



# FORWARD TOGETHER: TOWARDS IMPACT AND GROWTH

World Scout Committee  
2014 - 2017 Triennial Report

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# **FORWARD TOGETHER: TOWARDS IMPACT AND GROWTH**

World Scout Committee  
2014 - 2017 Triennial Report



**AZERBAIJAN 2017**

**41<sup>ST</sup> WORLD SCOUT  
CONFERENCE**



“ It is a movement, because it moves forward.  
As soon as it stops moving, it becomes an  
organisation and is no longer Scouting. ”

*Robert Baden-Powell*





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# FOREWORD BY THE CHAIRPERSON



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# The Beauty of Being Part of a Movement

Dear friends,

**W**hen we left Ljubljana (Slovenia) in 2014 after the 40<sup>th</sup> World Scout Conference, our organisation had approved a Strategy for nine years, the basis for a Triennial Plan, and a new World Scout Committee (WSC) with the mandate to work on their implementation.

Three years after, my colleagues and I can sincerely report that a lot has been achieved. Not only by the WSC and the World Scout Bureau (WSB) in its different locations around the world, but also by the Regions that more directly support the National Scout Organizations (NSOs). I believe we ALL certainly have reasons to celebrate.

Vision 2023 and the six Strategic Priorities set the foundation for the 2014-2017 Triennial Plan ("Forward together: Towards Impact and Growth"). And they have always been our compass throughout the triennium as we were aiming for Influence, Growth, Impact and Unity.

We have been committed to championing Vision 2023 and putting a strong focus on the Triennial Plan, but other less visible aspects were important as well and significantly contributed to the progress of our organisation.

## Dedication to excellence in the World Scout Committee

At the beginning of our term, we made a collective commitment to continuous improvement. This was achieved through training, adoption of the best practices in international boards, and intense communication among Committee members, but also with WSB professional staff worldwide, as well as our Regional Committee colleagues.

I would like to make a special acknowledgement to my colleagues in the Steering Committee, and their tireless efforts invested in introducing good practices and ensuring equal participation of all members. Here I would like to especially recognise the fact that for the first time ever, we had a Youth Advisor to the WSC as part of the Steering Committee, reinforcing our commitment to youth engagement at the highest levels of decision-making in our Movement.

## Foreword by the Chairperson



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### A strong bond with our NSOs and Regions

We have been particularly careful at ensuring a constant communication flow with NSOs and Regional representatives. Our policy was to ensure that they feel welcome to share their input and thoughts with us, and we have strived to create as many opportunities as possible for these exchanges. This happened through the Committee's decision to hold one of the two yearly business meetings in different WOSM Regions, as well as through the numerous visits Committee members have made as part of their service to the Movement.

This was also expressed through the alignment of the World and Regional plans executed during this triennium and the many volunteers that helped to implement them (more than 100 at World level). The participative way in which the next Triennial Plan was designed makes us think that this path towards unity in our Movement can continue in a sustained way. All this contributed significantly for a sense of unity which was one of our key aims.



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### A shared passion for Scouting and true belief in its impact

My Committee colleagues and I have been humbled on numerous occasions by knowing about and experiencing Scouting at its very best in many countries worldwide. We heard incredible stories such as the tireless Scouts in the Philippines working with street children to provide them with a better tomorrow, or the extraordinary efforts of Scouts in Haiti during hurricane Matthew; or even the heroic work of Scouts in Libya in a scenario of war and destruction.

And when we met young Scouts on many occasions and asked them what they liked about Scouting, we kept hearing "I learn things", "It's fun", "I make friends for life", "I can help others", or "I can be myself without the risk of being criticised".

Foreword by the Chairperson



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All this has been a constant reminder of the purpose of our work, and a motivation to do better so that we increase Scouting’s impact on more young people. The impact we have already achieved worldwide on millions of young people and their local communities would not be possible without the dedication of adult volunteers and professional staff – and to them I am truly grateful.

At World level, a word of gratitude is also due to Scott Teare, former Secretary General, not only for the work he has done in fully establishing the office in KL, but also to the support he provided to the WSC.

With the selection of Ahmad Alhendawi as the new Secretary General in November 2016 by the WSC, the WSB entered a new era. Although he has been serving for only a few months, one can see that concrete steps have already been taken in building ONE WSB, which includes all the 124 women and men that serve this Movement in a professional capacity. I believe that this competent, passionate and knowledgeable group of people, under the leadership of an enthusiastic Secretary General, will be a valuable force in achieving Vision 2023.

On behalf of my colleagues, it is with great pride that I present to you the 2014-2017 Triennial Report. In this Report, you will find detailed information about three outstanding years, and a list of key achievements highlighted in the Executive Summary.

Have we been able to achieve everything we aimed for? We are mindful that we have not, but much has been done as you will see. And I sincerely thank all those who have contributed to this. We all “did our best”, as Scouts are asked to do.

Others will succeed us and will also give their best to the continued development of Scouting. That is the beauty of being part of a Movement.



Yours sincerely,

**João Armando G.**

Chairperson  
World Scout Committee

# FOREWORD BY THE SECRETARY GENERAL



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## A Movement in Motion

Dear friends,

Lord Baden-Powell once said “It is a movement, because it moves forward. As soon as it stops moving, it becomes an Organisation, and is no longer Scouting”. This triennium has indeed been one marked by movement, most notably through the adoption of our Vision 2023 which set out a bold new direction for Scouting.

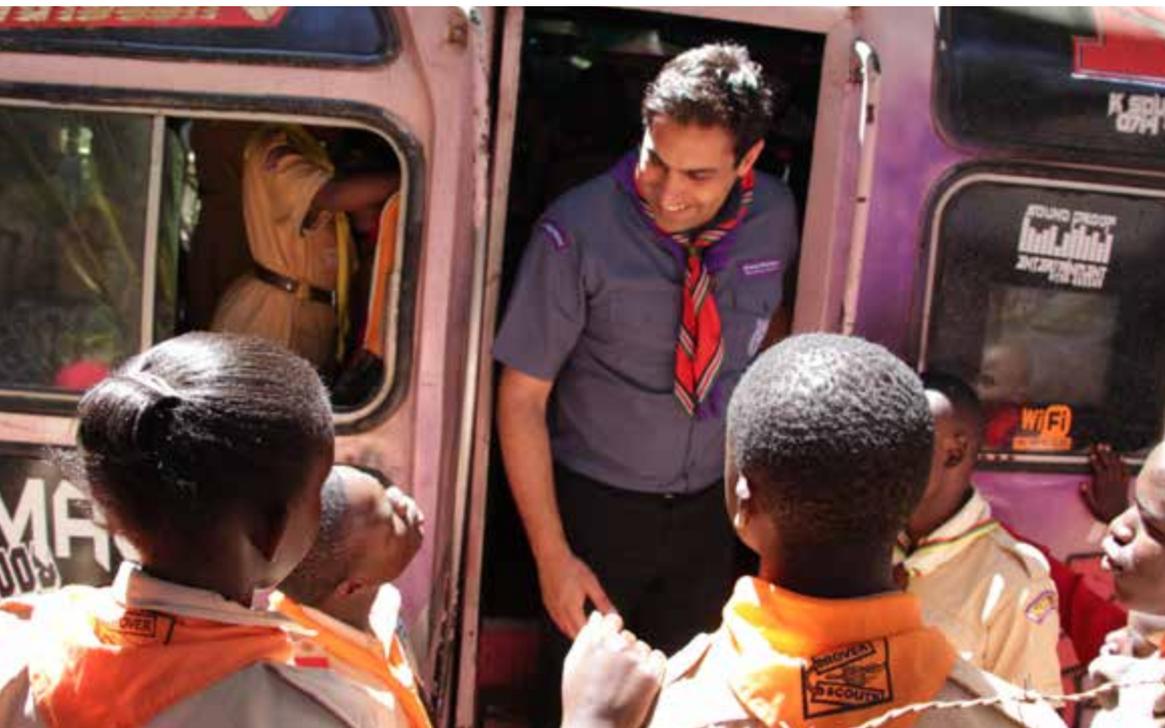
The opening of a new Global Support Centre in Kuala Lumpur brought many opportunities, but also some challenges. I recognise here the immense efforts of the World Scout Bureau (WSB) staff (not only Kuala Lumpur and Geneva, but worldwide) for their perseverance through this time of change. With the new triennium, the WSB moved to a process of modernisation. My predecessor Scott Teare played a vital role in initiating this process and leading the WSB through a challenging time.

This triennium was not only marked by a new Vision but also a much more focused approach to developing the Triennial Plan. This was the first time that we had come to the World Scout Conference with an already developed proposal, which enabled us to save time and move to implementation from the very beginning of the new triennium.

This report shows the successes and challenges we have faced during the triennium. There have certainly been many achievements, however, I am particularly moved by a few that will shape our way forward:

- **A united Movement.** This triennium was a period of resolving challenges. I am pleased to see a renewed faith in our Scouting brotherhood across the board – from east to west, south to north, we are more connected and focused on jointly delivering on our Vision.
  - **A growing Movement.** This triennium has witnessed a record number of new members joining WOSM, as well as significant growth in existing members, all due to substantial efforts invested in expanding Scouting in communities where it has not existed before. This work needs to continue, and we will certainly prioritise sustainable growth in our existing members, as well as expanding and including new members in the future.
  - **A Movement answering to the needs of its members.** The Global Support cycle has enabled us to collect an unprecedented amount of information about the state of our Movement’s members, and as a direct result, tailor better the support we provide. Moving forward, we will put an even stronger focus on developing a service-oriented WSB.
- I joined the WSB in March 2017. Since then, we have been working on revitalising it, to ensure that it is offering the best possible support to National Scout Organizations (NSOs). The revitalisation agenda I presented to the World Scout Committee (WSC) of seven objectives and 50 action points builds on successful experiences from the past, and positions NSOs and their needs at the centre of the WSB’s work.

## Foreword by the Secretary General



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## Thank you

The achievements of this triennium would not have been possible without many extraordinary contributions of individuals and teams, and I would like to take this opportunity to express my gratitude to them on behalf of WOSM.

The WSC demonstrated outstanding governance, and its members invested a great effort in supporting World Scouting. A special recognition here is due to the Steering Committee, whose leadership provided much-needed focus to the Movement, more recently during the transition time between two Secretary Generals.

I am grateful to the WSC members and in particular to Chairman João Armando Pereira Gonçalves for his outstanding leadership and guidance. We will remain thankful for his strong contribution to all aspects of our work.

I would like to thank my predecessor, Scott Teare. Without his foundations and process established for modernising the World Scout Bureau, my revitalisation agenda would have been much harder to implement.

A special word of gratitude goes to all our partners, especially to the World Scout Foundation, for their contributions to our Mission. Through joint work, we have managed to achieve a lot. We hope to continue the fruitful collaborations and expand them even further in the future.

My colleagues at the WSB have worked tirelessly, with an amazing passion for our Movement, towards achieving the goals set out in Vision 2023 and the Triennial Plan. Their commitment is truly inspiring, and I am grateful to them for the energy they consistently demonstrate and their willingness to embrace change.

Finally, the work we have done this triennium would have been impossible without the immense efforts of hundreds of World Scouting's volunteers. They have put up cities under tents, delivered countless activities during our events, spent thousands of hours online working on developing our resources for NSOs, and delivered direct support as consultants to many NSOs. For this, I owe them my deepest gratitude.

Foreword by the Secretary General



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## Moving forward

As B-P said, we need to keep on moving forward. And with this in mind, we commit to embrace the challenge of a new triennium. During the next three years, we will focus on achieving sustainable growth and deepening Scouting's impact and influence – within and outside of the Movement.

Our work in the future will be centred around responding to NSOs' needs in a tailored and timely fashion. We will be pulling our efforts together across Regional and World levels to deliver the best possible service and support to Member Organizations.



Yours in Scouting,

**Ahmad Alhendawi,**  
Secretary General  
World Organization of the Scout Movement



# EXECUTIVE SUMMARY



**AZERBAIJAN 2017**  
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# Forward Together: Towards Impact and Growth

## Successful transition

**T**o understand the work developed in 2014-2017 by the World Scout Committee (WSC) and World Scout Bureau (WSB), it is important to put it in perspective. The previous triennium (2011-2014) had been marked by several important achievements: the development of a renewed Strategy for Scouting, the introduction of the Messengers of Peace Initiative, the adoption of the World Scout Youth Programme and World Scout Youth Involvement Policies, the delivery of a successful 22<sup>nd</sup> World Scout Jamboree, 14<sup>th</sup> World Scout Moot and 1<sup>st</sup> World Scout Education Congress.

## Forward Together: Towards Impact and Growth

### Executive Summary

In 2014, as part of the WSB reorganisation and relocation review, a new Global Support Centre was opened in Kuala Lumpur, which together with the existing Global Support Centre in Geneva, coordinates the global operations of World Scouting. At the time of the Slovenia Conference, the new Kuala Lumpur office was still in an “installation” phase, with much of its staff still based in Geneva.

The 2014-2017 triennium was marked by a period of settling in: to a new location, new ways of working and collaboration, as well as a new Strategy for Scouting. This process was carefully guided by Scott Teare, who invested utmost efforts in ensuring a smooth running of all the WSB Support Centres throughout this period of change. The process benefited from an all-WSB-staff meeting held in 2015 in Kuala Lumpur, during which staff members had an opportunity to further align working methods across Support Centres and exchange experiences and best practices.

Vision2023, adopted in 2014, set the way forward for the Movement, through its four key themes:

- **Influence**  
 (“By 2023 Scouting will be the world’s leading educational youth movement.”)
- **Growth**  
 (“enabling 100 million young people”)
- **Impact**  
 (“to be active citizens creating positive change in their communities and in the world”)
- **Unity**  
 (“based on shared values.”)



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These themes, along with the six Strategic Priorities of the Strategy for Scouting, formed the basis for developing the 2014-2017 Triennial Plan and its corresponding operational framework. The operational framework was based on four Work Streams: Innovating Scouting, Reaching Out to All, Strengthening Scouting’s Profile and Governance and National Scout Organization (NSO) Support.

These were accompanied by three Task Forces working on specific issues: Duty to God, WOSM Fee System and Voting Rights, and Membership Growth. In addition, a transversal Strategy Monitoring Group was established with the task of monitoring progress towards achieving the objectives outlined in the 2014-2017 Triennial Plan, as well as supporting the development of the next plan.

The 2014-2017 Triennial Plan’s objectives led the work of the volunteers and staff of the World Organization of the Scout Movement (WOSM) through the past three years, and this report gives an overview of all that has been done. Below is a summary containing the key highlights:



## Setting Standards for Quality Scouting

Building on the approval of the World Scout Youth Programme and the World Scout Youth Involvement Policies at the 2014 World Scout Conference, an in-depth review of the World Adults in Scouting Policy was undertaken which led to an updated version being approved by the World Scout Committee (WSC).

Another major policy development was the World Safe from Harm Policy, which is up for approval at the World Scout Conference. These policies enable NSOs to guide their work in each of these areas according to global standards. Further extensive work in the coming triennium is planned for ensuring that there is sufficient support for NSOs working on embedding these policies into their national practices.

A review of the Scout Method conducted during this triennium provided an opportunity to align the different definitions and publications which have been developed over the years in one unified framework.

This triennium saw an increased focus on enabling more Scouts to take action in their local communities, and these efforts lead to the conception of the Better World Framework, bringing together the three main World Programmes (Messengers of Peace, Scouts of the World Award, World Scout Environment Programme) and other World, Regional and national initiatives which contribute to the impact of Scouting's Youth Programme in specific areas. The framework aims at being a pool of inspiration for community development activities, that enrich the Youth Programme in NSOs.

## Supporting NSOs to reach their full potential

Substantial efforts have been invested in ensuring the implementation of the Global Support Assessment Tool (GSAT) and providing support to projects and initiatives that aimed to strengthen the capacity of NSOs as a follow-up of the GSAT. During this triennium, GSAT was further rolled out to 73 NSOs providing them with direct insight on their performance against international best practices in good governance and quality Scouting.

The tool is now available in three different formats, catering to diverse needs and situations. More than 100 volunteers and staff took part in a dedicated training and now contribute to the capacity strengthening of NSOs worldwide as high-impact actors in their respective civil societies.

Extensive work was also undertaken to develop an online learning platform which would enable Scouts worldwide to take up courses related to various Scouting topics through one shared platform. The platform complements scout.org, and it is anticipated to be completed in the next triennium.



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## Forward Together: Towards Impact and Growth

### Executive Summary

## Ensuring Sustainable Growth

There has been a strong focus in the 2014-2017 triennium on expanding WOSM's membership. The WSC has recommended 11 NSOs for WOSM Membership with nine already declared a Member Organization: Aruba, Curaçao, State of Palestine, Myanmar, Seychelles, Sao Tome and Principe, Timor-Leste, San Marino and Guinea-Bissau. When the two pending application processes of Macau and Iraq are completed at the 41<sup>st</sup> World Scout Conference, a historic record will be set in the number of members recognised in one triennium.

These efforts were partially made possible by the establishment of a worldwide dashboard showing progress in the capacity of potential new NSOs. This allowed for a systematic follow-up of WOSM's effort to bring Scouting to places where it currently doesn't yet exist.

Growth in existing WOSM Member Organizations has also been noted and recognised through the publication of a first-ever WOSM Membership Report; the successes of Kenya which grew its membership by one million new Scouts; Cambodia which quadrupled its membership; and Liechtenstein which increased its market share to 8.55% vis-à-vis the youth population of the country. Many more will be recognised through the new NSO Growth Awards at the 41<sup>st</sup> World Scout Conference.

However, research conducted by the WSB confirms that substantially more Scouts are part of the Movement, underlining the need for continued efforts to improve methods to capture more accurately the number of young people that are impacted by Scouting.



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## Engaging Young People in Decision-making

The involvement of young people increased substantially over the last three years. The Youth Advisors to the WSC were fully incorporated in its governance responsibilities (including one of them being a member of the Steering Committee). In addition, 30% of the volunteers appointed to support WOSM's work in this triennium were below the age of 30. Moving forward, a guideline for organising World Events adopted by the WSC stipulates that at least 25% of the future planning teams should consist of young people below the age of 30.

## Organising World-class Events

In the past triennium, four main World Events have been carried out successfully:

- The 23<sup>rd</sup> World Scout Jamboree, held in 2015 in Japan provided an unforgettable experience to more than 33,000 Scouts and adult volunteers from 155 countries and territories, and reinforced the Spirit of Unity of the Movement.
- The 15<sup>th</sup> World Scout Moot held in Iceland (2017), the biggest ever organised, which attracted the interest of almost 5,000 people. This Moot confirmed that through good organisation and challenging activities (run in unique venues) young adults can have fruitful exchanges with others, from the same generation, coming from many different places.
- The 2<sup>nd</sup> World Scout Education Congress (Kandersteg, 2017) confirmed its important role in an organisation which aims to be ‘the world’s leading educational youth movement’. Bringing together representatives of more than 100 countries, the event identified the main trends which may impact Scouting in the future and how the Movement can respond to them.
- JOTA-JOTI continued to be the largest event in World Scouting, putting more than one million Scouts in contact with each other and contributing significantly to a sense of belonging to a wider global family each year.



## Forward Together: Towards Impact and Growth

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## Providing Better Governance and Strategic Coordination

WOSM embarked on a series of tasks to enhance and improve governance during this triennium, notably:

- induction trainings for the WSC and Regional Scout Committees, which were drivers of change, significantly improving the decision-making processes and meeting methods
- the establishment of self-assessment, peer reviews and meeting reviews for the WSC, resulting in an ongoing business performance assessment of the members, the team and the work being delivered
- the approval of the WSC's Standing Orders which help guide its work
- increased transparency by reporting through a variety of methods, including articles on scout.org immediately after the conclusion of WSC meetings, Chairperson Letters as well as an in-depth mid-term report on progress towards achieving the objectives of the 2014-2017 Triennial Plan
- the development of Standard Operating Procedures for critical processes within WOSM which will be made available in due time on scout.org

In terms of strategic coordination, the WSC agreed on a monitoring system of 34 Key Performance Indicators for the 2014-2017 Triennial Plan, as well as 16 indicators for measuring progress towards achieving Vision 2023.

In addition to this, work has been done on supporting the alignment of Regional and World plans, and a toolkit was developed for Strategic Planning, Implementation, Monitoring and Evaluation which focuses specifically on supporting NSOs in developing strategic plans aligned to WOSM's Vision 2023. Finally, the work on strategy continued with coordinating the development of draft objectives for the 2017-2020 Triennial Plan.

## Strengthening Financial Management

A new Financial Management System was rolled-out across all WSB Support Centres in July 2015, featuring better consolidation and real-time reporting, which has strengthened financial governance and improved transparency. Furthermore, a new WOSM Fee Collection Policy was approved in October 2015 which has revised cut-off dates for the payment of registration fees as well as partial and full suspension timelines, and has been implemented since the 2015-2016 financial year.

In January 2016, the Financial Best Practices took effect with the aim of setting clear expectations among WSB professionals and volunteers, and to position the WSB as a leader of best practices. These best practices will be shared with NSOs during the 41<sup>st</sup> World Scout Conference.



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## Forward Together: Towards Impact and Growth

## Executive Summary



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Messengers of Peace

## Inspiring Messengers of Peace

Messengers of Peace continues to be WOSM's flagship initiative inspiring millions of young people around the world and bringing effective change to communities. A testament to this are the 760,000,000 service hours registered through scout.org to date. These service hours are clocked through more than one million local activities Scouts take daily to improve the life in their communities: from planting trees across South America, to being first-responders during the Haiyan Typhoon in the Philippines.

More than six million US Dollars were disbursed this triennium to support 154 NSOs and Regional projects related to building peace culture, active citizenship and capacity strengthening. These projects span across 74 NSOs, and have supported initiatives such as: Ticket to Life (supporting street children in several Asian countries to reach their full potential), Food for Life (providing essential knowledge about gardening and food production to children in more than a dozen African countries), and many more.

An in-depth mid-term review of the Initiative was carried out in 2015, resulting in a set of recommendations that helped with further increasing the impact, accessibility and improving the governance of the Initiative. As a direct result of the evaluation the MoP application and reporting forms and guidelines for applicants and evaluators have been updated, and are now more user-friendly for NSOs, and also better capture the impact of the projects.

## Collaborating with the World Scout Foundation

The collaboration with the World Scout Foundation has intensified and improved significantly over the past period. Yearly meetings between the WSB Global Support Centre and the World Scout Foundation staff were organised for the first time ever. These meetings helped shape the joint work, and focus on delivering targeted support to carefully crafted global projects.

During the triennium, the Brownsea online donation platform has been developed in partnership with the World Scout Foundation. The platform, which will be launched at the Conference, aims at enabling Scouts worldwide to fundraise for their community projects through support from a global online community.

Forward Together: Towards Impact and Growth

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## Leading Efforts in Humanitarian Action

Scouts united around the world in support of each other when disaster struck, most prominently during the earthquakes which hit Nepal in 2015 and Ecuador in 2016, the hurricanes which caused devastation in Haiti and the Philippines between 2015-2016 and the ongoing European refugee crisis. They expressed their solidarity through ScoutAid, an online donation drive established on scout.org to support emergency relief efforts of NSOs existing in the areas hit by disaster.

WOSM organised a training workshop for 19 NSOs with specific experience on the topic of humanitarian action, which helped shape WOSM's position on the topic. As a result of the workshop, work is in progress on developing guidelines for NSOs on Scouting's role in humanitarian action, which will be published later in 2017.

## Measuring Scouting's Impact

The impact of Scouting has been defined as the effect of Scouting activities on individuals and communities, and is represented at three levels: individual, community and institutional level. With this as a starting point, WOSM focused on developing two tools this triennium for measuring the impact of Scouting: one providing a cost-benefit approach to identify how much benefit local groups contribute to their communities, and the other being a survey to measure the impact of Scouting on the personal development of young people. The latter was done by comparing a group of Scouts and non-Scouts from the same community across a set of key skills, knowledge, attitudes and behaviours believed to be developed in Scouting. Both tools will be presented at the 41<sup>st</sup> World Scout Conference.

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Executive Summary



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## Improving Communication

This triennium was marked by the development and adoption (by the WSC) of the WOSM Strategy for Communications and Strategic Engagements (CSE), which defines the brand message of Scouting as ‘non-formal education of young people for active citizenship’. The CSE strategy will be widely disseminated and implemented in the coming triennium.

Scouting’s website, scout.org, has more than 200,000 registered users in 2017, compared to 30,000 from the previous triennium, an increase of more than 660%. Scout.org now offers enhanced and new features, resulting in higher engagement and enhancing the visibility of the World Scout brand. During this triennium, a new mobile app for Scouts worldwide was developed and will be launched at the 41<sup>st</sup> World Scout Conference.

A new version of the scout.org Intranet is currently being developed with the aim of boosting internal communications and transparency, promoting efficient information flow and connecting everyone involved in Scouting at the national, Regional and World levels.

The Movement united itself in 2016 around a successful campaign marking the Cub Scouts Centenary, which saw thousands of activities on grassroots level highlighting the importance of the Cub Scout Programme for young people worldwide.

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## Engaging in Strategic Partnerships

The WSC approved several WOSM Position Statements on topics such as volunteering, diversity and inclusion, child and youth protection and social impact. These position papers guide our work in external engagements, and ensure that focus is kept on contributing to the achievement of Vision 2023 through this area of work.

A review of over 30 WOSM Memorandums of Understanding with various partners was conducted during this triennium, helping to better understand how existing partnerships support the achievement of Vision 2023.

The collaboration with WAGGGS was intensified, and further work was undertaken to create opportunities to impact more young people worldwide. As the culmination of this renewed collaboration, a joint statement was produced, confirming the will of the two organisations to further cooperate. This joint statement was announced immediately after the first-ever joint visit made by the two Chairpersons to an NSO.

WOSM focused on increasing its visibility at global events such as the UN General Assembly and Conference of the Parties to the UN Framework on Climate Change. A streamlined approach for WOSM External Representatives was put in place through an open call and a tailored, comprehensive training for these representatives is planned to take place in 2017, following the 41<sup>st</sup> World Scout Conference.

## Addressing Challenges

### - Fee System and Voting Rights

The WOSM Fee System and Voting Rights Task Force was delegated to work on reviewing the current fee situation and developing new proposals for the fee system after 2020. Under the recommendation of the Task Force, the WSC concluded that there was no need to change to the voting rights of Member Organizations. During the 41<sup>st</sup> World Scout Conference, the current situation regarding this topic will be presented to the participants.

### - Duty to God

The review of the implementation of the Duty to God Principle by NSOs showed a reassuring worldwide commitment to the importance of spiritual development in the Youth Programme. The 3<sup>rd</sup> World Scout Interreligious Forum further built on these results and provided increased understanding for the different views and diversity around the world on this topic. The review resulted in a draft resolution being put to the upcoming World Scout Conference for further consideration on next steps to be taken in this area.



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## Transition in Leadership

This triennium witnessed a transition in WOSM and the WSB's leadership. Scott Teare retired in October 2016, with his tenure marked by the successful move of the Global Support Centre from Geneva to Kuala Lumpur.

Ahmad Alhendawi was appointed as WOSM's 10th Secretary General in November 2016. Since his commencement, he has introduced a revitalisation agenda for the WSB consisting of seven objectives and 50 action points. This revitalisation agenda is already being implemented by WSB staff worldwide, with some notable progress being made in:

- establishing one master operational plan for all WSB Support Centres, based on Vision 2023, the six Strategic Priorities, the draft 2017-2020 Triennial Plan's objectives, and available GSAT data
- reflecting diversity in the recruitment of new positions, notably the appointments of women to leadership roles
- focusing on delivering support to NSOs in a collaborative, coordinated and modernised manner
- establishing a task force for streamlining human resource practices and policies across WSB Support Centres as well as an Innovation Hub for the WSB
- enhancing WOSM's communications and strategic partnerships, and developing WOSM's response to emerging issues and global trends such as Scouting in Humanitarian settings and Scouting for Sustainable Development

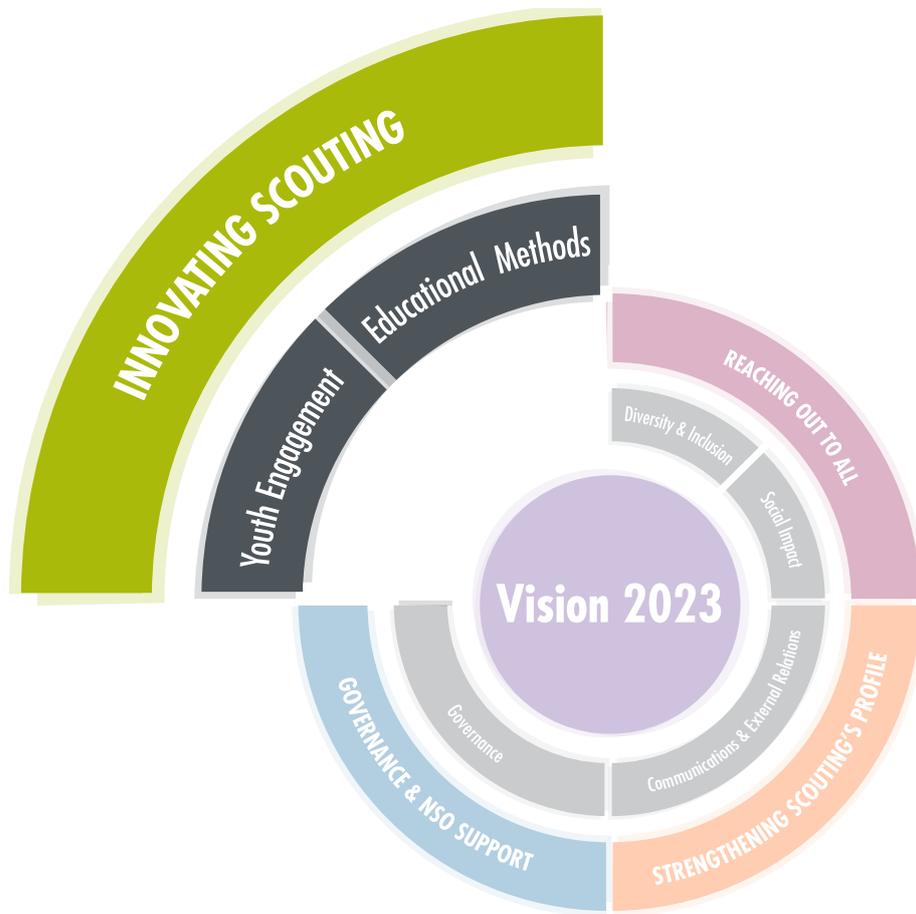


A group of young people are gathered at a campsite. In the background, there are several tan tents and a wooden structure with laundry hanging on a line. A young man in a blue shirt is standing on a wooden structure, looking towards the camera. Other people are sitting or standing around, some smiling. The scene is outdoors with a cloudy sky.

# REPORTS FROM WORK STREAMS TASK FORCES AND STANDING COMMITTEES



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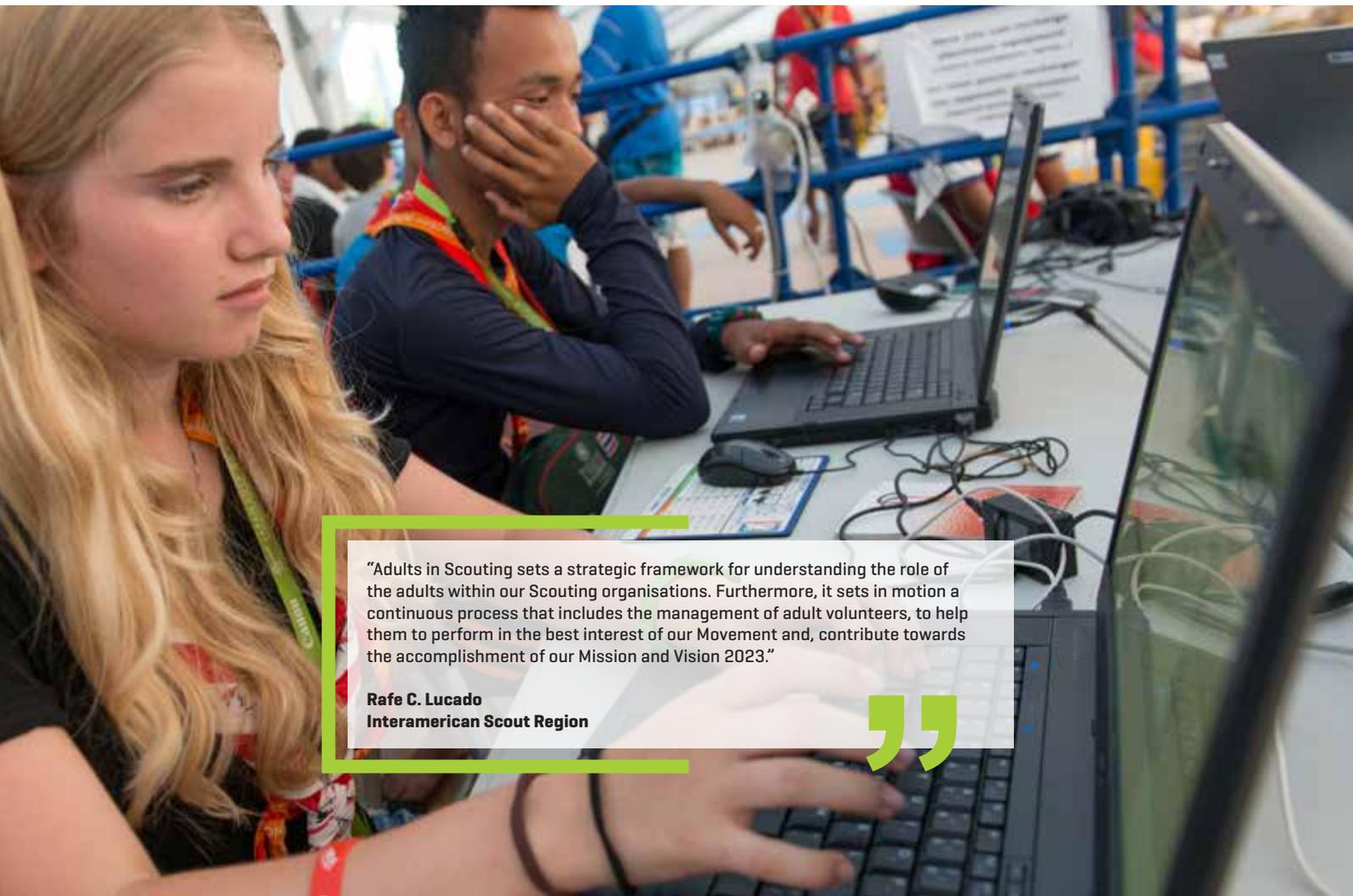


# INNOVATING SCOUTING WORK STREAM

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

Reports from Work Streams, Task Forces and Standing Committees

Innovating Scouting



“Adults in Scouting sets a strategic framework for understanding the role of the adults within our Scouting organisations. Furthermore, it sets in motion a continuous process that includes the management of adult volunteers, to help them to perform in the best interest of our Movement and, contribute towards the accomplishment of our Mission and Vision 2023.”

**Rafe C. Lucado**  
Interamerican Scout Region



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The Innovating Scouting Work Stream was created to meet the objectives of the Triennial Plan that include both the Youth Engagement and Educational Methods Strategic Priorities. Through innovative tools, events, programmes and frameworks, the Work Stream tried its best to ensure the 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, Youth Involvement and World Scout Events.

The Innovating Scouting Work Stream as well as its units and informal networks worked hard throughout the triennium to meet the Triennial Plan objectives and Key Performance Indicators through a wide range of innovative ideas for Scouting, they include:

- revisiting the Scout Method to reflect the trends of the 21st century and of young people
- supporting the implementation of the World Scout Youth Programme Policy
- supporting the implementation and updating of the World Adults in Scouting Policy
- supporting the implementation of the World Scout Youth Involvement Policy
- developing the World Safe from Harm Policy
- developing an online learning platform to ensure exchanges and build capacities in the area of Educational Methods
- supporting spiritual development in Scouting
- supporting the dissemination of the Leadership in Scouting Model

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- exploring possibilities of organising the 2nd World Scout Education Congress, and organising the 2nd World Scout Education Congress
- supporting the organisation of Regional Educational Methods forums as well as workshops during targeted events. All Regions have organised their Educational Forums this triennium, except for the Asia-Pacific Scout Region, which plans to have it this year after the 41st World Scout Conference in Azerbaijan.
- aligning within the Better World Framework, World Scout Programmes and Initiatives such as Messengers of Peace, World Scout Environment Programme and Scouts of the World Award. The framework also includes World Scout Programmes with partners such as the

1. Dialogue for Peace programme with the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID)
  2. Patrimonto Scout Badge with the UNESCO World Heritage Centres
  3. YUNGA challenge badges with United Nations agencies, civil society and other organisations
  4. Interreligious Dialogue Badge with the Interreligious Forum of World Scouting
  5. Scouts go Solar with Greenpeace and Solafrica
- supporting the celebration of Scouting centenaries such as the 2016 Cub Scouts Centenary, 2018 Rover Scouts Centenary and the 2019 Wood Badge Centenary
  - developing the Peace and Human Rights education guideline document
  - supporting the hosts of World Scout Events and revisiting the guidelines of these events
  - reviewing the concept of World Scout Moots
  - reviewing the concepts of the World Scout Conference and World Scout Youth Forum to ensure that both events meet the needs of the Scout Movement
  - benchmarking the involvement of young adults in the planning and delivery of World Scout Events
  - ensuring the involvement of Youth Advisors and other young people as equal partners in the work of the World Scout Committee (WSC) as well as Regional Scout Committees
  - ensuring that young people are given more opportunities to represent the World Organization of the Scout Movement (WOSM) and the Scout Movement externally

The Innovating Scouting Work Stream stresses that National Scout Organizations (NSOs) are key partners 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 extremely vital.

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One of the focuses of the Innovating Scouting Work Stream was the work with the main WOSM educational policies. This triennium was dedicated to the adoption and promotion of the World Scout Youth Programme Policy and the World Scout Youth Involvement Policy, as well as any necessary adjustments of other WOSM institutional documents and policies.

Both policies were translated into the five working languages of WOSM (English, French, Arabic, Russian and Spanish) and made available online. The National Scout Organization of Hong Kong contributed by helping to translate these policies into Chinese/Mandarin. Additionally, the World Adults in Scouting Policy was updated, whereas the development of the World Safe from Harm Policy has concluded.

These four WOSM educational policies were presented and discussed in all World and Regional educational events, and will be presented at the 2nd World Scout Education Congress. The Innovating Scouting Work Stream and Scouting Development Global Team has initiated a project to develop tools that will improve the implementation of the policies as well as to familiarise a pool of volunteers and staff with these policies.



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

**Paulo Velasquez**  
e-Learning Unit lead volunteer, Interamerican Scout Region



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## e-Learning Unit

Online learning resources are valuable assets to NSOs as they help to develop and support their members. Online platforms provide a variety of methods and tools to extend and supplement face-to-face learning, and should be used only when it serves the training objectives and the context of the situation.

During the triennium, an initial assessment of the benefits of using new technologies to support the implementation of adult management systems and delivery of training was completed. Alignment with the Strategy for Communications and Strategic Engagements is being worked on and further options to explore the framework provided by scout.org are being considered.

A pilot platform was deployed at learn.scout.org and is being utilised to pilot technical aspects and contents related to the development the e-Learning platform.

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## Safe from Harm Unit

In the context of Scouting, keeping children and young people safe from harm encompasses all areas of child and youth protection work, and includes a full range of strategies, systems and procedures that aim to ensure that the well-being, development and safety of children and young people is a priority in all Scouting-related activities.

WOSM is committed to maintain a safe environment for the development of children and young people around the world. WOSM's constitution and the values of Scouting obligate us to treat all members equally by creating and maintaining an environment that ensures that all members in Scouting enjoy all rights and freedoms stated in the Universal Declaration of Human Rights, without distinction of any kind.

An in-depth assessment was conducted to assess the status of the implementation of Safe from Harm practices and policies around the world. Data collected by the World Scout Bureau (WSB) has shown that 38.5% of NSOs have Child and Youth Protection policies and procedures in place.

WOSM's position on Child and Youth Protection has been defined in a scoping document to be used by NSOs 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.

In addition to that, a World Safe from Harm Policy for WOSM was developed. This policy will facilitate the development and implementation of the necessary policies and procedures at the national level to create a safe environment for all children and young people in Scouting. It will ensure that appropriate support mechanisms are in place within NSOs to facilitate proper promotion and development of National Safe from Harm policies and strategies.

At the moment, we are at the beginning but the need and intention have been in the air for a long time. The draft policy document should be launched in the first part of this year with practical implications (e.g. online training and certification for leaders). After public consultation with members and "fine-tuning" with legislation in Slovenia, the final document should be adopted at the 41st World Scout Conference in 2017.

Tadej Pugelj,  
European Scout Region



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

**Keeping Scouts Safe from Harm**  
**WOSM's Position Paper on Child and Youth Protection**



## Reports from Work Streams, Task Forces and Standing Committees

## Innovating Scouting

The elections committee's task is to propose a national board for the Scouts and Guides of Sweden and we are implementing the Leadership in Scouting model as a tool to assess the leadership skills of the various candidates for the board.



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## Leadership in Scouting Unit

The fundamentals of leadership in Scouting 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 leadership work developed during this triennium was inspired by the 21st century leadership model developed in the previous triennium.

The work of the unit is targeted 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 presented to other external organisations through participation in international-level events such as the annual conference of the International Leadership Association and positive feedback was received. A Regional workshop to disseminate the leadership model was organised with the Asia-Pacific Support Centre in 2017.



“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...”

**2016 Kandersteg  
International Scout Centre (KISC) Strategy**

All Regions have organised educational events on mentioned topics, and the Leadership in Scouting model was highlighted separately as there was a resolution on Leadership in Scouting. More opportunities for testing the Leadership Model are being identified. Reaching out to other stakeholders and partners in the planning and implementation of the model and securing the resources to support the work is currently a priority.

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## The Scout Method Review Unit

The 40th World Scout Conference in Slovenia, through Conference Resolution 2014-08, urged the World Scout Committee 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 2014-2017 Triennial Plan, 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 in WOSM documents in describing the Scout Method. In addition, the need for a review and clarification was raised on several occasions during the 1st World Scout Educational Congress. As a result, a unit task with overseeing the Scout Method Review was created by the Innovating Scouting Work Stream.

In the first half of the triennium, the Scout Method Review 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, following which they shared concrete suggestions with target groups and issued an open call to all NSOs.



The first draft of the Scout Method Review concept paper explained these suggestions as well as some practical information. Some sessions were organised during Regional conferences and educational forums as well as related events to get feedback on the concept.

After sharing the first concept paper with the target groups and getting feedback, the Unit worked virtually before coming together in Cairo, in August 2016 to finalise the proposal. The proposal was submitted to all respondents from the target groups for the 2nd round of consultation from both the educational and constitutional aspect. The WSC gave its final endorsement of the Conference Document on the Scout Method Review in March 2017.

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The analysis of the findings of the first round led to the following conclusion:

- There is a general satisfaction with the idea of updating the Scout Method
- The proper implementation of the Scout Method is more important than its sole interpretation
- The Scout Method at national level is and shall match the same spirit created by the founder. This is an educational and constitutional essential matter.
- The first draft of the concept paper for the Scout Method Review that was released in February 2016 was too complex as it had ten elements
- It is important to emphasise that the Scout Method is the “How”, not the “What” of the Youth Programme
- The pedagogical/academic link that was shown during the process was appreciated

“

“My overall comment of this document is that it is excellent, comments have been listened too and the end result is a simple, clear document that is easy to translate and to understand.”

**Kirsty M. Brown**  
Scouts Australia, Asia-Pacific Scout Region

In summary, the unit has decided to adopt two principles for the final proposal – simplicity and clarity.

Hence, the updated version simply included the following:

- Add ‘community involvement’ as the eighth element of the Scout Method as described in the Essential Characteristics of Scouting document
- Include new concepts and theories that will help in the understanding of the Scout Method in today’s context – 21st century competencies and life skills, youth trends, leadership skills, diversity and inclusion, environmental issues, etc.
- The complete information on the updated interpretation of the Scout Method is in Conference Document 8.

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## World Scout Programmes Unit

The 40th World Scout Conference adopted Conference Resolution 2014-14 on “Advocating for a Better World”, as well as a Triennial Plan objective to align the World Scout Programmes and Initiatives.

Subsequently, the Innovating Scouting Work Stream created a World Scout Programme Unit that has three subunits – one for each World Scout Programme. This Unit and its subunits have worked on the alignment and definition of the existing World Scout Programmes and Initiatives – Messengers of Peace, World Scout Environment Programme and Scouts of the World Award.

Together with the Messengers of Peace Global Team, it worked on creating the Better World Framework that was endorsed by the WSC in March 2015.

In the first half of the 2014-2017 triennium, each subunit organised a face-to-face meeting and several virtual meetings to further develop their respective programme materials and resources, as well as to collect input on the Better World Framework.

By the end of the triennium, each subunit organised a World Seminar on the respective World Scout Programme. The materials of each programme have been updated and aligned within the Better World Framework.

The World Scout Programme units and Messengers of Peace Global Team met in December 2016 to finalise the Better World Framework, which was presented to the WSC in their meeting in March 2017. Subsequently, the Better World Framework was presented in many World and Regional events, and welcomed by NSO representatives.



## Scouts of the World Award Programme

The international seminar on the Scouts of the World Award programme 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.

Additionally, the Scouts of the World Award subunit organised a World Seminar in France, in November 2015, to update NSOs on the final developments in the programme. The programme is now fully updated and comes with a complete package of support materials that are available online.

WOSM signed an agreement with the UNESCO World Heritage Centre to apply the methodology of the Scouts of the World Award programme in the conservation of World Heritage Sites by Scouts and recognising their efforts with the Patrimonto Scout Badge. To date, pilot projects have been initiated in Thailand, France and Egypt. The Scout Association of Thailand completed the project and 23 Scouts received Patrimonto Scout Badge.

## Reports from Work Streams, Task Forces and Standing Committees

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In November 2014, the WSC endorsed the proposal of linking the three World Scout Programmes under the Global Network of Service umbrella. Since then, tremendous efforts have been made to realise it.

The work this triennium presents the progress of the idea of creating a common framework based on the existing efforts in Scouting to create a better world. This common framework has since been known as the Better World Framework and has spread worldwide.

There are currently a Better World Centre in Pakistan, a Better World Network in the Interamerican Scout Region and a Better World Team in Singapore. The framework was also successfully promoted at Better World Tents and exhibitions at World and Regional events such as the 23rd World Scout Jamboree in Japan, Africa Scout Day, Africa Scout Jamboree, Arab Scout Moot, Interamerica Scout Jamboree, Singapore National Jamboree and soon, at the 15th World Scout Moot in Iceland.

The Better World Tent was an interactive learning experience for the participants rather than just an exhibition. A lot of emphasis was placed on offering fun and innovative activities rather than just static information. Over 2,000 visitors visited the tent daily.



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

**Pia Mortensen**  
Participant of The Academy 2015, Portugal,  
European Scout Region



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## World Scout Environment Programme

The World Scout Environment Programme subunit organised the World Seminar on the Environmental Education in the Czech Republic in May 2016. World Scout Environment Programme documents have been updated to align them with the other World Scout Programmes.

The publication of the new documents has been put on hold until the next triennium as there is a need to review the connection between the World Scout Environment Programme, Sustainable Development Goals and new trends in sustainability. The Scout Centres of Excellence for Nature and Environment (SCENES) have now an updated guideline.

## Messengers of Peace Programme

The Messengers of Peace subunit organised the Messengers of Peace World Seminar in Budapest, Hungary in October 2016. The participants of this seminar had the opportunity to discuss the Messengers of Peace initiative, the newly developed Messengers of Peace programme, Peace and Human Rights education, as well as the Dialogue for Peace programme.

The seminar was partially supported by WOSM's partner, KAICIID Dialogue Centre. Messengers of Peace programme materials have been developed and made available online. More information on Messengers of Peace and the Better World Framework will be shared in the following sections.

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“Over the course of our days together, I think we recognised the extraordinary expertise and experience that we have within the group – and the wisdom as well. We worked very hard and have, I believe, developed the first stages of an educational framework that could be of immense help to those around the world preparing to embrace the human rights agenda within their Scouting organisations.”

**John May**  
Peace and Human Rights unit leader,  
European Scout Region



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## Peace and Human Rights Unit

The 40th World Scout Conferences set some objectives and goals in the 2014-2017 Triennial Plan as well as in Resolution 2014-12 and 2014-13, that directed the work of the Peace and Human Rights Unit. There were some challenges that had to be addressed in the beginning of the triennium, which led to the restructuring of the unit by the WSC. In the second half of the triennium, the unit met twice to:

- define and develop a framework of Peace and Human Rights education in Scouting
- define appropriate method of delivery of Peace and Human Rights educational content

The WSC endorsed the proposal of the unit during its meeting in September 2016. After this endorsement, the unit worked on developing the educational material. Since the beginning, the unit has recognised that it would have a difficult task ahead and may find it impossible to reach a consensus among all NSOs, when it came to actions that should be taken.

This sensitivity was obviously shown during the last two World Scout Conferences in Brazil and Slovenia, and the growing awareness of sensitive Human Rights issues within World Scouting led to the need of such education. Therefore, a Peace and Human Rights Education document was developed and is currently being finalised.

## Adults in Scouting Unit

The delivery and development of the Youth Programme requires the active involvement of competent adults who need to be attracted to volunteer for Scouting, develop the competencies needed to perform the necessary roles and, managed and supported 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, it is expected that

- a better service is provided to young people
- higher motivation of adults
- greater effectiveness of the organisation

Ultimately, Adults in Scouting is part of the overall strategy of the Movement to provide a global approach to the development of Adult Leadership.

A general detailed assessment of the implementation of the World Adults in Scouting Policy was completed and a report that is to be shared during the 41st World Scout Conference is be-

ing prepared. This work will provide a baseline for further developing strategies and support on particular elements of the policy during the next triennium.

The review of the World Adults in Scouting Policy includes a number of upgrades that will enable more focus on the key principles stated by the policy as well as on the process for its implementation.

Overall focus has been given to the implementation of the Adults in Scouting model, whereas a tool for NSO self-assessment is being developed.

A new Wood Badge framework proposal is being developed. The Wood Badge is WOSM's training standard (the "What") which defines the common learning experiences for the development (the "How") of all adults (the "Who") supporting the Mission of Scouting (overall goal).

The Volunteering in Scouting Position Paper put a strong focus 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.

The 23rd World Scout Jamboree in Japan provided a great opportunity for exploring the principles of the World Adults in Scouting Policy with the International Service Team members attending the event through quality workshops delivered daily in the Better World Tent. Throughout the event, the practical implementation of the World Adults in Scouting Policy processes and principles were implemented, forming the backbone of the management of International Service Teams on the campsite.



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## World Scout Moot Concept Review Unit

This Unit was tasked with the review of the operation of World Scout Moots to ensure a greater participation of young people in the event. In addition, this unit followed-up on the satisfaction of participants at World Scout Events. The Unit, under the Innovating Scouting Work Stream, was created because of the Triennial Plan objectives regarding the World Scout Moot Concept review.

An initial consultation took place at the 23rd World Scout Jamboree in Japan, which informed the development of an online questionnaire that went live in early 2016. Comments on the Regional Rover events were also collected from the Regional Support Centres.

The Unit met mainly during WSC meetings to discuss the results of all these processes. Subsequently, the Unit concluded that the concept of the World Scout Moot and its programme were not the main factors attracting participants.

On the contrary, marketing, the host country and its attractions are the main factors, as proven by the upcoming 15th World Scout Moot in Iceland, which has the highest number of participants ever. Consequently, the World Scout Moot guidelines were reviewed and approved by the WSC in March 2017.



## World Scout Youth Forum and World Scout Conference Concept Review Unit

The Innovating Scouting Work Stream created this unit to ensure that the organisers of the World Scout Youth Forum and World Scout Conference work more closely together, and that the work in each compliments the other. It is important that the World Scout Youth Forum is able to influence and contribute to the work of the World Scout Conference.

With regard to the World Scout Youth Forum and World Scout Conference concept review, initial discussions have been held with a variety of stakeholders to gain views on ways to achieve the targets and ideas that have been discussed.

Further work took place over the triennium, with planning meetings for the Conference and the Forum taking place in the first half of 2016. In undertaking this review the following steps were taken:

- review of resolutions relating to both events over the last ten years
- review of evaluation documents and surveys from both events wherever available
- review of the document on 'Assessing the impact of the World Scout Youth Forum and Youth Advisor system'
- group discussion with members and Youth Advisors during WSC meetings
- comprehensive review of the World Scout Conference approach and links with the World Scout Youth Forum by the 41st World Scout Conference the planning team in Azerbaijan
- review of the proposals by the 13th World Scout Youth Forum Planning Team

The main conclusions of the concept review was formulated in the 41st World Scout Conference Document 10 with a proposed Draft Resolution to be considered at the Conference. Among the main ideas presented in the document is to increase ways of involving more young people in the Conference as a way to merge both events by 2023.

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## World Scout Youth Involvement Policy and Youth Engagement Unit

The tasks of this Unit consist of:

- organising global workshops on the World Scout Youth Involvement policy in every Region
- benchmarking the extent to which young adults are involved in the planning and delivery of World Scout Events as a step towards increased involvement
- fully involving Youth Advisors and other young people as equal partners in the work of the WSC as well as Regional Scout Committees
- ensuring that young people successfully represent World Scouting externally as the face of the Movement
- regularly reporting to NSOs on the implementation of the World Scout Youth Involvement Policy



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The World Scout Youth Involvement Policy and Youth Engagement have been among the main topics of the Regional educational forums, workshops and events. Discussions on this area have been increasing and the implementation of the policy is going in the right direction.

All WSC 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 to ensure they are fully able to contribute. The inclusion of Youth Advisors in the most recent formations of Regional Scout Committees has been successful.

The guidelines for World Scout Jamborees and World Scout Moot are being revised to ensure that 25% of planning teams consist of young people under 30 years old. Discussions took place with the organisers of the 15th World Scout Moot and the 24th World Scout Jamboree to ascertain if it is practical and possible to meet this requirement in the organisation of these events.

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The training and briefing of young people as External Representatives of WOSM have been put in place and this is being coordinated between the Scouting Development and External Relations Global Teams. Similarly, the training of WOSM External Representatives was organised in September 2017.

Regular reporting to NSOs on the implementation of World Scout Youth Involvement Policy, which included figures and best practices, was conducted at the end of the triennium.



The appointment of the Regional Youth Advisors is one of the success stories that should be shared everywhere.

Africa Youth Advisors are invited to every Africa Scout Committee meeting in rotation and they are well-integrated in the working groups of the Region as are the Youth Advisors of the Eurasia Scout Region. The Chairperson of the Asia-Pacific Scout Regional Young Adults Group is now a voting member of the Asia-Pacific Scout Committee, while in the Arab Scout Region, the Chairperson of the Arab Scout Youth Forum Planning Committee is also invited to the Arab Scout Committee meetings. Efforts are currently being made to appoint Arab Scout Youth Forum Planning Committee members as Regional Youth Advisors.

The Interamerican Scout Region has created two new positions for Youth Advisors who will focus on the institutional matters and attend Regional committee meetings, allowing the other two Youth Network Representatives to focus on the Youth Network. The average age of the Interamerican Scout Regional Committee has dropped dramatically. In the European Scout Region, Youth Engagement has been set as one of the Strategic Priorities of the Region for the coming 2016-2019 triennium.



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## Messengers of Peace

### Messengers of Peace Initiative, Educational Programme and Networks

Since its launch in 2011, Messengers of Peace has been supporting the purpose of Scouting while promoting Peace Culture across the globe. Taking its north from the very principles of Scouting, it aims to promote the Culture of Dialogue, support young people living in conflict situations and social entrepreneurship, as well as develop a network of Scouts Messengers of Peace.

In the last triennium, the Messengers of Peace concept has been steadily grounded in the natural operation of Scouting through all structures of WOSM, NSOs and grassroots-level Scouts.

NSOs have been encouraged to tailor its implementation to suit local needs both from an educational and institutional development perspective. The right balance between main goals and objectives, clearly defined processes to support and develop their capacity and flexibility to tailor the initiative to a local context, has proven to be successful in expanding the impact of Scouting.

Messengers of Peace continues to expand and evolve, adapted to suit diverse Regional and local contexts, facilitating the implementation of its objectives. A mid-term evaluation was carried out to measure the progress and impact of the initiative, providing various inputs on how to improve, adjust and strengthen the different elements and aspects strongly related with to the Youth Programme and organisational development.



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### Promoting a Culture of Peace and Dialogue (Goal 1)

The first Messengers of Peace Timeline was published to help NSOs to understand the background of Scouting and Peace, and how both are linked to the present initiative. It begins from the path of our founder to the inception and implementation of Messengers of Peace.

Understanding how Scouts perceive Peace and raising awareness of a culture of peace are top priorities. In the past three years, through the promotion of Messengers of Peace in the field and the gathering of perspectives at different levels, Scouts now understand that Peace is a result and can be built with a common purpose in mind through joint effort. From the perspective of Scouts, Peace has three main dimensions:

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- Peace starts with me, it is a personal commitment and active engagement
- Peace is community-based, with meaningful and sustainable actions addressing local issues
- Peace is a collective result, where Scouts lead or join efforts with non-Scouts and community actors



In early 2014, the educational aspect of Messengers of Peace was defined in collaboration with the Regional Youth Programme and Adults in Scouting Directors of six Scout Regions. This definition led to a programme that facilitated the alignment of Messengers of Peace and Youth Programme teams within the Regions and NSOs.



In this context, the Messengers of Peace educational programme aligns efforts and objectives with the World Scout Environmental Programme as well as the Scouts of the World Award as the three main world inputs to promote active citizenship in Scouting within the Better World Framework.

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## Peace Culture within the Peace and Human Rights Education

Peace Culture has also been introduced as part of the contents and tools to support the education of Peace and Human Rights in Scouting. Information on this area was included in the section on the Peace and Human Rights Unit.

## Support Social Entrepreneurship (Goal 2)

Worth mentioning are several success stories initiated at grassroots level via the Messengers of Peace Network in the Interamerican Scout Region such as Trees for the World and Books For All campaigns. To date, more than 60,000 trees have been planted and tens of thousands of books have been collected and donated to libraries in the American continent. These projects are creating a great impact in countries and regions, contributing to a greener planet and literacy.

Similar efforts have been replicated in the Asia-Pacific Scout Region with Messengers of Peace Roadshows promoting Scouting and Peace among Scouts and students in the school system.

Since 2013, the annual Interamerican Leadership Training project has empowered young Scouts from across the Interamerican Scout Region by increasing their leadership skills, providing them with a platform to share best practices and design concrete action plans, as well as encouraging them to promote the message of peace through community service projects in their respective communities.

## Dialogue for Peace Programme

In collaboration with KAICIID, WOSM is in the process of developing the Dialogue for Peace programme, which aims to promote the principles and skills of dialogue among Scouts and local communities.

This programme is expected to reach out to the grassroots level with a set of tools to support NSOs in the implementation of the Dialogue badge that is divided into three age ranges, a Dialogue Facilitators' Training Course and a Training for Trainers in Dialogue.

In the past three years, more than 370 Scout leaders in more than 100 countries have been introduced to the Dialogue Principles and aims of the programme, with the support of KAICIID. Scout dialogue trainers are active in the six Scout Regions, promoting Peace Culture, dialogue principles, conflict resolution and dialogue facilitation at national level and with non-Scouts in local communities.

To achieve this, Regions have engaged in the coordination of ten international dialogue trainings with national representatives of NSOs, with many similar but smaller scale events focusing on interreligious, intergeneration and intercultural dialogue already organised at local level.



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### Support Young People Living in Conflict Situations (Goal 3)

During the peak of the refugee crisis in 2015, the European Scout Region organised a Refugee Response Seminar in Copenhagen, Denmark, to address the challenge of people in refugee situations and organise Scouting actions to support young people.

The seminar enabled the NSO to have a clearer picture and perspective on how Scouts could support refugees and those traveling out from their country, the intercultural challenges to be addressed and the ways to align efforts with the local governments.

Several projects in Sweden, Germany and Austria for example, have served the needs of newcomers and refugees as they made their arduous journeys through Europe in search of asylum, by having Scouts provide humanitarian aid such as medical care, food, shelter and transportation.



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### Messengers of Peace Hero Award

Outstanding Scouts have been presented with the award due to their exceptional initiatives and project which had great impact on their local communities, with Regional and global reach among Scouts and non-Scouts. Among those recognised by His Majesty the King of Saudi Arabia are:

- Aster Fiker, whose Food for Life project in Ethiopia is providing food and work opportunities to members of the local communities
- Katie Hancock who led emergency efforts during a devastating flood in Texas, rallying Scouts, media and the local community
- Edgardo Fuertes from Costa Rica who created a social media group to raise awareness about this issue worldwide, inspired by his experiences as a victim of bullying
- Scouts from Lesbos island in Greece who made great efforts to support refugees during the recent refugee crisis in Europe

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## Develop a Network of Scouts Messengers of Peace (Goal 4)

During the triennium, Messengers of Peace focused efforts to align resources, plans and action with World Scout Programmes like Scouts of the World Award and World Scout Environment Programme as main partners in achieving the goal of having 20 million Messengers of Peace in ten years.

Bearing this in mind, the Better World framework was established, serving as a platform to expand the promotion of Messengers of Peace, embracing World, Regional and national initiatives in the Global Network of Service.

More than 10,000 Scouts and partners were introduced to the aims and goals of Messengers of Peace in relation to Scouting, Youth Engagement, Sustainable Development Goals and Dialogue during the 23rd World Scout Jamboree. The exhibition and concept captured the attention of many countries and Regions, and was replicated at Regional and national events.

The Global Network of Service and Better World Tent exhibition were replicated across Regional and national events to promote Messengers of Peace along with other World Scout Programmes, and create opportunities for collaboration. The successful promotion of the Global Network of Service was carried out in the European Moot – Roverway, Asia-Pacific Regional and national events, Africa Scout Day celebrations and the Arab Regional Moot.

Parallel actions to disseminate and support Messengers of Peace and its Network teams were organised in the form of national and Regional trainings



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of Messengers of Peace and the Better World Framework, strengthening the capacities of Messengers of Peace National coordinators, programme developers and networks in Asia-Pacific, Africa, Interamerica and Arab Scout Regions. Also, Regional Conferences in Africa, Interamerica and the Asia-Pacific have held workshops and similar promotional spaces to consolidate the implementation with the institutional support of NSOs

A collaborative meeting between volunteers and staff members with extensive experience in the three World Scout Programmes was held to define common aims and actions to be taken in the future.

So far, over five million Scout volunteers have been inspired to execute over one million local projects throughout the world and have recorded over 700 million service hours on scout.org. Additionally, the existence of the Messengers of Peace Support Fund has made it possible to award over USD8 million to 166 projects during the triennium.

These projects have taken place in all Scout Regions, addressing critical issues in areas of significant need, building capacity to ensure long term sustainability, providing support to emergency and conflict areas, and further inspiring Scout Messengers of Peace.

The initiative has inspired behavioural change, greater tolerance and a stronger understanding as well as respect among Scouts. Furthermore, it has supported more than a third of NSOs in strengthening their project management capacities, communication skills and even building a better image of Scouting in some countries.

The achievements and highlights from our Scout Regions during the triennium include:

Reports from Work Streams, Task Forces and Standing Committees

Innovating Scouting

### 3rd and 4th Interamerican Leadership Training

The third and fourth editions of the International Leadership Training were hosted by the Guatemala Scout Association, in collaboration with the Interamerican Regional Support Centre and the Boy Scouts of America, using its national Scout camp, San Jorge Muxbal, as the venue.

Scouts were equipped with leadership and life skills to apply in their home NSOs and action plans for community projects. A very special event with an outdoor setting, it was an ideal opportunity to foster the Messengers of Peace Network among its participants. The World Scout Programmes and recent development of the Dialogue for Peace Memorandum of Understanding with KAICIID were topics of global interest that were included in the programme of the seminar.



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### 2016 Messengers of Peace Asia-Pacific Regional Training Course

The Asia-Pacific Scout Region has been leading change with the development of ideas, tools and campaigns. This is result of the proactive and continuous development of capacities and support for the National Scout Coordinators.

In early 2016, 24 participants from 16 NSOs gathered in India to learn about the new developments of the Better World Framework, Messengers of Peace, Sustainable Development Goals in Scouting, ways to utilise the Messengers of Peace fund and share Scout stories. Colleagues from the Africa Scout Region joined this training to add to the exchange of Regional best practices.



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### Roverway

Volunteers from the Regional Decisions Committee and other Regional volunteers presented the Messengers of Peace Cycle, Social Impact and the Better World Framework to Rovers attending the event. The new approach and interactive tools used this time made a great impact and inspired Rovers in Europe to join this Global Network of Service.



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Reports from Work Streams, Task Forces and Standing Committees

Innovating Scouting



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## 2016 Arab Scout Moot

The Arab Scout Region joined the worldwide efforts to integrate Messengers of Peace as inspiration for other initiatives. They used Messengers of Peace and the Better World Framework to boost the interest in the Rover section. Since its launch in the Region, Messengers of Peace has been very active mostly in the Scout section and this was an opportunity to extend the programme to older Scouts.

Around 500 Rovers, Scout leaders and key volunteers took part in the exhibition to promote community service and local action. This event has inspired a new Messengers of Peace Arab training event, which is under development.

## Reports from Work Streams, Task Forces and Standing Committees

## Innovating Scouting

## World Seminar on Messengers of Peace

In October 2016, the first Messengers of Peace World Seminar was held in Budapest, Hungary to

- present and discuss the Messengers of Peace Programme and Network guidelines
- introduce the Dialogue for Peace Programme developed in partnership with KAICIID
- present updates on Peace and Human Rights Education

In a broader sense, it was held to understand the relation and collaboration opportunities between Messengers of Peace, World Scout Programmes and the Better World Framework.

With 52 participants from the six Scout Regions, the seminar not only presented the opportunity to promote the exchange of experiences and best practices among Scouts worldwide, but also to reinforce the existing network links between countries in the same Region. Regional Messengers of Peace Coordinators and National Coordinators shared their experiences as members of the facilitating team.

The outcomes of this seminar include the adoption of Messengers of Peace and Better World Framework as an integrated effort in the European Scout Region, the integration of the Sustainable Development Goals as additional inspirational element for the development of Messengers of Peace actions in the countries.

A Messengers of Peace Seminar for the Arab Scout Region is under development and the Africa Scout Region held its first core team meeting gathering to elaborate on action plans for the coming years. The Interamerican Scout Region presented the best practices of Messengers of Peace and community service projects during the 26th Interamerican Scout Conference, and subsequently Messengers of Peace was integrated with the Youth Programme strategy. The Asia-Pacific Scout Region updated the implementation of the Messengers of Peace Guidelines, while the Eurasia Scout Region developed its capacity to boost their Messengers of Peace core team.

## International Peace Day Campaign

To commemorate the International Day of Peace, National Coordinators from all Regions organised several events, contests, local and social media campaigns to raise awareness of the dimensions of Peace, ways to promote peace at local level and share stories to inspire others. Efforts worth mentioning include the Asia-Pacific and Interamerican Scout Regions' event and campaigns, which included marathons, social media contest and other local events.



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## Reports from Work Streams, Task Forces and Standing Committees

### Innovating Scouting



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### Highlights from the NSO Level Include:

- A project in **Uganda** is contributing to a more peaceful society by empowering inmates to discover their full potential through Scouting and, life and leadership skills development. Through this project, they learn to lead and live as self-sufficient individuals after serving their jail sentence, and are able to make a positive contribution to the development of their communities.
- A project in **India** is promoting the flagship initiatives of WOSM, including Messengers of Peace, Scouts of the World and the World Scout Environment Programme, which were showcased in the Better World Tent at the national jamboree. Currently, over 25,000 Scouts from across the country have learned about peace activities and applied their learnings in their respective communities.
- A project in the **Timor-Leste**, with the support of Scouts Australia, is building capacity and working with key leadership in Timor-Leste Scouting to facilitate the development and documentation of their strategic plan and support the finalisation of other key documents required for WOSM membership.
- A project in **Israel** is bringing together the multicultural and diverse religious groups in the spirit of peace through Scouting activities and providing direct support to specific grassroots peace projects. These peace projects focus on coexistence, and are accompanied by multilingual activity booklets that are made available to local Scout groups, that otherwise would not have access to such opportunities to run their own projects in their respective communities.
- A project in **Luxembourg** is building international cooperation and peace through the direct exchange and support of the Ethiopia Scout Association. The main goal of the project is to build, in cooperation with the Scout Association, all the basic facilities and turn an empty parcel of land into a functional camp and training area, with future Scout groups taking ownership by continuing to maintain and improve the facilities.
- A project in **Kazakhstan** is increasing youth and adult membership in phases by first updating the Youth Programme and creating ways to work with adult volunteers and involving young leaders in decision-making processes. The idea is to improve the implementation process of the Youth Programme to offer high quality Scouting and make Scouting more attractive to more young people and to the society in general.
- A project in **Haiti** had Scouts on the ground to conduct a door-to-door water hygiene safety and prevention campaign following the devastating Hurricane Matthew. During this campaign, trained Scouts empowered local communities to make informed decisions around safe water usage and collection, and distributed water purification tablets.

## Reports from Work Streams, Task Forces and Standing Committees

## Innovating Scouting

Donor support, both financial and practical, has been strong and we acknowledge and recognise the following organisations and individuals for their support and dedication in strengthening Scouting and spreading the message of peace around the world:

Our current Messengers of Peace funding comes from King Abdullah Foundation, Al-waleed Foundation, Salinas Fund, Imholz Fund and other private donors.

Additionally, some Messengers of Peace projects are selected by both the World Scout Bureau Global and the Regional Support Centres for more detailed Impact Assessments. Impact Assessments are conducted in the field with the participation of the World Scout Bureau staff, Regional Decisions Committee members, NSO leadership and Scouts.



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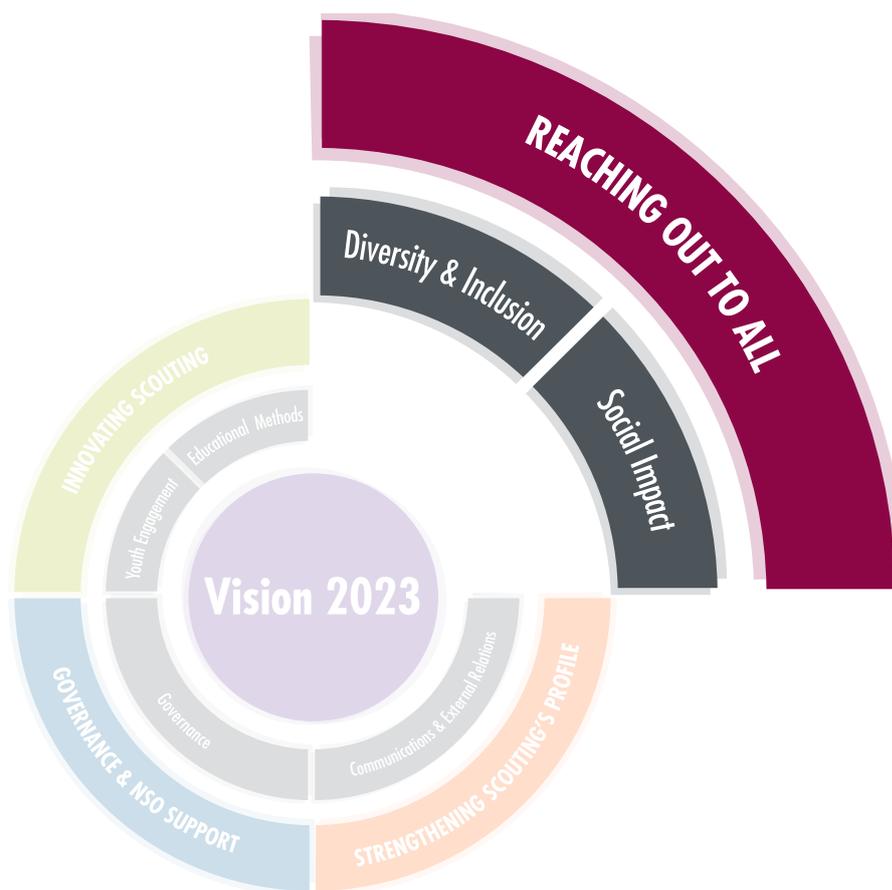
The Messengers of Peace Hero Award ceremony was held in Riyadh, Saudi Arabia. Presiding over the ceremony was His Majesty, King Carl XVI Gustaf of Sweden. Scouts from different NSOs from every WOSM Region were honoured at the event for their outstanding contributions in spreading the message of peace at the local, national, and Regional levels.

To ensure the quality and sustainability of the programme, a variety of tools have been utilised to monitor the projects on an ongoing basis. The WSB Global Support Centre monitors all Messengers of Peace projects on a monthly basis using an internal Risk Monitor tool to ensure that projects are on track in terms of their implementation and reporting.

During the triennium, a nine-month evaluation project, was also conducted by the WSB with the support of the World Scout Foundation. The project deployed various research methods – from interviews and surveys to case studies, focus groups and report analysis.

It aimed at understanding not only the impact Messengers of Peace has achieved over the years, but also the ways in which it can be further enhanced – by examining the management structures and functioning of each element of the Initiative which include the Support Fund, the educational aspect, and the Messengers of Peace network.





# REACHING OUT TO ALL WORK STREAM

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.

Updates from Work Streams, Task Forces and Standing Committees

Reaching Out to All



“It has been a great learning experience collecting and sharing promising practices that are occurring in different NSOs and sharing these with other parties. I have learnt a great deal personally from this work and am truly amazed at the creative ways that are being used within our Movement to reach out to all young people who may not have previously experienced Scouting.”

**Peter Blatch,**  
ROTA Work Stream volunteer, Asia-Pacific Scout Region



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The Reaching Out to All (ROTA) Work Stream has focused on two Strategic Priorities of Vision 2023: Diversity and Inclusion, and Social Impact.

During the 2014-2017 triennium, the Work Stream has had several major accomplishments. In the area of Diversity and Inclusion, the Work Stream prepared:

- WOSM’s definitions of diversity and inclusion
- a collection of best practices in the area of Diversity and Inclusion
- a tool with guidelines for Diversity and Inclusion in Scouting

- a Diversity and Inclusion Challenge for Rover Scouts and young leaders at the 15th World Scout Moot in Iceland
- a training package for the online training platform of the World Organization of the Scout Movement (WOSM)

In the area of Social Impact, the Work Stream developed WOSM’s definition of social impact, a toolkit for National Scout Organizations (NSOs) to measure their impact through a cost-benefit analysis and a survey for assessing the impact of Scouting on the personal development of young people.

Updates from Work Streams, Task Forces and Standing Committees

Reaching Out to All



## Diversity and Inclusion

Scouting is an inclusive, values-based Movement and its membership is open to all young people and adults who share the fundamental values of the Movement. We are working towards ensuring that Scouting is truly open and accessible to all, better reflecting the composition of our communities and different societies in our countries. We put special focus on improving WOSM's diversity of membership – both young people and adults – with a strong emphasis on inclusion.

Within this area, the ROTA Work Stream has been developing several valuable resources for NSOs, which include:

“During this triennium, the WSC and the WSB have made great strides forward to improve our resource management to ensure value is given back to our members.”

**Dan Ownby**  
WSC Vice-Chairperson, Interamerican Scout Region



- WOSM's Position Paper on Diversity and Inclusion based on the definitions of Diversity and Inclusion in Scouting
- WOSM's strategy to promote Diversity and Inclusion in Scouting, i.e. institutional videos on Diversity and Inclusion
- a collection of best practices from NSOs working on being open and inclusive to young people coming from different backgrounds and with different abilities
- a set of three e-learning training modules for NSOs that is included in WOSM's online training platform
- the development of Guidelines for Diversity and Inclusion in Scouting to help NSOs implement strategies and approaches that enable Scout organisations to be more diverse and inclusive
- the creation and development of a toolkit on Diversity and Inclusion, which will include the guidelines for Diversity and Inclusion
- Each of these resources aims at supporting NSOs in developing their national Diversity and Inclusion strategies, to ensure that Scouting is open to all.

## Updates from Work Streams, Task Forces and Standing Committees

## Reaching Out to All

**Diversity and Inclusion**

One of the tasks related to Diversity and Inclusion is mapping and sharing promising practices in this area. The work we have been developing in gathering information, resources and projects from Scouts, NSOs and Regions will help us to create an interactive map and a section in the Diversity and Inclusion toolkit.

The main goals of these promising practices are

- to recognise amazing projects that are creating impact around the world. They include the amazing work that several European NSOs are developing in order to welcome and include refugees, or Agoonoree, the fascinating jamboree for young people with special needs organised by Scouts Australia
- to serve as an example to other Scouts, NSOs and Regions, simplifying the process of evaluating and responding to challenges and opportunities related to Diversity and Inclusion



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**Social Impact**

WOSM defines Scouting's social impact as the effect of Scouting activities on individuals and families within a community as well as on the Scouts involved in the planning and implementation of this activity. It exists on three levels: individual, community and institutional impact.

These levels of impact are interconnected and overlap with each other. With this as a starting point, the ROTA Work Stream worked on developing two tools for NSOs to measure their impact:

1. A Social Impact Measurement Toolkit, which is based on a simple cost-benefit analysis that enables NSOs to see how much benefit their local groups are providing to their communities
2. An extensive survey for measuring the impact of Scouting on the personal development of young people by comparing them across a set of skills, knowledge, attitudes and behaviours with non-Scouts coming from the same community (same age, gender, education and socio-economic background)

Updates from Work Streams, Task Forces and Standing Committees

Reaching Out to All



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The toolkit will be piloted in six NSOs after the 41st World Scout Conference, and will be made available for broader use by NSOs after this pilot stage. Similarly, the survey is being implemented in three NSOs: Kenya, Singapore and the United Kingdom, and preliminary results are expected to be shared at the Conference as well.

In addition to working on these tools, the ROTA Work Stream supported the Messengers of Peace mid-term evaluation, which has provided several conclusions and recommendations already being implemented by the World Scout Bureau (WSB) Global and Regional Support Centres.

It has been an amazing three years of collaboration, action, focus. Unexpected results like numerous new member NSOs. Fun moments like the Japan Jamboree. Difficult challenges like re-building our communications and partnership activities from scratch. New innovations like the WSC induction training. While a lot of work remains to achieve Vision 2023, I feel a different momentum now than when the triennium began in 2014. I do believe that we leave WOSM a little better than we found it. Curious and excited to see what the next chapter will bring.

**Karin Ahlbäck**  
WSC Member, European Scout Region



Updates from Work Streams, Task Forces and Standing Committees

Reaching Out to All

## Contribution to World Scouting Events

The ROTA Work Stream has worked on supporting the programme delivery at several WOSM events, including the:

- 23rd World Scout Jamboree in Japan where ROTA contributed to the Better World Tent
- Jamboree-On-The-Air and Jamboree-On-The-Internet (JOTA-JOTI) where ROTA delivered four ‘campfires’ (TED-style talks on topics related to Diversity and Inclusion)
- 15th World Scout Moot where ROTA will deliver a Diversity and Inclusion Challenge for Rovers and young leaders
- 13th World Scout Youth Forum where ROTA will deliver a workshop and video on Diversity and Inclusion)

The ROTA Work Stream is also gathering meditations on Diversity and Inclusion for the World Scout Conference, as well as many more Global and Regional events where members of the Work Stream provided updates on completed and ongoing work, and enabled NSOs to provide input and feedback on the Work Stream’s projects.



## Disaster Preparedness, Mitigation and Response

The Work Stream has supported the work in the area of Disaster Preparedness, Mitigation and Response (DPMR), including the delivery of a workshop for 19 NSOs with experience in DPMR, and as a result, it supported the development of guidelines for NSOs that are working in areas affected by natural or human-induced disasters.

The guidelines focus primarily on the programme aspect (delivering Scouting to young people in disaster areas), but also provide some guidance on the first-response character of interventions Scouting does in several countries around the world on a regular basis.



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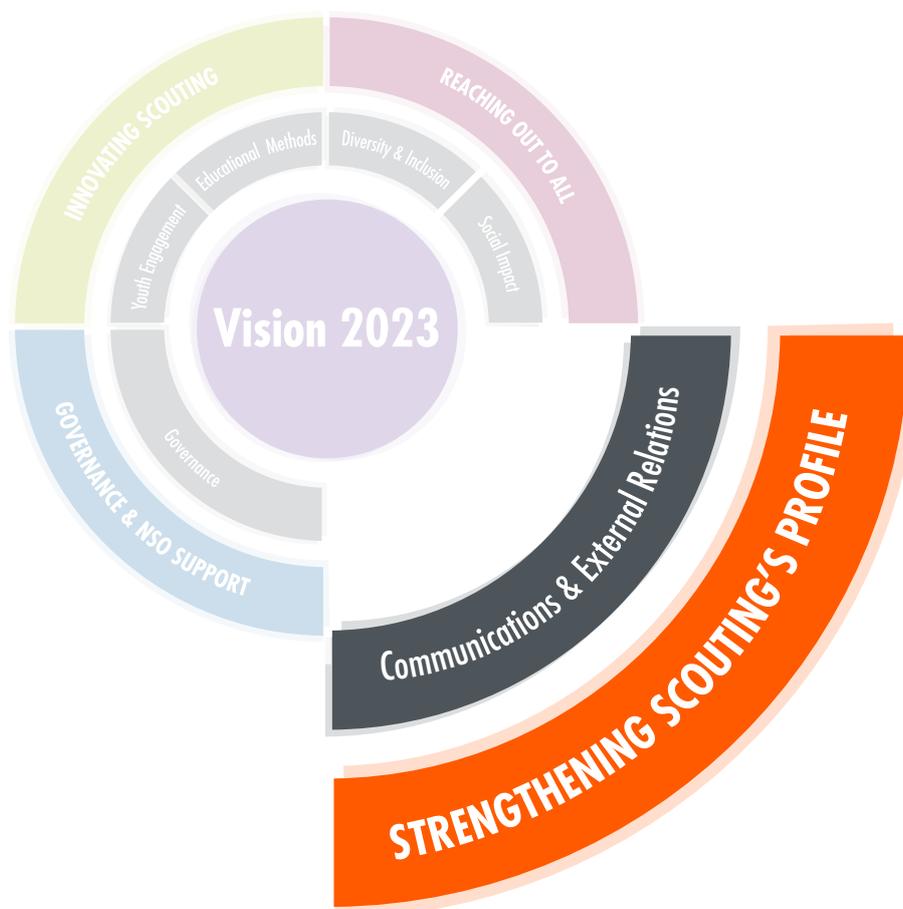


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### Social impact

During the 4th Interamerican Leadership Training, over 60 participants from more than 30 NSOs from the Interamerican Scout Region participated in a session on Scouting’s social impact, and started developing their local community development projects, which will be implemented through the Messengers of Peace Initiative.

Through the session, participants learned to plan for impact, and ensured that they measured it upon the completion of their projects.



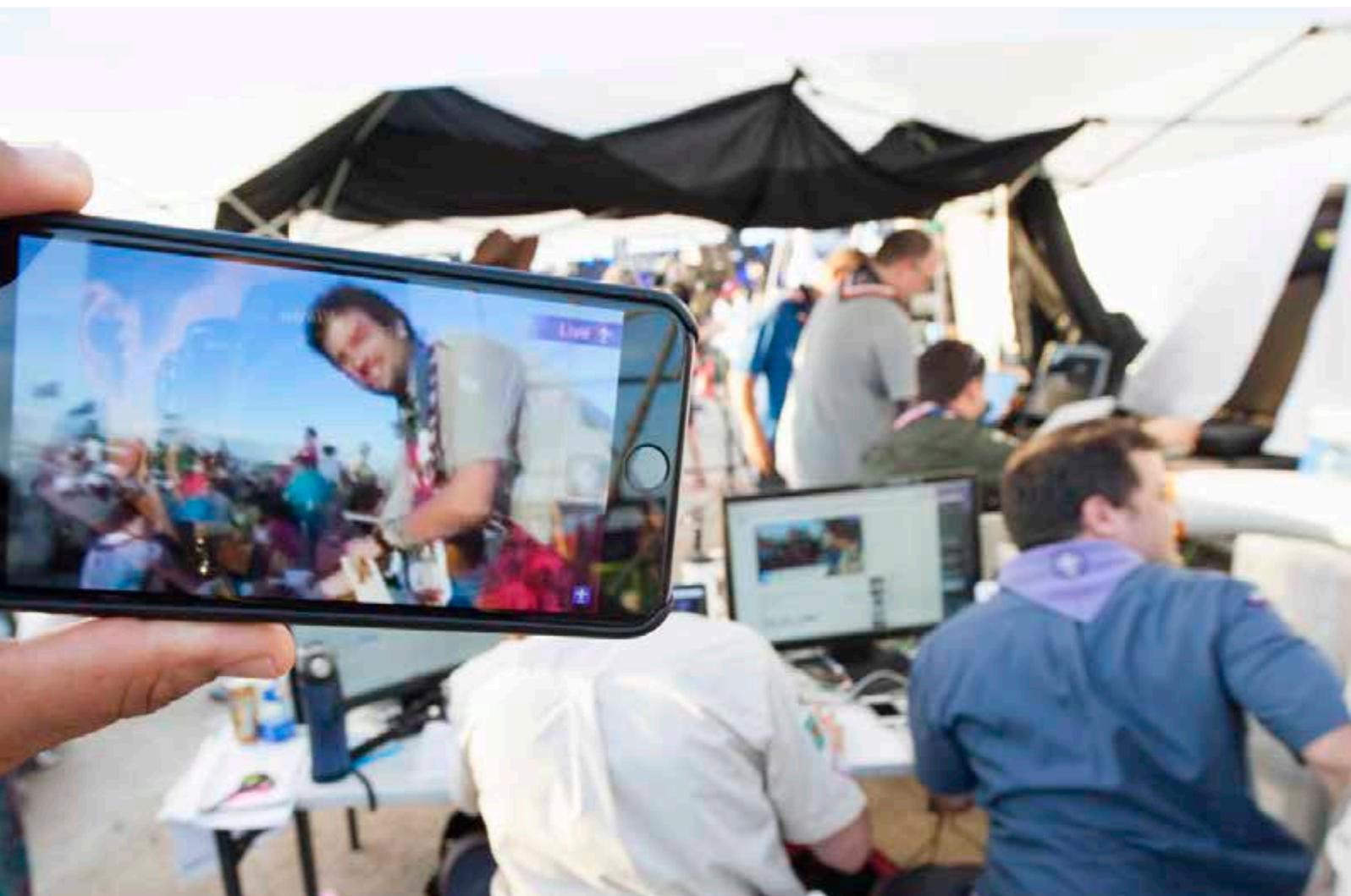
# STRENGTHENING SCOUTING'S PROFILE

## WORK STREAM

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

## Updates from Work Streams, Task Forces and Standing Committees

## Strengthening Scouting's Profile



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During the 2014-2017 triennium, the Strengthening Scouting's Profile (SSP) Work Stream has worked towards the following objectives:

- establish a communications and external relations plan in support of the Strategy for Scouting and 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 National Scout Organizations (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 the World Organization of the Scout Movement (WOSM) branding used by NSOs

The following report will cover progress made in each area and is divided into three parts:

1. Strengthening Scouting's Profile Work Stream
2. Communications Unit
3. Strategic Engagements Unit

## Updates from Work Streams, Task Forces and Standing Committees

### Strengthening Scouting's Profile



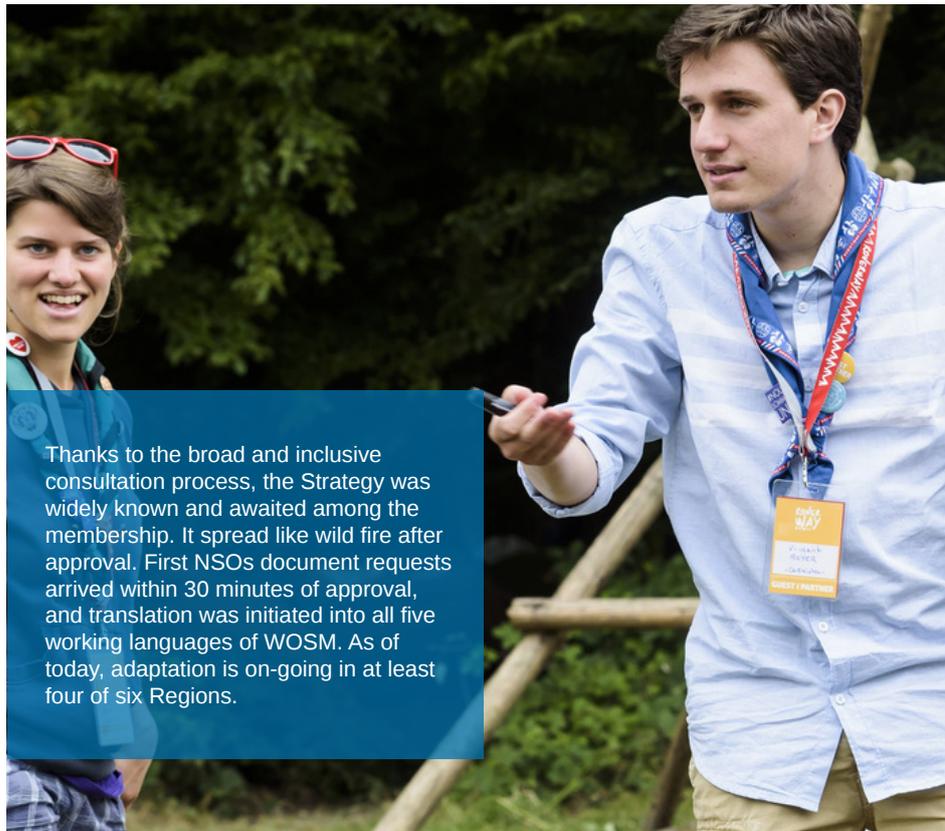
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## Strengthening Scouting's Profile Work Stream

The SSP Work Stream was tasked with the development of a Communications and External Relations plan in support of Strategy for Scouting and Vision 2023. The finalised document – under the heading of “Strategy for Communications and Strategic Engagements” (name change explained below) – was approved by the World Scout Committee (WSC) at its March 2017 meeting.

The Strategy was developed through a wide consultation within and outside the Movement, and has spurred great interest and action among Regions and NSOs alike. The main challenge was caused by high turnover of key volunteers and World Scout Bureau (WSB) staff, delaying the development process and preventing the full roll-out and achievement of the Key Performance Indicators within the available time frame.

The finalised WOSM Strategy for Communications and Strategic Engagements was adopted by the WSC at its March 2017 meeting. During 2015-2016, the Work Stream conducted consultations with NSOs, Regions, as well as Communications and Strategic Engagements experts within and outside the Scout Movement. This included physical meetings, online discussion and workshops at Regional Conferences.



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Thanks to the broad and inclusive consultation process, the Strategy was widely known and awaited among the membership. It spread like wild fire after approval. First NSOs document requests arrived within 30 minutes of approval, and translation was initiated into all five working languages of WOSM. As of today, adaptation is on-going in at least four of six Regions.

An estimated total of over 200 individuals and entities have provided input to the work. The World Scout Foundation was closely involved in the process, including representation on the operational working team.

Based on the feedback, the terminology of “External Relations” was identified as non-comprehensive and the nomenclature was consequently updated to “Strategic Engagements”. This includes all partnerships, relations, and interactions with strategic partners and alliances outside the Movement.

Following its adoption, the Strategy was circulated to all Regions and NSOs in July 2017. The Work Stream consulted and worked closely with three Regions — Asia-Pacific, Eurasia, Europe to help adopt the Strategy into Regional context. To date, four Regions have initiated local adaptation, and translation into all of the five working languages is ongoing.

Updates from Work Streams, Task Forces and Standing Committees

Strengthening Scouting's Profile



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## Communications Unit

The Communications Unit has developed and implemented a set of actions to fulfil the objectives of the Triennial Plan (refer to details below). Due to resources constraints along with operational challenges, the Unit was not able to fully accomplish its goals but, steps were taken in the Strategy for Communications and Strategic Engagements to ensure that the results will be seen in the following triennium.

1. A professional high quality WOSM staff team was established during the later half of the triennium, including a Global Director, a Digital Engagement Senior Manager and three interns to increase the delivery capacity and quality of the World Scout Bureau (WSB) to support the Triennial Plan actions and the development and implementation the new Communication and Strategic Engagements Strategy as approved by the WSC.
2. Fundamental improvements on scout.org were put in place to make the website more user-friendly and its content better targeted according to WOSM's needs in the evolving cyberspace. Additional plans are underway to develop and enhance the user interface/ experience around the landing page.
3. Focused work on social media has taken place to enhance the engagement of individual members and other stakeholders, not only by publishing WOSM's stories, but also sharing the relevant experiences and practices of NSOs and individual Scouts.

Updates from Work Streams, Task Forces and Standing Committees

Strengthening Scouting's Profile



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4. A mobile application is currently being developed to ease the access of information and follow new technological trends. The roll-out of the app is expected during the early period of the following triennium.
5. An internal Communications Plan was developed to identify the theme/ subthemes, key messages, target audiences, communications channels and WOSM-wide calendar of key events and how these components map and relate to each other. This was to ensure that WOSM's communications work was 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 and 2017 was compiled and special publications were made on key dates.
6. Work with Regional Support Centres to identify Communications forums/ workshops where training could be held to build the capacity of NSOs in telling the story. The Unit supported different workshops and gatherings on all the Regions during the three years and a workshop with professional staff responsible for communications from five Scout Regions was held successfully at the Global Support Centre in Kuala Lumpur.
7. The framework for an NSOs Media correspondents training has been developed as well as the concept design for a communications toolbox. A global network of NSOs officers responsible for communications is also being planned for roll-out just before or after the end of this triennium.

Updates from Work Streams, Task Forces and Standing Committees

Strengthening Scouting's Profile



8. A review and update of the current WOSM Brand Manual to better reflect the current needs around the SCOUTS brand has begun with a special focus on the new use of the brand for social media and emerging requirements throughout the WOSM Regions. A new sub-brand for “Better World Framework” was implemented as an umbrella for Messengers of Peace, Scouts of the World Award, World Scout Environment Programme and other initiatives.
9. The Unit reviewed and interviewed potential partner institutions to conduct a reputational assessment, but due to the insufficient allocation of budget, we were not able to conduct a research to measure our reputation. There is a need to explore avenues to identify and secure additional resources for the next triennium.

“In addition to the internal and external exposure, WOSM was able to participate meaningfully in several working groups within YOUNGO [Youth NGOs]. We were prominent and fast became known as a strong work force. I believe that the informal partnerships that we have made at this COP place us in a very good position in the COPs [and inter-sessions] going forward. We should definitely build on the momentum created.”

**Quintin Combrink**  
Head of WOSM delegation to COP22, Africa Scout Region



## Updates from Work Streams, Task Forces and Standing Committees

### Strengthening Scouting's Profile



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## Strategic Engagements Unit

During the current triennium, the Strategic Engagements\* Unit focused on rebuilding WOSM's infrastructure, skills and approach to better represent and position Scouting towards partners. This was done by establishing a process of systematic and transparent recruitment, training delegations and representatives, reporting on events, improving knowledge transfer, developing core position statements, ensuring sufficient resources, etc.

The encountered challenges were considerable due to the lack of institutional memory, insufficient volunteers and staff resources, and a high turnover of WSB staff during the triennium. Work needs to continue in the next Triennium in line with the Strategy for Communications and Strategic Engagements.

*\*Previously known as External Relations*

Building on the Triennial Plan assignments, the Strategic Engagements Unit worked on several aspects of successful partnerships and advocacy work.

1. Several models of WOSM external representation were put in place:
  - small specialised delegations for focused thematic events to better advocate WOSM's position, i.e. ECOSOC Youth Forum and the World Humanitarian Summit
  - global representatives/delegations for more visible events were selected in a transparent process following an open call, i.e. United Nations General Assembly, Conference of Parties to United Nations Framework on Climate Change (UNFCCC)
  - Scouts participating in different capacities at external events were proactively supported by the Unit, i.e. United Nations Educational, Scientific and Cultural Organization (UNESCO) Youth Forum

Updates from Work Streams, Task Forces and Standing Committees

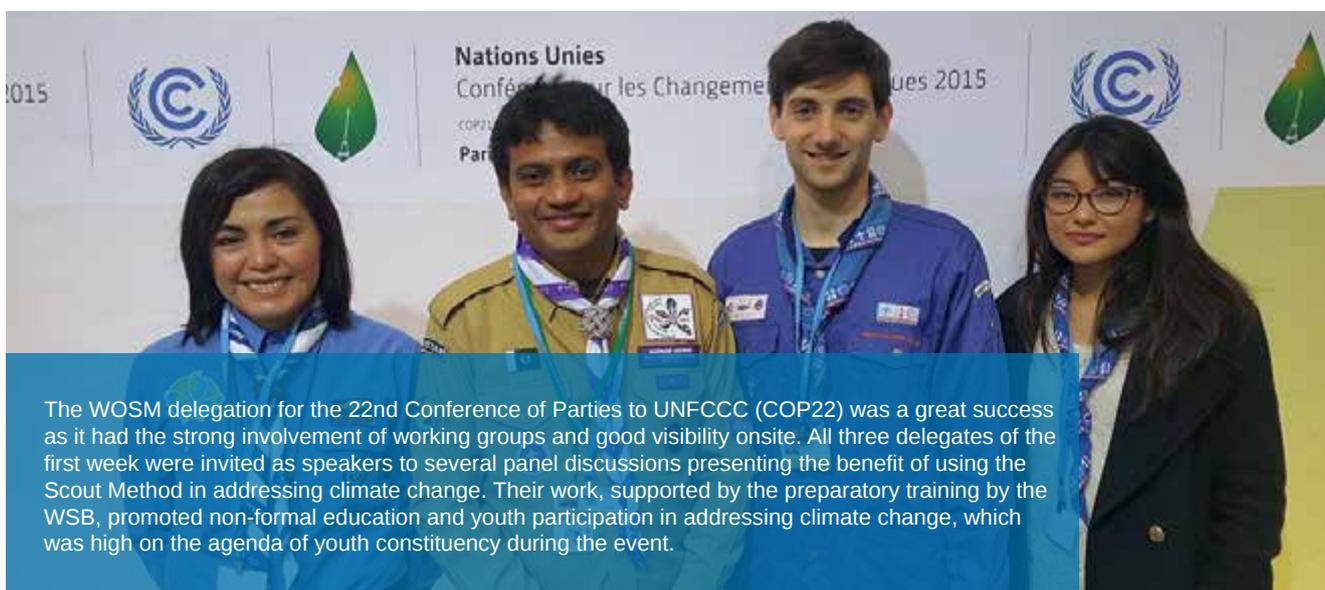
Strengthening Scouting's Profile



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In all three models of representation, most delegates were offered a capacity building programme, usually consisting of several pre-event webinars and an onsite training. All the outcomes and follow-up activities of attended events were included in standardised mission reports, thus building a sustainable institutional memory in the field of Strategic Engagements.

2. As part of the Communications and Strategic Engagements strategy development, the Strategic Engagements Unit developed WOSM's approach to advocacy, focused on Scouting's core values around non-formal education and active citizenship. Position papers are in development to further operationalise the approach.
3. With regards to partnerships, the main effort was put in shifting from a quantitative approach, to a qualitative one. As a result, WOSM is in the process of refocusing its efforts to selectively engage in high-impact partnerships that are mutually beneficial.



The WOSM delegation for the 22nd Conference of Parties to UNFCCC (COP22) was a great success as it had the strong involvement of working groups and good visibility onsite. All three delegates of the first week were invited as speakers to several panel discussions presenting the benefit of using the Scout Method in addressing climate change. Their work, supported by the preparatory training by the WSB, promoted non-formal education and youth participation in addressing climate change, which was high on the agenda of youth constituency during the event.

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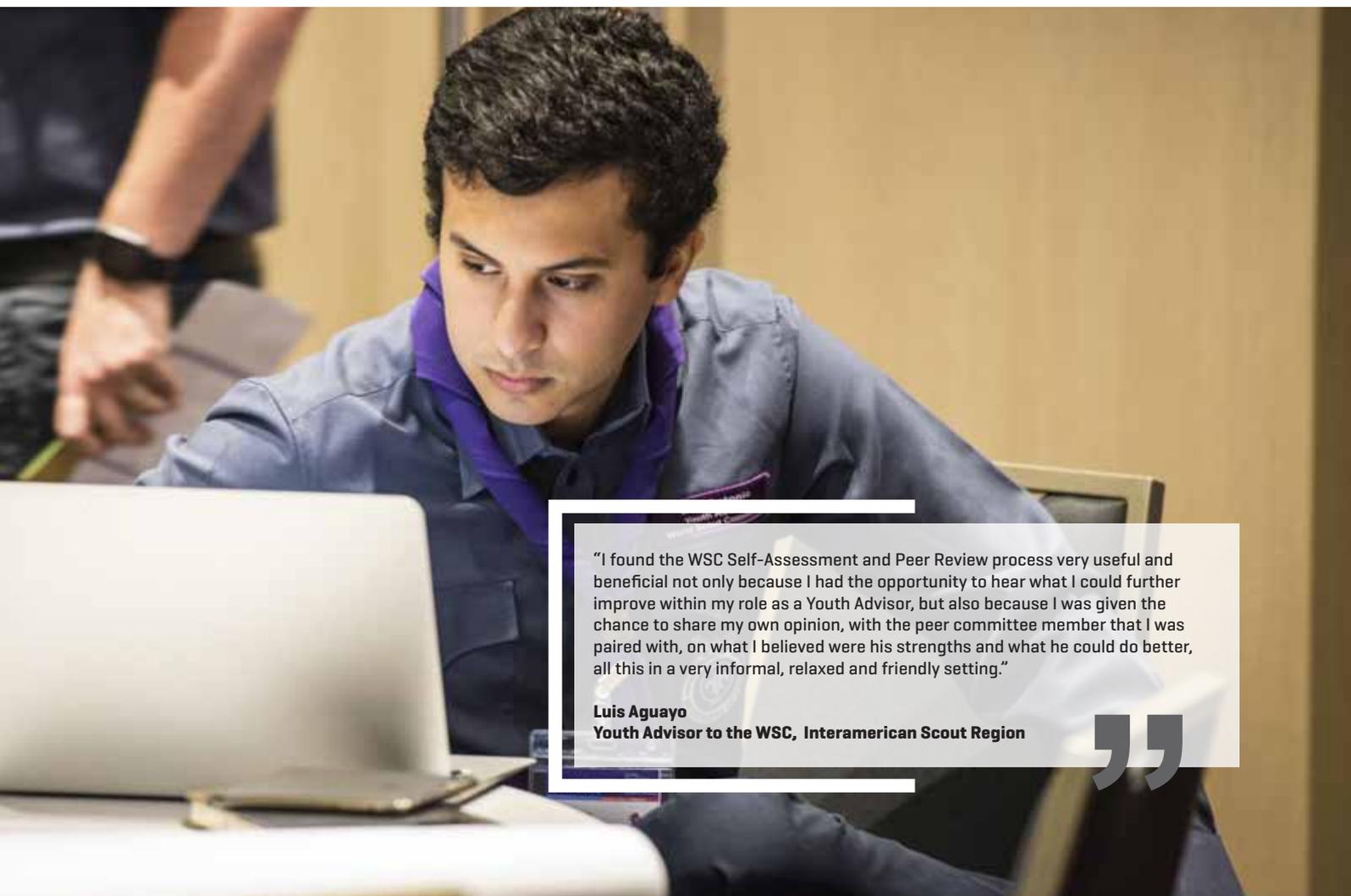


# GOVERNANCE AND NSO SUPPORT WORK STREAM

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

Updates from Work Streams, Task Forces and Standing Committees

Governance & NSO Support



“I found the WSC Self-Assessment and Peer Review process very useful and beneficial not only because I had the opportunity to hear what I could further improve within my role as a Youth Advisor, but also because I was given the chance to share my own opinion, with the peer committee member that I was paired with, on what I believed were his strengths and what he could do better, all this in a very informal, relaxed and friendly setting.”

**Luis Aguayo**  
Youth Advisor to the WSC, Interamerican Scout Region



‘Together with National Scout Organizations (NSOs) we will strengthen our unity and develop capacity to help grow Scouting around the world.’

Throughout the triennium, the Governance and NSO Support Work Stream focused its efforts on

- supporting the capacity strengthening of NSOs through the Regional Support Centres and using the Global Support Assessment Tool (GSAT), which was coordinated by the Global Support Unit
- supporting the implementation of reviewed working methods for World bodies, with a special focus on the World Scout Committee (WSC) and unpacking/developing the transparency review objective, both of which were at the core of the Working Methods Unit

Updates from Work Streams, Task Forces and Standing Committees

Governance & NSO Support

## Working Methods Unit

### Implement Reviewed Working Methods for World Bodies



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Over the first half of the triennium, the Working Methods Unit focused on the ensuring the sustainability of the renewed working methods of the WSC by:

- identifying, adopting and sharing good practices leading to:
  - 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 that was developed, tested by the WSC, promoted and rolled-out to most Regional Scout Committees
  - a Conflict of Interest Policy which was approved and consistently applied by the WSC since its adoption
  - Standing Orders which were communicated to all NSOs, clarifying several practices and internal processes to all members, and which are regularly reviewed
- monitoring and measuring satisfaction and performance leading to the set-up of several review systems including the WSC members' self-evaluation, WSC meeting's evaluations and WSC subteam appointed volunteers' performance review. These tools enabled the Steering Committee and WSC to set the ground for a culture of self-improvement, growth and ongoing development.

"The certification of Kenya Scout Association is not an end but a confirmation that now the Association has found the formula for managing a Scout Association. The Association's major focus will be on maintaining the high standards and cascading them to all camps and centres and to the lowest administrative structures of the Association".

**Ray Charles Musau**  
Chief Commissioner of The Kenya Scouts Associations,  
Africa Scout Region



Throughout this work, good practices were collected and standardised leading to the production of the Working Methods Kit that includes several templates and resources related to these good practices that will be made available to NSOs.

## Updates from Work Streams, Task Forces and Standing Committees

## Governance &amp; NSO Support

In addition to this work, and in line with the objective to contribute to the review of the working methods for World bodies, the WSC endorsed a review to strengthen the decision-making process of the World Organization of the Scout Movement (WOSM). The aim of the review, and subsequent changes to the Conference Rules of Procedure, were to:

- streamline the decision-making process, allowing for better preparation, transparency and good governance
- increase inclusiveness in the debates by respecting cultural differences
- ensure relevant and meaningful resolutions, aligned with WOSM's strategy
- make sure that the Conference has a deeper understanding, prior to the formal decision-making, of the resolutions and their potential effects on WOSM

The review included the collection and analysis of existing practices in other international Non-Governmental Organisations and several NSOs, and the evaluation of the process at past World Scout Conferences.

The Conference Rules of Procedure, along with the Resolutions Committee Terms of Reference and the Resolution and Amendment Guidelines as annexes, were voted on and approved by NSOs. The strengthened decision-making process for WOSM has been put into action for the 41st World Scout Conference and will lead WOSM into the future with stronger working methods for the World Scout Conference.



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## Updates from Work Streams, Task Forces and Standing Committees

### Governance & NSO Support

## Improve Transparency of WOSM Bodies

Over the second part of the triennium, the Working Methods' Unit focused on the objective related to the task of improving transparency in WOSM.

Consultations at Regional Scout Conferences were conducted through sessions during which NSOs leaders had the opportunity to share and discuss their understanding and expectations regarding transparency in WOSM.

The outcomes of these sessions were complemented with direct NSOs consultations through which NSOs had the opportunity to share, via in-depth interviews, their views and perceptions, the issues they have potentially encountered and what they consider to be the key areas in need of improvement.

Adding to these consultations, the Unit explored and researched the understanding of transparency in other Non-governmental Organisations and collected several good practices. As an outcome, a clear way forward was integrated to the 2017-2020 Triennial Plan draft suggesting to develop and share good practices focused on decision-making, financial reporting and internal communication. A report on the work done will enable NSOs to discuss and agree with the proposed way forward at the Conference.

In parallel to this work, and within the efforts leading to improve transparency in WOSM, the Working Methods Unit lead the work on the development of Standing Operating Procedures with the aim of clarifying several internal processes specific to our Movement. As a result, five SOP were developed and will be shared with the NSOs by the 41st World Scout Conference in Azerbaijan.

Additionally, as an initiative to improve transparency of WOSM, work was undertaken to organise and make available all the approved Business Resolutions of World Scout Conferences from 1920 to 2014.



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All such Resolutions can now be found in one complete document, also containing an in-depth index. An additional achievement in this regard is the launch of a new online World Scout Conference Resolutions Database where these Resolutions can be easily searched, viewed, selected and printed. This work will help to ensure that all NSOs, volunteers and professional staff can easily find previous decisions of WOSM that are pertinent to their work, helping to make informed decisions as an organisation.

As we move into the 2017-2020 triennium, this Resolutions Database can continue to increase transparency within WOSM by being available as a tool to assist Regions in organising their own Conference Resolutions.

## Updates from Work Streams, Task Forces and Standing Committees

## Governance &amp; NSO Support

## Global Support Unit

Support the capacity strengthening of National Scout Organizations through the use of the Global Support Assessment Tool (GSAT) and a consultancy approach

Through its commitment to support the capacity strengthening of NSOs, the Global Support Unit focused its work on the following:

- fully develop and roll-out the three evaluation versions of the Global Support Assessment Tool (GSAT Audits, WOSM Assessments, GSAT Self-Assessment), to make it more accessible to NSOs
- further integrate the Global Support approach within the Regions by raising awareness and capacity
- develop and launch the GS Platform which brings together all the tools and resources available within the Scout Movement to strengthen the capacity of NSOs and which will enable Regions to manage the Global Support process in one place
- support the creation of GS Consultants Pools at Regional levels

As an outcome and through the increased support to raise capacity in each Region, through trainings, development of support material and establishment of clear and flexible processes, over 90 GSAT facilitators, covering all five WOSM languages, were trained across the Regions and almost 50% of NSOs engaged in the Global Support System receiving the required support at each step of the cycle.

Additionally, the development of the internal assessment version of GSAT, called WOSM Assessments, and certification 30 WOSM Assessors, is progressively leading us to be self-sufficient, offering a way to NSOs to:

- get a reality check and identify the areas of improvements, in preparation for a GSAT Audit
- monitor progress (of an implemented action plan) following a GSAT Audit
- access an assessment opportunity, for smaller organisations as well as National Scout Associations in offering assessment options to NSOs

At the global level, the number of assessments conducted enabled a trend analysis which not only led to the identification of the common areas of support across the Movement, but also continuously tailored the priorities of the Global Support System as part of the World Scouting capacity strengthening process for NSOs.



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# MEMBERSHIP AND GROWTH TASK FORCE



The Kenya Scouts Association is one NSO which has seen significant growth in membership reported this triennium. Due to large efforts to increase accuracy in membership measuring and reporting, the Kenya Scouts Association's membership has jumped by almost one million members, from 323,929 members in 2008 to 1,026,427 members (2014) and 1,312,485 members (2016).

## Updates from Work Streams, Task Forces and Standing Committees

## Membership and Growth Task Force



**T**he main goal of the Membership and Growth Task Force was to coordinate and drive the work on World level in the 2014-2017 triennium in order to achieve significant progress towards WOSM's Vision. By the end of 2016, census data showed that membership had moved past 40 million individual members involved in the Movement for the first time in its history.

While this is lower than originally hoped, thanks to the work done this triennium, we now have a much better understanding of the challenges facing National Scout Organizations (NSO) with regard to growth and membership reporting and believe the foundations have been laid for further development next triennium.

The Membership and Growth Task Force was formed in March 2015, held two physical meetings in 2015 and 2016, and worked continuously throughout the triennium via virtual working methods. Its main achievements include the development and publishing of a Membership Report, providing input and discussion into and gathering feedback from Regional conferences, as well as liaising with the Fees and Voting Rights Task Force and supporting the Constitutions Committee in its work on membership criteria.

A key milestone this triennium was the development of a dashboard to monitor potential new WOSM members that was presented and discussed at World Scout Committee (WSC) meetings. This refocused attention on the status of potential members and contributed to the extensive work done which led to the welcoming of six new WOSM members during the triennium, with four more applications being considered by the World Scout Conference via postal ballot at the date of submission and another application deferred to the World Scout Conference in Baku for voting.

Work was also done on improving membership reporting systems, and the NSO annual reporting of census data was reviewed and made available online for the first time in history.

Additionally, NSOs were supported through the development of a Retention Toolkit, as well as the gathering of existing resources focused on growth. Throughout the triennium, focus was kept on the creation of opportunities for the sharing of best practices for NSOs membership growth across WOSM, both during Regional events and also at the upcoming World Scout Conference, including plans for the roll-out of a "Growth Award".



"The usefulness of the dashboard was two-fold. It enabled the WSC to have a regular global view on the developments in potential NSOs, but also helped Regions to focus on this important part of their jobs so that they could report back in each WSC meeting. Overall, it "recentred" the focus on how we could welcome more NSOs to WOSM big 'family' in the shortest possible time."

**João Armando Gonçalves**  
WSC Chairperson, European Scout Region



# FEE SYSTEM AND VOTING RIGHTS TASK FORCE



Currently many NSOs in Category A and Category B (based on GNI levels provided by the World Bank) are having difficulties collecting registration fees from members. This may be due to their geography, size, lack of infrastructure or level of organisation or by legislation in their country which prevents them from collecting fees for programmes offered to children of a particular age group (mostly primary schools). The proposal to separate membership from the fee process and provide a flat fee structure has been highly popular with Scouting personnel in these countries.

Updates from Work Streams, Task Forces and Standing Committees

Fee System and Voting Rights Task Force



**T**he Fee System and Voting Rights Task force was established to study the current Fees and Voting systems in an attempt to uncover the shortcomings and develop at least two proposals which either change or improve the current systems. The Task Force utilised various working methods including extensive Regional consultations to accomplish its mandate over the two years and reported back to the World Scout Committee (WSC) in due time.

The Current Voting and Fee systems were reviewed and consultations with Regions and key National Scout Organizations (NSOs) were conducted regarding proposals. The WSC endorsed the proposal of retaining the status quo for the voting system. It endorsed a revised fee model as the basis for consultation prior to the conference. It has also decided that there will be no resolution on registration fees presented to the 41st World Scout Conference.



“Thank you for providing our NSO with the opportunity to comment on your work to date. While we don’t really want to pay any increase in fees, we recognise that there is a need for WOSM to collect registration fees from members and we recognise the responsibility we have in supporting members in other countries who are not as fortunate as our members. This is the fourth part of our Scout Law.”

**Representative from category D NSO**



# DUTY TO GOD TASK FORCE



We issued a questionnaire to NSOs/NSAs, which received an unprecedented response, employed a scientific approach to the analysis of the data collected and engaged in an active dialogue process. These allowed us to place a certain confidence in our analysis of present approaches to spiritual development and Duty to God in Scouting.

Should the World Scout Conference see it that way, we believe the analysis can serve as a solid basis for future work on the strengthening of spiritual dimension in Scouting, throughout the world.

## Updates from Work Streams, Task Forces and Standing Committees

## Duty to God Task Force



**T**he World Scout Committee (WSC) tasked the Task Force to ‘conduct an analysis of spiritual development in Scouting and propose solutions to the WSC both from a constitutional and educational position’ and mentioned specific responsibilities.

The Task Force delivered an analysis based on an unprecedented response from National Scout Organizations (NSOs)/National Scout Associations (NSAs), interacted with a variety of stakeholders and presented the topic at a number of Regional and World events. Not everything was on schedule all the time but everything that was planned was implemented.

The Duty to God Task Force conducted a survey of NSOs/NSAs and presented an analysis based on that survey. In the process, the Task Force benefited from a major support from the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID), making use of both their expertise and willingness to help. The Task Force conducted another parallel survey targeting bodies with Consultative Status and active in the area of spiritual development in Scouting.

The Task Force was present at various World and Regional events to gather feedback and widely discussed the process leading up to the analysis with numerous audiences. It kept a continuous dialogue with many stakeholders from the organisations gathered in the Interreligious Forum of the World Scouting and from many NSOs/NSAs.

It repeatedly consulted with the Constitutions Committee and with the WSC members. Especially during the analysis period, the Task Force received strong support from Jonathan How, WOSM’s Advisor on Spiritual and Religious Development. Based on the outcomes of the work during the triennium, the Task Force proposed its final report to the WSC.



“I am absolutely sure that a new constitution will lead to the growth of Scouting in our country and to the development of the organisation.”

**Participant from Kazakhstan  
Eurasia Seminar on Constitutional Affairs,  
Eurasia Scout Region**

# CONSTITUTIONS COMMITTEE



## A Foundation for Good Governance

Member Organizations recognise the need for good governance as it maximises the effectiveness and outcomes of their work. One key foundation is having a constitution which clearly sets out the way in which it manages and makes decisions about its activities.

In February 2016, the Eurasia Scout Region organised a seminar, facilitated by two members of the Constitutions Committee, for its Member Organizations and staff on how to set out a constitution.

Over two days, the participants explored the purpose of a constitution and its key elements, its relationship with the WOSM Constitution, and an organisation's constitutional obligations as a member of WOSM, and the steps to be taken when reviewing a constitution. The seminar also covered the steps to be taken when reviewing a constitution.

A briefing was also provided on how the WSC currently accepts a wider interpretation in constitutions of 'Duty to God' to give flexibility when young people and adults from diverse backgrounds apply for membership.

## Updates from Work Streams, Task Forces and Standing Committees

## Constitutions Committee



**A** subcommittee of the World Scout Committee (WSC), the Constitutions Committee was tasked to:

- advise and make recommendations to the WSC on matters relating to the interpretation and application of the Constitution of WOSM
- consider proposed amendments to the constitutions or bylaws governing Regions and to make recommendations to the WSC
- study the constitutions of NSOs applying for membership of WOSM and to review proposed amendments to the constitutions of existing Member Organizations
- carry out, at the request of the WSC, studies on subjects related to the general policy and structure of WOSM

### Status update

- The Constitutions Committee reviewed the WOSM Constitution and offered its opinion and recommendations to the WSC on several proposed constitutional amendments, which was presented to the WSC for endorsement at its meeting in March 2017 before they are put forward to the World Scout Conference as 'Amendments to the Constitution of WOSM proposed by the World Scout Committee'.
- Among the list of constitutional reform topics, the Constitutions Committee had put significant time and effort into studying the membership criteria under Article V.3 of the WOSM Constitution – an issue that was rolled over from the previous triennium.
- The Constitutions Committee advised that to ensure fairness and enlarge WOSM's membership base to bring more good Scouting to more young people, constitutional reform is required to include a concept that is directly related to the Purpose, Principles, Mission and Vision of the Movement. After considering several possible solutions, one was reached and presented as a proposed constitutional amendment.

- The Constitutions Committee has reviewed and provided direct support to the Arab, Eurasia, European, and Interamerican Scout Regions to facilitate the amendment process of their Regional constitutions. All four amended constitutions have been approved by the WSC.
- The Constitutions Committee has reviewed a total of 49 National Scout Organization (NSO)/National Scout Associations constitution (NSA), of which 29 NSO constitutions have been approved. It will continue to coordinate with the remaining NSOs to achieve compliance with the WOSM Constitution and advise on best practice. A total of ten constitutions from the NSO of Macao, State of Palestine, Aruba, Curaçao, Seychelles, São Tomé and Príncipe, Myanmar, San Marino, Guinea-Bissau, and Timor-Leste were submitted as part of the application process for WOSM membership.
- The Constitutions Committee updated and published a pamphlet called, 'Guidance on Preparing a National Scout Organization's Constitution'. NSOs are encouraged to refer to the pamphlet when drafting and revising their constitution.
- The Constitutions Committee sent representatives to support and facilitate constitutional matters at the Regional conferences of the Arab, Eurasia, European, and Interamerican Scout Region, facilitate the Eurasia Seminar on Constitutional Affairs, support the Arab Regional Committee Meeting and two WSC Meetings.



# AUDIT AND FINANCE COMMITTEES



For the first time in many years, the external auditor, KPMG has completed the audit of the WSB's consolidated and statutory financial statements within six months from the financial year end in 2014-2015. The consolidated audited report was endorsed by the Audit Committee and subsequently, approved by the World Scout Committee (WSC) in March 2016.

## Updates from Work Streams, Task Forces and Standing Committees

## Audit and Finance Committees



**U**nder the guidance and support from dedicated members of the Audit and Finance Committees, the World Scout Bureau (WSB) has achieved the following key successes and milestones during the triennium:

Successfully developed and implemented the Finance Best Practices, New Fee Policy and Volunteer Expense Reimbursement Policy that ensure sound financial management. As the World Organization of the Scout Movement (WOSM) has limited resources, the adaptation of these best practices and policies will enable resources to be utilised effectively to promote Scouting activities through better planning and execution.

This is a giant step forward for the WSB to become a leader in Financial Best Practices as well as setting a benchmark for Members Organization to emulate. The Finance Committee will be organising a workshop on “Finance Best Practices” during this upcoming World Scout Conference in Baku, Azerbaijan.

For the first time in many years, the external auditor, KPMG completed the audit of the WSB’s consolidated and statutory financial statements within six months from the financial year end in 2014-2015. The consolidated audited report was endorsed by the Audit Committee and subsequently approved by the World Scout Committee (WSC) in March 2016.

A new Financial Management System, better known as Infor SunSystems, successfully went live across all the eight Support Centres globally in July 2015. Infor is the world’s third largest supplier of enterprise applications and services with more than 70,000 customers. The implementation of the new system helps to strengthen financial governance and further improve transparency. It provides a single centralised database that facilitates consolidation, strengthen financial controls as well as standardise business processes.

During the 2014-2015 audit, KPMG also reported that there was a significant reduction in management letter observations as compared to previous years. KPMG has, however, observed that while an Internal Control System has been implemented by the Regional Support Centres, it varies from Region to Region. The Audit Committee has subsequently, developed and recommended the rolling-out of Internal Audit Questionnaires as one of the initiatives to address this issue as well as provide a benchmark for the planning of the internal audit framework.

Following the relocation of the WSB from Geneva, Finance, Accounting and Human resource operations was successfully set up in Kuala Lumpur. The team in Kuala Lumpur presently supports the financial book keeping and human resource activities of both the Global Support Centres in Kuala Lumpur and Geneva.

In line with the relocation, the accounting operations that include National Scout Organization (NSO) registration billing and consolidated reporting was successfully converted to US Dollars following the approval of the WSC during its meeting in New York to change the WSB’s functional currency from Swiss Franc to US Dollar effective from 1 October 2014.

During the triennium, the WSB’s yearly operating budget has been prepared and subsequently, reviewed and endorsed by the Finance Committee on a timely basis. This enable the WSC to approve the budget before the new financial year began.

The Audit Committee successfully planned and carried out an internal audit in Kuala Lumpur, and will soon be carrying out internal audits in one or two Regional Support Centres.



# HONOURS AND AWARDS COMMITTEE



The Bronze Wolf ceremonies are great occasions to celebrate World Scouting in general and the outstanding work of the individuals awarded. All the ceremonies have proven that the awardees value their outstanding service to Scouting and the impact it has had on so many young people.

## Updates from Work Streams, Task Forces and Standing Committees

## Honours and Awards Committee



**A**s a standing committee of the World Scout Committee (WSC), the World Honours and Awards Committee was tasked to:

- Advise and make recommendations to the WSC on in all matters concerning honours and awards
- Act as the nominating committee to the WSC for the awarding of the Bronze Wolf
- Prepare Bronze Wolf documentation and execute the award ceremonies

During the triennium, 18 persons were awarded the Bronze Wolf. The committee have organised Bronze Wolf ceremonies on separate occasions:

- 22nd European Scout Conference
- 2016 Annual Meeting of Scouts et Guides de France
- 7th International Scout Gathering
- Sharjah 2016



# STRATEGY MONITORING GROUP



"In the field of strategic planning, monitoring and evaluation, the approaches adopted by the SMG have helped improve the alignment of Triennial Plans between World and Regional levels. Looking to the future, a new toolkit should further improve alignment between World and Regional levels, and most importantly with NSOs too."

**Craig Turpie**  
WSC member, European Scout Region



The workshop on effective monitoring and evaluation of strategies helped Regional staff and committee members to acquire valuable knowledge and skills in this area, and supported them in creating their Regional monitoring and evaluation plans for the Regional strategic plans.

## Updates from Work Streams, Task Forces and Standing Committees

## Strategy Monitoring Group



The Strategy Monitoring Group (SMG) of the World Scout Committee (WSC) had been tasked with monitoring and evaluating the progress towards fulfilling the 2014-2017 Triennial Plan and the overall Vision 2023 of the World Organization of the Scout Movement (WOSM). The group split its work into three areas: alignment, performance and forward planning. Within each of these areas, the group had some major achievements:

- **Alignment:** All Regional plans are now aligned with WOSM's Vision 2023, and a toolkit for National Scout Organizations (NSOs) for supporting their efforts in strategic planning, monitoring and evaluation is being piloted by six NSOs in the different WOSM Regions.
- **Performance:** The SMG supported the development of a set of Key Performance Indicators (KPIs) for the 2014-2017 Triennial Plan, as well as a set of 16 meta-indicators for assessing progress towards achieving Vision 2023. It also hosted a specific training workshop on monitoring and evaluation for Regional staff and committee members tasked with this specific area of work.
- **Forward planning:** The group has developed and successfully implemented a process for creating the 2017-2020 Triennial Plan.

## Alignment

The SMG delivered three workshops for staff and volunteers from the six WOSM Regions, to ensure that their Triennial Planning processes are aligned with WOSM's Vision 2023. This resulted in six Triennial Plans which had almost all the same strategic priorities as Vision 2023, with adaptations to Regional contexts.

The toolkit for strategic planning, monitoring and evaluation offers NSOs a compilation of guidance notes, practical exercises and examples of successful NSO strategies which they can use in preparing their own strategic plans. The toolkit is currently being piloted by NSOs in the six WOSM Regions, and a final version is expected to be published before the 41st World Scout Conference.

## Performance

The SMG supported the Work Streams and Task Forces of the WSC in developing a monitoring framework of 34 KPIs for the 2014-2017 Triennial Plan. The measurement of these KPIs occurred twice during the triennium: in March-April 2016 (mid-term) and April-May 2017 (end of triennium). Reports on the status of each KPI are included in the Mid-term Review Report and the Triennial Report of the WSC.

The SMG also developed 16 meta-indicators for Vision 2023, with the purpose of monitoring progress towards achieving the Vision. These are grouped in the four elements of the Vision (influence, growth, impact and unity).

Finally, the SMG organised a dedicated workshop on the topic of 'effective monitoring and evaluation of strategies', tailored towards Regional Staff and Committee members. A specialised consultant in this area provided the necessary inputs and resource materials.

## Forward Planning

The SMG developed and implemented a process for developing the 2017-2020 Triennial Plan. This process included a wide consultation with various global, Regional and NSO stakeholders.

This was done through several global and Regional events (notably the Good Governance and Triennial Planning workshop held in February 2017). The SMG collected inputs, prepared a first draft of objectives for the next plan, and developed a system of collecting NSOs' feedback on the draft, with the final version of the objectives to be presented for consideration at the 41st World Scout Conference.



World Scout Committee





## Membership

The following World Scout Committee (WSC) members were elected at the World Scout Conference in 2014 and their term of office ends at the World Scout Conference in 2017.

## World Scout Committee



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### Chairperson

- João Armando Gonçalves, Portugal

### Vice-Chairperson

- Jemima Nartey, Ghana
- Dan Ownby, United States of America

### Voting Members

- Karin Ahlbäck, Finland
- Abdullah Alfahad, Saudi Arabia
- Marcel Blaguet, Côte d'Ivoire
- Peter Blatch, Australia
- Fernando Brodeschi, Brazil
- Mari Nakano, Japan
- Lidija Pozaic Frketic, Croatia
- Craig Turpie, United Kingdom
- Bagrat Yesayan, Armenia

### Ex-officio Non-voting Members

- Scott Teare, Secretary General (until 31 October 2016)
- Ahmad Alhendawi, Secretary General (since 1 March 2017)
- Olivier Dunant, Treasurer (until September 2016)
- Joseph Lau Yee Leung, Treasurer (since October 2016)
- Lars Kolind, World Scout Foundation Board Member
- Gilbert Musumba, Africa Regional Scout Committee Chairperson (until March 2015)
- Bachir Diouf, Africa Regional Scout Committee Chairperson (March–August 2015)
- Wayne Adrian Davis, Africa Regional Scout Committee Chairperson (since September 2015)
- Youssef Khaddaj, Arab Regional Scout Committee Chairperson (until November 2016)
- Khamis Alrasbi, Arab Regional Scout Committee Chairperson (since December 2016)
- Chao Shou-Po, Asia-Pacific Regional Scout Committee Chairperson (until October 2015)

- Paul Parkinson, Asia-Pacific Regional Scout Committee Chairperson (since November 2015)
- Irina Pruidze, Eurasia Regional Scout Committee Chairperson (until October 2016)
- Sergiu Chirica, Eurasia Regional Scout Committee Chairperson (since November 2016)
- Andrea Demarmels, European Regional Scout Committee Chairperson (until June 2016)
- Kevin Camilleri, European Regional Scout Committee Chairperson (since July 2016)
- Leonardo Morales Morales, Interamerica Regional Scout Committee Chairperson (until October 2016)
- Ricardo Stuber, Interamerica Regional Scout Committee Chairperson (since November 2016)

## Youth Advisors

The following Youth Advisors to the WSC were elected by the 12th World Scout Youth Forum:

- Jérémy Apert, France
- Daiana Neil, Argentina
- Maeed Mohamed Zahir, Maldives
- Montaser Hosny Abdelmaged, Egypt
- Luis Antonio Aguayo Miranda, Mexico
- Máire Fitzgerald, Ireland

## Meetings

The WSC met on the following occasions:

- 17–19 October 2014  
New York, United States of America
- 14–16 November 2014  
Kuala Lumpur, Malaysia
- 20–22 March 2015  
Kuala Lumpur, Malaysia
- 2–4 October 2015  
Baku, Azerbaijan
- 25–27 March 2016  
Kuala Lumpur, Malaysia
- 23–25 September 2016  
Addis Ababa, Ethiopia
- 23–26 March 2017  
Kuala Lumpur, Malaysia (last official business meeting)
- 13 August 2017  
Baku, Azerbaijan

## Work Streams, Task Forces and Standing Committees

To deliver the Triennial Plan, the WSC organised its work through four Work Streams, three Task Forces, four Standing Committees and one transversal Strategy Monitoring Group. They comprise:

### Work Streams

- Innovating Scouting (Educational Methods and Youth Engagement)
- Reaching Out To All (Diversity and Inclusion, and Social Impact)
- Strengthening Scouting's Profile (Communications and External Relations)
- Governance & NSO Support (Governance)

## Task Forces

In addition to the main areas of work embodied in the Work Streams, a number of Task Forces looked into topics identified as key items by the 40th World Scout Conference and the WSC. The Task Forces worked independently from the Work Streams, and reported directly to the WSC. They comprise:

- Duty to God
- Fee System and Voting Rights
- Membership and Growth
- 2023

## Standing Committees

The Standing Committees reported to the WSC and supported the constitutional and governance function of the WSC. They comprise:

- Finance Committee
- Audit Committee
- Constitutions Committee
- Honours and Awards Committee

## Strategy Monitoring Group

All the Work Streams, Task Forces and Standing Committees contributed towards achieving what was set out this triennium, bringing the Movement closer to Vision 2023.

To ensure that progress is being made, monitored and reported to National Scout Organizations as well as the WSC, a transversal Strategy Monitoring Group was established. Key Performance Indicators were developed for the Strategy for Scouting/Vision 2023 as well as the Triennial Plan.



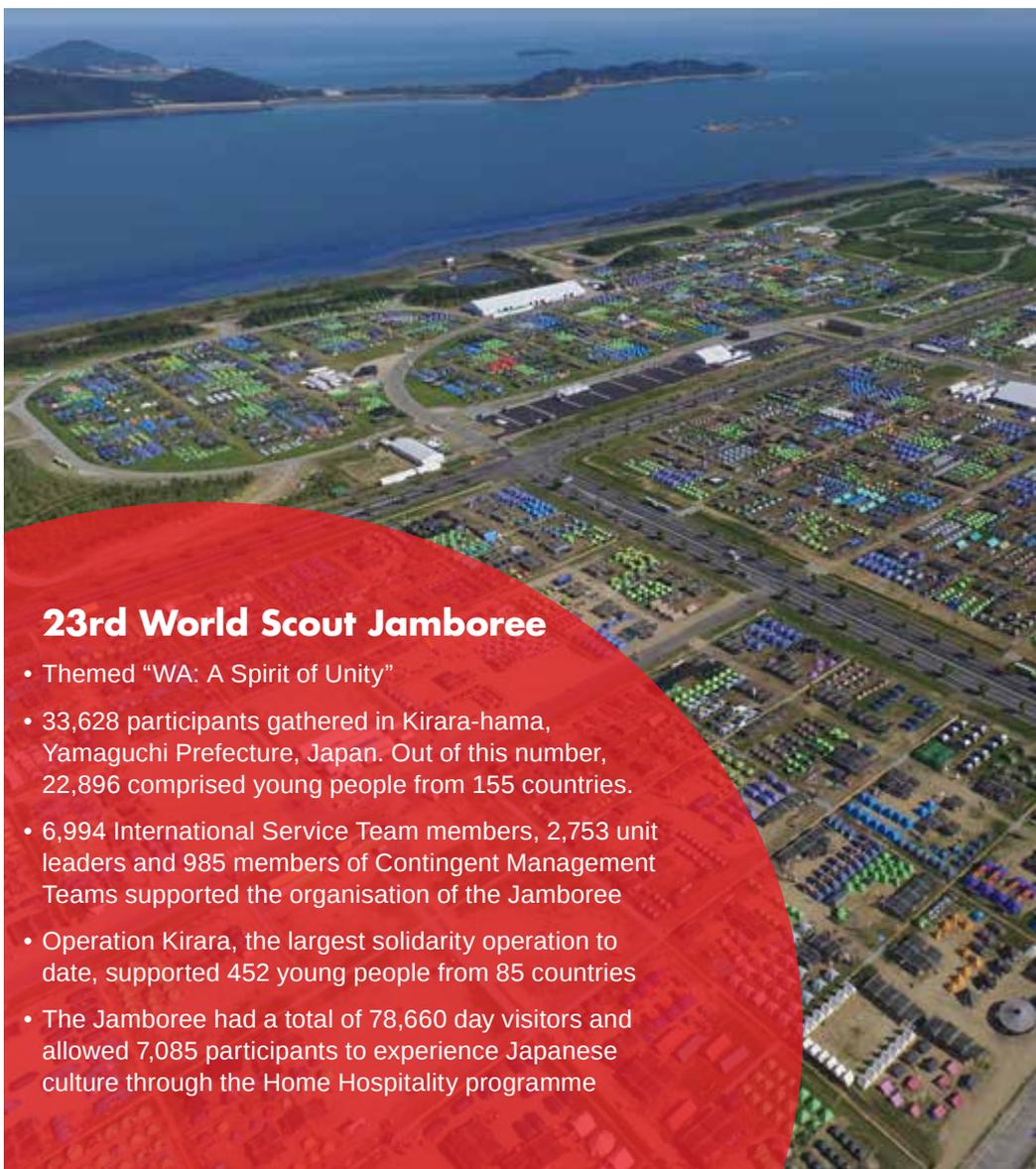




As an international youth movement, Scouting promotes cross-cultural exchange through its events, allowing young people to meet with peers from different cultures, share experiences and develop friendships. During the 2014-2017 triennium, the World Scout Committee (WSC) and World Scout Bureau (WSB) supported the following World-level events:

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- **23rd World Scout Jamboree**  
28 July–7 August 2015
- **Cub Scouts Centenary**  
January–December 2016
- **5th World Scout Interreligious Symposium**  
27–29 January 2017
- **2nd World Scout Education Congress**  
11–15 May 2017
- **15th World Scout Moot**  
25 July–2 August 2017
- **41st World Scout Conference**  
14–18 August 2017
- **13th World Scout Youth Forum**  
7–10 August 2017
- **Jamboree-On-The-Air and Jamboree-On-The-Internet (JOTA-JOTI)**  
October 2014, October 2015, October 2016



## 23rd World Scout Jamboree

- Themed “WA: A Spirit of Unity”
- 33,628 participants gathered in Kirara-hama, Yamaguchi Prefecture, Japan. Out of this number, 22,896 comprised young people from 155 countries.
- 6,994 International Service Team members, 2,753 unit leaders and 985 members of Contingent Management Teams supported the organisation of the Jamboree
- Operation Kirara, the largest solidarity operation to date, supported 452 young people from 85 countries
- The Jamboree had a total of 78,660 day visitors and allowed 7,085 participants to experience Japanese culture through the Home Hospitality programme



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World Scout Events



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## 2<sup>nd</sup> World Scout Education Congress

- Themed "Prepared: For a Changing World"
- Hosted by the Kandersteg International Scout Centre, Switzerland
- 245 participants from 100 National Scout Organizations

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### Jamboree-On-The-Air and Jamboree-On-The-Internet (JOTA-JOTI)

- The largest annual Scouting event in the world, which takes place each year in the third weekend of October
- Scouts across the world learn and have fun using the internet and amateur radio, linking up via Skype, Facebook, Twitter, IRC and many other technology channels
- Each year, over 1,000,000 Scouts from more than 150 countries participate in JOTA-JOTI.

### 5th World Scout Interreligious Symposium

- Themed 'Duty to God – Duty to Scouting'
- Hosted by the Boy Scouts of America's Religious Relationships Committee and the Interreligious Forum of World Scouting (IFoWS) and, supported by the World Scout Bureau and the King Abdullah International Dialogue Centre (KAICIID)
- 130 participants from over 40 countries gathered at the Seminary of the Immaculate Conception, Huntington, New York



## Cub Scouts Centenary

In 1916, the section we now know as Cub Scout was formed. Within its first year, 30,000 young people aged between seven and 11 years joined. Cub Scouting has since grown to over 13 million members across the world. During the triennium, we celebrated the Cub Scouts Centenary throughout year 2016.

The hashtag #Cubs100 was adopted by all NSOs and numerous posts, including the 'Me when I was a Cub!' post, went viral. In addition to celebrating with local Scouts, WOSM created an activity kit for NSOs to celebrate the Cub Scouts Centenary.



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The growth of the Cub Scout section, which goes by different names in different countries, is an important part of the growth strategies of most National Scout Organizations (NSOs), hence the slogan of the Centenary was 'Cub Scouts... we are growing'.

At the World level, we rolled-out a couple of initiatives to amplify the work of NSOs. We developed a Cub Scouts Centenary logo and identity guide, and dedicated a page to the Centenary on scout.org (<https://scout.org/cubs100>) where thousands of stories, photos and videos related to Cub Scouting around the globe were posted.

NSOs joined the global celebration by motivating Cub Scout leaders to continue to give their best in developing this section of Scouting, and organising activities and events for Cub Scouts ranging from camps to screenings of *The Jungle Book* movie. Some of these were captured in a video clip featured at the end of 2016 by WOSM.

It was definitely a year of excitement and fun as all of us worked together to celebrate the 100th year of Cub Scouting. The Centenary proved to be a great opportunity for WOSM to drive innovation, grow its membership and strengthen the profile of Scouting, in line with WOSM's Mission and Vision 2023.





# REPORTING ON KEY PERFORMANCE INDICATORS

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The 34 Key Performance Indicators (KPIs) established at the beginning of the 2014-2017 triennium have enabled WOSM to track and measure progress towards achieving the objectives of the Triennial Plan. Overall, 12 of the 34 KPIs have been partially achieved, with one KPI not being achieved.

## Reporting on Key Performance Indicators



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Compared to the mid-term review, when the expectation was that 20 of the total 34 KPIs will be completely achieved, it can be concluded that the projection has been quite accurate: 22 of the 34 KPIs have been completely achieved. As was the case at the mid-term review, six of the ten top-priority KPIs selected by the World Scout Committee (WSC) have been fully achieved.

The objectives of the 2014-2017 Triennial Plan were ambitious, however, the teams stepped up to the challenge, and managed to complete most of what has been planned. For a detailed overview of all the work done, please consult the chapters on the work of each team. Finally, the table below presents an overview of the KPIs and their status.

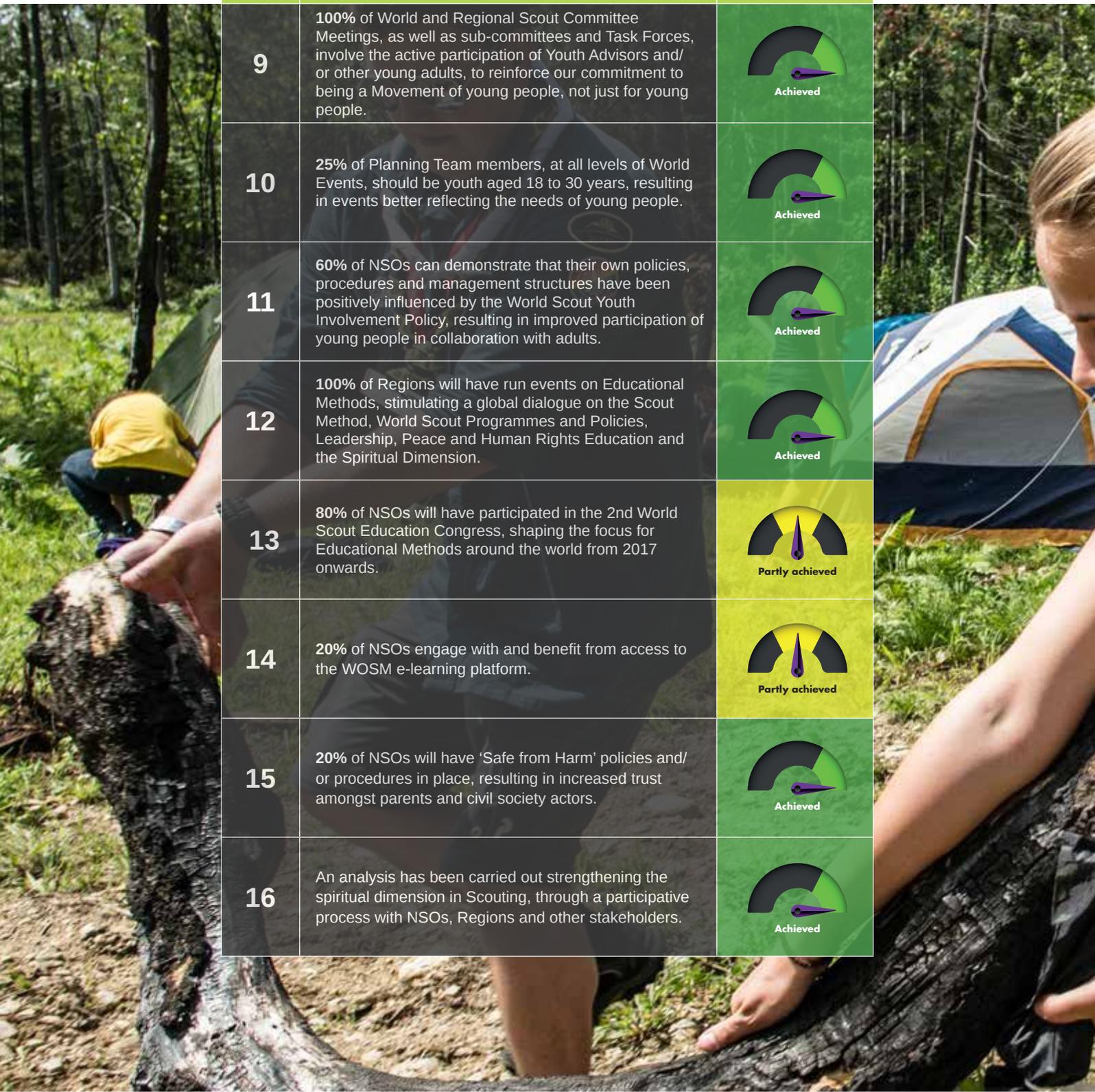


Reporting on Key Performance Indicators

KPI No.	Key Performance Indicator	Achieved at the 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.	 Achieved
2	50% of NSOs will have integrated Peace and Human Rights Education in their Youth Programme.	 Achieved
3	50% of NSOs identify the benefits of the three World Scout Programmes (Messengers of Peace, Scouts of the World Award and the World Scout Environment Programme) and use them.	 Achieved
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.	 Achieved
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.	 Achieved
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.	 Achieved
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.	 Not achieved
8	90% of participants are satisfied with the World Events they take part in.	 Achieved

Reporting on Key Performance Indicators

KPI No.	Key Performance Indicator	Achieved at the 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.	 Achieved
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.	 Achieved
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.	 Achieved
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 and Human Rights Education and the Spiritual Dimension.	 Achieved
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.	 Partly achieved
14	20% of NSOs engage with and benefit from access to the WOSM e-learning platform.	 Partly achieved
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.	 Achieved
16	An analysis has been carried out strengthening the spiritual dimension in Scouting, through a participative process with NSOs, Regions and other stakeholders.	 Achieved



Reporting on Key Performance Indicators

KPI No.	Key Performance Indicator	Achieved at the 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.	 Partly achieved
18	One 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.	 Achieved
19	100% of Regions will have started to implement Communications & External Relations Plans that are aligned with the WOSM Communications & External Relations Strategy.	 Partly achieved
20	20% of NSOs will have developed Communications & External Relations Plans that are aligned with WOSM Communications & External Relations Strategy.	 Partly achieved
21	Two pilot projects will have been run in order to better understand how to develop effective external partnerships that help strengthen Scouting's profile.	 Achieved
22	20% of influencers consider Scouting's reputation to have been improved following a baseline audit in 2015/2016.	 Partly achieved
23	20% of NSOs take action in line with WOSM position statements, demonstrating Scouting's commitment to advocate for change that positively impacts communities.	 Partly achieved
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.	 Partly achieved

Reporting on Key Performance Indicators

KPI No.	Key Performance Indicator	Achieved at the end of triennium
25	At least <b>60 million</b> individual Scouts will be involved in the Movement.	 Partly achieved
26	<b>50%</b> of NSOs spread over the six Regions have undertaken a GSAT assessment (self-evaluation, 2nd party or 3rd party).	 Achieved
27	<b>90%</b> 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.	 Partly achieved
28	<b>70%</b> of action plans resulting out of GSATs are completed within the planned time and have led to strengthened capacity in the NSO.	 Partly achieved
29	In advance of the 41st World Scout Conference, <b>90%</b> of NSOs support proposals for fees and voting.	 Partly achieved

Reporting on Key Performance Indicators

KPI No.	Key Performance Indicator	Achieved at the end of triennium
30	A culture of self-improvement, growth and ongoing development has been established in the World Scout Committee and its teams.	 Achieved
31	Ten common standards and best practices have been developed to improve transparency in WOSM bodies.	 Achieved
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 2014-2017 Triennial Plan, in order to align resources and encourage collaboration.	 Achieved
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.	 Achieved
34	One 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.	 Achieved

The Bronze Wolf is the only award presented by the World Scout Committee (WSC). It is given solely in recognition of outstanding service by an individual to the Scout Movement.



# AWARDS

During this triennium,  
the Bronze Wolf was awarded to:

- Winston Adams – WSB/South Africa
- Thérèse Bermingham – Ireland
- Melissa Martins Casagrande – Brazil
- Kent Clayburn – United States of America
- Jonathan How – United Kingdom
- Amos Ilani – Israel
- Wahid Labidi – Tunisia
- Shree Ram Lamichhane – Nepal
- Christian Larcher – France
- Marc Lombard – Switzerland
- John May – United Kingdom
- Sheikh Sultan bin Muhammad Al-Qasimi – United Arab Emirates
- John Neysmith – Canada
- Christos Papageorgiou – Greece
- Mohamad Effendy Rajab – Singapore
- Alain Silberstein – France
- Reiko Suzuki – Japan
- Siegfried Weiser – WSF/Germany



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# GONE HOME

The Scout Movement acknowledges the contributions of the following WSC members, World Scout Bureau staff and Bronze Wolf awardees who have gone home during the triennium:

H.M. King Bhumibol Adulyadej of Thailand

Syed Hashim Abdullah (Malaysia)

Arthur Eugster (Switzerland)

Emmanuel Gasakure (Rwanda)

Baldur Hermans (Germany)

Jean-Luc Bertrand (Belgium)

Annie Del Moral (Switzerland)

Gisle Johnson (Norway)

Kim Kyu Young (Korea)

Piet J. Kroonenberg (Netherlands)

Stein Løvold (Norway)

Jack McCracken (Canada)

Leslie Mitchell, G3BHK (United Kingdom)

Jiří Navrátil (Czech Republic)

Sutham Phanthusak (Thailand)

Jere Ratcliffe (United States of America)

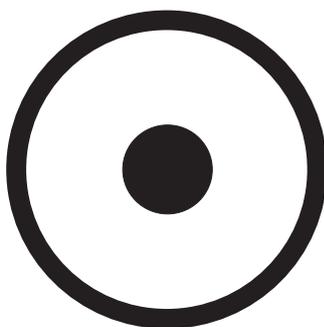
Francisco S. Roman (Philippines)

John (Jack) E. Sinclair (Canada)

Emile-Xavier Visseaux (France)

Gustavo J. Vollmer (Venezuela)

Geoffrey Wheatley (Canada)



# LATEST CENSUS

(as at 31 December 2015)

Country	Total WOSM Membership		
Algeria	4150	Democratic Republic of The Congo	71443
Angola	18654	Costa Rica	11423
Argentina	70140	Côte d'Ivoire	7512
Armenia	2167	Croatia	2521
Aruba	502	Curaçao	1461
Australia	68781	Cyprus	4667
Austria	10136	Czech Republic	51234
Azerbaijan	1761	Denmark	42927
Bahamas	1516	Dominica	1100
Bahrain	1790	Dominican Republic	1513
Bangladesh	1112293	Ecuador	6022
Barbados	2334	Egypt	82940
Belarus	1041	El Salvador	3309
Belgium	103638	Estonia	1341
Belize	810	Ethiopia	67977
Benin	7225	Fiji	10175
Bhutan	24496	Finland	52565
Plurinational State of Bolivia	7126	France	75547
Bosnia and Herzegovina	3130	Gabon	3736
Botswana	25701	Gambia	18422
Brazil	81518	Georgia	2290
Brunei Darussalam	2534	Germany	109547
Bulgaria	948	Ghana	3818
Burkina Faso	11528	Greece	15888
Burundi	28559	Grenada	1367
Cambodia	16608	Guatemala	4905
Cameroon	12000	Guinea	10522
Canada	96987	Guyana	399
Cape Verde	733	Haiti	43605
Chad	14500	Honduras	2701
Chile	20636	Hong Kong	67399
Scouts of China	53203	Hungary	12394
Colombia	14153	Iceland	4766
Comoros	1725	India	3647843





Indonesia	21599748	Papua New Guinea	4955
Ireland	44492	Paraguay	1086
Israel	83332	Peru	8254
Italy	102904	Philippines	1934255
Jamaica	1705	Poland	39825
Japan	94393	Portugal	80681
Jordan	15521	Qatar	4528
Kazakhstan	1134	Romania	3910
Kenya	1312422	Russian Federation	9152
Kiribati	1186	Rwanda	18859
Republic of Korea	136079	Saint Lucia	355
Kuwait	5950	Saint Vincent and the Grenadines	221
Latvia	872	San Marino	260
Lebanon	14533	Saudi Arabia	19260
Lesotho	371	Senegal	9857
Liberia	2418	Serbia	4147
Libya	14494	Seychelles	274
Liechtenstein	672	Sierra Leone	15074
Lithuania	1849	Singapore	11380
Luxembourg	6282	Slovakia	6826
The former Yugoslav Republic of Macedonia	1467	Slovenia	6517
Madagascar	50464	South Africa	294958
Malawi	50000	South Sudan	2149
Malaysia	65944	Spain	66704
Maldives	1508	Sri Lanka	37737
Malta	3079	Sudan	14682
Mauritania	3724	Suriname	756
Mauritius	5509	Swaziland	6843
Mexico	43030	Sweden	34990
Republic of Moldova	2176	Switzerland	23298
Monaco	360	Syrian Arab Republic	9260
Mongolia	10445	Tajikistan	1038
Montenegro	1268	United Republic of Tanzania	538933
Morocco	12304	Thailand	697797
Mozambique	21487	Togo	9702
Myanmar	24925	Trinidad and Tobago	8686
Namibia	1066	Tunisia	18494
Nepal	20838	Turkey	141277
Netherlands	57507	Uganda	116054
New Zealand	18432	Ukraine	1426
Nicaragua	1481	United Arab Emirates	4795
Niger	3300	United Kingdom	530999
Nigeria	750073	United States	2616563
Norway	17736	Uruguay	1968
Oman	20330	Venezuela	14123
Pakistan	525365	Yemen	6481
State of Palestine	33629	Zambia	7396
Panama	2600	Zimbabwe	6731





# OVERALL FINANCIAL REPORT

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## World Scout Bureau Financial Overview for the 2014-2017 Triennium

The stack column charts below show the financial operating income and expense over the last three trienniums of the World Scout Bureau (WSB) since the 39th World Scout Conference in 2011. It consists of eight audited financial year results and a current year estimate based on the 2016-2017 approved Yearly Operating Plan budget.

Based on the above assumption, the WSB is anticipated to achieve an estimated surplus of USD90,000 as compared to the corresponding audited loss of USD65,000 (rounded to the nearest thousand) during the 2011-2014 triennium and a marginal audited surplus of USD13,000 (rounded to the nearest thousand) in the 2008-2011 triennium respectively.

The WSB's total income in this triennium is anticipated to increase by 2% (~USD0.4 million) as compared to the last triennium. The increase is mainly attributed to a higher, 10% grant contribution from the World Scout Foundation but is partially offset by a decline of 4% in WOSM fee collection in this triennium versus that of the last triennium.

The World Organization of the Scout Movement (WOSM) fees and World Scout Foundation grants, however, continue to remain as the two main income sources of the WSB. Both the membership fees and World Scout Foundation grants contributed 58% and 41% respectively, toward the WSB's total Yearly Operating Plan operating income (refer to Chart 1).

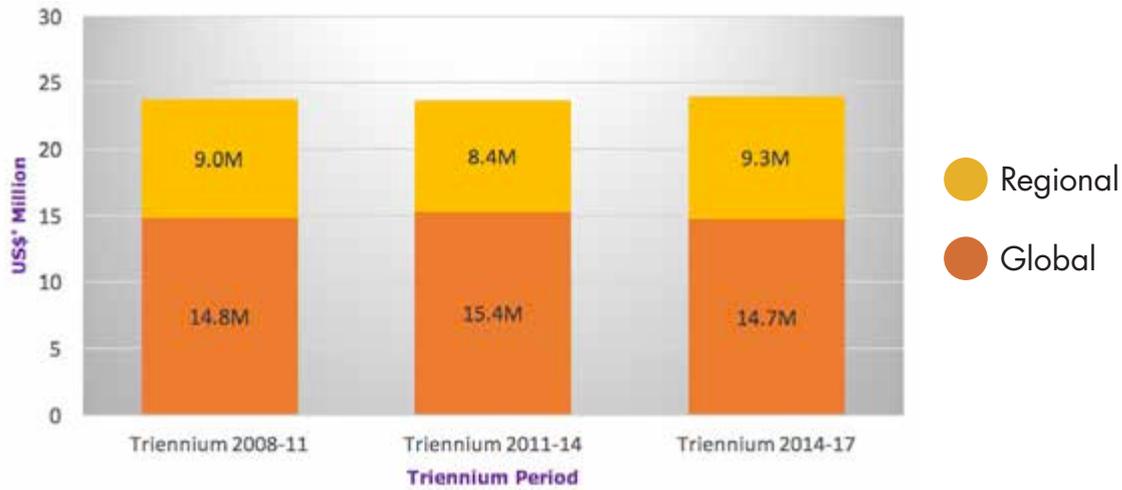
The 2% increase in the WSB's total operating income in this triennium has also enable a higher allocation of USD9.3 million transferred to Regional Support Centres to support Scouting activities at the Regional level. This is an increase of 9.5% over the last triennium (refer to Chart 2).

Chart 1: Operating Income Trend



Overall Financial Report

Chart 2: Operating Expense (Allocation) Trend



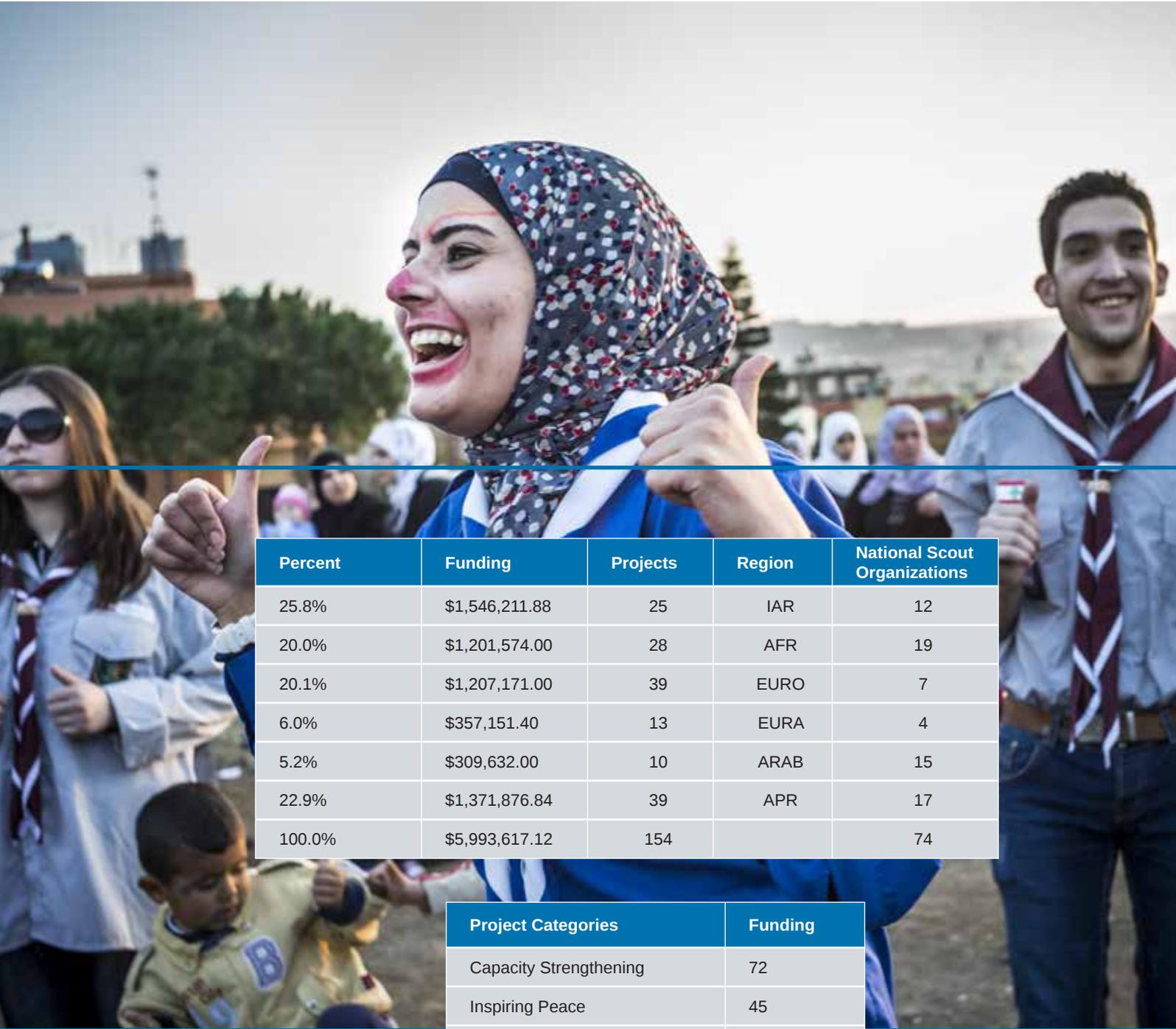
### Messengers of Peace Funding Support

Since the inception of the Messengers of Peace Initiative in 2011, over five million Scout volunteers have been inspired to execute over one million local projects throughout the world and have recorded over 700 million service hours on scout.org.

The Messengers of Peace Support Fund has made it possible to award close to USD6 million to 154 Regional and National Scout Organization (NSO) projects during the 2014-2017 triennium. These projects have taken place in all Scout Regions worldwide, addressing critical issues such as building capacity to ensure long term sustainability, providing support to emergency and conflict areas, and further inspiring Scout Messengers of Peace.

It has inspired behavioural change, greater tolerance, and stronger understanding as well as respect among Scouts. Furthermore, it has supported close to half of all NSOs in strengthening their project management capacities, communication skills, and contributing to a better image of Scouting in some countries.

Overall Financial Report



Percent	Funding	Projects	Region	National Scout Organizations
25.8%	\$1,546,211.88	25	IAR	12
20.0%	\$1,201,574.00	28	AFR	19
20.1%	\$1,207,171.00	39	EURO	7
6.0%	\$357,151.40	13	EURA	4
5.2%	\$309,632.00	10	ARAB	15
22.9%	\$1,371,876.84	39	APR	17
100.0%	\$5,993,617.12	154		74

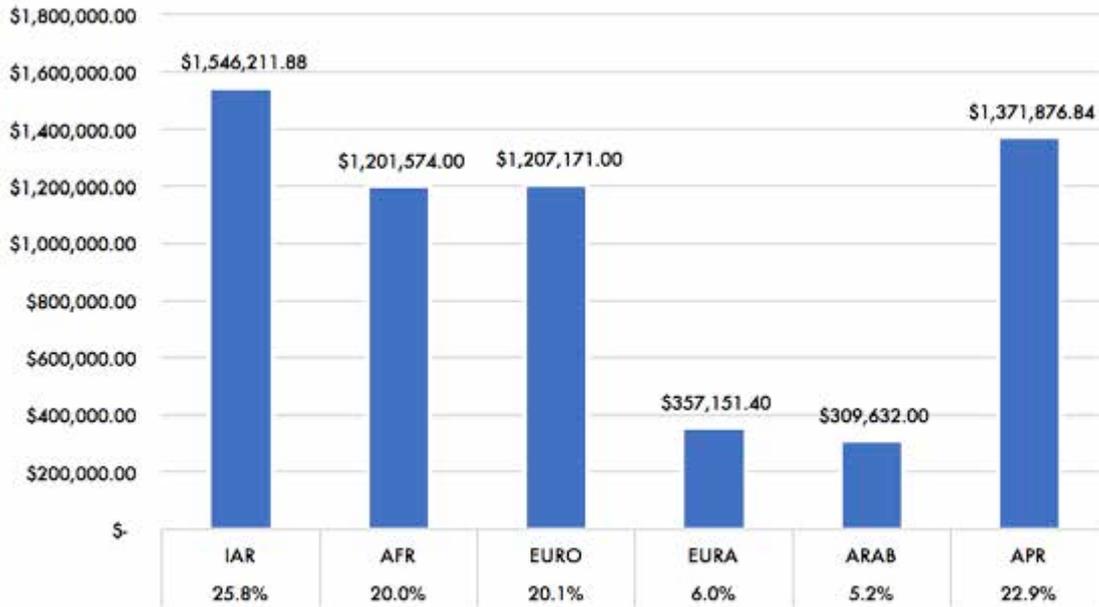
Project Categories	Funding
Capacity Strengthening	72
Inspiring Peace	45
Natural Disaster Response	8
Special Projects	29
Total	154

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Overall Financial Report

Messengers of Peace Support Fund

\$6,000,000



\* Messengers of Peace Support Fund

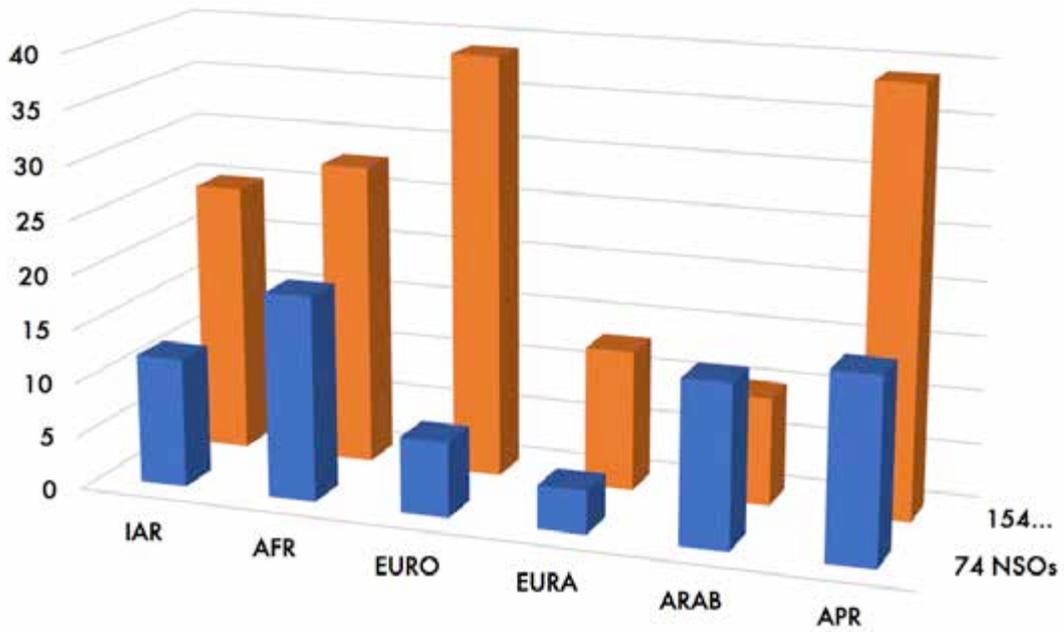


Overall Financial Report

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Number of NSOs implementing MoP projects by WOSM Regions



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The writing of this report is the result of the collective effort of the teams of the World Scout Bureau and the World Scout Committee.





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**AZERBAIJAN 2017**

**41<sup>ST</sup> WORLD SCOUT  
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July 2017

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