



Document 11

Global Support

40TH_E WORLD SCOUT
CONFERENCE
CONFÉRENCE MONDIALE
DU SCOUTISME

SLOVENIA 2014



SCOUTS[®]
Creating a Better World

Table of Contents

Global Support	1
1. REPORT ON THE WORK CARRIED OUT IN THIS PRIORITY AREA	1
<i>1.1 Background & Origins</i>	<i>1</i>
<i>1.2 Objectives of Global Support Priority Area</i>	<i>1</i>
<i>1.3. Follow-up and completion of the Global Support Cycle</i>	<i>4</i>
2. GLOBAL SUPPORT SESSIONS DURING THE CONFERENCE	5
<i>2.1. Interactive reporting session during the World Scouting showcase</i>	<i>5</i>
<i>2.2. Workshops on the Global Support Assessment Tool</i>	<i>5</i>
3. PROPOSED RESOLUTION ON GLOBAL SUPPORT	5

GLOBAL SUPPORT

1. REPORT ON THE WORK CARRIED OUT IN THIS PRIORITY AREA

1.1 Background & Origins

It has always been a part of the overarching objective of the World Organization of the Scout Movement (WOSM) to support quality Scouting across the globe. We must do this primarily by supporting and strengthening the capacity of the 162 recognised National Scout Organizations (NSOs) regarding good governance principles according to best practices, a qualitative youth programme and well-focused adult resources.

It is the combination of these elements that is essential to enable the NSOs to deliver a qualitative Scout method at local level, which ultimately leads to the development of young people to their fullest potential.

To achieve this qualitative delivery of the Scout method in an efficient way, making use of technological evolutions of the 21st century, and based on the request from the 39th World Scout Conference in Brazil, the World Scout Committee has developed the Global Support System.

1.2 Objectives of Global Support Priority Area

Based on the Conference Resolution 05/2011 and according to the Triennial Plan 2011-2014, the objective of the "Global Support System" is to:

- design, develop, support, monitor, evaluate and report on the "Global Support" strategy;
- encourage strong cooperation between Regions and NSOs and provide coordination;
- collect and analyse relevant data and trends (e.g. common challenges, growth-critical factors, solutions and resources developed, etc.);
- ensure there is a consistent approach to consultancy at all levels;
- monitor the implementation of Resolution 5/11 from the 39th World Scout Conference;
- support the Regions on expansion of Scouting where Scouting does not exist;
- ensure the efficiency and sustainability of this approach.

Step 1. The Global Support Priority Area Working Group

To support this work, a Global Support Priority Area Working Group was created not only to give overall strategic direction but also to exchange methods, insights and experiences across regional boundaries with regards to providing support to NSOs.

Additionally, the Global Support Priority Area Working Group is also in charge of:

- developing the Global Support Consultant Network;
- creating the Global Support Assessment Tool (GSAT);
- reaching out to the National Scout Organizations to be assessed and make sure an action plan is implemented after the Audits;
- reporting on the results and trends to the World Scout Committee.

A small "Global Support Core Team" was also appointed with the objective of overseeing day-to-day progress of the various projects within Global Support.

The membership of the Global Support Priority Area Working Group includes one elected member of the WSC (minimum), one member from each Regional Scout Committee, one Youth Advisor to the WSC (minimum), one staff member from each Regional Office, the Global Director, Organizational Development as Secretary and up to six GSAT facilitators, invited according to needs and expertise.

Step 2. Strategy

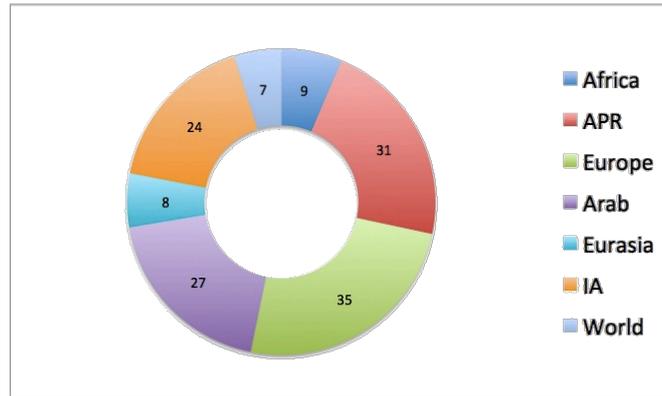
Consequently the Global Support Priority Area Working Group defined the following strategy:

- To create a bank of resources (human and intellectual) so that Regions and National Scout Organizations can support for their own needs in a variety of fields and access targeted assistance (across regional and national boundaries).
- To develop a tool to help the NSOs to compare their present realities with existent best practices.

Step 3. The Global Support Consultant Network

The regions selected through a similar system (making sure they all adhere to the same standards) several members from their regional networks and consultant pools and sent the data to the World Scout Bureau.

These individuals are now members of the Global Support Consultant Network and all their competences are constantly updated to be clearly linked to the different dimensions of the Global Support Assessment Tool.



GS Consultant Pool: Regional spread

Also the Consultant Network will become an integrated part of the new web portal.

Step 4. The Global Support web portal

A joint web portal is being developed for World Scouting to keep track of Global Support projects around the world, including data on the Global Support Assessment Tool, the Global Support Consultant Network and Global Support Facilitators and their competence profile as well as resource materials. This platform will also support developing a common approach to support processes for NSOs around the world and show what we do, inspiring other NSOs to learn from each other's projects and resources.

Step 5. WOSM decided to assess governance capacity of NSOs receiving large MoP grants

During the fine-tuning of the funding management system of the Messengers of Peace Support Fund, WOSM contracted a world-class firm on certification, Société Générale de Surveillance (SGS), which has a specialised department on NGO certification, built on worldwide good practices developed by NGOs .

As a first step in the project, SGS was asked to assess 15 NSOs that had received substantial grants through the Messengers of Peace Support Fund, to assess their compliance with best practices in good governance. The SGS NGO benchmarking audit standard assesses capacity across 98 criteria in the following nine dimensions:

- Governing body
- Strategic framework
- Integrity Management
- Communication, advocacy, public image
- Human Resources
- Fundraising, resource allocation, financial controls
- Operations
- Outcomes
- Continuous improvement

Feedback from the 15 NSOs who participated to the initial auditing was generally very positive. However two key elements were identified for improvement. Although the SGS standard has an excellent focus on good governance, it doesn't focus on the core activities of a National Scout Organization: Youth Programme and Adults in Scouting.

Additionally it was felt that the criteria in the SGS standard started from the presumption that operations are run by salaried staff, which is not necessarily the case in many of WOSM's NSOs which are often primarily volunteer-run. Also we saw that many NSOs, particularly those with limited capacity, had difficulties preparing themselves for an audit which did not focus solely on finances but on governance as a whole. This was combined with the fact that SGS auditors did not always understand the volunteer reality of an NSO.

Step 6. Incorporating good governance assessments within the capacity-strengthening process of WOSM

Seeing the potential of the good governance auditing through SGS, WOSM embarked on a much larger project to incorporate these principles within its capacity-strengthening processes for NSOs.

Together with SGS we developed a derivative of the original SGS NGO Benchmarking Standard tailored for WOSM, including the best elements of the NSO self-assessment tools WOSM had developed itself over the years. These ensure inclusion of specific core business elements of scouting such as Youth Programme, Volunteers and Adults in Scouting.

This process was done in intense collaboration with the Regional Offices as well as the Global Support Team and a first version of the new "second party standard", ratified by SGS, was finalized in October 2013 and called the "Global Support Assessment Tool" (GSAT).

Result 1. The Global Support Assessment Tool

The GSAT assesses compliance of a National Scout Organization, on the national level, towards best practices in good governance and Scouting. In other terms it checks if certain processes, procedures and policies are in place and if they are being implemented.

Within this framework the main objectives of the Global Support Assessment Tool are to:

- support the leadership of NSOs to understand and address capacity issues in their NSOs;
- measure in a uniform way their compliance with good governance principles and quality Scouting across the globe;
- sharpen the support given by WOSM (through the Global Support System, at World and Regional levels) towards its NSOs, based on the specific identified needs & trends instead of through generic support;
- promote synergies between NSOs;
- make certification possible through a third party, if desired by the NSO; successful certification can help assure stakeholders like potential donors that the NSO is compliant with good governance principles and delivers a qualitative output.

This first version of the GSAT includes 90 criteria across 10 dimensions:

- | | |
|---|---|
| 1. NSO-WOSM institutional requirements | 6. Adults in Scouting |
| 2. Governance framework | 7. Resource allocation and financial controls |
| 3. Strategic framework | 8. Youth Programme |
| 4. Integrity management | 9. Growth potential |
| 5. Communication, advocacy and public image | 10. Continuous improvement |

For each criteria the assessor identifies, based on evidence presented by the NSO (e.g. minutes of meetings, policy documents, records, manuals), which level of attainment is achieved by the NSO towards the best practice.

Result 2. Training of GSAT Facilitators and launching of the testing phase

To support the roll-out of this tool across the globe and support the planned assessment of NSOs who wish to engage in a capacity-strengthening project, a worldwide pool of trained volunteers and staff was created who are capable of supporting a third party assessment as well as the follow-up to help NSOs set priorities, get adequate support in place and then monitor the results.

The primary role of the GSAT facilitators is to support the preparation of the NSO leading up to an assessment ensuring the NSO is clear about the assessment requirements, and ready. During assessment the facilitator's role is limited to observing and, where necessary, facilitating the discussion between the NSO and SGS to improve mutual understanding (e.g. for Scouting-specific criteria). Following the assessment, the facilitator should ensure liaison with the Region so adequate follow-up is delivered after the assessment is completed and a specific capacity strengthening project with the NSO is initiated if necessary.

Since February 2014, the new GSAT has been tested with 12 NSOs across all Regions through third party auditing with SGS.

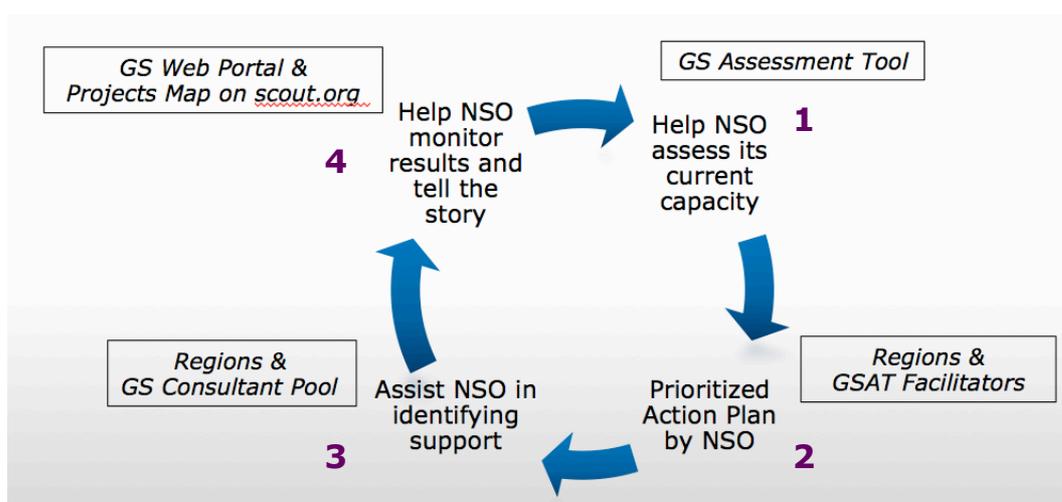
CONSOLIDATED		AVERAGE SCORES		
DIMENSIONS OF BEST PRACTICES		SGS Audits (14 NSOs) with SGS NGO Benchmarking	WOSM GSAT Audits (12 NSOs) including new <i>scouting</i> <i>related</i> dimensions	NGOs Audits worldwide with SGS NGO Benchmarking (170 NGOs)
D01	NSO-WOSM INSTITUTIONAL REQUIREMENTS		76.0 %	
D02	GOVERNING BODY	67.5 %	69.7 %	64.9 %
D03	STRATEGIC FRAMEWORK	66 %	67.4 %	71.5 %
D04	INTEGRITY MANAGEMENT	49.6 %	48.9 %	49.8 %
D05	COMMUNICATION, ADVOCACY AND PUBLIC IMAGE	59.5 %	75.5 %	65.6 %
	HUMAN RESOURCES (previous version)	60.3 %		64.9 %
D06	ADULTS IN SCOUTING		70.9 %	
D07	FUNDRAISING, RESOURCES ALLOCATIONS AND FINANCIAL CONTROLS	52.2 %	66.7 %	77.4 %
	OPERATIONS	68.1 %		77.6 %
D08	YOUTH PROGRAMME		74.5 %	
	OUTCOMES	57.9 %		69.9 %
D09	GROWTH POTENTIAL		58.0 %	
D10	CONTINUOUS IMPROVEMENT	39.2 %	41.2 %	52.6 %
TOTAL AVERAGE		57.8 %	64.4 %	64.6 %

When compared to 12 GSAT audits, the global average of 170 NGO BM audits results worldwide shows the following:

- NSOs score better in two Dimensions: Communication, Advocacy and Public Image (75.5% versus 65.6%) and Governing Body (69.7% versus 64.9%): this could be due to the Constitutional “canopy” of NSOs’ membership with WOSM.
- They score much lower than the worldwide average in Finances (D7) and Continuous Improvement (D10): About -12%;
- They score slightly lower than the worldwide average in Strategic Framework (-4.1%) and Integrity Management (-0.9%).

1.3. Follow-up and completion of the Global Support Cycle

Following the GSAT Audits (1), NSOs will be able to identify their areas of improvement and address their capacity issues (if any). With the support of the GSAT Facilitator and Regional team (2), NSOs can prioritize an action plan and act upon it. If and when required, NSOs can get assistance to identify the support required through the Global Support Consultant Pool (3) and submit a capacity strengthening project requesting funding through the Messengers of Peace Support Fund. On the web portal, NSOs will be able to learn more about other Global Support projects (4), tell the Story and inspire other NSOs.



2. GLOBAL SUPPORT SESSIONS DURING THE CONFERENCE

2.1. Interactive reporting session during the World Scouting showcase

An interactive session on Global Support and the different tools and systems produced in the last Triennium by this Priority Area Working Group will be delivered during the World Scouting Showcase on Tuesday morning 12th August between 09:30 and 10:30, and then repeated between 11:30 and 12:30. This workshop will provide insights on how the Global Support System can deliver added value in the capacity building of your NSO.

2.2. Workshops on the Global Support Assessment Tool

On Wednesday afternoon 13th August, between 16:00 and 17:00 a number of parallel workshops will be organised that allow participants to be introduced to the newly developed "Global Support Assessment Tool", which allows NSO leadership to assess strengths and areas of improvement of their organisation vis-à-vis international best practices on good governance and WOSM policies and standards.

3. PROPOSED RESOLUTION ON GLOBAL SUPPORT

At its meeting in March 2014, the World Scout Committee considered the final report of the Global Support Priority Working Area and considered the way forward for this key element of work. As a result, the Committee decided to propose a Resolution to the World Scout Conference to ensure continuity.

GLOBAL SUPPORT

Moved by: World Scout Committee

The Conference,

- Recognizing the work carried out by the Global Support Priority Area Working Group responding to Resolution 5/2011, in particular
 - o the development of an integrated consultancy approach – the "Global Support System" - amongst the Regions and World level, ensuring easy access towards all resources available within and outside the Movement
 - o the development of a global tool for assessing and supporting good governance and quality Scouting in NSOs (the "Global Support Assessment Tool")
 - o commending all National Scout Organizations which took part in the testing phase of this tool
- Noting with pleasure that more than 200 Scout experts from around the world joined the ranks of the Global Support Consultant Network this triennium, as well as 29 NSOs so far taking part in the development and testing of the Global Support Assessment Tool
- Recognizing that although substantial progress has been made this triennium, a sustained focus will be required to achieve a truly integrated Global Support System within WOSM
- **Strongly recommends the World Scout Committee**
 - o to further develop the integrated Global Support System for NSOs by
 - building on a consultancy approach through innovative methods on Regional and World level
 - promoting the exchange of information related to projects within NSOs through an online portal on scout.org for the Global Support System
 - developing tools to train the Global Support Priority Area Working Group and Consultancy Pool
 - o to promote the use of the Global Support Assessment Tool as the primary tool on Regional and World level to support development in National Scout Organizations
 - o to ensure Regional Offices are equipped in order to provide adequate assistance based on the results of the assessments provided by the Global Support Assessment Tool (GSAT)