



REPORT OF THE CHAIRMAN OF THE WORLD SCOUT COMMITTEE

39TH WORLD SCOUT CONFERENCE – BRAZIL 2011

These last 2½ years – since our 38th World Scout Conference in Korea – have been interesting, challenging, very busy and very productive!

World Scout Committee, Youth Advisors and Other Volunteers

The World Scout Committee – which is now comprised of not only the 12 members elected by the World Scout Conference, but also the six Regional Chairmen, the Chairman of the World Scout Foundation, the WOSM Treasurer and the Secretary General – has met regularly throughout the triennium. In addition, the Steering Committee (which includes myself as Chairman, our two Vice-Chairmen Mario Diaz and Simon Rhee, and Luc Panissod, the Secretary General) has met via regular telephone conferences and I speak with Luc on the telephone at least once a week.

We are also ably advised by the Youth Advisors to the World Scout Committee, who now attend all of our meetings and bring a fresh and vibrant dimension to our discussions.

We have set up an effective system of subcommittees and task forces covering areas such as the “Strategy for Scouting” – responsible for evaluating the current Strategy and proposing a way forward, “Regional Coordination” – which supports the work of the Regions, “Educational Methods” – focused on youth programme, training and supporting adult leaders, “Scouting's Profile” – which helps promote our brand through effective communications, and finally our “Governance” and the “Registration Fee” system. These groups have achieved sterling work during this shortened triennium and the product of their endeavours will be brought to you as proposals to this World Scout Conference.

Changing the Culture

Our primary goal during this triennium has been to change the culture of World Scouting by focusing the attention of the World Scout Committee, the World Scout Bureau and the six Regional Offices on providing service to our NSOs.

I am sure, by now, most of you are familiar with this new organizational chart – the “upside down pyramid”.

This “presentation” of World Scouting is not only an organization chart but – much more importantly – is a philosophical statement referencing who we are here to serve in World Scouting and where the key leadership responsibilities fall.

- Scouts and the youth of the world are the only reason WOSM exists – and they sit on top of the organization. They are ultimately the most important people in Scouting.
- The volunteers in each National Scout Organization have the greatest influence over the quality of the Scouting programme in their country. These volunteers are responsible for the “care and feeding” of their Scouts and the growth of the Movement.
- The regional volunteers and professional staff are there to provide training, inspiration, and resources that the National Scout Organizations need to be effective and successful in their mission.
- And the World Scout Committee, at the bottom of the organization chart, is responsible to provide the resources, vision and global coordination of Scouting around the world, so that the regional leadership and the NSOs can be successful.



This model reflects a significant cultural change for World Scouting and will take some time to be fully understood and embraced; but we have made good progress during this triennium. This new approach to the management of World Scouting has been adopted by the World Scout Committee, the World Scout Bureau and most of the regional leadership. Time will tell whether or not it will positively improve Scouting's service to the youth of the world. But let me be absolutely clear, that for most of us in Scouting, it is our job to assist the National Scout Organizations in their work.

Priorities and Resources - Triennial Plan

The World Scout Committee started this triennium by prioritizing the work that the 38th World Scout Conference expected of the Committee and the World Scout Bureau to carry out during these 2½ years and to identify the resources necessary to complete these tasks successfully.

Based on that analysis, we drew up the Triennial Plan which was sent to all National Scout Organizations and has been the blueprint for our efforts since Korea. A mid-term report was sent to all NSOs and a full Review of the 2008-2011 Triennial Plan is being presented to this World Scout Conference in a variety of ways, through written reports, the USB key which will be distributed to all Conference participants and during various presentations throughout the Conference.

Major Achievements During the Triennium

While we may not have achieved every aspect of our ambitious Plan, I believe we have made major achievements in a number of the most important areas:

- *Growth of the Movement.* The first of these would be that World Scouting continues to grow and we now count more than 31 million members worldwide. Continuing to promote and encourage an honest and well thought through Strategy for growth will not only increase membership in numbers but will also improve the quality of the Scouting programme for young people and adults in the Movement. WOSM has been working on the Strategy for Scouting and its seven strategic priorities for many years now. Launched in 1988 and adopted in 2002, the Strategy has permeated the Movement. Proposals are being brought to this Conference which will enable us to move on to an even more dynamic, more challenging and more enthusiastic programme for NSOs. The proposals for the development of the Registration Fee system, including the freezing of fees at current levels for the next three triennia, will also be proposed.
- *Adapting the world and regional structures.* Through the work of the Governance Review Task Force, we have drawn up radical proposals to change the way the volunteer and professional structures of WOSM work at regional and world levels. We are also proposing that some young people under the age of 30 be elected to the World Scout Committee. These proposals are coming to the World Scout Conference as proposed amendments to the WOSM Constitution. If these proposals, and the changes to the Strategy for Scouting, are adopted – which I sincerely hope they will be – we will stimulate the re-engineering and restructuring of the World Committee and its subcommittees and task forces, the WSB's Offices in Geneva and in the Regions, to better service NSOs. The Secretary General, since March 2009, has worked very hard to strengthen the links between the Central and Regional Offices and improve the coordination of their support to NSOs.
- *Building up a strong communication strategy.* We want to be much more effective than we have been in the past in communicating the successes and achievements of NSOs around the world to everyone in WOSM. Successful Scouting programmes in one country or region of the world might be inspiring to other NSOs.

During the last two years, members of the World Scout Committee have been very active in traveling to Regional meetings to "spread the good news" of Scouting. We have made significant progress in using new technologies that are more appropriate to a vibrant organization in the 21st century. The USB key which all Conference participants will receive, rather than depending so much on the use of paper, is just one example. We want to assist NSOs in developing their own national communication strategies. Regional Communications Forums which took place during this triennium have been a key factor in providing that support.

- *Improved relationship with the World Scout Foundation.* We have made enormous progress in re-establishing a climate of mutual trust with the World Scout Foundation during this triennium. We must continue to display exemplary cooperation and take advantage of the WSF's large network of philanthropic "friends around the world".
- *Appointment of new Secretary General and Regional Directors.* During the triennium, we conducted an active, transparent, participative search for our new Secretary General. In March 2009, the World Scout Committee appointed Luc Panissod to this position, and Luc has worked very hard to lead the World Scout Bureau and support the World Committee, as we together try to focus on providing goal-oriented leadership to World Scouting. We have also appointed three new Regional

Directors in the Africa, Eurasia and Interamerican Regions. These are important leadership positions and we believe we have found three first-class people to tackle their challenging responsibilities.

- *Picarquin*. After long, complex and sometimes difficult negotiations, we have finally succeeded in finding a satisfactory solution to the long-standing problem of the Picarquin Scout Centre in Chile, site of the World Scout Jamboree in 1998. We have sold the 76.5% interest that World Scouting owned in Picarquin.

Continuing Challenges

- *Relocation of the WSB*. Early in the triennium, the Secretary General and I met with Mercer and Company – a worldwide Human Resources firm. We wanted to hire Mercer to help us identify the most productive and efficient headquarters city for World Scouting. Unfortunately, the cost of their services was far too high, and it would have significantly impaired other budgetary priorities. We are now undertaking that fact-finding study in other ways and would hope to provide NSOs with the results of our analysis as soon as possible.
- *Shorter triennium*. As I have alluded to several times, this has been a shortened triennium – only two and a half years since the last World Scout Conference. The next triennium will exist for 3½ years and the new World Scout Committee therefore will have a longer term of continuous leadership. There remains “unfinished business” to be accomplished, before we can be satisfied that WOSM is on the right track and moving confidently in the right direction. The spirit and the message of the “upside down pyramid” must continue.

Conclusion

All of us at the bottom of the “upside down pyramid” – the World Committee and its Chairman – want you to be well informed, and want to help you spread the good news of Scouting, as we continue the journey of our second 100 years. This is a magnificent organization of volunteers serving more young people than any other in the world. If we are working together as a united team of volunteers and professionals, we can continue to stimulate the growth of Scouting and help make this world a safer place in which to live, work and prosper!

Thank you so much for what you do for Scouting.



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