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# TRIENNIAL PLAN 2014 - 2017

## World Scout Committee

Forward Together  
Towards Impact and Growth



Including Key Performance Indicators





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Creating a Better World

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World Scout Bureau, Kuala Lumpur Office  
Suite 3, Level 17,  
Menara Sentral Vista, No 150  
Jalan Sultan Abdul Samad  
Brickfields, 50470  
Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000  
Fax: + 60 3 2276 9089

[worldbureau@scout.org](mailto:worldbureau@scout.org)  
[scout.org](http://scout.org)

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# TRIENNIAL PLAN 2014 - 2017

## World Scout Committee

Forward Together  
Towards Impact and Growth

Including Key Performance Indicators

Dear friends,

We're living in new and exciting times in WOSM, following the 40th World Scout Conference. We left Slovenia last August with a new Strategy for Scouting and clear directions for a Triennial Plan, but also with a new World Scout Committee that, together with a re-organised World Scout Bureau, has the mandate to ensure that these are implemented. In this context, it gives us great pleasure to present you this Triennial Plan 2014-2017.

The Triennial Plan 2014-2017, "Forward Together. Towards Impact and Growth" aims to be a strong contribution towards achieving Vision 2023:

*"By 2023 Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values."*

The four Work Streams in which the current triennium's work will be organised cover the priorities of our common Strategy: Youth Engagement, Educational Methods, Social Impact, Diversity & Inclusion, Communications & External Relations, and Governance. That is why we trust that, in the next three years, we will be able to make significant steps towards achieving our Vision.

This Triennial Plan is not a plan for the World Scout Committee or the World Scout Bureau alone. We see it as a collective endeavour to which every National Scout Organization and every Region is invited to contribute by playing its part. It is, in our opinion, the natural step forward for a plan that has been designed in a collaborative way from the beginning, and that received several contributions during the recent World Scout Conference. It is therefore obvious that, for its implementation, we count on active engagement from each one of you.

We have a fantastic opportunity ahead of us for the next three years. We believe that **Together**, we'll be able to propel this movement **Forward**, **Towards** bigger **Impact** on individuals and communities, but also towards **Growth**, by reaching out to many more young people that can benefit from the thrill of Scouting.

We count on you to join us, and to join our teams, in making Scouting the "world's leading educational youth movement."

Yours sincerely,



*João Armando P. G.*

**João Armando Gonçalves**  
Chairperson, World Scout Committee



*Scott A. Teare*

**Scott A. Teare**  
Secretary General, WOSM

*On these sticky notes you will find 10 examples of how the World Scout Committee (WSC) has reviewed its working methods for the 2014-2017 triennium.*

# INTRODUCTION

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At the 40th World Scout Conference in Slovenia, a new Strategy for Scouting was adopted – Vision 2023. The Triennial Plan 2014-2017 is the first step towards achieving the vision, translating it into actions for the next three years.

*“The WSC will deliver a tailored reporting and feedback session for each of the Regional Conferences during the Triennium, ensuring that NSOs are kept abreast of the ongoing work at World level during its tenure.”*

Based on the draft plan and other resolutions adopted at the 40th World Scout Conference, as well as items left from the last triennium along with budgetary considerations, the World Scout Committee presents the final Triennial Plan for 2014-2017. It will guide the World Scout Committee over the coming years.

This document explains how the World Scout Committee will work to deliver on the plan and suggests how Regions and National Scout Organizations (NSOs) can become involved and contribute to its successful implementation. Through close cooperation and a commitment to developing the Movement, Scouting will achieve greater impact in “Creating a Better World”.

# WHAT?

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## OUR MISSION - why we exist

The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

## OUR VISION - where we want to go

By 2023 Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values.



## OUR STRATEGIC PRIORITIES - how we will get there

### Youth Engagement

Scouting should give young people the opportunity to develop the skills and knowledge empowering them to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.

### Educational Methods

The Youth Programme should provide a non-formal learning environment strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.

### Diversity & Inclusion

Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.

### Social Impact

Every Scout should be involved in community service, and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.

### Communications & External Relations

Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognized as the world's leading youth movement.

### Governance

The governance of WOSM should be transparent, accountable, efficient and clearly linked to its overall strategy, focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organization should be clearly defined and understood, ensuring a customer-focused approach. In doing so we ensure high synergy across all levels of WOSM with a high "return on investment".

*"The WSC will use a framework of Key Performance Indicators to monitor progress in the Triennial Plan & Vision 2023 and subsequently manage by exception."*



# TRIENNIAL PLAN 2014-2017

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## WORLD SCOUT COMMITTEE AMBITION FOR 2014-2017

Driven by our strategy,

- we develop and innovate Scouting
- we increase our social impact, reaching out to more young people
- we strengthen our image, partnerships and communications
- we fine-tune our governance and NSO support systems

and in doing so support the overall growth of Scouting

The Triennial Plan has been divided into four Work Streams, covering the six Strategic Priorities of the Strategy for Scouting/Vision 2023. On the following pages each Work Stream and corresponding actions are presented.





# INNOVATING SCOUTING

*Through innovative events, programmes and frameworks we will ensure effective implementation of policies that help prepare Scouts to be active citizens.*

## EDUCATIONAL METHODS

### General

- Develop and promote the use of an Educational Methods e-learning platform, ensuring exchange between NSOs and Regions
- Implement the outcomes of the 1st World Scout Education Congress and organize the 2nd World Scout Education Congress ensuring youth involvement in content, organization and participation
- Support implementation of the WOSM policy "Keeping Scouts Safe from Harm" in an increased number of NSOs
- Conduct an analysis of spiritual development in Scouting and the "Duty to God" concept, to be presented and discussed at the 41st World Scout Conference
- Support implementation of WOSM's Youth Leadership Model among NSOs and communicate its impact to relevant stakeholders
- Organize global workshops on Educational Methods, including the World Scout Youth Involvement policy, in each Region

*“The WSC sees each NSOs as a key partner of its work. Everything World Scouting delivers, be it through World or Regional bodies, events, programmes or online resources, should ultimately lead to the capacity strengthening of every NSO.”*

## Youth Programme

- Support implementation of the World Youth Programme Policy at all levels of Scouting
- Revisit the Scout Method to accurately reflect 21st century developments and the World Youth Programme Policy
- Align and define existing World Programmes and Initiatives (Messengers of Peace, SCENES, World Scout Environment Programme, Scouts of the World Award and Safe from Harm)
- Promote Peace and Human Rights education as important parts of the Youth Programme

## Adults in Scouting

- Support implementation of the World Adults in Scouting Policy and the finalised guidelines of the Wood Badge Framework in NSOs

## World Events

- Support the hosts of the 23rd World Scout Jamboree, 15th World Scout Moot, 13th World Scout Youth Forum & 41st World Scout Conference and annual JOTA-JOTI event in planning, delivery and evaluation
- Review the concept of World Scout Moots to attract more youth participants
- Review the concepts of the World Scout Conference and World Scout Youth Forum to ensure both events meet the needs of the Movement

## YOUTH ENGAGEMENT

- Benchmark the extent to which young adults are involved in the planning and delivery of World Events as a step towards increased involvement
- Fully involve Youth Advisors and other young people as equal partners in the work of the World Scout Committee as well as Regional Scout Committees
- Ensure that young people successfully represent World Scouting externally as the face of the Movement
- Regularly report to NSOs on the implementation of the World Scout Youth Involvement Policy

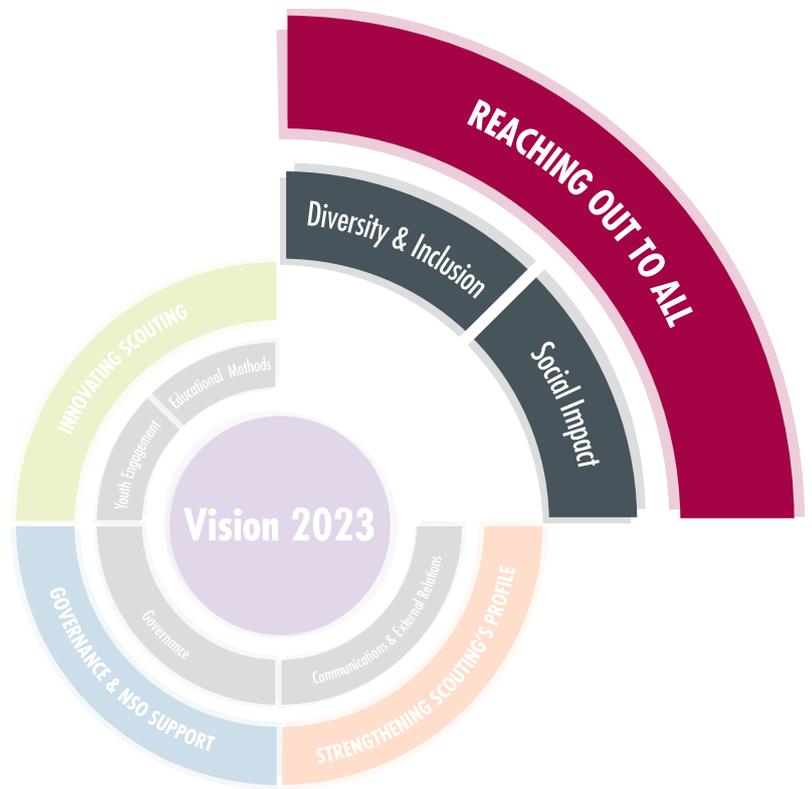
## WHAT THIS MEANS FOR...

### Regions

*Will support the implementation of policies in NSOs, provide training and programme support and help elevate the role of young people in governance, representative and other roles.*

### NSOs

*Will work to implement the Keeping Scouts Safe from Harm policy, WOSM's Youth Leadership Model, World Youth Programme Policy, World Youth Involvement Policy and Adults in Scouting Policy. You will be invited to send participants to Regional and World Events including the 2nd World Scout Education Congress.*



# REACHING OUT TO ALL

*Through the development of resources, tools and sharing of knowledge we will support NSOs to increasingly reflect the rich diversity of their communities and improve their social impact.*

## SOCIAL IMPACT

- Develop a system, in conjunction with a knowledge & social entrepreneurship institution, to measure and increase the social impact of Scouting
- Identify and share best practices of social impact in existing programmes and initiatives (Messengers of Peace, Scouts of the World Award and World Scout Environment Programme)
- Focus on life skills, leadership and employability skills as elements of the youth programme

## DIVERSITY & INCLUSION

- Organize one or more pilot projects in each Region, in collaboration with relevant partners, aimed at expanding Scouting into new social/religious/ethnic communities
- Identify and further develop existing tools, resources and best practices in diversity and human rights within World Scouting and NSOs
- Actively work with the World Scout Interreligious Forum on spirituality in Scouting
- Further develop youth programme resources for NSOs focused on increasing diversity and inclusion

## WHAT THIS MEANS FOR...

### Regions

*Will support NSOs in implementing programmes and initiatives that lead to further social impact, support diversity projects in the Region and identify NSO projects that can inspire others.*

### NSOs

*Will work to increase social impact and diversity by implementing programmes and sharing projects and best practices with other NSOs. You will be asked to provide information and data so that we can measure and increase the social impact of Scouting.*

*“The WSC will enhance transparent reporting lines to and from the World Scout Foundation, endeavouring to move from output and outcome reporting towards impact assessment.”*



# STRENGTHENING SCOUTING'S PROFILE

*We will tell Scouting's story, develop effective partnerships and advocate for the change that we want to see in the world.*

## COMMUNICATIONS & EXTERNAL RELATIONS

- 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

## WHAT THIS MEANS FOR...

### **Regions**

*Will support NSOs in communicating their Scouting stories, work together with other WOSM bodies to further improve communication within and about the Movement, and develop effective partnerships with external stakeholders*

### **NSOs**

*Will continue to share your Scouting stories in different channels and take part of information from World and Regional Level. You will be encouraged to engage in constructive external partnerships in your local communities, and be invited to nominate representatives for advocacy and external relations activities and events.*

*“The WSC will strengthen the ties with the Big 6 Youth Movements. Also a clearer approach to advocacy will contribute to our ambition of becoming the leading educational youth movement worldwide.”*



# GOVERNANCE & NSO SUPPORT

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

- Ensure the growth of Scouting both through a number of new NSOs becoming members of WOSM and an increase in individual members of NSOs
- Support NSOs to accurately record and report their membership figures
- Carry out an in-depth review of the fee structure and voting system, in participation with NSOs, resulting in a proposal to be considered by the 41st World Scout Conference
- Establish a new World Scout Bureau (WSB) financial management system based on world financial best practices
- Clarify and strengthen the relationship between WSB/WSC and the World Scout Foundation
- Diversify WSB's financial revenues
- Support capacity strengthening of NSOs through the use of the Global Support Assessment Tool (GSAT) and a consultancy approach
- Implement reviewed working methods for World bodies (including Conflict of Interest Policy), and in dialogue and partnership promote these to Regional bodies as well
- Improve transparency of WOSM bodies

## WHAT THIS MEANS FOR...

### **Regions**

*Will continue to support NSOs in assessing and improving their capacity, and also play an important role in further improving the governance of WOSM.*

### **NSOs**

*Will be invited to take part in assessments of NSO capacity, and offered support in addressing challenges. You will be supported to accurately record and report membership figures.*

*“The WSC, its subcommittees and task forces commit themselves to annually review individual member performance through self-evaluation, in line with the World Adults in Scouting Policy.”*

# VISION 2023

## STRATEGY

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*We will drive performance through support for strategic planning, monitoring and evaluation.*

- Align Regions and NSOs with the Strategy for Scouting/Vision 2023 and the Triennial Plan by delivering support in strategic planning, monitoring and evaluation
- Develop Key Performance Indicators for WOSM's new Strategy for Scouting, ensuring progress reporting to the World Scout Committee and World Scout Conference (NSOs)
- Develop a proposal for the Triennial Plan 2017-2020 using a similar approach as the last triennium, incorporating lessons learnt during the 2014 process
- Incorporate the Strategy for Scouting/Vision 2023 in existing and where relevant new WOSM resources for NSOs

## WHAT THIS MEANS FOR...

### Regions

*Will align Regional Triennial Plans with the Strategy for Scouting, be involved in the development of a monitoring tool and help develop tools and resources for NSOs in aligning their strategic planning with Strategy for Scouting/Vision 2023.*

### NSOs

*Will be provided support in aligning National Strategic Plans with the Strategy for Scouting. You will be asked to provide data for Strategy for Scouting/Vision 2023 monitoring and follow-up, and will receive updates on progress.*

*“The WSC will publish a mid-term and a final report on its work to NSOs, transparently informing them about progress made and difficulties encountered. Specific attention will be paid to the Long-term impact of the work carried out.”*

# HOW?



*“The WSC sees itself at its essence as 21+6 individuals, all equally responsible to contribute to the continued success, growth and unity of the Movement.”*

The World Scout Committee sees itself as one team, consisting of 27 individuals (21 WSC members and 6 Youth Advisors to the WSC). It aims to work closely with Regions, NSOs and the World Scout Bureau to ensure a successful triennium.

To deliver on the Triennial Plan, the World Scout Committee has organised its work in a number of groups: 4 Work Streams, 3 Task Forces, 4 Standing Committees and one transversal Strategy Monitoring Group. All groups include members of the World Scout Committee, Youth Advisors and other volunteers, supported by staff of the World Scout Bureau.

Since the four Work Streams are quite broad, each may also set up units if needed to focus on specific areas within the Work Stream. In addition, a bigger network of volunteers will be appointed to support the work.

It is the ambition of the World Scout Committee to actively use online collaboration tools in order to involve more people in the work and to operate efficiently and effectively. Each group will also have a number of physical meetings. Throughout the triennium the groups will report to the World Scout Committee on a regular basis. Progress reports to NSOs will be provided both at Regional Conferences and in the form of written mid-term and final reports.

## WORK STREAMS

The “core work” as defined by the Conference in the Triennial Plan has been divided in the following Work Streams, covering the six Strategic Priorities.



### **INNOVATING SCOUTING**

**(Educational Methods & Youth Engagement)**

“Education is the core business of our movement. In order to make young people shine not only in the center of our movement but in all segments of society, it is time for us to innovate Scouting.”

**Mari Nakano,  
Chairperson of the “Innovating Scouting” Work Stream**



### **REACHING OUT TO ALL**

**(Diversity & Inclusion and Social Impact)**

“The social impact of Scouting will be evident when we are Reaching Out to All and our membership at each level reflects the composition of each group in our local community.”

**Peter Blatch,  
Chairperson of the “Reaching Out to All” Work Stream**



### **STRENGTHENING SCOUTING'S PROFILE**

**(Communications & External Relations)**

“Few will actively cheer for the impact of Scouting except ourselves - engaging externally is key for us to remain relevant in the eyes of the world.”

**Karin Ahlbäck,  
Chairperson of the “Strengthening Scouting’s Profile”  
Work Stream**



### **GOVERNANCE & NSO SUPPORT**

**(Governance)**

“By adding value through responsible and transparent organizational governance at all levels, we must enable superior performance in growing Scouting around the world.”

**Lidija Pozaic Frketic,  
Chairperson of the “Governance & NSO Support” Work Stream**

## TASK FORCE

In addition to the main areas of work embodied in the Work Streams, a number of Task Forces will look into topics identified as key items by the 40th World Scout Conference and the World Scout Committee. The Task Forces work independently from the Work Streams, and report directly to the World Scout Committee.

### **DUTY TO GOD**

- Consider the principle and the role it plays in Scouting

### **FEE SYSTEM & VOTING RIGHTS**

- Consider current issues and prepare proposals for the future

### **MEMBERSHIP & GROWTH**

- Develop support for increasing the number of NSOs and their individual members

*“The WSC will strengthen the opportunities for Regional Chairpersons to bring concerns and challenges of each NSO to its meetings, and look for ways how individual or regional issues can be addressed in a global manner where appropriate.”*

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## STANDING COMMITTEES

A number of Standing Committees will support the constitutional and governance functions of the World Scout Committee. The Standing Committees work on a more long-term basis, also reporting directly to the World Scout Committee.

### **FINANCE COMMITTEE**

- Oversees budgeting, income and expenditure

### **AUDIT COMMITTEE**

- Provides oversight of accounting practices, compliance and risk management

### **CONSTITUTIONS COMMITTEE**

- Ensures that NSOs meet criteria for membership and provides support in constitutional matters

### **HONOURS & AWARDS COMMITTEE**

- Recommends recognition of outstanding service by individuals to World Scouting

## STRATEGY MONITORING GROUP

All the Work Streams, Task Forces and Standing Committees will contribute towards achieving what was set out this triennium, which in turn is a step towards achieving Vision 2023.

To ensure that progress is being made, monitored and reported on to NSOs as well as the World Scout Committee, a transversal Strategy Monitoring Group has also been established. Key Performance Indicators (KPIs) will be developed for the Strategy for Scouting/Vision 2023 as well as the Triennial Plan.



“Ensuring that Regions, NSOs and our various teams are aligned in implementing the Triennial Plan is essential to achieving Vision 2023.”

**Craig Turpie,**  
**Chairperson of the Strategy Monitoring Group**

*“The WSC will appoint the most competent persons available to get the work done. Efforts will be undertaken to find a balanced representation, including a spread in age, gender, region/culture as well as language.”*

# KEY PERFORMANCE INDICATORS

*The below Key Performance Indicators (KPIs) have been developed in order to measure progress against the objectives set in the Triennial Plan. These may, if needed, be adjusted along the way.*

*The World Scout Committee would encourage all NSOs to review these KPIs and give consideration to how their own strategic plans and actions can help contribute to our shared success, particularly our ambition to have 60 million individual Scouts by 2017.*

## **INNOVATING SCOUTING**

By 2017

### **Youth Programme**

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

### **Adults in Scouting**

- **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.
- **20%** of NSOs will have implemented the existing Wood Badge Framework, leading to increased participation in high quality training for all adults in Scouting.

## World Events

- 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.
- 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.
- **90%** of participants are satisfied with the World Events they take part in.

## Youth Engagement

- **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.
- **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.
- **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.

## General

- **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.
- **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.
- **20%** of NSOs engage with and benefit from access to the WOSM e-learning platform
- **20%** of NSOs will have 'Safe from Harm' policies and/or procedures in place, resulting in increased trust amongst parents and civil society actors.
- An analysis has been carried out strengthening the spiritual dimension in Scouting, through a participative process with NSOs, Regions and other stakeholders.

## REACHING OUT TO ALL

By 2017

- **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.
- **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.

## STRENGTHENING SCOUTING'S PROFILE

By 2017

- **100%** of Regions will have started to implement Communications & External Relations Plans that are aligned with the WOSM Communications & External Relations Strategy.
- **20%** of NSOs will have developed Communications & External Relations Plans, aligned with WOSM Communications & External Relations Strategy.
- **2** pilot projects will have been run in order to better understand how to develop effective external partnerships that help strengthen Scouting's profile.
- **20%** of influencers consider Scouting's reputation to have been improved following a baseline audit in 2015/2016.
- **20%** of NSOs *take action* in line with WOSM position statements, demonstrating Scouting's commitment to advocate for change that positively impacts communities.
- **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.

## GOVERNANCE & NSO SUPPORT

By 2017

- At least **60 million** individual Scouts will be involved in the Movement
- **50%** of NSOs spread over the six Regions have undertaken a GSAT assessment (self-evaluation, 2nd party or 3rd party)
- **90%** of the 2nd or 3rd party GSATs carried out during this Triennium result, within 3 months, in an action plan developed by the NSO leadership, supported by the Region
- **70%** of action plans resulting out of GSATs are completed within the planned time and have led to strengthened capacity in the NSO
- In advance of the 41st World Scout Conference, **90%** of NSOs support proposals for fees and voting
- A culture of self-improvement, growth and on-going development has been established in the World Scout Committee and its teams
- **10** common standards and best practices have been developed to improve transparency in WOSM bodies

## STRATEGY

By 2017

- **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.
- **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.
- **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.



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World Scout Bureau, Kuala Lumpur Office  
Suite 3, Level 17,  
Menara Sentral Vista, No 150  
Jalan Sultan Abdul Samad  
Brickfields, 50470  
Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000  
Fax: + 60 3 2276 9089

[worldbureau@scout.org](mailto:worldbureau@scout.org)  
[scout.org](http://scout.org)