



SCOUTS[®]
Creating a Better World



CONSOLIDATED FINANCIAL STATEMENTS AS AT 30 SEPTEMBER 2017

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 2017**

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 2017. 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 2017 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with Swiss GAAP FER/RPC.

KPMG SA



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



Cédric Rigoli
Licensed Audit Expert

Geneva, 28 March 2018

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 2017

	Notes	30/09/2017	30/09/2016
		USD	USD
ASSETS			
Current assets			
Cash and short-term deposits	6	5,591,886	4,773,135
Accounts receivable		288,157	231,959
Amounts receivable from related parties	7	41,139	44,166
Prepayments and accrued income		168,912	161,549
Inventories		51,144	40,792
Total current assets		6,141,238	5,251,601
Restricted endowment assets	8	1,864,108	1,858,655
Non-current assets			
Fixed assets, net	9	121,384	115,335
Financial assets	10	3,964,932	3,555,167
Total non-current assets		4,086,316	3,670,502
TOTAL ASSETS		12,091,662	10,780,758

(See the accompanying notes)

CONSOLIDATED BALANCE SHEET AS AT 30 SEPTEMBER 2017

	Notes	30/09/2017	30/09/2016
		USD	USD
LIABILITIES AND FUNDS			
Current liabilities			
Registration fees received in advance		22,277	25,954
Accounts payable		273,065	908,450
Accrued liabilities		458,841	530,857
Deferred income		132,866	81,787
Amounts payable to related parties	11	102,890	87,921
Total current liabilities		989,939	1,634,969
Restricted funds			
Restricted project funds		1,792,748	948,075
Restricted endowment funds	8	1,891,698	1,887,865
Real estate funds		205,387	205,387
Funds held in trust		18,421	10,524
Total restricted funds		3,908,254	3,051,851
Own funds	12	7,193,469	6,093,938
TOTAL LIABILITIES AND FUNDS		12,091,662	10,780,758

(See the accompanying notes)

CONSOLIDATED STATEMENT OF OPERATIONS FOR THE YEAR ENDED 30 SEPTEMBER 2017

	Notes	2017/2016	2016/2015
		USD	USD
OPERATIONAL INCOME			
Registration fees	14	4,644,785	4,618,863
Regional registration fees		216,610	212,432
Contribution World Scout Foundation		3,200,000	3,200,000
Contribution Regional Scout Foundation		55,000	59,000
Restricted project revenue		3,754,248	2,151,213
Other donations		1,519,625	1,658,699
Other operational income		400,354	294,088
Total operational income	15	13,790,622	12,194,295
OPERATIONAL EXPENDITURE			
General management	16	4,214,324	5,397,697
Education & development	16	2,519,936	2,311,327
Operations service	16	2,191,736	2,131,567
Restricted project charges		2,921,525	1,823,589
Expenditure for field activities		282,468	298,208
Depreciation	9	47,630	35,714
Total operational expenditure	15	12,177,619	11,998,102
INTERMEDIATE SURPLUS		1,613,003	196,193
NET FINANCIAL INCOME			
Financial income		176,039	156,011
Financial costs		-51,518	-41,608
Exchange loss		194,730	-1,649
NET FINANCIAL SURPLUS / (DEFICIT)		319,251	112,754
OPERATING SURPLUS		1,932,254	308,947
CHANGES IN RESTRICTED FUNDS			
Allocation		-3,754,248	-2,151,213
Use		2,921,525	1,824,457
NET SURPLUS / (DEFICIT) OF THE YEAR BEFORE ALLOCATIONS / WITHDRAWALS	15	1,099,531	-17,809
(Allocation to) / Withdrawal from			
- registration fees risk reserve		-3,930	1,477
- operational risk reserve		-	-
- future events and other reserves		-13,000	368,666
- other unrestricted reserves		-1,082,601	-352,334
SURPLUS OF THE YEAR AFTER ALLOCATIONS / WITHDRAWALS		-	-

(See the accompanying notes)

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS FOR THE YEAR ENDED 30 SEPTEMBER 2017

	Opening balance 01/10/15	Internally generated income	Allocation (external)	Internal fund transfers	Use (external)	Closing balance 30/09/16
	USD	USD	USD	USD	USD	USD
Restricted Funds						
Restricted endowment fund						
- Sonia Maguire Fund	1,195,211	6,625	-	127	-6,625	1,195,338
- Bea Campbell Fund	664,175	-2,101	-	4,734	2,101	668,909
- Universal Fund	23,993	-	730	-	-1,106	23,617
Earmarked funds (projects)	580,679	-	2,151,213	40,643	-1,824,459	948,076
Real estate funds	205,387	-	-	-	-	205,387
Funds held in trust	9,413	1,111	-	-	-	10,524
Total restricted funds	2,678,858	5,635	2,151,943	45,504	-1,830,089	3,051,851
Own funds						
Unrestricted						
- Registration fees risk reserve	23,430	-	-	-	-1,477	21,953
- Operational risk reserve	73,584	-	-	-	-	73,584
- Future events and other reserves	743,024	-	-	-	-368,666	374,358
Other unrestricted reserves	5,271,709	-	370,143	-	-17,809	5,624,043
Total own funds	6,111,747	-	370,143	-	-387,952	6,093,938
	Opening balance 01/10/16	Internally generated income	Allocation (external)	Internal fund transfers	Use (external)	Closing balance 30/09/17
	USD	USD	USD	USD	USD	USD
Restricted funds						
Restricted endowment fund						
- Sonia Maguire Fund	1,195,338	1,842	2,942	-	-1,842	1,198,280
- Bea Campbell Fund	668,909	-337	1,095	-	337	670,004
- Universal Fund	23,617	-	-	-	-203	23,414
Earmarked funds (projects)	948,076	-	3,754,249	11,948	-2,921,525	1,792,748
Real estate funds	205,387	-	-	-	-	205,387
Funds held in trust	10,524	7,897	-	-	-	18,421
Total restricted funds	3,051,851	9,402	3,758,286	11,948	-2,923,233	3,908,254
Own funds						
Unrestricted						
- Registration fees risk reserve	21,953	-	3,930	-	-	25,883
- Operational risk reserve	73,584	-	-	-	-	73,584
- Future events and other reserves	374,358	-	13,000	-	-	387,358
Other unrestricted reserves	5,624,043	-	1,082,601	-	-	6,706,644
Total own funds	6,093,938	-	1,099,531	-	-	7,193,469

The content of restricted funds and unrestricted reserves are explained in Note 2k and 2l respectively. 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 2017

	Notes	2017/2016	2016/2015
		USD	USD
Cash flow from operations			
Result of the year		1,099,531	-17,809
Depreciation		47,630	35,714
Foreign currency conversion		-173,905	35,085
(Increase) Decrease in account receivable		-56,198	29,234
(Increase) Decrease of prepayments & accrued income		-7,363	121,898
(Increase) Decrease of amounts receivable from related parties		3,027	13,371
(Increase) Decrease of inventory		-10,352	1,621
(Decrease) Increase registration fees received in advanced		-3,677	16,723
(Decrease) Increase accounts payable, other liabilities		-635,385	605,585
(Decrease) Increase accrued liabilities & deferred income		-20,937	-217,715
(Decrease) Increase amounts payable to related parties		14,969	3,864
(Decrease) Increase earmarked funds (project)		844,673	367,397
(Decrease) Increase funds held in trust		7,897	1,111
Total cash flow from operations		1,105,745	996,079
Cash flow from investing activities			
European & Interamerican investment funds		-409,496	-127,145
Purchase cost of fixed assets, net		-53,681	-41,866
Sales proceed from disposal of fixed assets		4,165	-
Total cash flow from investing activities		-459,012	-169,011
Increase in cash and short-term deposits		646,733	827,068
CASH AND SHORT-TERM DEPOSITS			
Currency translation adjustment		172,018	-22,687
Opening balance as of 1 October		4,773,135	3,968,754
Closing balance as of 30 September		5,591,886	4,773,135
Increase in cash and short-term deposits		646,733	827,068

(See the accompanying notes)

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS AS AT 30 SEPTEMBER 2017

1. PRESENTATION

The World Scout Bureau is the Secretariat of the World Organization of the Scout Movement (WOSM). The World Scout Bureau is directed by the Secretary General of WOSM, who is appointed by the World Scout Committee 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 World Scout Bureau's key tasks are to:

- Support the volunteer members of the World Movement's governance bodies to lead and inspire the global Scout membership of 50 million young people;
- Support the capacity building of the National Scout Organizations (NSOs) so that they provide effective Scouting in their countries; and
- Promote the development of Scouting in countries where it does not exist.

The World Scout Bureau 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.

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 World Scout Committee 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.

The World Scout Bureau financial statements were prepared and approved for release by the Secretary General and the management on 29 January 2018 and will be submitted for approval by the World Scout Committee.

b. Foreign currency operations

The change has been accounted for in accordance with the Swiss GAAP FER/RPC requirements. Assets 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 recognized 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 Global and Regional Support Centres, 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 nominal 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 WSB (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 World Scout Bureau'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 World Scout Bureau maintains three funds which are held and maintained separately from the World Scout Bureau accounts because of the funds stipulations. The World Scout Bureau receives allocations of the funds' income from which grants to the World Scout Bureau 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 World Scout Bureau 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.
- c. Future Events Reserve: this reserve is allocated in anticipation of events taking place, that include activities undertaken to enhance the WSB's operational structure.

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 the World Scout Bureau are:

- World Scout Foundation, Geneva, Switzerland
- Regional Scout Foundations
- National Associations
- SCORE International (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. ORGANISATIONAL 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 Brussel	Switzerland and Belgium
Interamerica Support Centre, Panama City	Panama

The World Scout Bureau has two Global and six Regional Support Centres. The Global Support Centres are located in Geneva and Kuala Lumpur respectively. The World Scout Bureau's legal seat is based in Geneva while the Kuala Lumpur Global Support Centre provides the majority of the World Scout 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 World Scout Bureau include the legal entities listed below. They are controlled by the World Scout Bureau where it has the power, directly or indirectly, to govern the financial and operating policies. Control exist where the World Scout 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	Gobal 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.

The World Scout Bureau has the control over the operations of the Arab Scout Centre in Cairo, Egypt.

This Centre is currently not consolidated as the accounting records have not been kept in accordance with the Swiss GAAP RPC. The Centre consists currently of the following balances in accordance with the Egyptian accounting law:

- Total balance sheet: USD 1,493,787
- Total revenues: USD 34,560
- Result of the year: USD 91,844

The World Scout Bureau will consolidate the Centre in its consolidated financial statements starting 2017-2018.

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 4 December 2009 for a period of ten years.

6. CASH AND SHORT-TERM DEPOSITS

	Geneva	Kuala Lumpur	Africa	Arab	Asia - Pacific	Eurasia	Europe	Inter - America	Total 30/09/2017	Total 30/09/2016
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
Cash and bank	352,481	1,654,184	2,646	170,650	229,135	66,547	806,667	227,741	3,510,051	3,110,219
Bank short-term deposits	-	-	-	501,558	-	-	-	-	501,558	577,420
Bank short-term deposits/restricted	235,243	603,863.00	311,989	-	429,182	-	-	-	1,580,277	1,085,496
	587,724	2,258,047	314,635	672,208	658,317	66,547	806,667	227,741	5,591,886	4,773,135

7. AMOUNTS RECEIVABLE FROM RELATED PARTIES

	Total 30/09/2017	Total 30/09/2016
	USD	USD
World Scout Foundation	-	25,303
Regional Scout Foundations	-	-
SCORE International (World Scout Shop)	-	-
National associations	39,515	17,963
Others	1,624	900
	41,139	44,166

8. RESTRICTED ENDOWMENT FUNDS

Under this item is shown the balance sheet and the result of the year of the Sonia Maguire Fund, Bea Campbell Fund and the Universal Fund. The securities are recorded at 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 2017	Total 2016
	USD	USD	USD	USD	USD
ASSETS					
Cash & banks	881,735	669,546	962	1,552,243	1,373,846
Securities	310,370	-	-	310,370	482,741
Accounts receivable	4,781	458	22,452	27,691	29,311
Deferred income	1,394	-	-	1,394	1,967
Total assets	1,198,280	670,004	23,414	1,891,698	1,887,865
Current account/World Scout Bureau	-4,722	-417	-22,451	-27,590	-29,210
Restricted endowment assets	1,193,558	669,587	963	1,864,108	1,858,655
LIABILITIES					
Accounts payable	-	-	-	-	-
Capital	1,189,377	670,004	23,993	1,883,374	1,883,374
Reserve	-	-	-	-	-
Result of the year	8,903	-	-579	8,324	4,491
Total Liabilities	1,198,280	670,004	23,414	1,891,698	1,887,865
Current account/World Scout Bureau	-	-	-	-	-
Restricted endowment funds	1,198,280	670,004	23,414	1,891,698	1,887,865
Initial value of the capital	1,189,377	670,004	-	-	-

9. FIXED ASSETS

	Geneva	Kuala Lumpur	Africa	Arab	Asia-Pacific	Eurasia	Europe	Inter-America	Total 30/09/2017	Total 30/09/2016
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
Fixed assets, restricted										
Cost at beginning of period	-	-	-	-	205,387	-	-	-	205,387	205,387
Translation difference	-	-	-	-	-	-	-	-	-	-
Cost at end of period	-	-	-	-	205,387	-	-	-	205,387	205,387
Accumulated depreciation beginning of period	-	-	-	-	-205,387	-	-	-	-205,387	-199,219
Depreciation for the year	-	-	-	-	-	-	-	-	-	-6,168
Translation difference	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation end of period	-	-	-	-	-205,387	-	-	-	-205,387	-205,387
	-	-	-	-	-	-	-	-	-	-
Lands & buildings										
Cost at beginning of period	-	-	-	-	136,070	367,487	-	-	503,557	503,654
Sales of the year	-	-	-	-	-	-	-	-	-	-
Translation difference/ restatement	-	-	-	-	-	-	-	-	-	-97
Cost at end of period	-	-	-	-	136,070	367,487	-	-	503,557	503,557
Accumulated depreciation beginning of period	-	-	-	-	-135,247	-367,487	-	-	-502,734	-502,250
Depreciation for the year	-	-	-	-	-575	-	-	-	-575	-581
Translation difference/ estatement	-	-	-	-	-	-	-	-	-	97
Sales of the year	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation end of period	-	-	-	-	-135,822	-367,487	-	-	-502,309	-502,734
	-	-	-	-	248	-	-	-	248	823
Furniture, fixtures, equipment										
Cost at beginning of period	176,157	14,547	294,271	179,150	104,032	51,535	27,568	64,415	911,675	895,054
Addition for the year	-	50,232	26,909	-	4,491	1,384	1,844	1,412	86,272	102,741
Sales of the year	-	-	-7,736	-	-	-	-	-	-7,736	-32,172
Liquidations for the year	-2,610	-	-	-	-10,093	-	-	-	-12,703	-23,042
Translation difference	571	-4	-	-	-	-	-	-	567	1,200
Restatement	-	-	-	-	-	-	-	-	-	6,862
Cost at end of period	174,118	64,775	313,444	179,150	98,430	52,919	29,412	65,827	978,075	950,643
<i>Grants - Restricted Equipment</i>	-	-32,591	-	-	-	-	-	-	-32,591	-38,967
Cost end of period, net of grants	174,118	32,184	313,444	179,150	98,430	52,919	29,412	65,827	945,484	911,676
Accumulated depreciation beginning of period	-170,519	-6,849	-272,970	-178,676	-58,565	-43,948	-19,019	-46,617	-797,163	-805,207
Depreciation for the year	-2,905	-163,501	-10,378	-332	-11,189	-2,753	-5,106	-6,383	-202,547	-189,187
Less : Depreciation of grants restricted equipment	-	155,492	-	-	-	-	-	-	155,492	160,222
Depreciation for the year, net of grants	-2,905	-8,009	-10,378	-332	-11,189	-2,753	-5,106	-6,383	-47,055	-28,965
Sales of the year	-	-	7,736	-	-	-	-	-	7,736	10,725
Liquidations for the year	2,610	-	-	-	10,092	-	-	-	12,702	21,592
Translation difference	-571	4	-	-	-	-1	-	-	-568	10,564
Restatement	-	-	-	-	-	-	-	-	-	-5,873
Accumulated depreciation end of period	-171,385	-14,854	-275,612	-179,008	-59,662	-46,702	-24,125	-53,000	-824,348	-797,164
	2,733	17,330	37,832	142	38,768	6,217	5,287	12,827	121,136	114,512
Net value as at 30 September 2017	2,733	17,330	37,832	142	39,016	6,217	5,287	12,827	121,384	115,335

10. FINANCIAL ASSETS

Financial assets include mainly the European Investment Funds (EIF) totalling USD 2,687,089 (2015-2016 : USD 2,406,860) managed by the European Scout Foundation on behalf of the Europe Support Centre and funds from the Interamerica Support Centre totalling USD 1,207,834 (2015-2016 : USD 1,078,567) managed by the Interamerican Scout Foundation.

11. AMOUNTS PAYABLE TO RELATED PARTIES

	Total 30/09/2017	Total 30/09/2016
	USD	USD
World Scout Foundation	248	-
Regional Scout Foundations	52,678	37,557
SCORE International (World Scout Shop)	36,765	37,288
National associations	11,346	11,223
Others	1,853	1,853
	102,890	87,921

12. OWN FUNDS BY SUPPORT CENTRE

	30/09/2017	30/09/2016
	USD	USD
Geneva	1,904,916	2,425,773
Kuala Lumpur	-483,746	-1,556,754
Africa	249,494	238,065
Arab	625,701	817,111
Asia-Pacific	194,695	173,350
Eurasia	195,543	196,966
Europe *)	3,132,755	2,582,221
Interamerica **)	1,374,111	1,217,206
Total own funds	7,193,469	6,093,938
*) including European Investment Fund	2,687,089	2,406,860
**) including Inter-America Fund	1,207,834	1,078,567

The EIF is managed by the European Scout Foundation.

The Interamerica fund is managed by the Interamerica 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 30/09/2017	Total 30/09/2016
	USD	USD
Contributions paid	81,814	120,012
Pension benefit expenses	81,814	120,012

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 01/10/16		Paid as at 30/09/17		Total Paid	
	Arrears	Fees	Arrears	Fee		
	USD	USD	USD	USD	USD	
ALGERIA	11,856	11,856	-	11,856	11,856	
ANGOLA	-	-	4,104	4,104	8,208	
ARGENTINA	-	29,051	-	29,051	29,051	
ARMENIA	-	791	-	791	791	
ARUBA	-	317	-	536	536	
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	-	1,891	1,891	
BENIN	-	526	-	526	526	
BHUTAN	-	3,796	-	3,796	3,796	
BOLIVIA	-	2,673	-	2,673	2,673	
BOSNIA AND 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	
BURUNDI	-	-	315	315	630	
CAMBODIA	-	315	-	315	315	
CAMEROON	-	960	-	960	960	
CANADA	-	115,419	-	115,419	115,419	
CAPE VERDE	-	315	-	315	315	
CHAD	-	315	-	315	315	
CHILE	10,487	13,752	10,487	13,752	24,239	
SCOUTS OF CHINA	-	49,168	-	49,168	49,168	
COLOMBIA	-	4,849	-	4,849	4,849	
COMORO IS.	630	315	-	315	315	
DEMOCRATIC REPUBLIC OF CONGO	-	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	
CURACAO	-	875	-	1,484	1,484	
CYPRUS	-	5,250	-	5,250	5,250	
Sub-total		22,973	521,168	14,906	526,415	541,321

14. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/16		Paid as at 30/09/17		Total Paid
	Arrears	Fees	Arrears	Fee	
	USD	USD	USD	USD	USD
Brought forward	22,973	521,168	14,906	526,415	541,321
CZECH REPUBLIC	-	16,258	-	16,258	16,258
DENMARK (INCL FAROE IS.)	-	47,243	-	47,243	47,243
DOMINICA	-	719	-	719	719
DOMINICAN REP.	-	649	-	649	649
ECUADOR	-	1,500	-	1,500	1,500
EGYPT	-	-	32,211	32,211	64,422
EL SALVADOR	-	1,513	-	1,513	1,513
ESTONIA	-	1,006	-	1,006	1,006
ETHIOPIA	-	315	-	315	315
FIJI	-	2,062	-	1,031	1,031
FINLAND	-	62,020	-	62,020	62,020
FRANCE	-	82,690	-	82,690	82,690
GABON	2,905	-	2,624	-	2,624
GAMBIA	-	-	945	315	1,260
GEORGIA	-	430	-	430	430
GERMANY	-	126,799	-	126,799	126,799
GHANA	-	315	-	315	315
GREECE	-	13,650	-	13,650	13,650
GRENADA	-	921	-	921	921
GUATEMALA	-	2,890	-	2,890	2,890
GUINEA	-	-	1,542	1,011	2,553
GUYANA	-	315	-	315	315
HAITI	3,605	3,605	-	3,605	3,605
HONDURAS	-	978	-	978	978
HONG KONG	-	76,570	-	76,570	76,570
HUNGARY	-	6,531	-	6,531	6,531
ICELAND	-	1,955	-	1,955	1,955
INDIA	-	56,380	-	56,380	56,380
INDONESIA	39,017	6,425	-	45,000	45,000
IRELAND	-	42,005	-	42,005	42,005
ISRAEL	-	22,355	-	22,355	22,355
ITALY	-	109,630	-	109,630	109,630
JAMAICA	1,412	-	1,412	1,412	2,824
JAPAN	-	153,968	-	153,968	153,968
JORDAN	-	7,336	-	7,336	7,336
KAZAKHSTAN	-	560	-	560	560
KENYA	-	9,200	-	9,200	9,200
KIRIBATI	-	444	-	444	444
KOREA (REP. OF)	-	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	69,912	1,584,402	53,640	1,662,142	1,715,782

14. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/16		Paid as at 30/09/17		Total Paid
	Arrears	Fees	Arrears	Fee	
	USD	USD	USD	USD	USD
Brought forward	69,912	1,584,402	53,640	1,662,142	1,715,782
LESOTHO	315	315	-	315	315
LIBERIA	315	315	-	315	315
LIBYA	-	-	10,377	10,377	20,754
LIECHTENSTEIN	-	928	-	928	928
LITHUANIA	-	1,637	-	1,637	1,637
LUXEMBOURG	-	6,705	-	6,705	6,705
THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA	-	964	-	964	964
MADAGASCAR	-	315	-	315	315
MALAWI	-	315	-	315	315
MALAYSIA	-	30,684	-	30,684	30,684
MALDIVE IS.	-	2,997	-	2,997	2,997
MALTA	-	2,630	-	2,630	2,630
MAURITANIA	630	315	-	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	529	-	529	529
MOROCCO	-	4,879	-	4,879	4,879
MOZAMBIQUE	315	-	315	315	630
MYANMAR	-	-	-	5,363	5,363
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
NIGERIA	-	2,923	-	2,923	2,923
NORWAY	-	21,837	-	21,837	21,837
OMAN	-	7,824	-	7,824	7,824
PAKISTAN	75,044	35,328	-	62,922	62,922
PALESTINIAN S.A.	-	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	-	170,292	9,707	131,229	140,936
POLAND	-	26,202	-	26,202	26,202
PORTUGAL	-	73,874	-	73,874	73,874
QATAR	-	4,408	-	4,408	4,408
ROMANIA	-	1,205	-	1,205	1,205
RUSSIA	-	8,192	-	8,192	8,192
Sub-total	147,060	2,098,761	74,039	2,181,087	2,255,126

14. REGISTRATION FEES (CONTINUED)

COUNTRY	Requested as at 01/10/16		Paid as at 30/09/17		Total Paid USD
	Arrears	Fees	Arrears	Fee	
	USD	USD	USD	USD	
Brought forward	147,060	2,098,761	74,039	2,181,087	2,255,126
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	630
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	-	-	-
SPAIN	-	54,515	-	54,515	54,515
SRI LANKA	-	12,094	-	12,094	12,094
ST LUCIA	315	315	-	315	315
ST VINCENT & GREN.	-	345	-	345	345
SUDAN	1,624	1,624	-	1,624	1,624
SURINAM	938	1,386	-	1,386	1,386
SWAZILAND	-	2,752	-	2,752	2,752
SWEDEN	-	55,596	-	55,596	55,596
SWITZERLAND	-	29,458	-	29,458	29,458
SYRIA	-	-	6,950	-	6,950
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	19,060	5,940	-	12,705	12,705
TURKEY	-	20,586	-	20,586	20,586
UGANDA	220	5,738	-	5,738	5,738
UKRAINE	-	315	-	315	315
UN. ARAB EMIRATES	-	846	-	846	846
UNITED KINDOM	-	498,452	-	498,452	498,453
UNITED STATES	-	1,479,784	-	1,498,280	1,498,280
URUGUAY	-	1,048	-	1,048	1,048
VENEZUELA	5,777	-	19,594	4,443	24,037
YEMEN	1,852	926	-	-	-
ZAMBIA	-	550	-	550	550
ZIMBABWE	-	711	-	711	711
./. 2% discount					-31,023
TOTAL	176,846	4,463,805	100,898	4,574,909	4,644,785

15. STATEMENT OF OPERATIONS BY SUPPORT CENTRE BEFORE CONSOLIDATION

	Geneva	Kuala Lumpur	Africa	Arab	Asia-Pacific	Eurasia	Europe	Inter- America	Total 30/09/2017	Total 30/09/2016
	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD
OPERATIONAL INCOME										
Registration fees	-	4,644,785	-	-	-	-	-	-	4,644,785	4,618,863
Regional registration fees	-	-	-	-	4,610	-	193,800	18,200	216,610	212,432
Contribution World Scout Foundation	-	3,200,000	-	-	-	-	-	-	3,200,000	3,200,000
Contribution Regional Scout Foundation	-	-	-	-	-	-	-	55,000	55,000	59,000
Restricted project revenue	99	2,888,129	198,046	-	193,681	51,090	423,203	-	3,754,248	2,151,213
Other donations	56,748	4,009	22,804	-	-	-	1,435,982	82	1,519,625	1,658,699
Other operational income	78,007	-	8,901	37,354	14,945	-	243,240	47,611	430,058	294,088
Total operational income	134,854	10,736,923	229,751	37,354	213,236	51,090	2,296,225	120,893	13,820,326	12,194,295
OPERATIONAL EXPENDITURE										
General management	542,358	1,451,024	415,061	166,549	321,933	326,979	657,768	362,356	4,244,028	5,397,697
Education & development	100,280	2,419,656	-	-	-	-	-	-	2,519,936	2,311,327
Operations service	-	-	252,266	179,220	357,341	23,706	1,087,977	291,226	2,191,736	2,131,567
Restricted project charges	63	2,286,063	116,807	1,555	212,933	55,697	248,407	-	2,921,525	1,823,589
Expenditure for field activities	-	-	52,439	133,581	-	34,320	-	62,128	282,468	298,208
Depreciation	2,905	8,009	10,377	332	11,765	2,753	5,106	6,383	47,630	35,714
Total operational expenditure	645,606	6,164,752	846,950	481,237	903,972	443,455	1,999,258	722,093	12,207,323	11,998,102
Transfer from main office - general	-	-2,977,000	713,000	437,004	686,996	388,000	120,000	632,000	-	-
Transfer from main office - projects	-	-	-	-	-	-	-	-	-	-
Transfer from main office - field activities	-	-	-	-	-	-	-	-	-	-
Transfer from main office - misc. grants	-	-	-	-	-	-	-	-	-	-
INTERMEDIATE SURPLUS/ (DEFICIT)	-510,752	1,595,171	95,801	-6,879	-3,740	-4,365	416,967	30,800	1,613,003	196,193
FINANCIAL INCOME										
Financial result	4,409	-	-	10,458	3,411	-	28,386	129,375	176,039	156,011
Interests on loans & bank charges	-3,917	-25,530	-1,201	-170	-167	-1,507	-15,756	-3,270	-51,518	-41,608
Result on investment	-	-	-	-	-	-	-	-	-	-
Exchange gain/loss	-10,561	105,433	-1,932	-196,374	2,589	-158	295,733	-	194,730	-1,649
NET FINANCIAL SURPLUS/ (DEFICIT)	-10,069	79,903	-3,133	-186,086	5,833	-1,665	308,363	126,105	319,251	112,754
OPERATING SURPLUS/ (DEFICIT)	-520,821	1,675,074	92,668	-192,965	2,093	-6,030	725,330	156,905	1,932,254	308,947
CHANGES IN RESTRICTED FUNDS										
Allocation	-99	-2,888,129	-198,046	-	-193,681	-51,090	-423,203	-	-3,754,248	-2,151,213
Use	63	2,286,063	116,807	1,555	212,933	55,697	248,407	-	2,921,525	1,824,457
NET SURPLUS/(DEFICIT) OF THE YEAR BEFORE ATTRIBUTION	-520,857	1,073,008	11,429	-191,410	21,345	-1,423	550,534	156,905	1,099,531	-17,809

16. GENERAL MANAGEMENT / EDUCATION & DEVELOPMENT / OPERATIONS SERVICE

	General Management			Education & Development	Operations Services	Total 2017
	Geneva & Kuala Lumpur	Regional Centre	Sub-total			
	USD	USD	USD	USD	USD	USD
Staff costs	1,271,452	1,317,404	2,588,856	2,069,693	1,731,124	6,389,673
Travel costs	59,523	142,812	202,335	96,191	109,937	408,463
Committee meetings	105,267	271,844	377,111	-	-	377,111
Activities	-	-	-	195,895	326,595	522,490
Admin. & infrastructure	498,811	453,079	951,890	-	-	951,890
Communication and media	-	9,501	9,501	158,157	24,080	191,738
Information technology	58,329	26,302	84,631	-	-	84,631
	1,993,382	2,220,942	4,214,324	2,519,936	2,191,736	8,925,996

	General Management			Education & Development	Operations Services	Total 2016
	Geneva & Kuala Lumpur	Regional Centre	Sub-total			
	USD	USD	USD	USD	USD	USD
Staff costs	1,941,183	1,411,293	3,352,476	1,733,070	1,523,149	6,608,695
Travel costs	80,385	119,205	199,590	117,536	110,408	427,534
Committee meetings	162,425	297,651	460,076	-	-	460,076
Activities	-	-	-	236,786	421,046	657,832
Admin. & infrastructure	635,871	656,975	1,292,846	-	2,531	1,295,377
Communication and media	-	8,666	8,666	223,935	74,433	307,034
Information technology	52,734	31,309	84,043	-	-	84,043
	2,872,598	2,525,099	5,397,697	2,311,327	2,131,567	9,840,591

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 works on a voluntary basis. As per the approved regulations in force, members of the World Scout Committee are entitled to claim for the reimbursement of the travel and accommodation costs incurred during the World Scout Committee meetings or while on certain official missions. Between the 2016 and 2017 fiscal year, the total reimbursements for all World Scout Committee members amounted to USD 65,222 (2015-2016: USD 114,239).

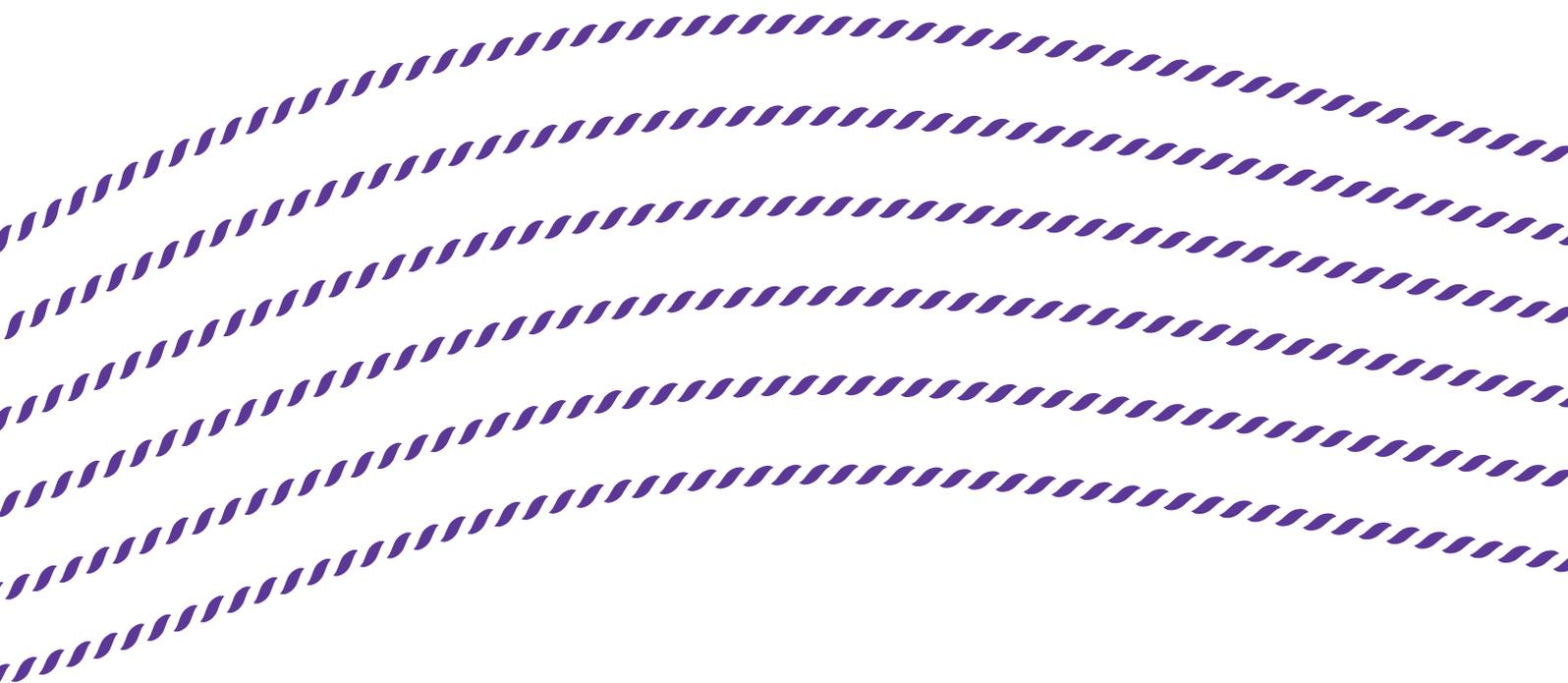
19. COST OF EXECUTIVE MANAGEMENT

The executive management are full time professional staff of the World Scout Bureau. They comprise the Secretary General and his direct reports. In 2016-2017, the total remuneration of the World Scout Bureau's executive management amounted to USD 1,996,114 (2015-2016: USD 2,419,994).

20. SUBSEQUENT EVENTS

At the date of signing of the audited consolidated financial statements, there are no subsequent events that would have material impact to the 2016-2017 financial statements.







PERFORMANCE REPORT

COVERING ACTIVITIES BETWEEN 1 OCTOBER 2016 AND 30 SEPTEMBER 2017



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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.

World Scouting operates through a network of local groups supported by National Scout Organizations (NSOs) in 169 countries. The Iraq Scout Association became the latest Member Organization in August 2017.

The World Scout Conference is the governing body, the 'general assembly', of the World Organization of the Scout Movement (WOSM), and is composed of all NSOs which meet every three years. NSOs must gain recognition from the Conference to become members of WOSM and there can be only one NSO per country. In the case of a country having more than one Scout Association, a federation is formed for the purposes of national coordination and world membership.

The Conference considers policies and standards of the Scout Movement and takes any actions required to further advance the purpose of the Movement. It also elects members of the World Scout Committee.



CHAPTER B

DIRECTORS/TRUSTEES AND THEIR TERMS OF OFFICE

The World Scout Committee

The World Scout Committee is the executive body of 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 2016-2017 fiscal year, the World Scout Committee 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 World Scout Committee members are elected for a three-year term, and may be re-elected for one additional term.

The following members were elected to the World Scout Committee at the World Scout Conference in 2014 and their terms of office ended at the World Scout Conference in August 2017:

**João Armando Gonçalves,
Chairperson, Portugal**

**Jemima Nartemle 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**



The following members were elected to the World Scout Committee at the World Scout Conference in August 2017 and their terms of office will end at the World Scout Conference in August 2020:

**Craig Turpie,
Chairperson, United Kingdom**

**Andy Chapman,
Vice-Chairperson,
United States of America**

**Jemima Nartemle Nartey,
Vice-Chairperson, Ghana**

**Mehdi Ben Khelil,
Member, Tunisia**

**Peter Blatch,
Member, Australia**

**Jo Deman,
Member, Belgium**

**Janaprith Fernando,
Member, Sri Lanka**

**Ilyas Ismayilli,
Member, Azerbaijan**

**Sarah Rita Kattan,
Member, Lebanon**

**Leornado Morales Morales,
Member, Costa Rica**

**Pia Melin Mortensen,
Member, Denmark**

**Juan Reig,
Member, Spain**

Ex-officio non-voting members

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



CHAPTER C

MANAGEMENT TEAM

The World Scout Bureau

The Secretary General is appointed by the World Scout Committee of which he/she is an ex-officio non-voting member. He/she is the Chief Executive Officer of WOSM and directs its Secretariat, the World Scout Bureau. 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 2016-2017, the management team included:

- **Scott Teare, Secretary General (until October 2016)**
- **Ahmad Alhendawi, Secretary General (since March 2017)**



In the Global Support Centres:

- **Noha Shawky, Global Chief of Staff (since July 2017)**
- **David Berg, Global Director, Organisational Development**
- **Göran Hägerdal, Global Director, Scouting Development**
- **Lee Dong-Wook, Global Director, Communications and External Relations (until December 2017)**
- **Ooi Soon San, Global Director, Finance and Administration**
- **Srinath Tirumale, Executive Director, Office of the Secretary General (until March 2017)**
- **Hany Abdulmonem, Director, Youth Programme**
- **José Figueira, Director, Adults in Scouting**
- **Jacob Murray, Director, Project Management**
- **Stephen Peck, Director, World Events**
- **Ray Saunders, Director, Information Services (until August 2017)**
- **Ray Saunders, Director, Knowledge Management (since September 2017)**

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 therefore aligned its 2017-2020 Triennial Plan with the Strategy and consequently, the reporting on the objectives and outputs in this Performance Report for the 2016-2017 fiscal year 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>Every Scout should be involved in community service and share their experience to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.</p>	<p>Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognised as the world's leading youth 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

In the 2016-2017 fiscal year, the World Scout Youth Involvement Policy was translated into WOSM's five working languages as well as Mandarin and Bengali. The policy was accompanied by promotional materials that was published on scout.org (including the promotional video in five languages, infographics, PowerPoint presentations and the policy document in six languages).

The Youth Advisors (with the support of the World Scout Committee and World Scout Bureau) proposed some ideas for the future of youth involvement in WOSM, which was discussed during the World Scout Committee meeting in March 2017.

The 13th World Scout Youth Forum that was held in Gabala, Azerbaijan, from 7-10 August 2017 was a success. It was the biggest in terms of the number of participants as well as the number of NSOs represented. A detailed report of the event is available online.

The World Scout Bureau is currently supporting the newly-elected Youth Advisors by providing induction training and preparing them for their role over the next three years. Additionally, it has trained six interns under the age of 30 in the past year.

At Regional level

In the Africa Scout Region:

The East, West and Southern Africa Zonal Youth Forum were held in Tanzania, Nigeria and Botswana. Additionally, the Region made it possible for many Rovers to attend World and Regional Scout events such as the 1st Messengers of Peace (MoP) World Seminar and Dialogue for Peace training courses.

It is also providing ongoing support to the Regional Youth Advisors and assisting in the preparation of the Regional Youth Forum in Zimbabwe. Three NSOs received support in the adoption of the National Youth Forum Guidelines. During the year under review, the Region collaborated with the Interamerican Scout Region to deliver a course that is similar to the Interamerican Leadership Training in Africa.

In the Arab Scout Region:

The 3rd Arab Scout Youth Forum which was held in collaboration with the Islamic Educational, Scientific and Cultural Organization (ISESCO) and the World Scout Bureau Global Support Centre in Oman, in November 2016, was a great success.

The forum delivered useful recommendations that were presented at the 28th Arab Regional Conference and elected the organising committee (comprising six youth members) of the 4th Arab Scout Youth Forum which will be organised in Egypt, in 2019. During the reporting period, the Egyptian NSO also hosted the youth-led Air Scout Festival.

In the Asia-Pacific Scout Region:

The WOSM Leadership Workshop was organised by the World Scout Bureau Global and Regional Support Centres in the Philippines, in February 2017. Additionally, a wide range of MoP and other related activities were undertaken with the goal of making a positive impact as well as re-energising Scouting locally, including through non-funded projects in over ten NSOs.

During the year under review, over 10,000 young people actively participated in peace actions such as a peace run, blood donation campaign, tree planting activity and a youth forum, and contributed over 24,000 service hours in one day. Awareness programmes and training courses for national and local level leaders, especially in the large and successful NSOs, were organised to increase their buy-in for the MoP initiative.

In the Eurasia Scout Region:

The Region organised Excelscout 2016 in Armenia, in October 2016, gathering 24 young leaders from eight NSOs. In addition to that, the Eurasia Support Centre and Regional Youth Advisors supported the organisation of the 3rd Eurasia Youth Forum, which took place in Armenia, in October 2016 and gathered 26 participants from ten NSOs.

Following the event, two Regional Youth Advisors participated in the induction training and 2nd Eurasia Scout Committee meeting, which took place in Kiev, Ukraine, in December 2016. Financial support was also provided to three young people from each NSO to attend the Excelscout 2016 Youth Forum and Regional Conference.

In the European Scout Region:

The Region organised the 10th European Scout Agora in the Netherlands, in April 2017. Agora is an educational tool that uses the Scout Method to achieve the educational objectives of the Rover section and places a special emphasis on youth empowerment.

In the Interamerican Scout Region:

The 6th Interamerican Scout Youth Forum took place at Sea Scout Base Galveston, in the United States, in October 2016, and had 61 participants from 25 NSOs. In the same fiscal year, the 4th Interamerican Leadership Training was held in Guatemala, in December 2016 with the participation of 64 young people from 32 NSOs. Additionally, the Region drafted a new concept note on the approach for youth engagement at both Regional and national levels.

STRATEGIC PRIORITY 2 – EDUCATIONAL METHODS

At World level

The 2nd World Scout Education Congress was successfully held at Kandersteg International Scout Centre (KISC), Switzerland, in May 2017. In addition to the Congress, four Regional educational methods forums were held: Interamerica – Brazil (January 2017), Eurasia – Kazakhstan (April 2017), Africa – Benin (February 2017) and Botswana (July 2017).

Youth Programme

During the year under review, the World Scout Youth Programme Policy was translated into WOSM's five working languages as well as Mandarin and Bengali. The policy was accompanied by promotional materials that were published on scout.org (including the promotional video in five languages, infographics, PowerPoint presentations and the policy document in six languages). The WOSM Leadership Workshop in the Asia-Pacific Scout Region was a success and the development of an e-learning platform is ongoing.

In addition to that, the Scout Method unit finalised the proposal of the new interpretation of the Scout Method, which was endorsed by the World Scout Committee in March 2017 and adopted by the World Scout Conference in August 2017. The Scout Method description was also incorporated in the constitutional amendments (that was successfully carried).

The Peace and Human Rights Unit met in Portugal, in March 2017, to finalise the Peace and Human Rights Education in Scouting document. Subsequently, it was agreed that this work will continue after the Conference and into the new triennium. At the end of 2016, the unit launched an Open Call to gather best practices on peace and human rights at the NSO level.

Also worth noting is that the interreligious dialogue badge was further discussed at the Interreligious Forum of World Scouting (IFWS) in Berlin, Germany, in June 2017.

The Better World Framework was created to align the World programmes. Its first concept was widely used to present the World programmes in national, Regional and World events as well as trainings. In the process of promoting and aligning the objectives and actions, other existing elements related to WOSM interactions with its partners started to connect.

They include the Sustainable Development Goals (SDGs) and partner programmes like YUNGA with the Food and Agriculture Organization (FAO), the link between Scouting activities with the Duke of Edinburgh International Award, the Dialogue for Peace programme with KAICIID, and Património with UNESCO World Heritage.

A Better World Framework Meeting which included volunteers and staff members was held in December 2016 to analyse the evolution of the concept after a year of inception, and to develop content and assess its implementation at Regional and NSO levels.

Additionally, the 1st World Scout Seminar on MoP was held in Budapest, Hungary, in October 2016. More than 50 participants from all WOSM Regions participated in the seminar, which aimed to promote and foster the exchange of experiences and best practices among countries as well as to reinforce the existing network between countries in the same Region. It was the first seminar organised since the introduction of the MoP Initiative in 2011.

Another significant development is the publication of the MoP Programme and Network Guidelines in August 2017. The MoP Hero Award, which recognises Scouts who carry out exceptional initiatives and projects that have great impact in their local communities as well as Regional and global reach among Scouts and non-Scouts, was held. This year, it recognised the efforts of Scouts from 16 countries.

Adults in Scouting

In the 2016-2017 fiscal year, the World Adults in Scouting Policy, which had been updated to match the new WOSM policies, was endorsed by the World Scout Committee. Also worth mentioning is the finalisation of the Global Adults in Scouting Survey, the plan for the Wood Badge Centenary Celebration (2019) and the World Safe from Harm Policy. The policy was adopted by the 41st World Scout Conference.

World Events

During the reporting period, a very successful 24th World Scout Jamboree (2019) Planning Team meeting was held in Canada, in October 2016. To date, two bulletins have been published and shared, with the event being promoted at several events across the world. The Boy Scouts of America National Jamboree was held in July 2017 to test some of the systems being prepared for the World Jamboree.

An initial meeting will be held with the Irish organisers of the 2021 Moot to start the process of knowledge and learning transfer from the 2017 event. The 15th World Scout Moot which was organised in Iceland in July 2017, had the highest number of participants to date and was considered a huge success.

Another successful event, the 5th World Scout Interreligious Symposium was held in the United States, in January 2017. It was preceded by a Dialogue for Peace training course which was conducted in cooperation with the International Dialogue Centre (KAICIID). The Duty to God Task Force report was well received at the event.



At Regional level

In the Africa Scout Region:

The Support Centre supported the 1st Regional Core Pool of Volunteers Training which was attended by 23 volunteers from 21 NSOs in the Region and the Assistant Leader Training which was attended by 30 participants from Kenya, Uganda and Tanzania.

It also supported the delivery of the Regional education forum which took place for the first time in West Africa at the margins of the Zonal Conference in Benin, in February 2017, as well as the delivery of the Regional education forum in Botswana, in July 2017. Twenty participants from Burkina Faso, Ivory Coast, Niger and Sierra Leone successfully completed a leaders' training course held in Burkina Faso, in March 2017. Additionally, the Region held Youth Programme Review workshops for two NSOs and delivered a leader trainer's course in Kenya, in May 2017.

In the Arab Scout Region:

The Support Centre supported the Regional Training for the Capacity Building of Arab Scout Trainers in Oman, in February 2017 as well as the Regional Workshop for Professionals, Funding and Accountability Personnel in Jordan, in April 2017. A Regional training for leaders was also held in Oman, in 2017, while a gathering of adult resources commissioners took place in May 2017 as part of a wider educational methods gathering. Earlier in the year, in February 2017, a Regional gathering of MoP coordinators was held in Cairo, Egypt.

In the Asia-Pacific Scout Region:

The Region supported the Scout Association of Mongolia in the delivery of the 31st Asia-Pacific Region Scout Jamboree between July-August 2017. Additionally, it obtained very satisfactory results from NSOs on the 2016 Adults in Scouting Global Survey, which was shared and reviewed by the Adult Support Subcommittee. The Region also organised a Leadership in Scouting workshop in the Philippines, in February 2017.

In the Eurasia Scout Region:

Regional trainers delivered sessions on the strategic plan at the Eurasia Scout Conference and were involved as either trainers or moderators during Excelscout 2016 and the Eurasia Youth Forum in Armenia, in October 2016. The Region has also supported the NSO of Moldova in the delivery of a seminar for Scout leaders, the planning of the working session on non-formal education as well as the delivery the 1st Eurasia Educational Forum in Kazakhstan, in April 2017.

In the European Scout Region:

During the year under review, the Support Centre organised the RoverNet and VentureNet meetings for national Rover and Venture Scout commissioners from 20 countries. It also created and finalised the GR-EAT (Guidelines for Recognition – European Advanced Tool) project, which is a national tool for recognition. It was followed by the delivery of a week-long training in Brussels.

Additionally, an online platform that prepares participants for international events (Get Ready Online) was launched in the Region. The Support Centre also supported the delivery of both the 2nd World Scout Education Congress and the 15th World Scout Moot. Furthermore, the Region's educational methods-related working groups met to evaluate progress and plan for the future.

In the Interamerican Scout Region:

In the 2016-2017 fiscal year, the Support Centre conducted a Youth Programme workshop for Aruba and Curaçao NSOs, which was attended by 16 participants. Improvements on the implementation of the Youth Programme in both NSOs were agreed on following the workshop. A virtual meeting of the Youth Programme Network was also held to review the Youth Programme Management evaluation, the current status of the Youth Programme's National Policies and the development of educational materials at the Regional level.

The 15th Interamerican Scout Jamboree and the 2nd Camporee were delivered successfully in Ecuador, in January 2017, and the Youth Programme and Adults in Scouting networks had meetings to review the current work progress. In December 2016, the MoP and Better World Seminar were organised in the Region.



STRATEGIC PRIORITY 3 – DIVERSITY AND INCLUSION

At World level

Key successes during the reporting period were the finalisation on WOSM's definition of Diversity and Inclusion, the delivery of campfire webinars and the development of several resources for NSOs. Although the lack of manpower remains a challenge, the following were implemented:

- activities for participants attending the 15th World Scout Moot
- a self-assessment tool for NSO implementation and a toolkit focusing on the sharing of tools and best practices
- planning of workshops for the 41st World Scout Conference and the 13th World Scout Youth Forum

In March 2017, the World Scout Committee approved a position paper on Diversity and Inclusion, which forms the basis of future work in this area. In addition to that, several best practices were collected in the area of Diversity and Inclusion through a challenge held during the 15th World Scout Moot.

At Regional level

In the Africa Scout Region:

In February 2017, the Support Centre conducted a session on Diversity and Inclusion during the West Zonal Educational Forum in Benin, and in July 2017, during the Southern Zonal Educational Forum in Botswana. It will continue to promote Diversity and Inclusion at Regional events. Support was also provided to promote Scouting in Namibian schools.

In the Arab Scout Region:

A significant achievement was the launch of a deaf sign language Scout dictionary with 900 Scout-related terminology. A bilingual version of the dictionary (Arabic and English) will be released in the coming months. In September 2017, a meeting to discuss the application of sign language for a dictionary of Scouting terms was held in Kuwait.

In the Asia-Pacific Scout Region:

The Region finalised a membership growth strategy that will be shared with NSO leaders who will agree on their respective NSO's annual growth target. During the reporting period, there was a consultation with selected NSOs with regards to the development of their national growth strategy. In a separate development, the national coordinator of six NSOs for the Ticket to Life project met in February 2017 and developed plans for the expansion of the project in other NSOs.

In the Eurasia Scout Region:

The Region had delegates from Muslim and Christian countries in all three Eurasia Scout events – Excelscout 2016, Eurasia Scout Conference and Youth Forum. Additionally, two Dialogue for Peace training courses were organised in Ukraine and Georgia. During the year under review, the Support Centre worked on resolving the intergenerational barriers that exist in the leadership of some NSOs in the Region.

In the European Scout Region:

The Support Centre completed the 2017 Work Plan of the Scouting for Peace programme which is co-financed by the Council of Europe and European Youth Forum. It also started Europe's Erasmus and 'Time to be Welcome' programmes for refugees following extensive consultation and drafting of the project with ten partners – NSOs from Greece, France, Ireland, Macedonia, Iceland as well as the British Red Cross, Belgium's Centre La Chapelle, Singa, European Federation of Intercultural Learning and Youth for Exchange and Understanding.

The 2016-2019 objectives for Diversity and Inclusion in Europe are to give specific support in peace education as well as intercultural, interreligious and spiritual development. An event on migrant and refugee youth in Scouting is currently being prepared by the Support Centre, which is also working on developing a Diversity and Inclusion model for NSOs/National Scout Associations (NSAs).

In the Interamerican Scout Region:

A Regional workshop on Diversity and Inclusion was held during the year under review, and an interactive guide on the topic was subsequently published. Additionally, the Interamerican Regional Scout Conference approved the Regional Policy on Diversity and Inclusion, and elaborated a Diversity and Inclusion Guide for NSOs in the Region. In June 2017, a workshop on Diversity and Inclusion was conducted to help NSOs to understand the importance of approving the Interamerican Policy on Diversity and Inclusion.

STRATEGIC PRIORITY 4 – SOCIAL IMPACT

At World level

In October 2016, a workshop on Disaster Risk Reduction and Management was held in Riyadh, Saudi Arabia. At the workshop which aimed to determine Scouting's role in Disaster Risk Reduction and Management, leaders from 17 NSOs with experience in post-disaster interventions were invited to share best practices and lessons learned.

During the workshop, the relevance of actions in all phases of Disaster Risk Reduction and Management was considered in light of the Youth Programme. The importance of partnerships and WOSM's support to NSOs was also discussed. Ideas from the workshop were compiled in a document that served as the basis of the draft of WOSM's Guidelines for Disaster Risk Reduction and Management.

As the World Scout Bureau is becoming more proactive in supporting NSOs post-disasters, some challenges were met in coordinating ScoutAid initiative with different stakeholders during this period. More awareness of WOSM's support mechanism for NSOs might overload available resources at the World level. Additionally, aligning objectives with WOSM's mission in the development of potential partnerships has been challenging.

Nevertheless, there will be follow-up on different partnerships development initiatives. Furthermore, the Guidelines for Disaster Risk Reduction and Management will be shared with the World Scout Committee and distributed to NSOs. Procedures for requesting World Scout Bureau support for NSOs post-disaster will be implemented and further Global/Regional workshops will be considered.

A pilot study to assess the social impact of the Youth Programme on young people was completed in three countries: Singapore, Kenya and United Kingdom. The preliminary report showed that Scouts on average have higher levels of life satisfaction, leadership skills, resilience and general health. Apart from a full report that will be published within the first few months of the next triennium, a final report on the results of the pilot study will also be produced, with the learnings fed into the Social Impact Toolkit for NSOs, which is scheduled for release in 2018.

The knowledge gained from support visits to NSOs, which are implementing a MoP project, helped in managing the support and follow-up of funded projects in general. The World Scout Bureau Global Support Centre monitors all MoP projects to ensure that projects are on track in terms of their implementation and reporting.

This year, 12 MoP projects were selected for more detailed impact assessments. These are conducted in the field with the participation of the World Scout Bureau staff, MoP Regional Decision Committee members, NSO leadership and Scouts.

At Regional level

In the Africa Scout Region:

Twenty young volunteers were invited to support the delivery of the Better World Framework at the 7th Africa Scout Jamboree in Côte d'Ivoire, where they achieved 1,280 service hours and reached out to over a thousand Jamboree participants.

The Food for Life project has so far directly reached more than a thousand Scouts and Scout leaders, with more than 11 model gardens established. In the coming months, the Support Centre will deliver a training on telling the story through MoP network initiatives to 20 young people.



An Africa MoP network facilitators workshop was held in January 2017, and MoP projects in Cameroon, Comoros, Ethiopia, Namibia, Tanzania, Togo and Zimbabwe were assessed for impact. A challenge faced was the lack of resources for NSOs to effectively document the impact of their projects.

In the Arab Scout Region:

In the Region, a workshop for executives responsible for community development and social responsibility was organised in Egypt, in March 2017. In addition to that, the expansion of the 6th Youth Employment Fair is being considered to include young people from more Arab countries.

In the Asia-Pacific Scout Region:

The Region surveyed Scouts from 15 NSOs about the Scout uniform with regard to its importance and impact on the Scouting experience.

In the Eurasia Scout Region:

The Support Centre and Regional trainers prepared and delivered a presentation on the Regional Strategic Priority on Social Impact at the Eurasia Scout Conference. It was understood that social impact is not only about good stories, but should also be reflected in numbers. Therefore, it is important to measure the outcomes. A social impact Regional volunteer group was formed and subsequently held its first meeting.

The Region also conducted a Regional MoP Seminar for its Support Centre staff and the National Office Coordinators from Armenia, Kazakhstan and Ukraine from 12-15 October 2016 in Hungary. The seminar focused on the impact of local projects and a working plan on the implementation of the MoP network of NSOs in Eurasia, which will be the next key focus.

In the European Scout Region:

In Europe, an agreement to collaborate with the World Scout Bureau Global Support Centre in this area was reached, and presentations on the topic were delivered at the Agora. The Support Centre worked with European NSOs to create an impact on refugees, while the Region is looking forward to the tool to be developed at World level and assistance in using this with NSOs in Europe.

In the Interamerican Scout Region:

The Support Centre supported the Bahamas NSO to conduct a workshop aimed on creating an action plan for emergencies and natural calamities. In the Region, follow-up on MoP projects and encouraging NSOs to use the new grant application and reporting forms were noted as challenges. Consequently, tutorials on how to document local projects on scout.org were developed and distributed within the Region.



STRATEGIC PRIORITY 5 – COMMUNICATIONS AND EXTERNAL RELATIONS

At World level

During the year under review, there was substantial growth in major scout.org engagement Key Performance Indicators (KPIs), the number of registered users and community service projects and hours, as a result of the revamp of scout.org and engaging online campaigns.

Engagement on World Scouting's social media channels was also driven through different campaigns with great results, achieving the highest increase in most of the social media metrics and KPIs. Between October 2016 and September 2017, there were more than 34,841,082 impressions solely on the WOSM Facebook page and with an average of 78,471 impressions per post.

Among the main online campaigns was the announcement of the new Secretary General, which required careful timing of the release of contents to all key stakeholders through all communication channels. They ranged from press releases and circulars in multiple languages, to graphics and captions for all social media channels. The announcement received a lot of positive reactions from Scouts and non-Scouts on social media, and was shared by most international organisations.

To mark the 100th year of Cub Scouting, an online campaign was held throughout 2017, inviting NSOs from around the world to join the #Cubs100 celebration. Thus, more than 70 NSOs from the six Scout Regions promoted the occasion through their social media campaigns and held Regional, national and international camps and events to celebrate the centenary.

The official #Cubs100 hashtag garnered more than three million mentions including posts, pictures, videos and articles shared throughout the year, while official posts on WOSM's channels reached out to more than one million people, generating engagement and sharing the fun and adventures of being a Cub Scout.

Another online campaign held during the year under review was #ScoutAid Haiti. The campaign aimed to raise awareness of the aftermath of Hurricane Matthews that struck Haiti in October 2016 and to raise funds for the relief efforts organised by local Scouts.



In October 2016, during World Scouting's largest annual event – JOTA-JOTI, the Global Support Centre organised a World Scout Bureau JOTI station where JOTA-JOTI activities of Scouts worldwide were promoted and the first online JOTA-JOTI Campfires on Diversity and Inclusion was held.

Also worth mentioning is the campaign to promote scout.org service projects on social media. The Communications and Strategic Engagement Global Team started a reposting campaign on Instagram where Scouts around the world are encouraged to post their Scouting photos using #Scouts. Up to two photos per day were then selected to be re-posted on the World Scouting Instagram account. The Global Team also started to actively use Instagram stories to promote several campaigns and events.

To allow easier access to information as well as to further promote the work of Scouts around the world and Scouting events, the Scouts mobile app (for android and iOS) was relaunched in August 2017 with a major update to ensure that it is in sync with scout.org and to enable scout.org users to post news, projects, events and places from the app.

World level events such as the 5th World Scout Interreligious Symposium, 2nd World Scout Education Congress, 41st World Scout Conference and the 13th World Scout Youth Forum were not only promoted on all World Scouting social media channels but were also supported by event apps which were utilised by 90% of participants.

While most communication materials produced for the 41st World Scout Conference and the 13th World Scout Youth Forum were in English, all documents were translated to French, including the World Scout Committee 2014-2017 Triennial Report and the 13th World Scout Youth Forum Report. Additionally, the Executive Summary of the World Scout Committee 2014-2017 Triennial Report was translated to all five WOSM working languages – English, French, Spanish, Arabic and Russian.

It is worth noting that for the first time ever, a team of volunteers translated the official documents as well as the speeches of both events. Since the event took place in Azerbaijan, some press and communications materials were also translated to Azerbaijani.



One of the significant developments in the area of strategic engagements was the endorsement of the Communications and Strategic Engagements Strategy by the World Scout Committee and its promotion across the Regions.

Additionally, World Scouting signed a Memorandum of Understanding with Scholas Occurrentes as well as UN Women, which is enabling Scouts to contribute to gender equality through the HeForShe campaign. There has also been a strong focus on the SDGs and partnerships that advance Scouts' contribution to its achievement.

During the reporting period, WOSM's presence and impact at major global events were enhanced by Scout representatives, thanks to the training sessions as well as guidance on live reporting and engaging with influencers that were provided by the Communications and Strategic Engagement Global Team.

The 1st World Scout Seminar on MoP was held in Budapest, Hungary, from 12-16 October 2016. The objectives of MoP, its Programme and Network Guidelines were presented and discussed during the seminar. The Dialogue for Peace Programme, developed in partnership with KAICIID, was also introduced at the seminar. In addition, updates on peace and human rights education were presented.

Following the seminar, MoP is expected to be better integrated in activities organised under the Better World Framework in the European Scout Region and the SDGs will be incorporated as an additional inspirational element for the development of MoP actions. Another notable event, the MoP Hero Award, was held in November 2016 to recognise Scouts from 16 countries who carried out exceptional initiatives and projects that had great impact in their local communities.

The Peace and Human Rights unit held its first working meeting in Vienna to begin the development of tools and reference material related to human rights education in Scouting. The meeting delivered the first draft of a framework for human rights education and roadmap for the future actions of the triennium.

At the end of 2016, the unit launched an Open Call to gather best practices on human rights at the NSO level. Another important outcome of this meeting was the introduction of a concept that promotes respect and acknowledgment of human rights in multicultural and local contexts.

In the reporting period, communication materials as well as graphic and audio visual support were also provided to the staff of the Global and Regional Support Centres especially during events, while branding support was given to NSOs, individuals and partners through email requests. 2016 marked a breakthrough as the World Scouting image bank became the first point of reference for NSOs and partners, demonstrating that the tool is being used globally.

In terms of branding, the creation of the visual identity for the 2nd World Scout Education Congress, supported the implementation of the communications strategy as well as the production of bulletins and the creation of a dedicated page on scout.org and posts on social media. It was made available to World Scout Bureau staff and NSOs for their use and distribution.

During the reporting period, the following publications were produced:

- World Scout Committee 2014-2017 Triennial Report and Executive Summary
- 13th World Scout Youth Forum Report
- Participant Evaluation Report –
13th World Scout Youth Forum and 41st World Scout Conference
- Communications and Strategic Engagement Strategy
- GSAT Self-assessment Guidelines for NSOs
- Biannual Report (July-December 2016)
- Biannual Report (January-August 2017)
- 2nd World Scout Education Congress –
Executive Summary, Bulletin 1, 2 and 3, MoP Guidelines and Application Forms
- MoP Guidelines on Programme and Network
- How to Become a Messenger of Peace booklet
- Leadership
- Adults in Scouting
- MoP Report
- Safe from Harm
- Volunteering in Scouting Position Paper
- Fees and Voting Task Force Consultation Paper
- Humanitarian Action Guidelines
- 2023 Strategic Planning, Monitoring and Evaluation Toolkit
- Inclusion in Scouting
- Diversity in Scouting
- Keeping Scout Safe from Harm, WOSM's Position Paper on Child and Youth Protection
- Volunteers in Scouting
- UNESCO World Heritage – Scouts of the World concept

At Regional level

In the Africa Scout Region:

In October 2016, 26 Scouts and three Scout leaders from Kenya took part in the JOTA-JOTI event hosted at the Support Centre. Ten other NSOs also hosted separate JOTA-JOTI events. The Support Centre also supported the delivery of a five-day communications and public relations workshop for 20 key staff and volunteers at the Tanzania Scouts Association in partnership with the Polish Scouting and Guiding Association from 27 November to 2 December 2016.

During the reporting period, the Regional Communications and Strategic Engagements strategy, which is in line with the World level Communications and Strategic Engagement strategy, was developed and disseminated to NSOs in April 2017. The first MoP core team meeting was held in Nairobi, Kenya, in January 2017 to elaborate on action plans for the coming years.

In the Arab Scout Region:

In the 2016-2017 fiscal year, the 9th Professional Diploma in Media, Communication and Scout Marketing was organised in Egypt, in January 2017 and the 1st Regional Scout Marketing Forum on Scout Marketing was organised in April 2017. In addition to that, a new MoP Arab Training that includes updates and future initiatives is being planned.

In the Asia-Pacific Scout Region:

During the year under review, changes in the APR webpage on scout.org were implemented to enable the information sharing within the Region in a more user-friendly way. Additionally, its social media channel saw an increase in the number of followers.

In terms of strategic engagements, the Region continues to advance its partnership with Habitat for Humanity and the Scout Build project is now in Nepal, Philippines, Sri Lanka, Thailand and Vietnam. It also organised a workshop on strategic engagements in Bangladesh as well as the Asia-Pacific Region Workshop on Strengthening Internal and External Communications in October 2017.

The Region updated the implementation of the MoP Guidelines and the MoP Initiative was profiled extensively during the Bharat Scouts and Guides National Jamboree in January 2017. At this event, the Bharat Scouts and Guides were awarded with the MoP Hero Award for their contribution to the development of the initiative across India, and for the support provided by the volunteers to other countries within the Region.

In the Eurasia Scout Region:

In the reporting period, the Triennial Report of the Region was prepared in close cooperation with Eurasia NSOs and subsequently published. The Region prepared a full programme and provided technical support during the Regional Forum and Conference in Armenia. It also developed its capacity to further activate a core team for the MoP.

Additionally, progress was made in establishing contact with the ministries of education and science from countries participating in the Regional education forum.

In the European Scout Region:

In the 2016-2017 fiscal year, the Region built the capacities of NSOs to access more individual donations and organised a fundraising campaign with the Fundraiser network meeting, which gathered 24 participants from France, Belgium, Ireland, Finland, Slovakia, Czech Republic, Spain and Estonia.

Scouts in the Region successfully participated in an advocacy campaign for the development of a new EU funding programme for volunteering and youth initiatives. Additionally, the Region organised the Network Meeting for External Representatives in Malta, in November 2016 in collaboration with WAGGGS, and collaborated with the European Solidarity Corps and the new European platform on volunteering. It also gave more visibility for Regional events on the integration of migrants and refugees in Scouting.

A partnership event with the Asia-Pacific Scout Region, first of its kind, was organised for 60 participants, and a young spokesperson training was also delivered. In addition to that, the Support Centre organised a Youth Policy Symposium in Luxembourg to coordinate the action of Scouting on Youth Policy at European level.

In the Interamerican Scout Region:

The Support Centre delivered four sub-Regional meetings on the communication network that set the basis for the Interamerican Communications Strategy, based on the Global concepts and initiatives and connecting them with Regional needs. This later led into the different Regional campaigns such as the Good deeds and 5PtoGrow. One of the key achievements during the reporting period was the signing of the MoU with Special Olympics Latin America.

During the 26th Interamerican Scout Conference in October 2016, MoP presented the best practices of MoP and community service projects, and integrated MoP with its Youth Programme. An MoP and Better World Seminar was also organised in the Region in December 2016.

In an effort to boost the reach of MoP across the different sections and countries, the Region aligned MoP efforts, which was also supported by a Regional campaign, with other World programmes to promote peace actions. The Better World work group, comprising the Interamerican Scout Committee, contributed to several of these efforts.



STRATEGIC PRIORITY 6 – GOVERNANCE

At World level

Changes in the Conference Rules of Procedure (RoP) were approved with much support from NSOs. The new RoP helped to strengthen the decision-making of WOSM, to have a process which is streamlined, inclusive, creates relevant Resolutions, and provides a deeper understanding of the implications on WOSM.

Subsequently, work was undertaken to roll-out the institutional processes for the 41st World Scout Conference, to align with the new RoP. This involved supporting the work of the Resolutions Committee in advance of the Conference.

By the end of the triennium, 44% of NSOs were assessed using the three different versions of GSAT. GSAT Version 2.0 was approved by the Global Support Core Group in March 2017, with the new Standard launched in August 2017 and made available in five languages. Resources for facilitators and assessors were refreshed as well.

A WOSM Assessors training course was held in the Africa Scout Region (in English), training an additional seven WOSM Assessors for the Region. It brought the total number of WOSM Assessors across the Regions to 28, while the Global Support Platform was launched and rolled-out to the Regions. In the coming year, the e-learning module for GSAT Facilitators and WOSM Assessors will be finalised, and an additional WOSM Assessors training course in French for the Africa Scout Region will be organised.

Furthermore, GSAT will be streamlined into the WOSM service model and the Global Support Platform will be adapted as the operating tool for the service model. Additionally, an 'NSO data portal' will be developed to allow NSOs to update their census (and other) data at their own choosing, ensuring a more consistent and frequent data gathering.

The WOSM Membership Report was released to all NSOs, giving a holistic overview of WOSM's growth in the past 15 years on national, Regional and World level. A new version of WOSM's Strategic Planning, Monitoring and Evaluation Toolkit for NSOs was released in August 2017, updating the old resource kit which dates back to 2002.

The Scout Donation Platform, an online tool to raise funding for local and national Scout projects, was launched during the 41st World Scout Conference and had 20 projects within the first week.

At Regional level

In the Africa Scout Region:

Key successes in the Region during the reporting period included GSAT Assessors training course in May 2017 for eight Regional volunteers, and an induction training to 55 volunteers from The Gambia Scout Association on GSAT. Additionally, the Seychelles Scout Association was declared a full member of WOSM.

The Region continues to provide support to NSOs in integrating membership growth commitments in their MoP applications as well as to potential NSOs. The Region met some challenges during this period, particularly the slow progress of some NSOs in embracing good governance practices, especially in managing transition and resistance to change.

In the Arab Scout Region:

The Support Centre gave technical support to the Omani Scouts and Arab Scout Committee during the 28th Arab Scout Conference, in which more than 312 leaders from 19 Arab NSOs and guest countries participated. Key successes of this event were the endorsement of the 2017-2020 Arab Regional Strategy, 2014-2016 Regional activities, financial reports and the amended Arab Regional Constitution.

In the coming months, the recruitment of ten technical subcommittees will be announced through an Open Call to Arab NSOs. A workshop for professionals working on funding and accountability, and those who support volunteers at NSOs was organised in Jordan, in April 2017.

In the Asia-Pacific Scout Region:

The Support Centre provided continuous support to Myanmar Scouts, which became a member of WOSM in August 2016, in key areas of operation and in the strengthening of their institutional capacity.

A meeting was organised between the Asia-Pacific Regional Chairman, Regional Director and the leaders of União Nacional dos Escuteiros de Timor-Leste (UNE-TL) in December 2016 to finalise the documents for Timor Leste's application for WOSM membership. There were some management challenges from the side of UNE TL, but with volunteer support from Scouts Australia and full support from Asia-Pacific Support Centre, the challenges were overcome to a certain level. UNE-TL finalised the documents for submission to the World Scout Committee for its review and approval.

The Region supported ten NSOs in training 100 leaders through Regional and local workshops, and training on good governance. They include the National Risk Management Workshop that was held in Malaysia, with 39 participants from seven NSOs and a workshop on membership growth in Korea in July 2017, in which the Region projected an annual growth of 3% as a contribution to the achievement of Vision 2023.

In the Eurasia Scout Region:

Key events conducted in the Region were the 3rd Youth Forum and 6th Eurasia Scout Conference held in Yerevan, Armenia, in October 2016. An induction seminar for the Eurasia Scout Committee members as well as for the Support Centre staff was held in Kiev, Ukraine, from 1-2 December 2016 and the 2nd Eurasia Scout Committee meeting that was held in Kiev, Ukraine, from 3-4 December 2016.

Following the completion of these key institutional events, the Region worked on establishing well defined responsibilities and the scope of work between the Eurasia Support Centre, Eurasia Scout Committee and the Regional Youth Advisors, adopting the established Team Charter.

In the European Scout Region:

In the 2016-2017 fiscal year, the Support Centre worked on the following areas of governance:

- following up on the outcomes of the Europe Regional Conference
- launching an Open Call for Regional volunteers
- conducting a handover meeting between steering groups, induction meetings, first committee meeting and steering group meetings
- completing audits and new budget revisions with assistance from the Global Director of Finance and Administration
- reporting on the Fund for European Scouting and applying, successfully, for the year commencing 1 October 2016
- GSAT 'third party' was realised for two NSOs: Scouts and Guides of Poland and Scouts of Greece
- GSAT WOSM assessments were realised for three NSAs: SIM-FYRO Macedonia, Liechtenstein, CNGEI – Italy
- the Organisational Development model was revised and modified

The Region developed a GSAT self-assessment training module for NSOs and an induction training module for new national boards, as well as an induction training for Tailored Support consultants. The Region is aiming to conduct more GSAT assessments, although there are none scheduled for the time being. Although some relationship problems exist within the Regional committee in Europe, the Region is actively working on resolving them.

In the Interamerican Scout Region:

The 26th Interamerican Scout Conference was held in Houston, Texas, with 182 participants from 29 NSOs. The Conference had some challenges particularly on getting participation from all the NSOs in the Region, getting the approval for the new Regional Constitution, and having a Regional conference as an example of democratic processes.

In the coming months, the Region will contribute to the work in making GSAT available as a self-assessment tool in Spanish, creating an inventory of GSAT evaluations (self-assessment, 2nd and 3rd party) and the Sub-Regional meetings of Institutional Development Network. A risk management workshop was organised for NSOs, where it was noted that the Region faced challenges in developing and disseminating tools that would help NSOs in financial management.



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