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MID-TERM REVIEW REPORT

A look into the progress made
so far towards achieving our
Triennial Plan 2014-2017

April 2016



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Strategy



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CONTENT

FOREWORD	6
INTRODUCTION	7
EXECUTIVE SUMMARY	8

INNOVATING SCOUTING 14

Introduction	14
World Programmes Units	16
Adults in Scouting Unit	18
Leadership Unit	20
World Scout Moot and World Scout Youth Forum and World Scout Conference Review Units	21
* World Scout Educational Congress	23
Youth Engagement Unit	24
Regional Forums and Scout Method Units	26
E-learning Unit	27
Safe from Harm Unit	28

REACHING OUT TO ALL 30

Introduction	30
Diversity and Inclusion	31
Social Impact	31

STRENGTHENING SCOUTING'S PROFILE 34

Introduction	34
WOSM Communications & External Relations Strategy Task Force	35
Communications Unit	37
External Relations Unit	39

GOVERNANCE AND NSO SUPPORT	42
Introduction	42
Global Support Unit	43
Working Methods Unit	46
STRATEGY MONITORING GROUP	48
Introduction	48
Alignment	49
Performance	49
Forward planning	50
TASK FORCES	52
Duty to God Task Force	52
Membership Task Force	54
Fees and Voting Task Force	56
STANDING COMMITTEES	58
Constitutions Committee	58
Finance Committee	60
Audit Committee	63
Honours and Awards Committee	65

FOREWORD

Dear Scouting friends,

Planning is important but having regular reviews of how things are progressing in terms of implementation is vital to ensure success. Having that in mind, the World Scout Committee and the World Scout Bureau, being in the middle of the term, decided to undertake an in-depth review of the implementation of the Triennial Plan 2014-17 and the overall work being done in the past eighteen months.

This report contains the result of the mentioned mid-term review and we are very happy to share it with the world organisation. It provides an overview of how things are progressing in the different working groups that have been set but also, specifically, of the current status of the Key Performance Indicators which have been chosen to measure the success of the Triennial Plan. You will see that a lot of work is being done in order to be able to achieve results by the end of the triennium and to report positively in the 41st World Scout Conference in Baku.

Despite the constraints related to time and resources, it is fair to say that we were able to progress with putting our Triennial Plan in place, to focus on our Vision 2023, to help in delivering an exciting World Scout Jamboree, to establish more close relations with Regions and NSOs, and to start preparing the future of WOSM. Above all, we were able to re-position Scouting as an educational youth movement.

This work is a result not only of the guidance and leadership provided by members of the World Scout Committee, but also the collaboration with regional structures, dozens of volunteers and, of course, the commitment and hard work of the World Scout Bureau staff. If we keep this spirit of cooperation, we will be able to move "Forward together, towards Impact and Growth", as aimed in the WSC Triennial Plan 2014-17.

Yours in Scouting,



João Armando Gonçalves

Chairperson, World Scout Committee

INTRODUCTION

This document outlines the progress made towards achieving WOSM's 2014-2017 Triennial Plan and Vision 2023. It provides an overview of the achievements reached in terms of key performance indicators (KPIs) set out in the Triennial Plan, as well as the personal testimonies of World Scout Committee members, where they reflect upon the work done.

Within the document, the KPIs are divided according to the work streams of the World Scout Committee and task forces and standing committees appointed by the Committee (the "Operational Framework"). The work streams additionally divided their work by units, therefore the status updates for each unit contain a short description of the work completed in the past year and a half, as well as a brief outline of what needs to be done next.

The intention of the report is to provide a holistic overview of the progress achieved mid-way through the triennium, not only for the World Scout Committee's reference, but also for the information of and review by National Scout Organisations. The report will be used to stimulate discussions at the WSC's March 2016 meeting, and will serve as a basis for any potential changes in the further planning of the Triennium. Finally, the report serves as an accountability measure towards NSOs, since it gives an accurate description of the current status, as well as an estimate of the possibility for completing the work set out in the Triennial Plan.

As a reminder, the graphic beside depicts the relation between World Scout Committee Work Streams and the six strategic priorities of Vision 2023.





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EXECUTIVE SUMMARY

Overall, the progress made towards achieving the goals set out by the 2014-2017 Triennial Plan has varied across key performance indicators. If looking at numbers, 20 of the 34 key performance indicators are on track to be achieved. Similarly, 20 are planned to be achieved by the end of the triennium.

In terms of the 10 top-priority KPIs selected by the World Scout Committee at its October meeting, 6 are on track to be achieved by the end of the triennium, while the other four have had some concerns raised about the possibility of being achieved by the end.

The tables on the next pages offers a quick overview of the current status for each KPI:



MID-TERM REVIEW REPORT

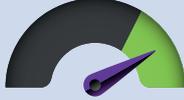
Executive Summary

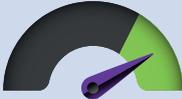
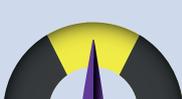
KPI No	Key Performance Indicator	Current status	Planned for end of triennium
*1	20% of NSOs can demonstrate that their own policies and procedures, as well as their Youth Programme, have been positively influenced by the updated World Scout Youth Programme Policy.	 On track	 On track
2	50% of NSOs will have integrated Peace and Human Rights Education in their Youth Programme.	 Behind schedule	 On track
3	50% of NSOs identify the benefits of the 3 World Scout Programmes (Messengers of Peace, Scouts of the World Award and the World Scout Environment Programme) and use them.	 On track	 On track
*4	60% of NSOs can demonstrate that their own policies and procedures have been positively influenced by the Adults in Scouting Policy, resulting in improved acquisition, training and management of adults.	 On track	 On track
5	20% of NSOs will have implemented the existing Wood Badge Framework, leading to increased participation in high quality training for all adults in Scouting.	 On track	 On track
6	In advance of the 13th WSYF and 41st WSC, 60% of NSOs provide input on a proposal for revised World Scout Moot Guidelines aiming to attract more young adult participants.	 On track	 On track
7	In advance of the 13th WSYF and 41st WSC, 60% of NSOs provide input on proposals for improving the links between both events, in order to ensure that they meet the needs of participants and NSOs.	 On track	 On track
8	90% of participants are satisfied with the World Events they take part in.	 On track	 On track

KPIs marked with an asterisk () are the 10 KPIs prioritized by the World Scout Committee at its October 2015 meeting.

MID-TERM REVIEW REPORT

Executive Summary

KPI No	Key Performance Indicator	Current status	Planned for end of triennium
*9	100% of World and Regional Scout Committee Meetings, as well as sub-committees and task forces, involve the active participation of Youth Advisors and/or other young adults, to reinforce our commitment to being a Movement of young people, not just for young people.	 On track	 On track
10	25% of Planning Team members, at all levels of World Events, should be youth aged 18 to 30 years, resulting in events better reflecting the needs of young people.	 On track	 On track
11	60% of NSOs can demonstrate that their own policies, procedures and management structures have been positively influenced by the World Scout Youth Involvement Policy, resulting in improved participation of young people in collaboration with adults.	 Behind schedule	 Behind schedule
12	100% of Regions will have run events on Educational Methods, stimulating a global dialogue on the Scout Method, World Scout Programmes and Policies, Leadership, Peace & Human Rights Education and the Spiritual Dimension.	 Behind schedule	 On track
13	80% of NSOs will have participated in the 2nd World Scout Education Congress, shaping the focus for Educational Methods around the world from 2017 onwards.	 At risk	 Behind schedule
14	20% of NSOs engage with and benefit from access to the WOSM e-learning platform.	 At risk	 Behind schedule
15	20% of NSOs will have 'Safe from Harm' policies and/or procedures in place, resulting in increased trust amongst parents and civil society actors.	 On track	 On track
16	An analysis has been carried out strengthening the spiritual dimension in Scouting, through a participative process with NSOs, Regions and other stakeholders.	 Behind schedule	 On track

KPI No	Key Performance Indicator	Current status	Planned for end of triennium
17	20% of NSOs in each Region will have taken actions which have expanded Scouting in new social, ethnic and religious communities, showing our openness as a Movement and resulting in significant membership growth.	 Behind schedule	 Behind schedule
*18	1 NSO in each Region will pilot a newly developed social impact measurement tool, in order to improve the tool in advance of making it more widely available to all NSOs.	 On track	 On track
19	100% of Regions will have started to implement Communications & External Relations Plans that are aligned with the WOSM Communications & External Relations Strategy.	 At risk	 Behind schedule
*20	20% of NSOs will have developed Communications & External Relations Plans, aligned with WOSM Communications & External Relations Strategy.	 At risk	 Behind schedule
21	2 pilot projects will have been run in order to better understand how to develop effective external partnerships that help strengthen Scouting's profile.	 On track	 On track
22	20% of influencers consider Scouting's reputation to have been improved following a baseline audit in 2015/2016.	 At risk	 Behind schedule
23	20% of NSOs take action in line with WOSM position statements, demonstrating Scouting's commitment to advocate for change that positively impacts communities.	 Behind schedule	 Behind schedule
24	100% of Regions, together with the World level, will have trained and used Young Spokespersons as the face of the Movement, demonstrating our commitment to being a Movement of young people, not just for young people.	 Behind schedule	 Behind schedule

KPI No	Key Performance Indicator	Current status	Planned for end of triennium
25	At least 60 million individual Scouts will be involved in the Movement.	Behind schedule	On track
*26	50% of NSOs spread over the six Regions have undertaken a GSAT assessment (self-evaluation, 2nd party or 3rd party).	On track	On track
27	90% of the 2nd or 3rd party GSATs carried out during this Triennium result, within 12 months, in an action plan developed by the NSO leadership, supported by the Region.	Behind schedule	Behind schedule
28	70% of action plans resulting out of GSATs are completed within the planned time and have led to strengthened capacity in the NSO.	At risk	Behind schedule
*29	In advance of the 41st World Scout Conference, 90% of NSOs support proposals for fees and voting.	On track	Behind schedule

KPI No	Key Performance Indicator	Current status	Planned for end of triennium
30	A culture of self-improvement, growth and on-going development has been established in the World Scout Committee and its teams.	 On track	 On track
31	10 common standards and best practices have been developed to improve transparency in WOSM bodies.	 Behind schedule	 On track
32	60% of Regions will have been supported in advance of their Regional Scout Conferences to ensure that their Regional Scout Plans are developed in the context of the Strategy for Scouting/Vision 2023, as well as the Triennial Plan 2014-2017, in order to align resources and encourage collaboration.	 On track	 On track
33	60% of WOSM world level resources produced between 2005 and 2013, relating to strategy development, will have been updated to reflect the Strategy for Scouting/Vision 2023, and promoted widely to NSOs to help align.	 On track	 On track
*34	1 NSO in each Region will pilot a newly updated Strategic Planning Toolkit, in order to develop their own strategy, in advance of making it more widely available to all NSOs.	 On track	 On track

Note: Due to the scope of work changing, some KPIs will not be fully achieved in their current wording, therefore, the indication for them is "On track" currently with their adjusted work, but "behind schedule" for the actual KPI.

* KPIs marked with an asterisk (*) are the 10 KPIs prioritized by the World Scout Committee at its October 2015 meeting.



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INNOVATING SCOUTING

Introduction

The Innovating Scouting work stream was created to look after the triennial plan objectives that include both Youth Engagement and Educational methods strategic priorities. Through innovative events, programmes and frameworks the work stream is trying its best to ensure effective implementation of policies that help prepare Scouts to be active citizens. The work in this work stream includes the areas of Youth Programme, Adults in Scouting, World Events and Youth Involvement.

The Work stream is full of innovative ideas for Scouting world wide, that include: the development of an e-learning platform to ensure exchange between NSOs and Regions in the area of Educational methods; looking for all possibilities to organize the 2nd World Scout Education Congress; supporting “Keeping Scouts Safe from Harm” policy; spiritual development in Scouting; looking after the “Duty to God” concept; supporting the implementation of WOSM’s Leadership Model; helping to organise regional Educational Methods forums as well as workshops during targeted events; supporting the implementation of the World Scout Youth Programme Policy, supporting the implementation of the World Scout Youth Involvement Policy; supporting the implementation of the World Adults in Scouting Policy; revisiting the Scout Method to reflect 21st century; aligning the World Scout Programmes and Initiatives (Messengers of Peace, World Scout

With huge support of volunteers and staff, the IS work stream is working almost on time. Most of the KPIs will be covered by the end of triennium. I am looking forward to finalizing our work in collaboration with dedicated volunteers and staff.

*Marí Nakano
Member, World Scout Committee*

Environment Programme, Scouts of the World Award) with the Better World Framework; promoting Peace and Human Rights education; supporting the hosts of the coming World Scout Events; reviewing the concept of World Scout Moots; reviewing the concepts of the World Scout Conference and World Scout Youth Forum to ensure both events meet the needs of the Movement; benchmarking the involvement of young adults in the planning and delivery of world events; ensuring the involvement of Youth Advisors and other young people as equal partners in the work of the World Scout Committee as well as Regional Scout Committees and to ensure that young people are representing WOSM* and the Scout Movement externally.

The Innovating Scouting work stream stresses that each NSO is a key partner of its work. Everything World Scouting delivers, either through world or regional bodies, events, programmes or online resources, should ultimately lead to the capacity strengthening of every NSO. The role of the regions in this process is also extremely valuable.

Status update on World Scout Youth Programme Policy

Supporting the implementation of the World Scout Youth Programme Policy is one of areas of work of the Innovating Scouting work stream that is not tied to a specific unit. As such, it has one of the key performance indicators linked to it:



Progress achieved towards KPIs

20% of NSOs can demonstrate that their own policies and procedures, as well as their Youth Programme, have been positively influenced by the updated World Scout Youth Programme Policy.

Current situation

- A recent survey with NSOs has shown that 66 NSOs (41%) noted that their national Youth Programme policies were positively influenced by the updated World Scout Youth Programme policy. The work stream notes that, although the numbers are positive, they need to be cross-checked with input received through the Global Support Assessments and consultation with regional support centres.

The KPI is well on track, and the work stream plans to achieve it by the end of the triennium, with cross-checked information.

**The survey containing questions about the progress made towards reaching some of our 34 KPIs had been open from November 2015 to January 2016. In that period, we have received a total of 109 complete responses. Note: As the survey had been open for National Scout Associations (not only Organisations), there are cases where there has been more than one response per country.*

The Better World tent during the 23rd WSJ in Japan was a great success. It was an interactive learning experience for the participants rather than just an exhibition. A lot of emphasis was put on offering activities rather than just static information in fun and innovative ways. Over 2'000 visitors a day were coming to the tent to experience the three World Scout Programmes and see Scouting's Social Impact, experience the work with our partners (KAICIID in Dialogue and with the SDGs in the Goals.org project). They also learned about Youth Involvement, Youth Programme, World Events and our Mini Permanent Jamboree in the Kandersteg International Scout Centre. Adult leaders also had the opportunity to find a learning corner within the tent. The visual appearance of the tent as well as the printed materials and giveaways were attractive. The wonderful team of volunteers and staff that assembled and led the activities on the Better World Cubes were truly excellent.

World Programmes Units

The Innovating Scouting Work stream has created a general World Programmes Unit that has 3 subunits (one for each World Scout Programme). This unit and its subunits have worked on the Alignment and defining existing World Programmes and Initiatives (Messengers of Peace, World Scout Environment Programme and SCENES, Scouts of the World Award). Together with the Global team of MoP it has worked on the Better World Framework that was endorsed by the WSC in March 2015.

The Innovating Scouting work stream has also worked on promoting Peace and Human Rights Education as important parts of the Youth Programme.

Status update

In the first half of the 2014-2017 Triennium, each subunit has organized one physical meeting and several virtual meetings to develop more their respective programme materials and resources as well as the collective input to the Better World Framework. The international seminar on the Scouts of the World Award was held in October 2014 in Korea. The event was organised through a cooperation between the Global Support Centre and the Asia-Pacific Support Centre. Further, the SW Award team has organized a World Seminar in France, in November 2015 to inform NSOs of the final developments in the programme. The agreement signed between the SW Award and the UNESCO World Heritage Centre was pilot-tested in Thailand, France and Egypt.

A circular about the final stage of developments and alignment with the Better World Framework has been sent to all NSOs via ScoutPAK in early January 2016. The Better World Framework has been presented in many world and regional events and welcomed by NSOs representatives.

The MoP and WSEP teams are going to organize their World Seminars in 2016 (Environment Education World Seminar in Czech Republic in mid May 2016 and Peace and Dialogue World Seminar in Europe by the end of September 2016). WSEP final developments will be shown during the seminar while the MoP programme will also be shown during the world seminar. The Better World Framework is going to be presented in all other world and regional events in the coming period of the triennium.



Behind schedule

Progress achieved towards KPI

- **KPI 2:** 50% of NSOs will have integrated Peace and Human Rights Education in their Youth Programme.

Current situation

Currently, 62 NSOs (or 38%) of NSOs note that Peace and Human Rights Education is integrated in their Youth Programme. A dialogue project has started with KAIICID, to develop training and programme about intercultural and interreligious dialogue, and it was first implemented during the World Scout Jamboree, and in the Africa and Asia-Pacific regional youth forums.

Expected by the end of the triennium

There is still significant work on this KPI that needs to be done, however, it will be achieved by the end of the triennium.



On track

Progress achieved towards KPIs

- **KPI 3:** 50% of NSOs identify the benefits of the 3 World Scout Programmes (Messengers of Peace, Scouts of the World Award and the World Scout Environment Programme) and use them.

The following results were received regarding this KPI (information gathered through survey sent out to NSOs in November 2015):

- 63 NSOs, or 39% of all of WOSM's 161 NSOs implement Messengers of Peace.
- 29 or 18% of NSOs implement the Scouts of the World Award.
- 40 or 25% of NSOs implement the World Scout Environment Programme.

The results also showed:

- 49 (30%) NSOs state that world programmes/initiatives help in strengthening their Youth Programme and its educational offer.
- 57 (36%) NSOs state that world programmes/initiatives help in fulfilling the purpose of Scouting.
- 52 (32%) state how they help in raising the image of Scouting within their communities.
- 32 (20%) note how they help in achieving membership growth.
- 32 (20%) NSOs note that they help in generating more external partnerships.

"In general we learned quite a lot, but mostly we have now confirmed that the direction for Better World Framework is the right approach in Europe."

*Pia Mortensen
Participant, Academy in
Portugal 2015*

Current situation

The progress in this unit is “on track” because it is going concretely towards great alignment and it was proven in many regional and world events.

Expected by the end of the triennium

The rest of work remains in this area is small in volume where it will be easy to achieve.

Adults in Scouting sets a strategic framework for understanding the role of the adults within our Scouting organizations. And furthermore, it sets the steps and developments in a continuous process to be considered in their management, in order to help them to perform in the best interest of our Movement and, at the end, in the accomplishment of our Mission and Vision 2023.

*Rafe C. Lucado
2nd Vice-chair, Interamerica
Scout Committee*

Adults in Scouting Unit

The delivery and development of the Youth Programme requires the active involvement of competent adults that need to be attracted by Scouting, develop the competencies needed to perform the necessary roles and managed and supported on-the-way, within a flexible system.

Adults in Scouting provide a strategic approach to increase, manage and improve the quality of the volunteers and professionals in Scouting. As an end result of it, the expectation is that:

- A better service is provided to young people
- Higher motivation of adults
- Greater effectiveness for the organisation

Ultimately, Adults in Scouting are part of the overall strategy of the Movement for providing a global approach to the development of Adult Leadership.

Status update

A general detailed assessment of the implementation of the World Adults in Scouting policy (WAISP) is underway. This work will provide a baseline for developing further strategies and support on particular elements of the policy.

The WAISP publication will be updated and relaunched in order to increase its reach at all levels. Simultaneously, a number of upgrades will enable more focus on the key principles stated by the policy as well as on the process for its implementation.

The World Scout Jamboree in Japan provided a great opportunity for exploring the principles of the World Adults in Scouting policy with the ISTs attending the event through a number of quality workshops delivered every day in the WOSM Better World Tent. Moreover, practical implementation of the WAISP processes and principles was the backbone of the management of ISTs on the campsite.

Overall focus has been given to two important dimensions of work: (1) the streaming of Adults in Scouting through tailored support in very concrete manners and the development of standard guidelines for assessing and reviewing national Adults in Scouting policies and strategies based on global support criteria; and (2) the development of quality training frameworks to better support the development of Adults in Scouting. As a consequence, a process for reviewing the Wood Badge framework is being put in place.

Strong focus has been put on communicating WOSM's position as a volunteer-based and volunteer-led organisation to other stakeholders, particularly using external relations frameworks and focusing on external audiences. Key resources are being developed to support this scope of work and communication campaigns showcasing concrete examples have been implemented (e.g. International Volunteer Day).

A high quality international training of trainers is being planned as a partnership between WOSM and Scouts et Guides de France aiming at reaching more than 40 NSOs. Plans for supporting the same approach in other regions are being developed.



Progress achieved towards KPIs

- **KPI 4:** 60% of NSOs can demonstrate that their own policies and procedures have been positively influenced by the Adults in Scouting Policy, resulting in improved acquisition, training and management of adults.
- **KPI 5:** 20% of NSOs will have implemented the existing Wood Badge Framework, leading to increased participation in high quality training for all adults in Scouting.

Current situation

The implementation of the World Adults in Scouting policy is moving ahead with particular trends detected in different regions. Recently collected data has shown that 38% of NSOs reported to have their national AiS policies inspired by the World Adults in Scouting Policy and are implementing the current Wood Badge framework¹.

The work undertaken with the Regional Offices ensures a strong presence of Adults in Scouting in terms of direct and tailored support to NSOs, through regional events, stronger regional networks, and quality resources dissemination. Regional networks on Adults in Scouting are now active in most of WOSM regions.

¹ Source: WOSM KPI survey.

The elections committee's job is to propose a national board for the Scouts and Guides of Sweden and it is implementing the Leadership in Scouting model as an assessment tool when assessing the leadership skills of the various candidates for the board.

Expected by the end of the triennium

Direct support and quality resources on training systems development and management of volunteers are being provided to national scout organisations. Further support to regional events and networks is also being provided, and a revised WAISP and proposal of Wood Badge framework will be developed by the end of the Triennium.

Leadership Unit

The fundamentals of leadership in Scouting (based on the Mission of Scouting and the Scout Method) are shared globally, the specific skills, behaviours, and attitudes of leadership, as well as the methods for developing these, will depend on social and cultural context and hence vary across different societies.

The work of the unit aims at offering more guidance to NSOs in terms of what elements their Youth Programmes should contain to cater to the needs and wants of young people. The Leadership Model has been present to other organisations through the participation in high level events (e.g. the annual conference of the International Leadership Association) and positive feedback was received.



Behind schedule

Progress achieved towards KPIs

- **KPI 12:** 100% of Regions will have run events on Educational Methods, stimulating a global dialogue on the Scout Method, World Scout Programmes and Policies, Leadership, Peace & Human Rights Education and the Spiritual Dimension.

Current situation

Opportunities for testing the Leadership Model are being identified. Reaching out to other stakeholders and partners for planning for the implementation of the model and securing resources to support the work is a priority task at the moment.

Expected by the end of the triennium

The unit will work on disseminating the model at Regional and National level. It will have tested applications of the model in different scopes of work (e.g. Youth Programme, Adults in Scouting).

World Scout Moot and World Scout Youth Forum and World Scout Conference Review Units

“The KISC experience needs to enable all involved to learn something. In addition to the learning aspect, leadership is understood as the primary enabler for Scouts to create a better world (...)”

KISC Strategy 2016

These Units have been tasked to ensure that the World Scout Youth Forum (WSYF) and World Scout Conference work more closely together and the work in each compliments the other. It is seen of particular importance that the WSYF is able to influence and contribute to the work of the World Scout Conference.

The second Unit has been tasked with reviewing the operation of World Scout Moots to ensure greater participation of young people to the event.

In addition, these units cover the follow up on the satisfaction of participants at world events.

Status update

With regard to the WSYF & World Scout Conference, initial discussions have been held with a variety of stakeholders to gain views on how to achieve the targets. Clear ideas have been discussed. Further work will be taking place over the next few months with planning meetings for the Conference and the Forum taking place in the first half of 2016. Once proposals have been drafted they will be shared for consultation with NSOs.

With regard to the World Scout Moot, an initial consultation took place at the World Scout Jamboree. This informed the development of an online questionnaire which will go live early in 2016. The results will inform both further work and the development of the Moot format for 2017.



Progress achieved towards KPIs

- **KPI 6:** In advance of the 13th World Scout Youth Forum and 41st World Scout Conference, 60% of NSOs provide input on a proposal for revised World Scout Moot Guidelines aiming to attract more young adult participants.
- **KPI 7:** In advance of the 13th World Scout Youth Forum and 41st World Scout Conference, 60% of NSOs provide input on proposals for improving the links between both events, in order to ensure that they meet the needs of participants and NSOs.
- **KPI 8:** 90% of participants are satisfied with the World Events they take part in.

Current situation

KPI 8 was achieved for the World Scout Jamboree (95% satisfaction) and plans are in hand survey Moot participants in 2017. KPIs 6 & 7 are in progress and on time.

Expected by the end of the triennium

It is expected that these KPIs will be achieved by the end of the triennium.



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* World Scout Educational Congress

Although the work on the World Scout Educational Congress does not fall under one of the units of the Innovating Scouting work stream, it has a KPI linked to it, and it is therefore necessary to report on progress against this KPI.



Progress achieved towards KPIs

- **KPI 13:** 80% of NSOs will have participated in the 2nd World Scout Education Congress, shaping the focus for Educational Methods around the world from 2017 onwards.

Current situation

The Scouting Development department of the WSB has been working on investigating several different models and opportunities for holding the 2nd World Scout Educational Congress. Due to the financial constraints linked to holding such an event, alternative models have been under consideration. The progress towards this KPI is considered as "at risk", since the 2nd WSEC will be smaller than initially planned (in number of participants onsite and online), and will therefore most likely not reach the target of 80% of NSOs participating.

Expected by the end of the triennium

It is expected that a 2nd World Scout Educational Congress will take place, however, it is possible that it will differ in format from the first one.

“Being a delegate for international events has been a great experience, being present at COP21 has been like a dream coming true. If WOSM can improve its understanding through its involvement in events like COP, I think it is a great thing that WOSM takes part to such a historical event. I totally understand that having a strong position in a political event is very touchy for WOSM which has such a big network but I think that we can be strong without being radical.”

*Maylis Castaignet
Member, WOSM COP21
Delegation and Scouts et Guides
de France*

Youth Engagement Unit

The tasks of this unit consist of:

- Organising global workshops on Educational Methods, including the World Scout Youth Involvement policy, in each Region;
- Benchmarking the extent to which young adults are involved in the planning and delivery of World Events as a step towards increased involvement;
- Fully involving Youth Advisors and other young people as equal partners in the work of the World Scout Committee as well as Regional Scout Committees;
- Ensuring that young people successfully represent World Scouting externally as the face of the Movement and regularly reporting to NSOs on the implementation of the World Scout Youth Involvement Policy.

Status update

Two regions have organised workshops/events on educational methods with varying degrees of success. Europe and Africa (eastern zone) have organised a special educational methods forum and the APR and Africa regional conferences and youth forums have included workshops and sessions on EM issues. The Interamerican region will not run these events during this triennium with the same name but they are going to have different events that collectively have the same function.

All World Scout Committee meetings and working groups to date have included Youth Advisors and other young people as full and active members. It is clear that further work needs to be done to mentor and brief these members and work is in progress to co-ordinate the training of young people ensure they are fully able to contribute. The inclusion of Youth Advisors in the most recent formations of Regional Committees has been noted and stressed as a success.

The guidelines for World Scout Jamborees are being revised to ensure that 30% of planning teams consist of young people. Discussions are taking place with the organisers of the World Scout Moot in 2017 and the Jamboree in 2019 to see if it is practical and possible to meet this requirement for these events. There is a willingness to do so.

As mentioned above early plans are being discussed to “join up” the training and briefing of young people as external representatives of WOSM and this is being co-ordinated between the Scouting Development and External Relations teams.

Further work needs to be done on how best to report to NSOs on the implementation of World Scout Youth Involvement Policy.

Progress achieved towards KPIs



On track

- **KPI 9:** 100% of World and Regional Scout Committee Meetings, as well as sub-committees and task forces, involve the active participation of Youth Advisors and/or other young adults, to reinforce our commitment to being a Movement *of* young people, not just *for* young people.
- **KPI 10:** 25% of Planning Team members, at all levels of World Events, should be youth aged 18 to 30 years, resulting in events better reflecting the needs of young people.



Behind schedule

- **KPI 11:** 60% of NSOs can demonstrate that their own policies, procedures and management structures have been positively influenced by the World Scout Youth Involvement Policy, resulting in improved participation of young people in collaboration with adults.

Current situation

Whilst there is more work to do it is likely that KPIs 9 and 10 will be met (current work is on schedule to reach the target). It is unlikely that KPI 11 will be met. However, it is still important to note that the KPI survey has registered that 41% of NSOs (66) note how the WSYIP has positively influenced their national Youth Programme, policies and procedures.

Expected by the end of the triennium

We expect that KPIs 9 and 10 will be met. Due to a lack of resources it is unlikely that KPI 11 will be met. Therefore, this KPI will be partly achieved.

Regional Forums and Scout Method Units

The 40th World Scout Conference in Slovenia in its resolution number 8/14 “urges the World Scout Committee (WSC) to put in place a process, informed by the results of the World Scout Youth Programme Policy review process, to reconsider the way in which the Scout Method related educational matters are expressed, and take all educational and constitutional action needed”. The Conference also included in the Triennial Plan 2014 – 2017 under the Educational Methods Strategic Priority – “Youth Programme: to Revisit the Scout Method to accurately reflect 21st century developments and the World Youth Programme Policy”. The Conference resolution and triennial plan objective were generated because of the inconsistency that is shown between WOSM documents describing the Scout Method. In addition, the need for a review and clarification was requested on a number of occasions during the 1st World Scout Educational Congress.



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In the same resolution 8/14, the Conference “strongly requests the Regions to organise educational fora to create a common understanding within WOSM regarding Youth Programme and related educational matters”.

That is why in the Innovating Scouting work stream there is one unit is looking after the Scout Method Review and another small team following up with regions regarding the organization of the Educational Fora.

Status update

In the first half of the triennium, the Scout Method unit had its first meeting in Kuala Lumpur, Malaysia at the end of September 2015. They discussed the different concepts and how they are explained, and they had a number of concrete suggestions to share with some target groups. This document explains these suggestions as well as some practical information. Some sessions were organized during the regional conferences as well as related events to get feedback on the concept (including Africa Regional Conference and European Scout Symposium).

After sharing the first concept paper with the target group and getting the feedback, the group will work virtually on a more concrete paper to be submitted a small target group for the 2nd round of consultation for both the educational and constitutional aspect. Final endorsement of the

WS Committee will be done by March 2017 before the preparation for a conference document for the 41st World Scout Conference in Azerbaijan.

“NSOs dedicate a considerable amount of resources to the training and support of their adult volunteers. In order to grow and improve the quality of Scouting, there is a need for associations to ensure that the correct mechanisms to support the personal development of adults, who undertake specific roles and volunteer their time are in place.”

E-learning Unit

Online learning resources will provide a valuable asset to NSOs to develop and support their members. Online platforms provide a variety of methods and tools to extend and supplement face-to-face learning, and it should be used only when it serves the training objectives in question and suits the context of the delivery situation.

Status update

An initial assessment of the benefits of using new technologies in training was completed. Alignment with the Communications strategy is being worked on and further options to explore the framework provided by scout.org are being considered.



Progress achieved towards KPIs

- **KPI 14:** 20% of NSOs engage with and benefit from access to the WOSM e-learning platform.

Current situation

Actions required are resource-consuming and no resources were allocated to this scope of work at the beginning of the triennium.

An initial assessment of the benefits of using new technologies in training was completed.

Expected by the end of the triennium

Alternative sources of funding are being explored. Partnerships with National Scout Organisations are being considered.

“At the moment we are at the beginning but the need and intention is in the air for a longer time. We expect to have quick procedure. The plan is that a draft policy document should be launched in the first part of this year with also practical implications (e.g. online training and certification for leaders). After public consultation with members and “fine-tuning” with legislation in Slovenia, a final document should be adopted on the NSO’s General assembly in 2017.”

Tadej Pugelj, Slovenia

Safe from Harm Unit

Safe from Harm in Scouting focuses on Child and Youth Protection. Child and Youth Protection as a principal objective should encompass a full range of strategies, systems and procedures implemented at all levels of World Scouting that function to provide children and young people with a safe environment that enables them to develop their full potential.

Status update

WOSM’s position on Child and Youth Protection has been defined in a scoping document to be used by National Scout Organizations as a reference for developing national policies and procedures. A team of volunteers is prepared to support the further development of national policies and procedures.





Progress achieved towards KPIs

- **KPI 15:** By 2017, 20% of NSOs will have 'Safe from Harm' policies and/or procedures in place, resulting in increased trust amongst parents and civil society actors.

Current situation

Recently collected data has shown that 31% of NSOs reported to have in place Child and Youth Protection policies and procedures². A more in-depth assessment of the current status of implementation of child and youth protection mechanisms is foreseen to be conducted during the second half of 2016.

“Child protection is a responsibility shared by every individual involved in Scouting. The wellbeing, development and safety of children and young people should consistently be considered a top priority in all Scouting related activities.”

Position Paper, WOSM

Expected by the end of the triennium

Resources to support the implementation of child and youth protection at different levels will be provided to NSOs. A policy on Child and Youth Protection should be adopted by the World Scout Conference in 2017.

² Source: KPI survey.



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REACHING OUT TO ALL

Introduction

The Reaching Out to All (ROTA) work stream focuses on two strategic priorities of Vision 2023: Diversity and Inclusion and Social Impact.

Within the Diversity and Inclusion area, the work stream has set as one of the main goals the collection of best practices for expanding and practicing Scouting in diverse communities and settings. In addition, the work stream has put effort into instigating projects in NSOs through a joint undertaking with the Membership Task Force.

The work stream has produced a concept document which outlines Scouting's definition of Social Impact, as well as remarks on why it is important to measure Scouting's impact. The work stream has focused on establishing a partnership with a knowledge institution, in order to develop a methodology for measuring Scouting's social impact.

Finally, the work stream has supported the mid-term evaluation of the Messengers of Peace Initiative.

Diversity and Inclusion

The collection of best practices on the theme of Diversity and Inclusion in Scouting is an ongoing effort of the work stream, with a central collection point established, and volunteers actively seeking input for it from NSOs.

In order to stimulate discussions about the meaning of inclusion in Scouting, the ROTA team had organized several workshops and games with the participants of the 23rd World Scout Jamboree at the Better World Tent.

In addition, the work stream has in collaboration with the Membership Task Force initiated a call for projects from NSOs on the theme of "Growth through Diversity". The received applications are currently being reviewed and next steps planned among the two teams.

Social Impact

The work stream considered it important as a first step in this area to provide a clear definition of Scouting's social impact. The work stream produced a draft document, which was sent to NSOs for feedback, that was incorporated in the final document, approved by the World Scout Committee at its October 2015 meeting.

Since it had been recognized that we do not have enough in-house experience with measuring social impact, the work stream decided to reach out to knowledge institutions (mainly universities and consultancy companies) in order to ensure adequate expertise had been provided in further work regarding measuring Scouting's social impact. The World Scout Bureau recently signed a contract with an external partner (a consultancy company called Simetrica from the UK) which will support the development of a methodology for measuring Scouting's social impact, as well as a toolkit for NSOs on the same topic. The partnership has just commenced, and a detailed plan of action is being established.

Both Diversity and Inclusion and Social Impact had been presented through sessions in several regional events, including the Africa Regional Scout Conference, the APR Regional Scout Conference and the European Scout Symposium. The response from participants had been generally positive, although it had been noted that working with diversity on a global level is a challenging task. During these sessions, a common, emerging thread has been the ability of Scouts to quickly provide assistance in times of emergency and natural disasters. The team has identified the need to consider the impact of this within our Scouting program.





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Mid-term Evaluation of the Messengers of Peace Initiative

The evaluation, which took place throughout 2015, had collected opinions about MoP from over 2'500 Scouts, leaders and community members through surveys, interviews, case studies and focus groups. In addition, the quantitative analysis covered the activity of over 100'000 users of scout.org, over 160 Facebook pages, as well as the analysis of over 90 final reports from MoP-supported projects.

Overall, the evaluation has shown that the MoP Initiative has achieved the strongest impact on a personal level among Scouts. There has been room noted for improvement in several areas, especially in terms of clarifying the goals of the Initiative, as well how each of its components (Support Fund, network and educational aspect) interact with each other.



Behind schedule

Progress achieved towards KPIs

- **KPI No 17:** 20% of NSOs in each Region will have taken actions which have expanded Scouting in new social, ethnic and religious communities, showing our openness as a Movement and resulting in significant membership growth.



On track

- **KPI 18:** 1 NSO in each Region will pilot a newly developed social impact measurement tool, in order to improve the tool in advance of making it more widely available to all NSOs.

Current situation

Although there has been effort invested by the work stream into collecting best practices and sharing them among NSOs, because of the complexity of the topic of diversity and inclusion, the ROTA team had faced some challenges in gaining great interest among NSOs for collaborating on the topic.

In terms of social impact, the partnership with the external consultant is progressing well, and the first draft of the toolkit content is expected in May 2016.

During the 23rd World Scout Jamboree in Japan, more than 4000 scouts recorded on action sheets various ways they were achieving a social impact in their local and wider communities. This was used a stimulus to encourage these young people to consider ways of formally measuring the impact made by their Scouting projects. A 'ScouTED' talk was very popular that engaged discussion and shared possibilities for measuring the impact made by Scouts globally.



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Expected by the end of the triennium

The work stream is adopting a new approach to collecting best practices for diversity and inclusion, with a more structured outreach, which is expected to result in more ideas collected and shared.

There has been great interest expressed among NSOs to pilot the toolkit for measuring social impact, therefore the work stream considers it will be relatively easy to find NSOs from each region for this task.





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STRENGTHENING SCOUTING'S PROFILE

Introduction

During the triennium 2014-2017, the Strengthening Scouting's Profile work stream aims to:

- Establish a communications and external relations plan in support of Strategy for Scouting/Vision 2023,
- Collaborate with key partners (such as UNESCO and UNICEF) to strengthen Scouting's position as the leading youth movement, using a clear advocacy approach,
- Develop and coordinate training to build the capacity of individuals representing World Scouting in advocacy roles,
- Support NSOs in telling their Scouting stories and impact on society via various communication channels including scout.org,
- Review and develop communication channels to ensure efficient and timely communication with NSOs, Regions, donors and other stakeholders,
- Improve support and terms regarding WOSM branding used by NSOs.

The SSP Work Stream has organised itself into two main Units – Communications and External Relations – in order to carry out the work outlined in the plan. In addition, the WOSM Communications & External Relations strategy is developed by a separate Task Force.

The areas of Communications and External Relations have received limited attention over the past years, and we have lost much of our people, expertise and institutional memory, that we are now working to re-establish. However, I can see the momentum building up. Over the last year the focus on CER - and the demand for results - has grown both within the World Scout Committee and among NSOs. It is a very encouraging sign, and gives me fresh conviction that our work matters.

*Karin Ahlback
Member, World Scout Committee*

WOSM Communications & External Relations Strategy Task Force

Status update

The CER Strategy Task Force was established in 2015, comprising CER volunteers and WSB professionals from the six WOSM Regions, to develop a CER strategy in support of the Strategy for Scouting/Vision 2023. The Task Force representatives participated in the Africa (August 2015) and Asia-Pacific (November 2015) Regional Conferences, as well as the European symposium (December 2015) to gather input from NSOs as to the content of the strategy. The Task Force has also met regularly online to assess the starting point of WOSM CER, and draft the resulting strategy, of which a first draft was presented to the World Scout Committee in March 2016.

The Task Force will continue iteration of the strategy via workshops at upcoming Regional Conferences as well as by collecting feedback from CER experts within WOSM. Following the approval of the final version at the World Scout Committee meeting in September 2016, the resulting strategy will be shared among Regions and NSOs for dissemination and adaptation.



Progress achieved towards KPIs

- **KPI 19:** 100% of Regions will have started to implement Communications & External Relations Plans that are aligned with the WOSM Communications & External Relations Strategy.
- **KPI 20:** 20% of NSOs will have developed Communications & External Relations Plans, aligned with WOSM Communications & External Relations Strategy.

Current situation

One of the proposals coming out of the work of the Task Force 2023 (for improvements needed in WOSM in order to reach Vision 2023) was that Scouting should have a world class communications team and strategy by 2018, so that the objectives of Vision 2023 can be supported and accomplished. Due to this proposal being adopted by the World Scout Committee at its March 2016 meeting, the work on the CER Strategy is being postponed in order to allow new team members (volunteers and staff) to take part in the development of the strategy. The CER Strategy will therefore be presented to the World Scout Committee in March 2017. Consequent dissemination and adaptation among Regions and NSOs will depend on the readiness and speed of the Movement to engage with the issue.

Expected by the end of the triennium

All six Regions are actively involved in the CER Strategy development via the CER Strategy Task Force, with efforts being made to reach as many NSOs as possible throughout the development phase (in particular via Regional Conferences).

Given the short timeline until the end of the triennium, it is expected that the ambitious targets may not be fully achieved, in particular as relates to the engagement of NSOs.



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Communications Unit

The Communications Unit has developed an action plan in support of the Triennial Objectives, as follows:

At the 23rd World Scout Jamboree in Japan, WOSM live broadcasted the Opening and Closing Ceremony for the first time in Jamboree history. These were viewed by more than 160,000 people.

Jamboree videos produced by the WSJ AV team were viewed over 361,000 times; Jamboree Facebook posts reached more than 6 million users; there were 12,850 #wsj2015 posts on Instagram that reached almost one million people and produced almost 10 million impressions

WOSM's Jamboree-dedicated site on scout.org received over 320,000 sessions over the 3-week Jamboree period in August 2015.

1. **Conduct a reputational audit/measurement** to understand WOSM's key audiences' perception of the Movement that will form the baseline view of WOSM's CER work, and identify the areas that need changes in WOSM's communications strategy. The Unit reviewed and interviewed potential partner institutions to carry out the assessment but no suitable partner has been identified to date. The Unit is also exploring the possibility of conducting a candid feedback session with WOSM's Big 6 Partners.
2. **Develop a Communications plan** that identifies the theme/ sub-themes, key messages, target audiences, communications channels, and WOSM-wide calendar of key events and how these components map and relate to each other. This is to ensure that WOSM's communications work is strategically carried out – the right messages to the right audience via the right channels leveraging on key events. A WOSM-wide calendar of key events for 2016 has been compiled, and the Communications Plan for the triennium has been drafted.
3. Work with regional offices to identify Communications forums/ workshops where training could be held to **build the capacity of NSOs in telling the story**. To date, the Unit supported the APR Communications & Marketing workshop (Sept 2014) and Arab Region Super Diploma in Media Communications & Marketing workshop (Nov 2014). The Unit has also developed a framework for NSO Media Correspondents training. The plan is to be further developed with more detailed information and timeline
4. **Review and revamp scout.org** to be more user-friendly and its content better targeted to WOSM's key audiences. The Unit has started gathering feedback from relevant stakeholder groups, and will consequently review the format and functionalities of the website.
5. **Review and refresh the current WOSM brand manual** to reflect updates in the SCOUT brand guidelines including sub-brands such as MoP, SWA, WSEP and WSIF.



Progress achieved towards KPIs

- **KPI 22:** 20% of influencers consider Scouting's reputation to have been improved following a baseline audit in 2015/2016.

Current situation

The Unit reviewed and interviewed potential partner institutions to carry out the reputational assessment, but no suitable partner has been identified to date. This is primarily due to the lack of funding/ availability of partner institutions to provide the service on pro bono basis.

Expected by the end of the triennium

The Unit is exploring options for how to proceed on the reputational assessment, including collaboration with other WOSM working teams. Should sufficient funding be secured, one reputational measurement will be carried out in this triennium to provide the baseline view and comparison for the next triennium. Hence an improvement in Scouting's reputation will not be measurable within this triennium.



From 30 November to 11 December 2015, a delegation of seven Scouts represented WOSM at COP21. They were from Algeria, France, Macedonia, Pakistan, Peru and Senegal. They were given excellent support by Scoutisme Francais, and did a great job representing WOSM to a wide range of global stakeholders at the high profile event. WOSM and WAGGGS issued a joint statement, calling on all parties of the negotiations "to recognise that climate change is not only an environmental issue, but also a human rights issue".

External Relations Unit

Status update

From the beginning of the Triennium, the Unit set out to revive WOSM's External Relations operations. Recognising the parallel work done by the WOSM CER Strategy Task Force on defining WOSM's long term External Relations agenda, the Unit identified three interim priority areas of work for the triennium (relating to the UN Sustainable Development Goals (SDGs), adopted later in 2015). These were non-formal education, youth employability, and climate change.

COP21/COY11, that took place in Paris in November/December 2015, acted as a pilot project with regard to climate priority area. A volunteer delegation of young people from all six WOSM Regions, represented WOSM at COP21/COY11, with a joint position statement on youth involvement in climate work developed jointly with WAGGGS.

In addition, WOSM was represented at the UN General Assembly and ICMYO meetings in New York (September), and UNESCO Youth Forum in Paris (October). The ER Unit also supported the delivery of the Global Development Village at the 23rd World Scout Jamboree in Japan 2015.

Based on the experience from the first year of the triennium, the selection of priority areas / themes will be revisited and a new setup of piloting the ER work will be considered during the remainder of the triennium. The key focus for the ER Unit will be to strengthen the internal External Relations infrastructure in WOSM to better manage the ER work, partnerships, and training of representatives for ER tasks.



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On track

Progress achieved towards KPIs

- **KPI 21:** 2 pilot projects will have been run in order to better understand how to develop effective external partnerships that help strengthen Scouting's profile.



Behind schedule

- **KPI 23:** 20% of NSOs *take action* in line with WOSM position statements, demonstrating Scouting's commitment to advocate for change that positively impacts communities.
- **KPI 24:** 100% of Regions, together with the World level, will have trained and used Young Spokespersons as the face of the Movement, demonstrating our commitment to being a Movement *of* young people, not just *for* young people.

Current situation

KPI 21: The selection of the WOSM delegation for COP21/COY11 started 6 months before the event via an open call for volunteers, with seven volunteers across the six Regions representing WOSM in Paris. WOSM also collaborated with WAGGGS and Scoutisme Francais to set up an exhibit stand; and developed a joint statement with WAGGGS on youth involvement in climate work. Additionally, earlier in the year, the ER Unit supported the delivery of the Global Development Village at the 23rd World Scout Jamboree in Japan by recruiting and engaging with 19 partner organisations, and working closely Scout Association of Japan to run the daily operations during the GDV.

KPI 23: WOSM's advocacy positions are being developed as part of the CER strategy work. Ahead of COP21, WOSM also developed a joint statement with WAGGGS on youth involvement in climate work; however, the sharing process with NSOs needs to be further developed to enable our membership to take timely action.

KPI 24: WOSM spokesperson training is being discussed with the Innovating Scouting work stream to develop a common approach.

On GDV at 23WSJ

"Our participation was definitely worthwhile. It was a rare opportunity to reach so many adolescents and inspire them to act on climate change and provide them with useful tools that we believe will be helpful for them and their Scout groups in the future." -

UNICEF participant of the Global Development Village, 23rd World Scout Jamboree in Japan



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Expected by the end of the triennium

In the short term, the Unit will develop a clear strategy and direction for ER work as part of the CER strategy. The Unit will also be developing a plan to establish a stronger representation (including having own parallel events with key partners) at the UN General Assembly in New York in September 2016.

By the end of the triennium, the ER Unit will have a clear roadmap, strategy and direction for WOSM's ER work. The Unit will also have developed position papers on WOSM priority focus areas in collaboration with our members. These position papers will be shared with NSOs to enable common alignment across the Movement.





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GOVERNANCE AND NSO SUPPORT

Introduction

“Together with NSOs we will strengthen our unity and develop capacity to help grow Scouting around the world.”

The Governance & NSO Support Work Stream focused, through its Units, on promoting Good Governance Practices and Continuous improvement at the World Scout Committee (WSC) level, which is at the core of the Working Methods Unit work, and at NSO level as per the Global Support System, which is coordinated by the Global Support Unit.

Following its WSC induction & review of working methods meeting, that took place in New York in October 2014, the WSC “innovated” their Working Methods and defined a Team Charter. The Working Methods unit has since worked toward maintaining the new approach and offering it as a support tool to Regions, where good practices already existed, to maximum benefit and sharing of work.

Global Support Unit

Status update

Over the first half of the triennium, the Global Support Unit top achievements were:

- The launch of a new round of GSAT Audits reaching up to 27% of NSOs spread across the Regions.
- The development of the 2nd party version of GSAT, now called WOSM Assessment, to be conducted by Regions, leading to the certification of 19 volunteers and staff as Internal Auditors and 3 Regions ready to roll-out this version of the tool.
- The finalisation of the GSAT Self-Assessment version to be made available to NSOs through a kit and online once the GS Platform is launched.
- The testing of the GS Platform that will be hosted on the scout.org intranet which will bring together all the tools and resources available within the Scouting Movement to strengthen the capacity of NSOs and which will enable Regions to manage the Global Support process in one place. Each version of the GS Assessment tool has a dedicated page with corresponding support material for the use of NSOs and Regions.
- The emphasis on the follow-up work to be undertaken after a GSAT Audit/Assessment with the development of an Action Plan template, a common procedure to be used as a basis in all Regions and organisation of follow-up visits where and when possible.



On track

Progress achieved towards KPIs

- **KPI 26:** 50% of NSOs spread over the six Regions have undertaken a GSAT assessment (self-evaluation, 2nd party or 3rd party).



Behind schedule

- **KPI 27:** 90% of the 2nd or 3rd party GSATs carried out during this Triennium result, within 12 months, in an action plan developed by the NSO leadership, supported by the Region.



At risk

- **KPI 28:** 70% of action plans resulting out of GSATs are completed within the planned time and have led to strengthened capacity in the NSO.

Current situation

KPI 26: To date, 27% of the NSOs conducted a GSAT Assessment. Since the launch of the GS

Assessment Tool we have observed a growing awareness and interest among NSOs.

KPI 27: As of today, 77% of the NSOs that assessed their capacity with the GS Assessment Tool developed an action plan.

- Through the mid term review, the GS Core Group observed that the timeline “within 3 months” did not corresponding to all NSOs’ realities. The Global Support Unit therefore requested the following change: “90% of the 2nd or 3rd party GSATs carried out during this Triennium result, within **12 months**, in an action plan developed by the NSO leadership, supported by the Region.” The World Scout Committee approved this change at its March 2016 meeting.

KPI 28: When monitoring this KPI the team realized the need to reach out to the assessed NSOs with a more qualitative follow-up questionnaire to monitor each component, including the completeness of the action plan within the planned time and the impact of the actions undertaken.

“The induction of the Africa Scout Committee helped all members understand their role in the governance of the Region. It has created a better ground for co-operation between the volunteers and the staff in our region. In addition, it has helped members of the Africa Scout Committee create their own team charter which has enabled all members track and evaluate our work.”

*Dr. Wayne A. Davis
Chair, Africa Scout Committee*



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Expected by the end of the triennium

KPI 26: With the development of the 2nd party version of GSAT (WOSM Assessments) many Regions will start conducting WOSM Assessments which will contribute, in addition to our yearly GSAT Audits roll-out, to reaching the target 50% of NSOs.

KPI 27: While recognising the high ambition of this KPI, we believe that it will continue to direct our focus on the follow-up work which consists of supporting assessed NSOs to develop an action plan after their assessment but also delivering tailored support at regional levels.

KPI 28: The team in charge is currently working on follow-up questionnaire to be sent to all assessed NSOs to collect information on their status, work and progress since their GSAT Assessment. Different criteria will need to be included to enable a better assessment of this KPI.

Working Methods Unit

Status update

Over the first half of the triennium, the Working Methods' Unit biggest achievement was the **set-up of a number of review systems** including the WSC members' self-evaluation, WSC meeting's evaluations and WSC sub-team appointed volunteers performance review. These tools enabled the Steering Committee and WSC set the ground for a culture of self-improvement, growth and on-going development.

In the same line,

- A **Team Charter**, in which shared rules and principles were agreed on by all the members of the WSC and are followed through.
- An **Induction Meeting Framework** was tested by the WSC and is now promoted and replicated at regional levels.
- A **Conflict of Interest Policy** was developed, approved and a form was signed by each member with the commitment of declaring any change on a regular basis.
- **Standing Orders** were developed and communicated to all NSOs clarifying a number of practices and internal processes to all members.

The first half of this triennium the ambience in the Committee was far more relaxed, constructive and transparent. Also, the format of the WSC meetings seems to be better and more fruitful.

Andrea Demarmels
Chair, European Scout
Committee

While ensuring the sustainability of the renewed working methods of the WSC, monitoring and measuring performance and sharing our best practices, the Working Methods Unit focus for the second part of the 2014-2017 Triennium will be to roll-out the work plan related to the **Transparency Review** objective.



On track

Progress achieved towards KPIs

- **KPI 30:** A culture of self-improvement, growth and on-going development has been established in the World Scout Committee and its teams.



Behind schedule

- **KPI 31:** 10 common standards and best practices have been developed to improve transparency in WOSM bodies.

Current situation

KPI 30: The Working Methods Unit has introduced three new evaluation systems - which cover individual assessment, team assessment and sub-team appointed volunteers' performance review – each recording on average 70% to 80% participation. Each evaluation process was already tested at least once, outcomes were each time reported to the Steering Committee of the WSC with recommendation, and some actions were already taken accordingly.

KPI 31: Due to the complexity and high ambition of Transparency Review Objective, the Working Methods Unit took more time than expected to define a plan of action that ensured all internal and external aspects, expectations and realities are taken into account. However, an action list has recently been approved so progress is expected to improve in coming months

Expected by the end of the triennium

KPI 30: Based on the latest World Scout Committee Meeting Evaluation (of October 2015) conducted at the end of each Meeting, we recorded 70% satisfaction regarding the "respect of the Behaviours We Commit to in the Team Charter" which indicates a high level of commitment but also of support toward the sustainability of the renewed Working Methods. As part of our next step, the Working Methods Unit will work closely with the Steering Committee of the WSC to map and monitor actions that are taken as a follow-up to each evaluation system.

KPI 31: In addition to a finalised roll-out plan, which will shortly be shared with all the NSOs, a provisional list of 10 SOPs were confirmed covering different aspects of Transparency Good Practices.





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STRATEGY MONITORING GROUP

Introduction

The Strategy Monitoring Group (SMG) had been tasked with monitoring and evaluating the progress towards fulfilling WOSM's Triennial Plan 2014-2017 and the overall Vision 2023. The group split its work into three areas: alignment, performance and forward planning.

In terms of alignment, the group is ensuring that regional strategies are in line with Vision 2023, as well as developing a toolkit for NSOs for supporting their efforts in strategic planning. Regarding performance, the group has worked with the WSC work streams and task forces on developing and monitoring key performance indicators, both for the current Triennial Plan 2014-2017 as well as long-term "meta-indicators" for evaluating progress towards Vision 2023. In terms of forward planning, the group has worked on outlining the steps for creating the next triennial plan.

Alignment

The SMG has organised sessions with all six regions in order to ensure a clear understanding of Vision 2023, and its incorporation in regional plans and strategies.

The workshops have been positively received in the regions, and have influenced the forward planning processes of each WOSM Region, in terms of aligning their own strategic priorities with WOSM's global level ones.

The group has developed a detailed content draft of the Strategic Planning Toolkit, and will be working in the next months to create the full content, and roll it out to a minimum six pilot NSOs for feedback.

We have made good progress in establishing a clear operational framework, guided by the Strategy for Scouting/ Vision 2023 and the Triennial Plan 2014-2017. I have been encouraged by the focus that the World Scout Committee has had on following through on what was agreed. I have also been heartened by the support that many National Scout Organisations have expressed for the direction of travel that the World Organization of the Scout Movement is taking.

*Craig Turpie
Member, World Scout Committee*

Performance

At and after the Athens meeting of all work streams, the SMG worked closely with other work streams on developing a list of key performance indicators (KPIs). A total of 34 KPIs were established, of which the WSC prioritised 10 at the October 2015 meeting, in order to focus efforts on particular deliverables.

The World Scout Bureau has been monitoring progress for each KPI, and this mid term review report presents the overview of the current status. As part of measuring progress, the World Scout Bureau rolled out a survey for NSO/NSAs, asking for input on specific KPIs, and has received an overall response rate of over 50% of NSOs.

In addition, the group started working on developing "meta-indicators" which relate to influence, growth, social impact and unity, which would enable the WSC to follow the progress towards achieving the Vision 2023 (not just the Triennial Plan 2014-2017).

Forward planning

The group has set the milestones in the preparation of the proposal for the next triennial plan, and it is expected that a first draft of the next triennial plan (2017-2020) will be ready by March 2017.



Progress achieved towards KPIs

- **KPI No 32:** 60% of Regions will have been supported in advance of their Regional Scout Conferences to ensure that their Regional Scout Plans are developed in the context of the Strategy for Scouting/Vision 2023, as well as the Triennial Plan 2014-2017, in order to align resources and encourage collaboration.
- **KPI 33:** 60% of WOSM world level resources produced between 2005 and 2013, relating to strategy development, will have been updated to reflect the Strategy for Scouting/Vision 2023, and promoted widely to NSOs to help align.
- **KPI 34:** 1 NSO in each Region will pilot a newly updated Strategic Planning Toolkit, in order to develop their own strategy, in advance of making it more widely available to all NSOs.

Current situation

KPI 32: This KPI is on track to be successfully completed. Apart from the regional workshops (where all Regions have participated), the SMG will be following up directly in the coming months with each Region, in order to ensure full support in integrating Vision 2023 in regional plans.

KPI 34: The first draft of the toolkit is expected to be ready in May 2016, with a minimum of 6 NSOs invited to pilot it in advance of the next World Scout Conference. Content production is on track.

KPI 33: There has been effort invested in collecting all WOSM world level resources on strategy development through the process of preparing the new Strategic Planning Toolkit, and it is therefore expected that this process will help in achieving this KPI.

"We have traditionally been action focused, not impact focused - because it's easier - but this will help us think differently about the development and implementation of our Regional Scout Plan."

David McKee
Director, European Support
Centre Geneva

In May 2015, the NSO of Tunisia held a 3-day workshop to develop a strategic plan for the next 10 years of the NSO. The methodology was inspired by WOSM's process for Vision 2023 and directly supported by the Global Team, Organisational Development and the Arab Scout Region. The event was preceded by three months of carefully mapping out the current internal strengths and weaknesses as well as external opportunities and threats towards the NSO in Tunisian society and local communities. All results were brought together during the event where more than 200 leaders from all levels of the organisation participated. Priorities were considered, discussed and from there a 10-year Vision of where the NSO should be in 2025 was crafted. Continued support to the NSO is being delivered as it is now formulating its first 3-year plan to innovate its structures and programme so to better serve 60'000 Scouts and their local communities in Tunisia.



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Expected by the end of the triennium

All three KPIs are expected to be achieved by the end of the triennium.





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TASK FORCES

Duty to God Task Force

The TF has prepared two surveys that will be launched in spring 2016. The Task force is preparing the proposal for the WSC. Consultations have been done with the organisations with consultative status in religious matters at two times: at a shorter meeting at the Jamboree in Japan and a full weekend in Vienna. The TF has been involved with workshops at four regional events. This has not been totally successful and a revised model has been worked out. The plan is now to participate in a number of regional event with a revised method. The TF has had two physical meetings and several Skype calls. The TF members are involved in the planning of the next World Scout Inter-Religious Symposium.



Behind schedule

Progress achieved towards KPIs

- **KPI 16:** An analysis has been carried out strengthening the spiritual dimension in Scouting, through a participative process with NSOs, Regions and other stakeholders.

Current situation

Currently, the work on this KPI is behind schedule, however, progress is being made in the right direction.

Expected at the end of the triennium

This KPI is expected to be achieved by the end of the triennium.

The importance of an accurate and up-to-date membership system is one of the key messages the Membership Task Force is promoting among NSOs. It not only helps in achieving the set KPI of reaching 60m members in 2017 but also helps the NSOs in delivering quality support to their members. Kenya Scout Association undertook a huge effort in verifying their membership that was reported to be approximately 320,000 in the 2013 census (based on 2008 data). By disseminating a nation-wide census and asking all groups to provide feedback the National Headquarters was able to determine that the actual membership of the NSO grew up to over 1,000,000 members according to the latest data. A great reason to celebrate growth and an inspiration for other NSOs.



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Membership Task Force

The Membership Task Force has been set up to explore and support WOSM's growth opportunities with the objective of reaching at least 60 million individual Scouts involved in the Movement by the 2017. In course of its work it set up an action plan consisting of six main areas: improving membership reporting systems, liaising with the Fees and Voting Rights TF, facilitating individual growth in NSOs, developing a NSO dashboard to monitor potential new WOSM members, working with the Constitutions Committee on the membership criteria and providing input and gathering insights from regional conferences.

"Being a part of the Membership Task Force has broadened my way of thinking and contributed to my growth as a young person. The support I receive from the staff and volunteers has enabled me to have a meaningful impact on the work of the team and contribute to the growth of the Scouting movement as a whole."

*Marlissa Moro
Member, Membership Task Force*

Status update

The Membership Task Force has held two physical meetings in 2015 and 2016 as well worked continuously using virtual working methods. In the course of the past several months' significant progress towards realising objectives outlined in the ToR's has been achieved. A new NSO dashboard was prepared and presented to the World Scout Committee during its autumn meeting in 2015 and will be continuously updated. The census form, which forms parts of the NSO Annual Reporting Package, has been reviewed and made available online for NSOs for the first time in history. In close collaboration with the Constitutions Committee a working paper on the membership criteria was prepared and is now being followed-up during regional conferences. A detailed plan for the activities related to facilitating growth in NSOs was prepared and will be executed throughout 2016 and 2017. Members of the Membership Task Force have been present on two regional Scout conferences and delivered sessions related to improving reporting systems and boosting growth – this activity will continue throughout 2016 during the four upcoming conferences.



Behind schedule

Progress achieved towards KPI

- **KPI 25:** By 2017 at least 60 million individual Scouts will be involved in the Movement.

Current situation

According to the data from the 2014 census the grand total membership as on December 2014 is 39'108'673. We are however strongly convinced that the real number, due to underreporting of a significant number of NSOs, is much larger.

Expected by the end of the triennium

We expect that by the work done by the MTF, which includes mainly work on the quality of reporting systems globally and within NSOs, promotion of accurate reporting, improvements in the census form as well as work on new NSOs the KPI could be achieved by the end of the triennium. However, we strongly advise that a *sine qua non* condition for this is to detach the membership fees from the reporting system, as this is the key identified reason for on-going underreporting by NSOs.

“This group has to remain neutral and not try to solve a national or a Regional issue. When I am here I don’t think as an Ethiopian or an African, I only think of WOSM’s interests. This is our role in the Task Force.”

Dr. Wayne Davis
Chairperson of the Task Force at the start of their first meeting in Korea
(1 & 2 November 2016)



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Fees and Voting Task Force

The Fees and Voting Task Force's mandate, as expressed in its Terms of Reference is to evaluate and explore alternatives to the current WOSM Fee System and review the way NSOs are involved in WOSM deliberations; and to submit preliminary proposals to the WSC on ways of improving the system. The WSC is eventually going to propose these to the World Scout Conference in 2017.

It has been seen as fundamental that the work of the Task Force will be done in a participatory way, using the collective intelligence and expertise existing in Regions and NSOs, together with solid research and knowledge from external resources and partner organisations.

Status update

At the beginning (early 2015), the Fees and Voting TF developed a detailed roadmap for its plan of actions within the triennium. With the plan of correlating with the Regional events and the use of existing resources and opportunities (seminars, forums, etc.), the Task Force had successful consultations with NSOs during the Africa Regional Conference (Uganda) and the APR Conference (Korea) in September and November 2015, respectively. Discussions were held at the Interamerica Summit in October (Mexico) and European Symposium in December (Macedonia) 2015. Interactive sessions and surveys were conducted during these events. The TF will continue to take this path of cooperating with NSOs for the upcoming Eurasia Regional Conference and Interamerica Regional Conference.

The Task Force also engaged in an in-depth research on fees and voting systems within and outside WOSM. All archival information from previous decisions and working documents were studied. Fee and representational systems of other key youth organisations (of the Big 6) were studied in detail thanks to the kind cooperation from the CEOs of those organisations.

Since its inception, the Fees and Voting TF conducts discussions, with cyclic regularity, and its key deliverables have been developed and evolved as a collective process. However, the job is not easy. It involves finding solutions that may not be to the full satisfaction of everyone but bring positive changes for a majority of the NSOs and the organisation overall. Although it seems very complex the TF has the right people and leadership to achieve its objectives in the given timeframe.

"With the grand vision that we want to grow, we need more to do more. And we need to see how all the stakeholders of WOSM, including our NSOs can contribute more to this vision of achieving new heights."

Dan Ownby
Vice-chair, World Scout
Committee



Progress achieved towards KPI

- **KPI 29:** In advance of the 41st World Scout Conference, 90% of NSOs support proposals for fees and voting.

Current situation

The Fees and Voting TF has thought through the difficult questions and has done enough progress (both on research and development) in achieving the objectives set out for the Task Force. The objectives will be achieved in good time and following consultations and outreach, the proposed decisions will be ready on schedule for the World Scout Conference.

- *Although there is plan to have enough time to work on the KPI of ensuring high buy from NSOs in advance of the Conference, the Task Force feels the target of obtaining the support of 90% NSOs is impractical to achieve especially on such a controversial subject. The task force agrees in principle that the proposals it comes up with need to be acceptable to most NSOs and that there needs to be a sincere approach towards securing the support of the NSOs. The WSC, which is expected to take the overall leadership for gaining this support from the NSOs to achieve the KPI has been alerted to this effect.*

If I have to select one single thing to highlight, it would be the fact that the Fees and Voting Task Force is close to presenting its two suggestions on each topic to the WSC, which is actually due in September. Finally, there could be a solution to bring forward to the Conference in Baku.

*Scott A. Teare
Secretary General, WOSM*

Expected by the end of the triennium

Due to external factors and depending on how the NSOs will react to the proposals (understanding the complexity and controversial nature), there is a risk of only partly achieving the KPI. There has to be a very good dialogue between the TF, WSC, and the NSOs to ensure that all attempts are made so that the KPI is reached. Regardless of the very high target of the KPI to reach 90% of the NSO, the Task Force will do everything to help the WSC to reach out to a majority of the NSOs in advance of the World Scout Conference to ensure maximum buy in. However, we want to be clear that all objectives set for the Task Force will be fully achieved and the results will be produced to the World Scout Conference irrespective of achieving the KPI or not.



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STANDING COMMITTEES

Constitutions Committee

Status Update

Since the beginning of the triennium, the Constitutions Committee has reviewed 21 Constitutions, including 6 Constitutions of those NSOs who have submitted applications for WOSM membership. Although a majority of these Constitutions have been approved, some still require the Constitutions Committee's further review and attention to address conflicting or missing Constitutional elements and good practices.

During the meeting of the Constitutions Committee in Kuala Lumpur in June 2015, the Constitutions Committee agreed on a strategic plan to deal with and decrease the number of pending cases in its internal tracking system.

The Constitutions Committee reviewed and gave feedback on the constitutional elements associated with the "Standing Orders of the World Scout Committee and its Substructures."

THE EURASIA CONSTITUTIONAL SEMINAR (held in February 2016) helped NSOs to better understand the required elements of the WOSM Constitution and to provide guidance to NSOs on how to write and revise their constitutions. Related governance elements from GSAT have served as good practices to supplement the discussions, and the facilitators got a chance to understand the challenges that NSOs from the Region is facing, give guidance, and report back to the Constitutions Committee on lessons learned. The seminar was the first of its kind to be facilitated by the Constitutions Committee, and the hope is to use this as a pilot course to refine the agenda and relevant topics so that this may be replicated in other Regions in the future.

After the Macau WOSM membership application was deferred to the 2017 World Scout Conference, the Constitutions Committee submitted its opinion on the general impact of the application's rejection and the impact on the handling of the applications from Aruba, Curaçao and Palestine to the World Scout Committee at its meeting in October 2015 in Baku. It also recommended that "if the World Scout Committee wishes to ensure fairness and enlarge its membership base to bring more good Scouting to more young people, constitutional reform is required to replace the phrase 'sovereign state' with a concept that is directly related to the Purpose, Principles, Mission and Vision of the Movement rather than a concept that stems from an ever-changing political scenario" – this was subsequently accepted by the World Scout Committee. The Constitutions Committee is continuing this work alongside the Membership Task Force and is expected to submit a draft proposal at the World Scout Committee's meeting in March 2016.

A first draft of the WOSM Membership Application template is being reviewed and revised so that it can serve as a guidance and facilitation for those applying for WOSM membership in the future.

The "Guidance on preparing a Constitution" produced in July 1999 was intended to help NSOs draft their Constitutions. Recognizing that this document needs updating, the Constitutions Committee, as an initial step, produced a flowchart to help illustrate the constitutional review process. In depth review will commence to identify what needs to be updated before the guidance document is revised.

Towards the end of 2015, the internal tracking system was revamped according to the Constitutions Committee's specifications to better visualize the cases remained to be resolved.

Finance Committee

Status update

The Finance Committee has met four times so far, in person and through conference calls. The work accomplished includes:

- Establishment of new Finance Management System, which went live on July 1, 2015 across all 8 WSB Support Centres.
- Prepared budget for 2015-2016.
- Recommended and endorsed the transfer of Africa Foundation Fund held in trust by WSB to WSF with a view to maximizing the yield and returns on investment
- Reviewed various options and possibility of withdrawing fund out from Pakistan before closing down the bank account. Recommended WSB to stop releasing the MOP funding in exchange of offsetting against the fund in the Pakistan's bank account.
- Reviewed and approved the revision in the fee policy and due date, giving a 2% discount incentive for early payment prior to 1 December and impose penalty to suspend membership for overdue payment after 1 April.
- Reviewed WOSM assets listing and subsequently, drafted Policy on Property Acquisition and Sale on 10th May 2015.

Work planned for next period:

- Financial Management System: Review post go live performance and stabilization support plan.
- Budget: Review Monitor quarterly report on budget vs actual.
- Clearing of Balance Sheet: Continue to work with Boys Scout of Pakistan to liaise with Pakistan Government and seeking ways of remitting fund out from Pakistan.
- Registration Fee in Arrears: Regularly monitor the outstanding arrears, taking follow up action and seeking Regional Directors support on overdue fees. Recommend suspension of membership according to the Fee Policy Adjust budget expenses if situation of arrears becomes worse.
- WOSM Assets and Premises: Follow up feedbacks on draft 'Policy on Property Acquisition and Sale', then refine the paper for WSC approval.
- Broaden and Diversify of WOSM Financial Resources: Scout shop, Fundraising, self-reliance of Regions.
- Budget endorsement for financial year 2016-17.

I look forward to the commitment of the World Scout Bureau to adhere to the financial best practices and to work with the other members of the World Scout Committee.

*Olivier Dunant
Treasurer, World Scout
Committee*

Future Direction

Broaden and Diversify of WOSM Financial Resources

In the history of Scouting, it has always been considered a subsidized activity. Members enjoy scouting activities at very low charge. Thus, sufficient funding is required to support scouting activities at NSOs, Regions and WOSM levels. However, our current sources of income are limited mainly to membership fees and foundation grants. In view of this, the Finance Committee believe that broadening of income resources is one of potential means of releasing this burden. This could be achieved through:

- 1. Better Asset Management** A sound asset management could strengthen WOSM finance. Campsites could be a good source of income. It should not be limited to only subsidizing operation cost. A well managed and equipped campsite could be outsourced and thus, allowing others such as educational organizations, charity groups, churches... to carry out their activity in our training ground. These organizations will pay at a market rate. In order to achieve this, there is a need to upgrade and promote the facilities with a view to encourage public to use the campsites facilities. Fully utilizing the facilities could generate profit for the campsite as well as meeting the goal of subsidizing Scouting activities.

Different campsites may have their own successful operation model. When the operation model of a campsite is successfully applied and executed efficiently, the model could be shared with other Regions. Kandersteg campsite is a good example for a start.

- 2. Scout Branding** A huge Scout population is our biggest asset! Currently, the buying power from this population is seriously under developed. Nowadays, with internet being easily accessible by majority of scouts worldwide, what we need is a group of internet sales people and Scouting product development experts. The Scout Branding is a very valuable resource that we have.

Audit Committee

Status update

The Audit Committee met three times since the beginning of the Triennium. The work accomplished includes:

- Proposed revision to audit committee charter for WSC approval.
- Alignment of work scope with Finance Committee.
- Endorsement of audited financial statement 2013-14 for WSC approval.
- Appointed external auditor for financial year 2014-15.
- Reviewed and endorsed the audit plan and timeline for financial year end 30 Sept 2015.
- Approved the change in consolidated reporting currency from Swiss Franc to US Dollars, taking effect from 2014-15 onwards.
- Set up internal audit plan, scope and reporting processes including the appointment of internal auditors for 2016.
- Reviewed internal audit report of Arab Regional Support Centre, accepted the findings and recommend management to take the appropriate actions.

In order to ensure the World Scout Committee's Audit Committee covers all the areas envisaged by the Charter over the period of the Triennium, the various areas of work should be scheduled as follows:

- April 2016 (Tentative, contingent upon the completion of 2014-15 audit by KPMG)
- Review audit of the World Scout Bureau and Regions for fiscal year 2014-15.
- Review management letters for 2014-15 and prepare recommendation to the WSC.
- Review 2016 progress on internal audits.
- Risk management update.
- Taxation update.
- Review status of WOSM sponsored pension funds.
- September 2016 (Skype meeting)
- Appoint external auditors for financial year 2016-17.
- Review status of preparation of consolidated financials for 2015-16 and schedule for 2015-16 audit.
- Review 2016 progress on internal audits and set internal audit agenda for 2017.
- Review of insurance program for 2016-17.
- Review Human Resources issues as needed.
- Review Audit Committee Charter.
- April 2017 (Face to face meeting in Geneva)
- Review audit of the World Scout Bureau and Regions for fiscal year 2015-16.
- Review management letters for 2015-16 and prepare recommendation to the WSC.
- Review 2017 progress on internal audits.
- Risk management update.
- Taxation update.
- Discuss Audit Committee membership for the next Triennium.
- September 2017 (Skype meeting)
- Appoint external auditors for financial year 2017-18.
- Review status consolidated financials for 2016-17 and schedule for 2016-17 audit.
- Review 2017 progress on internal audits and set internal audit agenda for 2018.
- Review of insurance program for 2016-17.
- Review Human Resources issues as needed.

Honours and Awards Committee

The World Honours and Awards Committee has had several Skype meetings and the following individuals have after suggestion from the WHAC been awarded a Bronze Wolf:

Therese Bermingham	<i>Ireland</i>
Christian Larcher	<i>France</i>
Alain Silberstein	<i>France</i>
Amos Ilani	<i>Israel</i>
His Highness Dr. Sheikh Sultan bin Muhammad Al-Qasimi	<i>United Arab Emirates</i>
Marc Lombard	<i>Switzerland</i>
Shree Ram Lamichhane	<i>Nepal</i>





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