its meetings. The group met twice throughout the year with input from the Diversity and Inclusion project group. Discussions took place on the interaction with the network in supporting the Regional Scout Plan but progress is slow.

STRATEGIC PRIORITY 4 – SOCIAL IMPACT

At World level

The 40th World Scout Conference adopted Social Impact as one of the Strategic Priorities of Vision 2023. As part of the work done regarding this Strategic Priority, the previously mentioned Reaching Out to All Work Stream of the World Scout Committee (WSC) was formed, and will in particular address Scouting's definition of social impact, as well as work on defining the ways in which we measure it.

In 2014, The World Organization of the Scout Movement (WOSM) and the United Nations Children's Emergency Fund (UNICEF) put in place a global partnership extending the four-year cooperation that started in 2010, between the Uganda Scouts Association, the Africa Regional Office and UNICEF. Through U-report, World Scouting has engaged more than 284,000 young people from more than 11 African countries in leading community change, connecting through a range of communication channels to voice their opinions about what is happening in their communities and working with leaders at community, national, regional and international levels to create positive social change.

A significant milestone was reached in December 2014 with 600 million service hours recorded by Scouts worldwide through our Global Network of Service, comprised of integrated actions undertaken through the Messengers of Peace (MoP), Scouts of the World Award (SWA), World Scout Environment Programme (WSEP) and other local and regional initiatives. By December 2014, scout.org registered 4,500 new service projects with positive growth in all our Regions, particularly in Asia-Pacific and Europe, both in service hours and projects.

A further key achievement was the development of a concept paper on Social Impact in Scouting that was distributed to NSOs for consultation. The WSC Work Stream in charge of this area of work is currently reaching out to research institutions to further define social impact and its measurement in Scouting, and establishing partnership with knowledge institutions in order to ensure support for the planned work on measuring Scouting's social impact.

The Membership Task force worked toward the gathering of data and the setting up a membership dashboard. Additional consultant resources will be needed, as the scope of the Membership Task Force requires specific knowledge and experience that is not currently accommodated. A draft paper on membership criteria was developed in close coordination with the Constitutions Committee. The next steps will include further work on the membership criteria based on the input from the WSC.

The MoP Initiative has been inspiring Scouts worldwide to local action since 2011. In order to understand its success stories and replicate them even further, a mid-term evaluation of the Initiative was conducted throughout this reporting period, for which a scope document was approved by the WSC at its meeting in November 2014.

- This evaluation focused on measuring the social impact the Initiative has achieved so far, by using various research methods, including conducting a survey among MoP network members and NSO leadership, interviewing external partners, organising focus groups with Scouts present at the 23rd World Scout Jamboree in Japan and conducting case studies in selected countries. The case studies were conducted in The Former Yugoslav Republic of Macedonia, Belgium, Czech Republic, Ukraine, Georgia, Tunisia, Sudan, Burkina Faso, Madagascar, Uruguay, Dominica, India, Sri Lanka and Indonesia, and included a review of project management practices within the NSOs. The outcome of these reviews prompted the World Scout Bureau (WSB) to invest on efforts to enhance the reporting processes of MoP projects.
- The evaluation was conducted by the WSB and involved an external impact evaluation company. Having both an academic and practitioner perspective within the research will ensure a thorough analysis of the social impact achieved, as well as the impartiality of conclusions produced.
- The end results of the research were considered by the WSC at its meeting in March 2016 and will be published in a report available to all NSOs, and will include a proposed framework for evaluating the MoP Initiative in the years to come.

At Regional level

In the Africa Scout Region:

- When the Ebola pandemic first broke out in late 2014 in Sierra Leone, a vast majority of the cases was in West Africa. The first public health message, "Ebola Kills", unfortunately created fear and led to increased infections. As it happens on such occasions, Scouts swung into action to fill the gap, to once again show how the Scout Movement has generated millions of active citizens over the years. Sierra Leone Scout Association trained 300 Scout volunteers in Freetown to intensify the social mobilisation drive in their local communities. They conducted contact tracing, surveillance, safe and dignified burials, psychosocial counselling, temperature screening and supported the police in providing security in quarantine homes. Grafton National Scout Camp was also converted into an isolation centre for Ebola survivors awaiting to be re-integrated into their communities. The camp also offered refuge for children orphaned by the Ebola virus pandemic.
- In Liberia, over 30 Scouts from a local community troop in the outskirts of Monrovia embarked on a month-long anti-Ebola awareness campaign. The Scouts creatively developed street plays of their messages to educate the local community on preventive measures and alerting each other on signs and symptoms of the disease. A nationwide Ebola Prevention and Eradication Project trained 75 Scouts and Scout leaders who embarked on an eight-hour daily service to facilitate campaigns on Ebola information, prevention and its eradication.
- The second phase of the Food For Life Project continued in Benin and Niger, despite a delay in the disbursement of funds. The project is going very well in Lesotho, being established in 10 districts, and a brief status report was received from South Sudan.

In the Eurasia Scout Region:

- In Armenia, a two-year MoP project is currently being implemented, with the aim of involving disadvantaged youth in the Scouting programme. The project involves children from orphanages and day care centres from six cities in Armenia. The management of all the orphanages and day care centres expressed their gratitude for this project and hope for its continuation. They also emphasised the essential role of Scouting in the diversified development of young people.
- In Moldova, as part of the "Bridge of Communication and Collaboration" project, Scouts teamed up with a local NGO and planted 150 trees along the Dniester River.
- As part of the preparation for its regional conference, the Region conducted an in-depth analysis on the NSOs' strategies and action plans, including activities of NSOs aimed at enhancing Scouting's impact on society. This subject will be submitted for discussion by the Regional Scout Committee to move forward in the area of social impact at the regional level.

In the Arab Scout Region:

- The 11th Regional Gathering for Environment Commissioners about Scouting and recycling was organised from 11 to 17 October 2014 and covered theoretical and practical sessions on the role of Scouting in sustaining recycling as culture among its members and their communities. A total of 56 participants from the following 11 NSOs – Jordan, Tunis, Saudi Arabia, Sudan, Palestine, Kuwait, Lebanon, Egypt, Morocco, Mauritania, Yemen as well as representatives of the Arab Scout Region, Egyptian Ministry of Environment, Arab Union for Sustainable Development and The Council of Egyptian Scientist attended the sessions.
- The Region delivered technical support in the area of Disaster Management to the NSO of Yemen to help them to be better prepared.
- Community Development Subcommittee: The subcommittee held a meeting on 10 October with all its nine members attending. Mr Ibrahim Sikeen from Kuwait was elected Chairperson and Mrs Wafaa Afilal from Morocco was elected Vice-Chairperson. The subcommittee discussed the integration of the Social Impact Strategic Priority into the Arab Regional Strategy.

In the Asia-Pacific Scout Region:

The Disaster Preparedness Training for Scouts in the Philippines initiative is the Boy Scouts of the Philippines' response to the National Disaster Risk Reduction and Management Plan. It introduced the aim, purpose and principles of the Scout Emergency Service towards home, school, neighbourhood and community in times of emergency, disaster and calamities and how to mitigate, reduce and manage its risks. This initiative is supported by the World Scout Foundation and His Majesty King Carl Gustaf of Sweden who also visited the country in January 2014. The most notable activities held in the past half-year were the simulations related to disaster and emergency from simple to complex scenarios such as collapse of structure search and rescue, vehicle extrication, sweep water rescue, basic life support and incident command system through the mass casualty incident scenario.

- The Asia-Pacific Support Centre coordinated with BOOKBRIDGE Foundation in the establishment of learning centres in Sri Lanka. The foundation selected Sri Lanka as the third country in which they implemented their project (after Mongolia and Cambodia). The agreement was signed in September 2015. The Asia-Pacific Support Centre also conducted four Disaster and Risk Reduction (DRRM) training courses as part of the "Disaster Preparedness Programme in the Philippines" MoP Project. A total of 266 participants were trained and three more courses will be conducted by the end of 2015.

In the European Scout Region:

- The Region launched the Impact of Scouting and Guiding report at the European Social Committee meeting, supported by key inputs from Scout and Guide representatives, a young Member of the European Parliament and contributions from others exploring impact. More than 60 representatives, including about 15 NSOs and partner organisations explored the issue of the impact Scouting and Guiding on society and the current challenges around fundraising, while also sharing good practices of relationships between donors and Guide and Scout associations, and highlighting the added value of increasing and adapted funding.

In the Interamerican Scout Region:

- In Nicaragua, as part of an MoP project, Scouts have been aiming at increasing the number of "peace promoters" among youth in the country. In Nicaragua, approximately 35 out of 100 young people complete high school and 19.5% out of 1.2 million young people between ages of 15 and 24 years old do not work or study. This project aims at strengthening the institutional capacities of the Nicaragua Scout Association, in order to ensure proper support is given to local groups' projects to increase the number of peace promoters, by encouraging a culture of peace and service, with a focus on human rights and the development of values and leadership.

STRATEGIC PRIORITY 5 – COMMUNICATIONS AND EXTERNAL RELATIONS

At World level

For Communications and External Relations, continuous work is done to support the other parts of the organisation in producing materials, to increase World Scouting's presence in social media, establish relationships with other organisations and provide information to our NSOs.

Communication highlights at World level during the reporting period

- About one month before JOTA-JOTI, a campaign was launched to generate interest. There was a substantial increase of traffic on scout.org during the event weekend, with close to 40,000 sessions recorded (compared to the average of 10,000) and with 67,000 page views on 18 October and 47,000 page views on 19 October. As a scout.org profile was required in order to take part in the activities on jotajoti.org, a total of 8,449 new sign ups were recorded in the month leading up to the event. JOTA-JOTI continued to have an impact after its completion, with photo highlights on Facebook reaching over 180,000 people, generating 24,000 clicks and 5,700 likes, comments and shares.
- The World Organization of the Scout Movement (WOSM), being a volunteer-based organisation, took the opportunity of the UN International Volunteer Day (5 December 2014) to appreciate and celebrate the individuals who contribute to our Movement. A series of promotional activities were carried out via WOSM's digital media – scout.org, Facebook, Twitter, and YouTube. The activities generated a lot of buzz, especially on Facebook, with the video message from WOSM's Secretary General recording an all-time record high video reach on WOSM's Facebook - 210,688 people reached, 1,028 likes, 725 shares, 3,650 views.
- Scout.org is now supported by a new development vendor and have migrated to a new platform, which led to the cutting of the cost of the hourly rate by 70% and a full 24/7, 365 days support service. Some challenges were met to find a suitable analytic tool for campaign monitoring and funding for future expansion of scout.org. As for the next steps, focus will be dedicated to the intranet, the Scout centre database, events market and crowd-funding opportunities. The World Map will also be redesigned.
- A #ScoutAid dedicated page was launched during the Nepal Earthquake to share stories and collect donations. The dedicated campaign collected USD 38,000 in donations and Facebook posts of Scouts assisting earthquake survivors on 29 April achieved almost 1.8 million reach and 59,350 likes. Additionally, on the occasion of Founder's Day, the Happy 158th Birthday B-P Facebook post achieved 791,808 reach and 29,962 likes. A B-P related video achieved 68,231 views and 340,096 reach, and as for the infographic, it achieved 285,056 reach.
- Direct support was provided to all WSB Regional Support Centres, gathering stories on Scouting activities and events held by Regions and NSOs and featuring them in the new WorldScoutInfo. The WorldScoutInfo is a quarterly newsletter, which replaces the previous WorldInfo, aiming at keeping NSOs and all subscribers informed about Scouting activities, events and projects as well as developments throughout the six Scout regions. The first issue was distributed in February followed by one in June 2015 with a total of 70,192 subscribers.

External Relations highlights at World level during the reporting period

- On 21 October 2014, a WOSM team, led by Secretary General Scott Teare and World Scout Committee (WSC) member Mari Nakano, met with UN Secretary General Ban Ki-Moon at his office in New York. Earlier on the same day, a 23rd World Scout Jamboree Global Development Village (GDV) meeting with potential partners was held at the Japan Society in New York. A total of 16 representatives from 10 organisations (UNICEF, UN-Habitat, UNIDO, UNMC, UNDESA, Road Safety, Restless Development, Earth Day Network, British Council and ILCO) attended the meeting.
- On 27 October 2014, WOSM, represented by the Director of Youth Programme, Hany Abdulmonem, took part in the pre-forum International Stakeholders Meeting on Global Youth Policies, organised by the UN Secretary General's Envoy on Youth. WOSM attended the meeting in its capacity as a member of the task force of the International Coordination Meeting of Youth Organizations (ICMYO).
- From 28 to 30 October 2014, WOSM, represented by the Director of Youth Programme, Hany Abdulmonem, and Youth Advisors to the WSC, Maeed M. Zahir and Jeremy Apert, participated in the 1st Global Forum on Youth Policies in Baku, Azerbaijan. The meeting was co-convened by the UN Secretary General's Envoy on Youth, UNDP, UNESCO and the Council of Europe, and hosted by the Ministry of Youth and Sport, Government of the Republic of Azerbaijan. The forum discussed the World Programme of Action for Youth and how to make sure that each country in the world has a proper youth policy. WOSM's participation raised the profile of Scouting among the high level participants and contributed some concrete experience on youth issues and trends.
- In the area of External Relations, Scouts, leaders, International Service Teams and external partners saw the GDV at the 23rd World Scout Jamboree as a great success. Despite some initial logistical wrinkles that were resolved in the early days, the site handled between 1,500-2,000 Scouts during the three-hour sessions each morning and afternoon. Eighty tents were set up on-site, with approximately 30 fun, interactive educational activity run by NSO Contingents, 30 by the local host the Scout Association of Japan and 20 activities related to global impacts by external partners. The presence and quality of the activities, especially by external partners, vastly exceeded expectations. The GDV was honoured by the visit of HRH Prince Bandr bin Abdullah bin Abdulaziz Al Saud and UN Special Envoy for Youth, Ahmad Alhendawi.

External Relations and Partnership highlights at World level during the reporting period

- On 14 October 2014, WOSM and the United Nations Conference on Trade and Development (UNCTAD) signed a Memorandum of Understanding (MoU) to develop a pilot entrepreneurship educational programme by adopting the Empretec methodology of the "Entrepreneurship Training Workshop" (ETW) of the Empretec programme, to equip and empower young Scouts to consider self-employment as a viable and rewarding career path.
- On 3 December 2014, WOSM and the United Nations Educational, Scientific and Cultural Organization (UNESCO) signed an agreement to promote the World Heritage Education programme that encourages young people to take part in projects related to heritage conservation and protection, in conjunction with the Scouts of the World Award (SWA).
- WOSM participated with a young contingent of 10 participants (eight of them under 30, from six countries in three Regions) at the Lima Climate Change Conference (COP 20). It was a success and a good practice to be continued at the next important event of this kind, scheduled for the end of 2015 (COP21). WOSM's regular participation in this event is bringing the organisation up-to-date on climate change and environmental issues. It also brings a strong statement of the level of WOSM's involvement in this field.
- WOSM and Greenpeace have been working together since 2011 on a project called "Scouts go Solar". It is in the last phase now where the Boy Scout of the Philippines are participating in a pilot project, trying out the materials and trainings. This project will help Scouts to use solar energy at the grassroots level.

At Regional level

In the Africa Scout Region:

- The Region led the review of its Communications and External Relations strategy in line with the global strategy and with the objective of launching the revised version and organising a Regional Communication and External Relations Forum in November 2015. The Region also provided direct support to Uganda by supporting the promotion and coverage of the Africa Scout Day 2015, the Regional Scout Conference and the Scout Youth Forum which led to the improvement of the NSO's capacity in managing various aspects of communications related to events. Burkina Faso and Zimbabwe were also supported in the promotion of the zonal Scout conferences and youth forums, which increased awareness and mobilisation towards events. The Region also led a situational analysis of Botswana, Côte d'Ivoire and Mozambique's communications and IT infrastructure, establishing a development plan addressing concrete identified needs.

In the Eurasia Scout Region:

- A Media School Seminar was held in the Cherkassy region, Ukraine, with about 60 Scouts attending the event. During the seminar, participants from regional offices of the NSO analysed the current situation of inter-office communications and local media, spoke about Scout stories as a media communications tool as well as the Messenger of Peace (MoP) Initiative as one of the ways to attract media attention. Participants also got well-acquainted with basic media communication tools and different ways of presenting information. The highlight of the seminar was a visit to the radio station "On the waves of Korsun", where Scouts personally observe communication in action.
- A regional seminar was held in February 2015, in Kiev, Ukraine. It gathered representatives from Azerbaijan, Armenia, Belarus, Georgia, Kazakhstan, Moldova, Russia, Tajikistan, Ukraine, who are in charge of communications and the implementation of the promotion strategy to improve the image of Scouting at the national level. Among the main outcomes of the seminar were the formation of a regional communications working group, which defined the coming work, including the preparation of the regional newsletter. The subject of online support for events was also discussed. The next steps will include an update of NSOs' official Internet resources, as well as providing more regular information in advance on upcoming activities and events to key stakeholders. Direct support was provided to Tajikistan in the promotion of Scouting and the NSO activities which led to the organisation of a number of workshops that took place in schools and other educational institutions as well as summer camps, and during which WOSM and the NSO of Tajikistan were presented to small groups of six to eight people.

In the Arab Scout Region:

- The Region hosted in March 2015, a Visual and Digital Communication Seminar that took place in Egypt. During the seminar that gathered 50 participants from 13 NSOs, the topic of "Effective use of scout.org and social media for NSOs" was presented. The result of this support was an increase of posting and sign up of NSOs from the Region. NSOs also learned to use the World Map as an analytic tool to measure the progress of their MoP projects.
- The Arab Support Centre initiated consultations with the World Health Organization (WHO) for Health Promotion and control of Non-Communicable Diseases (NCDs) and is working toward gaining trusts from key institutions and Non-Governmental Organisations (NGOs) to believe in the capacity of Scout organizations.

In the Asia-Pacific Scout Region:

- Three themes set the tone of the Asia-Pacific Region (APR) Workshop on Communications and Marketing in Bogor, Indonesia – Understanding Quality Practices, Creating Impact and Growing Membership. Gerakan Pramuka hosted 45 local and overseas participants from 13 countries. Participants shared quality practices of their NSOs and thought-provoking sessions were delivered on membership growth challenges, making Scouting more appealing to young people, creating impact through various channels such as social media, digital media and Scouting events, developing a communications strategy and handling management crisis. Different levels of Scouting were represented at this workshop with resource persons and facilitators from the APR Scouting Profile Subcommittee, the World Scout Bureau (WSB) and communication experts from Indonesia.
- The Region launched a Scout Cartoon Contest. The contest was open to Scout members of any section from NSOs. The purpose of the contest was to create a Scouting cartoon character that:
 - Reflects Scouting values and positive attributes
 - Appeals across the 26 countries in the APR with multiple cultures
 - Is also capable of appealing to Scouts around the world
 - Is largely relevant to key target audience of eight to 14 years old but is also appealing to all ages
- The Region initiated meetings with two new partners during the kick off activity between ILO-Philippines and tWOSM in an advocacy concert called “No to Child Labour, Yes to Quality Education” and drafted an MoU with Habitat for Humanity Asia-Pacific Office, which was launched in November 2015.

In the European Scout Region:

- The Region continued the development of an MoU governing the relationship with WAGGGS, resulting from a joint Conference Resolution. It is clear that despite the best of intentions, actions with WAGGGS are decreasing. Nonetheless, joint events continue, including a positioning paper on donor advocacy attempting to impact on funders' perceptions. The Region is also developing relations with the faith-based group within the European Youth Forum and the YMCA Europe. The Region is actively contributing to the European Alliance for Volunteering and is representing WOSM in various volunteering forums.
- The European Support Centre supported the organisation of the regional Partnership Event which took place in March 2015 in the Netherlands, gathering 85 participants from 22 NSOs (eight from other regions – in particular Interamerica), as well as the Funding Network Meeting that gathered 21 participants from 14 NSOs/NSAs. The European Support Centre also provided direct support to a number of NSOs in developing their funding applications by providing individual advice on the sources of funding and examples of funding applications to the German-speaking NSOs, Scouting Français and South-Eastern Europe NSOs. Four funding applications have been developed and two have been granted already. The next steps on the regional level include the development of funding applications for most of the activities of the Region, organising the Network Meeting for external representatives and organising a training/coordination meeting for external representatives active in the board of the European Youth Forum.

In the Interamerican Scout Region:

- The Region had the opportunity to promote the image of Scouting on TV. In May 2015, its Regional Director was interviewed by the famous presenter Ismael Cala whose TV Show "Cala" is hosted by CNN en Español, a Spanish TV broadcast version of CNN, watched by millions of people in Latin-American countries. The interview was done in CNN studios in Miami, Florida and was broadcasted in July. The interview was seen by millions who had the opportunity to better understand the Scout Movement. Many people and Scouts in Latin-American NSOs watched the interview thanks to the promotional strategy on scout.org and social media.
- The Region has finalised the development of its WSB Regional Communications Strategic Plan and has developed a campaign to increase the range of social networks used in the Region.

STRATEGIC PRIORITY 6 – GOVERNANCE

At World level

During the second half of 2014, a lot of focus was on the Triennial Plan 2014-2017. The original draft, developed by a task force of the World Scout Committee (WSC) and the World Scout Bureau (WSB), formed a key part of the discussions at the World Scout Conference and led to a very animated debate with many amendments. A consolidated version, including other resolutions adopted, was compiled after the Conference and was then finalised based on discussions had at the October and November meetings of the WSC. As requested by the Conference, the Triennial Plan 2014-2017 was released to the National Scout Organizations (NSOs) before the end of the year.

The first half of 2015 saw the development of the Key Performance Indicators (KPIs) in line with the Triennial Plan 2014-2017 objectives, which were all published and distributed to NSOs in the second issue of the Triennial Plan 2014-2017. This was not an easy undertaking as it was the first time this had been done. The next step will be to develop a performance measurement tool for Vision 2023 building on lessons learnt from the KPIs for 2014-2017.

In October 2014, the first meeting of the new WSC took place in upstate New York at the Ten Miles River Scout Camp. This meeting was foreseen as an "induction session", focused on providing the WSC with the skills and know-how needed to fulfil their duties, agree on working methods and on future priorities. The weekend was very successful, setting the tone for the triennium. The expertise gathered by the WSB in supporting this induction session has been consolidated and put at the disposal of the Regional Support Centres and NSOs as well.

Following its induction session, the WSC renewed its working methods and defined a number of objectives for this new area of work. This led to the development of individual and group review systems, to ensure follow-up on the renewed working methods and a definition of the transparency review plan. The definition of this last objective took a considerable amount of time, however, after consulting the Steering Committee and the World Scout Bureau (WSB) staff involved, a final plan is now ready for roll-out. The next steps will include the compilation of the results of the WSC members' self-evaluation, the definition of the WSC Mid-Term Review structure and the roll-out of the "Improving Transparency" objective. The Working Methods unit will also be conducting in-meeting evaluations to monitor the progress of the implementation of the WSC's renewed working methods.



The handling of incoming NSO constitution amendments has been streamlined, with a step-by-step process put in place. A similar approach will be developed for incoming membership applications at the World Organization of the Scout Movement (WOSM) as well. For many years, a substantial backlog in the processing of amendments to NSO Constitutions has existed – often due to long waits for replies from NSOs. Such backlog is never a good practice and it is one of the ambitions, through more intensive cooperation with the Regional Directors, to clear this as much as possible and fine-tune our processes so there is less chance of delays in this area.

An intensive focus is being put on increasing the WSB's capacity (both at World and Regional level) in regards to project management skills. This has already been implemented in the project for the roll-out of a new Financial Management System. Support will also be delivered to Regions which experience challenges in project management capacity, particularly the follow-up of MoP funded projects.

Based on the progress made during the previous Triennium, the newly appointed Global Support Core Group built on the achievements by setting high expectations, which include the launch of a new round of 20 Global Support Assessment Tool (GSAT) Audits, the development and testing of the WOSM internal assessment version of GSAT for NSO Capacity Strengthening, and the creation of a GS Consultants Pool, regionally owned, to ensure follow-up of the GSAT Assessment. The high ambition of the Global Support group led to some challenges in staff capacity to follow-up on the work needed to be done. This was solved by assigning an additional staff to this task. The next steps will include the launch of the WOSM Assessments on regional levels as well as the GSAT self-evaluation, which will be available on the GS online platform.

At Regional level

In the Africa Scout Region:

- The Region supported a strategic planning workshop in Swaziland, which led to a new plan supported by the government. The Southern Africa Scout Zonal Conference and Youth Forum gathered 105 delegates and observers from 10 NSOs who adopted a new Zonal Strategic Plan and had the opportunity to have bilateral discussions with representatives from the Africa Support Centre.
- The Region supported the delivery of GSAT workshops in Ghana, Lesotho, Madagascar and Swaziland, whose main issues are in the area of governance and conflicting leadership, and which led to the review of governing documents and development of MoP capacity building projects for the case of Lesotho. The Region also supported the annual general meeting of three NSOs, Ghana, Kenya and Zambia, and the induction of newly elected leaders in Botswana, Ghana and Zambia to equip the new leadership with governance and management skills. The next steps in the area of governance is the induction of the newly elected Africa Scout Committee and implementation of additional GSAT workshops in Cameroon, Côte d'Ivoire and the Democratic Republic of the Congo.
- The launch of membership growth drive in 14 NSOs in the Africa Scout Region, in line with WOSM's Vision 2023 and the organisation of a strategic change management workshop for selected NSOs in August 2015.
- Cameroon – Restructuring Roadmap: The support given to Les Scouts du Cameroun to support their efforts to restructure the NSO is having a positive effect. A general assembly has been held, a new leadership is now in place and the NSO is on its way to successfully end its protracted crisis.
- Uganda – Feasibility Study: An assessment of the Uganda Scout Association's ability to host regional events was positive, and the NSO was awarded with the opportunity to host regional events such as Africa Scouts Day, the 7th Africa Scout Youth Forum and 16th Africa Scout Conference (all in 2015).
- Organisational Development Training: A training was held for the Amahoro Amani project and NSOs in the Great Lakes area on the topic of organisational development and the delivery of quality Scouting. Nineteen participants from both Scout and Guide Organisations and Amahoro Amani staff took part in the event, which was held in Burundi.

- Using the requirements for the GSAT standard as a basis, the Scout Association of Seychelles worked on a number of items such as revising its constitution and putting in place simple structures to improve its management. The NSO is working towards achieving all GSAT requirements.
- Using the requirements for the GSAT standard as a basis, the Scout Association of Zambia has revised its constitution. After having gone through a crisis, the NSO held a meeting to elect a new national leadership and special meetings to elect district representatives. The NSO is moving in a positive direction.
- East Africa Zone Conference: Six NSOs in East Africa (Kenya, Uganda, Tanzania, Burundi, Ethiopia and Rwanda) participated in the zonal conference held in Kigali, Rwanda, at the end of December. Key issues covered included GSAT, Messengers of Peace (MoP) and Vision 2023. The zone adopted a strategic approach and set up an executive committee to steer it in key areas such as Educational Methods, Strategy and Resource Mobilisation and fundraising.
- West Africa Zone Conference: Support documents were shared with the Organising Team to help them with their preparations. The event was to take place in 2014, but due to the Ebola pandemic it was postponed to 2015. A declaration was made to use the network of Scouts and Scout leaders for social mobilisation.

In the Eurasia Scout Region:

- The Ukrainian NSO received confirmation from the WSC on their constitutional changes, and the NSO's Congress adopted the updated Constitution. The NSO Secretariat then initiated the process of registering the changes in the government bodies of justice of Ukraine.
- Eurasia Regional Scout Committee: The Regional Committee held meetings in November 2014, in Ukraine. Many issues were discussed, ranging from NSO and event reports to Strategic Plan and Actions for 2013-2016.
- ERSC Working Group meetings: A first Eurasia Scout Region Committee Working Group meeting on financial management and fundraising was held in Ukraine (31 Oct-2 Nov). The purpose of the meeting was the adoption of the Working Group regulations, overview of the current financial and administrative situation of NSOs, procedures for financial management and discussion for a working plan for 2015. The ERSC Educational Methods Working Group had a meeting from 14-17 November in Chisinau, Moldova.
- Regional Workshop for NSO accountants and treasurers: A workshop was arranged by the Eurasia Regional Scout Committee's working group in Financial Management and Fundraising from 31 October to 2 November in Kiev, Ukraine. The main goal of the workshop was to bring together NSO accountants and treasurers, to discuss main issues and problems and try to develop a common accounting mechanism in the Region.
- Krasnokamenka Scout Centre: The Eurasia Scout Region has a Scout Centre, Krasnokamenka, which is located in Crimea, Ukraine. The Regional Committee made a working visit with the purpose of discussing the implications of the Scout Centre being located on the annexed territory.
- Constitutional Matters: The Region supported the NSO of Georgia with regards to the changes they wish to make to their Constitution, by supporting the process of agreeing on the amendments to be submitted for the approval of the National Council and for the review of the WSC Constitution Committee.

In the Arab Scout Region:

- The Arab Regional Scout Committee welcomed the WSC Chairperson who presented the Vision 2023 and Triennial Plan 2014-2017 and discussed the opportunities of alignment. The Region called on the regional summit, which includes the members of the 10 regional subcommittees, to finalise the last phase of the regional strategy and triennial plan before the Arab Regional Conference.
- In May 2015, the NSO of Tunisia held a three-day workshop to develop a strategic plan for the next 10 years of the NSO. The methodology was inspired by WOSM's process for Vision 2023 and directly supported by the Global Team, Organisational Development and the Arab Scout Region. The event was preceded by three months of careful mapping out of the current internal strengths and weaknesses as well as external opportunities and threats towards the NSO in Tunisian society and local communities. All results were brought together during the event where more than 200 leaders from all levels of the organisation participated. Priorities were considered, discussed and from there a 10-year vision of where the NSO should be in 2025 was crafted. Continued support to the NSO is being delivered, as it is now formulating its first three-year plan to innovate its structures and programme to better serve 60,000 Scouts and their local communities in Tunisia.

In the Asia-Pacific Scout Region:

- The Region drafted its 2015-2018 Regional Plan based on the outcomes of the Asia-Pacific Region (APR) Scout Leaders Summit held in April 2014. All five APR Subcommittees developed strategic statements, objectives and action steps, which were subsequently accepted by the APR Scout Committee.
- Follow-up was done with NSOs that had gone through the GSAT assessment. As an example, the leadership of an NSO approached the European Scout Region to request support for addressing the needs that had been identified as a result of the assessment. A multi-sectorial support was agreed between the Region and NSO, and now volunteers from the pool of consultants of the Region are working with the NSO leadership in addressing several issues such as the development of a National Risk Register, the defining a more effective organisational structure, the development of strategy for motivation of volunteers, fundraising, amongst others. As this work is multi-sectorial and long term, it will continue in the following period as well.
- The Region launched the APR Scout Supply Chain at the Scout Managers meeting held in Taiwan in March 2015. This initiative, from the APR Finance Subcommittee, has the objective of making Scout supplies available to members. The concept is currently being finalised and efforts will be focused on the coordination with internal and external agencies to ensure that the supply chain serves NSOs and members as a service entity and not as a business.
- Papua New Guinea (PNG) – Reorganising and revitalising Scouting: To show support to Scouting in PNG, Regional Chairman, Dr Chao Shou-Po and Regional Director, Jose Rizal C. Pangilinan visited the Scout Association in Port Moresby. Scouts Australia National Chief Commissioner, Reg Williams and Regional Scout Committee member, Paul Parkinson joined the visit on behalf of Scouts Australia to assure their continuing collaboration with Scouts PNG. On this visit, they met the Minister in charge of Scout affairs, Ms Loujaya Kouza, Minister for Youth, Religion and Community Development. She made a strong commitment and promise to do everything within her authority to help the PNG Scout Association in reorganising and revitalising Scouting. Dr Chao expressed his gratitude and said, “It is my sincere hope that all this commitment will soon materialise and that the PNG Scout Association will put forward the recommendations made during the meeting”.

- Maldives – Embarking on a 10-year strategic plan: Scout Association of Maldives (SAM) mapped out its 10-year strategic plan at the workshop held from 30 September to 2 October. The three-day workshop was held in Male with 27 leaders representing the different atolls of Maldives. In her opening remarks, special guest, Hon. Aneesa Ahmed, co-founder and Chairperson of the “Hope for Women” shared that Scouting in Maldives used to be for boys only, but as the girls have also joined Scouting, it is enabling young people to have a balanced and productive life.
- Malaysia – Developing a strategy for Scouting: Commitment is a keyword at the National Strategic Planning Workshop held at the International Youth Centre, Kuala Lumpur, from 17 to 21 November 2014. Regional Director, Jose Rizal C. Pangilinan quoted Peter F. Drucker, “Unless commitment is made, there are only promises and hopes, but no plans. Therefore, let there be commitment to implement whatever we will plan for the future of Persekutuan Pengakap Malaysia”. A total of 20 key leaders drafted the strategic plan of the NSO.
- Pakistan – Reviewing national strategy: With the support of the Asia-Pacific Support Centre, Pakistan Boy Scout Association (PBSA) organised the five-day National Strategic Planning Review Workshop at the Scout Global Village, at the National Headquarters in Islamabad, Pakistan from 1 to 5 December 2014. The workshop strengthened PBSA’s standing after defining the strategy and direction to be taken in the implementation of the plan to advance Scouting in Pakistan. Participants of the workshop represented seven Scouting provinces all over the country who are mainly leaders of the branch associations.

In the European Scout Region:

- The Region provided active support to several NSOs/NSAs such as Austria, Bulgaria, Croatia, Germany (VCP), Lithuania, Luxembourg (FNEL) in the setting of their priorities and/or development and implementation of their strategic plans.
- The Region is supporting the follow-up of the GSAT Audits that took place in Croatia, Lithuania and Austria which led to, among other things, a long term, multi-sectorial support addressing issues of structure, risk management, financial and change management for Croatia. Additional GSAT audits are scheduled in the next reporting period for four other NSOs as well as the testing and roll-out of WOSM Assessments to be led by the Region.
- A multi-sectorial Global Support was agreed with the Organisation of Bulgarian Scouts (OBS) in addressing several needs of the NSO. OBS is currently working on implementation of two projects related to organisational strengthening. Some components of these projects also require expertise in some activities, and the support of the Region is implemented in these areas – internal and external communications strategy, training of new leaders and fundraising strategy. This support is for a longer term and is planned to be provided in the following year as well.
- The Regional Committee held a meeting in Brussels in November. In addition to the Committee Members, it was attended by the WSC Chair, João Armando Gonçalves, the Global Director of Organisational Development, David Berg and the Chairperson of the Interamerican Scout Region, Leonardo Morales. A Steering Committee meeting was held in conjunction with the meeting. The Regional Committee also took the opportunity to have a number of meetings with the other Regions (Africa, Eurasia and Interamerica) at the World Scout Conference, covering different topics. Committee members also participated in a conference preparation meeting called by the NSOs two days ahead of the Conference.
- Registration of the new legal entity took shape during the year, but was slowed down due to issues identified by the World Treasurer. Registration for employment rights and responsibilities are in hand, tax-exempt status received and bank accounts set up. The only remaining issue is the transfer of resources currently held under the legal entity of the World level.

In the Interamerican Scout Region:

- The Interamerica Support Centre has recently moved forward with its strong commitment of developing and supporting growth of Scouting in accordance to Vision 2023, by strengthening the capacity of NSOs in good governance practices, Youth Programme delivery and the adult leader support system. To achieve this, the Interamerica Support Centre has actively participated and contributed to the working groups related to Global Support at World Level.
- The Interamerica Support Centre created a Regional Global Support Consultants Pool composed of six key volunteers from the Region to: act as GSAT facilitators; support the NSOs in the prioritisation of their actions based on the results of their assessment; and act as WOSM Assessors in the future.
- This group of volunteers (two per strategic area: Youth Programme, Institutional Development and Adults in Scouting), together with all the regional staff and three Regional Committee members, participated in the 1st GSAT Facilitators Training hosted by the Region and facilitated by the Global Support Team. They are now ready for the full roll-out and follow-up of GSAT Assessments in the Region, with the development and testing of the 2nd party assessment version of GSAT (now called WOSM Assessment) as a next step.
- In November 2014, the General Assembly of the Haiti NSO approved a new constitution for the NSO, incorporating international best practices in good governance. This constitutional review was a result of the continued support through the MoP Initiative, which also included a good governance training by the worldwide auditing firm SGS for more than 40 representatives of national and district leadership in Haiti. This particular process has also been well-documented, so that it can be easily replicated in other NSOs with a need to review their practices with regard to good governance.
- Continued support has been given to the Mexico NSO to assist them in developing a capacity strengthening project towards growth.



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