

# NSO RISK MANAGEMENT PROCESS IMPLEMENTATION GUIDE



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NSO RISK MANAGEMENT PROCESS  
IMPLEMENTATION GUIDE  
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World Scout Bureau  
Interamerica Support Centre  
Panama City,

172 Building, Cityof Knowledge  
Panama City,  
Panama

tel: +507 317 18 08  
fax: +507 317 11 58

[interamerica@scout.org](mailto:interamerica@scout.org)

[scout.org](http://scout.org)

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### Justification

Regional Plan 2018-2021 “ Common Vision, Individual Commitment”:

- Objective 11: increase the quality of institutional development with an emphasis on Strategic Planning, good governance, financial development and Risk Management.
- Indicator 11.5: at least 17 NSOs have Risk Management Plans, Review and update them regularly.

### Introduction

Like any institution, company, Agency or enterprise, whether public or private, our NSOs and the Scout movement itself are constantly exposed to risks of all kinds, which could involve minor damage, even their disappearance. For this reason, Risk Management is becoming a more relevant issue in society’s activities every day.



In accordance with the WOSM Constitution, all NSOs members have a duty to operate under the mandate of their governing body, consisting of volunteers elected to their National Assembly, whose decisions are to be implemented by their national executive team, known as the WMO governance model. The NSO Risk Management does not escape this model of operation, therefore, the maximum responsibility for risk management rests with its National Council, which delegates its implementation and implementation to the National Executive Team.

However, it is a true fact that, historically, the topic of Risk Management has not been properly addressed within the NSOs, in many cases, due to ignorance of the matter, on the other, for the technical difficulties posed, and in many more, for the financial challenge it represents; however, none of these reasons will reduce the importance of, or relieve you of responsibility to those who lead our institutions.

Aware of this scenario, the World Scout Bureau - Interamerica Support Centre, responsible for providing support to NSOs and developing capacities in them, has designed this "guide to implementing risk management processes in an NSOs" in order to facilitate the process. Instructing, clearly, each of the steps and actions that must be taken for all NSOs to establish a permanent system in process of improvement continues.

This implementation guide supports the document "Risk Management Policy Guideline-safe Scout Movement" published

and available in [scout.org](http://scout.org).

In addition, NSOs now have the service model platform, through which they can request the accompaniment of an expert consultant on the subject, certified by WOSM, to assist them directly to ensure that it is as successful as possible.

In addition to all of the above, recent events related to the global pandemic of Covid-19 have once again demonstrated the importance of risk management and how NSOs should be prepared to face adverse situations with the clear objective of ensuring their permanence and viability in each of their countries

## **Objective**

This document defines the steps to implement risk management processes in an NSO and explains in detail the tasks to be performed by its different bodies and individuals responsible for the issue. This document specifies how the initial implementation of risk management processes should be carried out, their implementation and the subsequent continuous improvement process that it requires, so that the NSOs and their responsible bodies adequately address their duties in this area.

## Steps for implementing risk management processes in an NSO

### 1. Review of the basic risk management documents in an NSO and preliminary study of their current situation.

#### Objective:

Know and understand the basic risk management documents in an NSO.

#### Responsible:

National Executive Director / National Chief Commissioner, Chairman of the governing body.

#### Actions:

1.1 The World Scout Bureau - Interamerica Support Centre sends the National Executive Director/National Chief Commissioner and/or the president of the Governing Body of the NSO an information package containing the following documents:

- Role of the governing body in the risk management of the NSO.
- Risk management policy guideline-safe Scout Movement.
- Guide to implementing risk management processes in an NSO.
- Basic risk registry format of an NSO.

1.2 The National Executive Director/National Chief Commissioner and/or the president of the Governing Body receive and review documents sent by the World Scout Bureau - Interamerica Support Centre.

1.3 The National Executive Director / National Scout leader and the president of the governing body jointly discuss the issue and assess the current scope of their NSO. They prepare an executive summary with a diagnosis of the situation and recommendations for decision-making and implementation of actions related to risk management processes and if they consider it necessary to request a service through the WOSM service model platform.

### 2. To consider the implementation of risk management processes in the operation of the NSO by the governing body and to submit it to a vote.

#### Objective:

Inform the Governing Body of the importance of risk management in the operations of the NSO and its direct responsibilities in this area.

#### Responsible:

Chairperson of the governing body.

#### Actions:

2.1 The Chairperson of the Governing Body includes in the agenda of the next regular session an item on the risk management of the NSO, motivates it and accompanies it with the documents provided by the global Scout Office-Inter-American Support Center and with the executive summary prepared jointly with the National Executive Director / National Chief Commissioner (see step 1.3).

2.2 The Chairperson of the Governing Body prepares and makes a brief presentation on the subject. Answers and answers questions posed by other members of the governing body.

2.3 The Chairperson of the Governing Body submits a proposal for an agreement according to which the National Executive Director/National Scout leader is instructed to implement risk management processes in the operations of the OSN, authorizing him to carry out all the actions necessary for this and to keep the Governing Body informed of the actions carried out in this regard.

### 3. Agreement of the governing body that instructs the implementation of risk management processes in the operations of the NSO and empowers the National Executive Director / National Scout leader for their implementation.

#### Objective:

Approve the agreement that instructs the implementation of risk management

processes in the operations of the NSO and empowers the National Executive Director / National Chief Commissioner for its implementation.

**Responsible:**  
Governing Body.

**Actions:**

3.1 The governing body makes an agreement in which it instructs the implementation of risk management processes in the operations of the NSO, authorizes the National Executive Director / National Chief Commissioner to carry out all necessary actions and keeps informed of the progress made to all involved.

#### **4.Designation of a member of the National Executive Team responsible for the implementation of risk management processes in NSO operations.**

**Objective:**  
To delegate the task of designing, coordinating and implementing risk management processes in the operations of the OSN, in the hands of an appropriate and competent person\*.

**Responsible:**  
National Executive Director / National Chief Commissioner assisted by the Adult director in the Scout Movement.

**Actions:**

1.1 Elaboration of the position profile and description of the role of the member of the National Executive Team responsible for the implementation of risk management processes in the operations of the NSO.

1.2 Execution of the recruitment and selection process of the member of the National Executive Team responsible for the implementation of risk management processes in the operations of the NSO, in accordance with the position profile and job description.

1.3 Appointment and induction of the member of the National Executive Team responsible for the implementation of risk management processes in the operations of the NSO.

1.4 Notification by the National Executive Director / National Chief Com-

missioner to all bodies and levels of the NSO structure of the appointment of the member of the National Executive Team responsible for the implementation of risk management processes in the operations of the NSO, informing the start of the corresponding process and, requesting all bodies and levels of the structure, to provide the designated person with all the collaboration required for the exercise of their functions and the achievement of their objectives.

\* In the event that the designation referred to in this step cannot be made in the person of a paid professional executive of the OSN or one of its volunteers, the National Executive Director/National Scout Leader shall perform this task on his own.

#### **5.Revision and adaptation of the "Basic NSO Risk Register format" to generate the "NSO risk log draft version"**

**Objective:**  
Review and adapt the "Basic Risk Record format of an NSO" to your own NSO.

**Responsible:**  
Member of the National Executive Team responsible for the implementation of risk management processes in NSO operations, supervised by the National Executive Director / National Chief Commissioner.

**Actions:**

5.1 The Team member National Executive is responsible for the implementation of the risk management processes in the operations of the NSO performs a general uprising of the most relevant information of the NSO (regulatory Framework, structure, functions, assets, liabilities, infrastructure, such as national headquarters and field schools, regular operations, activities, events and any other relevant item that may constitute a potential source of risk).

5.2 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations reviews the "basic NSO Risk Register format" and makes any adjustments it deems appropriate, justifying each of them appropriately, by constructing the " NSO risk Record log, draft version\*"

5.3 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations submits the "NSO Risk Register draft" to the National Executive Director/National Chief Commissioner for review and analysis.

5.4 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations makes the adjustments indicated by the National Executive Director / National Scout leader to the "NSO Risk Register, preliminary version" to generate the version of the document that will be subject to review and approval by the Governing Body.

\* The NSO Risk Register, preliminary version, and all subsequent versions thereof, especially Version 1 and later approved by the governing body, are documents of "sensitive " content for the NSO, therefore, it is "recommended" to handle them with great discretion, granting them full access exclusively to persons identified as indispensable; and partial access to other persons depending on the body to which they belong and/or the function they perform. The decision to consider this document as "sensitive" and the treatment to be given to it is up to the Governing Body to be asked for an express ruling on this matter.

### **6. Agreement of the Governing Body approving the " NSO Risk Register Version 1"**

**Objective:**  
Approve the "NSO Risk Register Version 1"

**Responsible:**  
Governing body and National Executive Director / National Chief Commissioner.

#### **Actions:**

6.1 The National Executive Director / National Chief Commissioner informs the president of the Governing Body that the "NSO Risk Register, draft version 1" is ready" shares it with him, reviews it as a whole, and the president agrees to include it on the agenda of the next Ordinary Session of the governing body for review and approval.

6.2 The National Executive Director/ National Chief Commissioner sends the "NSO Risk Register, draft " to the Governing Body for review and analysis.

6.3 The National Executive Director / National Chief Commissioner prepares and makes a brief presentation setting out the "NSO Risk Register, draft version" during the session of the governing body in which it is set on the agenda. Answers and answers questions posed by members of the



Governing Body.

6.4 The governing body agrees to approve the document submitted by the National Executive Director / National Chief Commissioner, which is renamed: "NSO Risk Register, Version 1, dated X" with all that this implies.

**7.Implementation of the actions described in the " NSO Risk Register Version 1 dated X".**

**Objective:**

**Implement** the actions described in the "Risk Register Version 1 of date X" at all organs and levels of the NSO structure.

**Responsible:**

Member of the National Executive Team responsible for the implementation of risk

management processes in NSO operations, supervised and assisted by the National Executive Director / National Chief Commissioner, in coordination with the president of the Governing Body, with the collaboration of all involved.

**Actions:**

7.1 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations formulates the implementation plan for the "NSO Risk Register Version 1 dated X" and submits it to the National Executive Director / National Chief Commissioner for review and approval.

7.2 The National Executive Director / National Chief Commissioner reviews, and if necessary, orders adjustments or changes to the implementation plan of the "NSO Risk Register Version 1 dated X " and approves it.

7.3 The National Executive Director / National Chief Commissioner reports through official channels to all bodies and levels of the NSO structure that the implementation plan of the "NSO Risk Register Version 1 of date X " will be implemented and requests all involved for their cooperation for the success of the process.

7.4 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations formulates the implementation plan for the "NSO Risk Register Version 1 dated X" and submits it to the National Executive Director / National Chief Commissioner for review and approval.



## 8. Biannual review of the "OSN Risk Register Version 1 dated X".

### Objective:

Review and update the "NSO Risk Register, Version 1, dated X" to generate a new version, if identified as necessary to make adjustments in the likelihood or impact of risks, corrections in prevention and/or mitigation measures, incorporation or suppression of risks, or in their corresponding management plans.

### Responsible:

Member of the National Executive Team responsible for the implementation of risk management processes in NSO operations, supervised by the National Executive Director / National Chief Commissioner.

### Actions:

8.1 The Team Member National Executive is responsible for the implementation of risk management processes in the operations of the NSO reviewed one-to-one risks are included in the "Risk Register of the NSO, Version 1, Date X," and each and every one of its elements (probability, consequences, prevention measures and/or mitigation), and the action plans, with the aim of identifying if they require adjustments, taking into account the lessons learned during the implementation process, and by formulating them in case of need, to justify every one of them, to build the "Risk Register of the NSO , Preliminary Version 2".

8.2 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations submits for review and analysis the "NSO Risk Register, draft version 2" to the National Executive Director/National Chief Commissioner.

8.3 The National Executive Director / National Chief Commissioner reviews, and if necessary, orders adjustments or changes to the "NSO Risk Register, draft version 2" and forwards it to the member of the national executive team responsible for implementing the risk management processes.

8.4 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations makes the adjustments indicated by the National Executive Director / National Scout leader to the "NSO Risk Register, preliminary version 2" to generate the version of the document that will be subject to review and approval by the Governing Body.

## 9. Agreement of the Governing Body approving the "OSN Risk Register Version 2"

### Objective:

Approve the "OSN Risk Register, Version 2, dated Y"



### Responsible:

Governing body and National Executive Director / National Chief Commissioner.

### Actions:

9.1 The National Executive Director / National Chief Commissioner informs the president of the Governing Body that the "NSO Risk Register, draft version 2" is ready. They share and review it together and, the president, agrees to include it on the agenda of the next Ordinary Session of the Governing Body for review and approval.

9.2 The National Executive Director/National Chief Commissioner sends the "NSO Risk Register, draft version 2" to the Governing Body for review and analysis.

9.3 The National Executive Director / National Chief Commissioner prepares and makes a brief presentation setting out and justifying the adjustments and improvements made to the "NSO Risk Register Version 1" during the session of the Governing Body in which it is set in the agenda. Answers and answers questions posed by members of the Governing Body.

9.4 The Governing Body agrees to approve the document submitted by the National Executive Director / National Chief Commissioner, which is renamed "OSN Risk Register, Version 2, dated and" with all that this implies.

9.5 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations proceeds to the implementation of the "NSO risk log, Version 2 (and subsequent), dated and" following the actions described in Step 7 of this implementation guide (see above).



**10. Repeat steps 8 biannual review of the "NSO Risk Register Version 1 of date X"; 9 Agreement of the governing body approving the "NSO Risk Register Version 2" and, 7 implementation of the actions described in the "NSO Risk Register Version 1 of date X"**

**Objective:**

Institutionalize the process of continuous improvement of risk management in the operations of the NSO.

**Responsible:**

Member of the National Executive Team responsible for the implementation of risk management processes in NSO operations, supervised and assisted by the National Executive Director / National Chief Commissioner, in coordination with the president of the Governing Body, with the collaboration of all involved.

z1.1 The member of the National Executive Team responsible for the implementation of risk management processes in the NSO operations reviews one by one the risks included in the "NSO Risk Register Version 2 (and subsequent) of date X" and each and every element (probability, consequences, prevention and/or mitigation measures), and the action plans, in order to identify if they require any adjustment, and formulates it in the event of an accident.

if necessary, properly justifying each of them, to build the "NSO Risks Register, preliminary version 3 (and subsequent)".

1.2 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations submits for review and analysis the "NSO Risk Register, draft version 2"

to the National Executive Director/National Chief Commissioner.

1.3 The National Executive Director / National Scout leader reviews, and if necessary, orders adjustments or changes to the "NSO Risk Register, draft version 3 (and subsequent)" and forwards it to the member of the national executive team responsible for implementing the risk management processes.

1.4 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations makes the adjustments indicated by the National Executive Director / National Chief Commissioner to the "NSO Risk Register, draft version 3" and subsequent)" to generate the version of the document that will be subject to review and approval by the governing body.

1.5 The National Executive Director / National Chief Commissioner informs the president of the governing body that the "NSO Risk Register draft version 3 (and subsequent)" is ready to be shared with him, reviewed as a whole, and the president agrees to include it on the agenda of the next regular session of the Governing Body for review and approval.

1.6 The National Executive Director/National Chief Commissioner sends the "NSO Risk Register, draft version 3 (and subsequent) " to the Governing Body for review and analysis.

1.7 The National Executive Director / National Chief Commissioner prepares and makes a brief presentation setting out and justifying the adjustments and improvements made to the" NSO Risk Register version 3 (and subsequent) " during the session of the governing body in which it is set out in the agenda. Answers and answers questions posed by members of the Governing Body.

1.8 The Governing Body agrees to approve the document submitted by the National Executive Director / National Scout leader, which is renamed: "NSO Risk Register, Version 3 (and subsequent) of date Z" with all that this implies.

1.9 The member of the National Executive Team responsible for the implementation of risk management processes in NSO operations proceeds to the implementation of the" NSO Risk Register Version 3 (and subsequent) of date Z " following the actions described in Step 7 of this implementation guide (see above).



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