



## **GUIDELINES FOR ALLIANCES IN WORLD EVENT BIDDING**

*As drafted by the World Events Work Stream*

February 2024

### **SPECIFIC TERMS FOR ALLIANCE BIDDING AND HOSTING**

#### **1.1 Background**

In addition to individual National Scout Organisation (NSO) bids for bidding for World Events, the World Organization of the Scout Movement (WOSM) welcomes alliances comprised of NSOs expressing interest as bidders and hosts of World Events.

The following Guidelines have been established to govern the collaboration of two or more NSOs as bidders and hosts for World Events. They address the requirements of multi-party bidding and ensure that the bidding process and subsequent hosting of the event by an alliance align and comply with the principles and standards mandated by WOSM.

These special provisions operate in conjunction with the general Guidelines for hosting WOSM World Events (General Guidelines), which continue to apply to individual and alliance hosts. In cases of uncertainty, the General Guidelines shall prevail in the best interest of the event.

#### **1.2 Definitions**

**Alliance:** An alliance consists of two or more NSOs of WOSM that come together with the expressed objective of bidding for and hosting a WOSM world event. The alliance parties, as it consists of NSOs, shall each be considered co-hosts and each shall be accountable to WOSM. WOSM shall only engage with the co-hosts through directly appointed representatives of each respective NSO, which must be members of the NSO concerned, and not third parties or intermediaries.

**Co-Host / Alliance Party:** The primary entities forming the alliance are individual WOSM Member Organizations (MO) as defined by the WOSM Constitution. While collaborative public and private partnerships are encouraged in WOSM Events, only WOSM MOs can become parties to the alliance and be recognized as co-hosts. Only parties within the alliance can represent and act on behalf of the alliance. Each of the co-hosts shall be considered a contractual party with WOSM and are accountable for the fulfilment and compliance with WOSM's general Event and specific Guidelines for alliances.

#### **1.3 Purpose of Alliance Bids**

Alliance bids serve as a means for NSOs that may not have the individual capacity to host a WOSM world event independently. By joining forces, these NSOs gain the opportunity to actively participate in and contribute to the organization and success of WOSM World Events.

An alliance bid serves as a strategic approach to enhance inclusivity and accessibility in providing opportunities for NSOs to host WOSM world events. By fostering collaboration among multiple NSOs, this approach allows for the leveraging of diverse strengths and resources, promoting a shared vision and goal and increasing overall capacity to organize and execute high-quality global Scouting events.

## **1.4 Alliance Composition and Structure**

### **1.4.1 Number of Alliance Parties**

Alliances consist of a minimum of two and a maximum of five NSOs. Exceptions may be granted by the WSC under special circumstances.

### **1.4.2 Composition of Alliance**

A prerequisite for any alliance is that at least one co-host should have demonstrable experience in staging international events similar to the one the alliance is bidding for. It is encouraged that alliances share commonalities such as geographical borders, language, culture, or participation in a common economic or political region. The final decision on the viability of the composition of the alliance rests with the WSC during its endorsement and oversight process.

### **1.4.3 Changes in the Alliance Composition**

No additional parties can be included in an alliance bid after the WSC has endorsed an alliance proposal.

In the event of the withdrawal of a co-host, the alliance is required to notify WOSM within 30 days. The WSC, in consultation with the alliance, will assess the viability of the new structure and make a decision on the continuation of the alliance. The alliance parties, including the withdrawing party, bear the risk of withdrawal and remain bound by their contractual obligations, if any, unless such obligations are terminated by the relevant contract.

If the alliance wants to substitute a withdrawing co-host, the withdrawing co-host shall ensure it complies with transitioning responsibilities to the substitute co-host. The alliance will notify WOSM, outlining the material impact the withdrawing alliance party has on the event and how a substitute candidate would address the impact of the withdrawing co-host. The WSC, in consultation with the alliance, will consider the substitution request and assess the viability of the new structure. This process includes a thorough evaluation of the substitute candidate NSO's experience, resources, capabilities and capacities. Should the substitution occur after the World Scout Conference has already awarded the bid to the alliance, the WSC will consider whether the substitution presents a significant deviation from what the Conference voted on.

In all cases of withdrawal, the WSC is empowered to revoke the selection of a co-host to an alliance, should it deem the proposal no longer viable.

### **1.4.4 Leadership Structure**

During all phases, from bidding to evaluation and final reporting, the alliance must have an agreed leadership structure that includes representatives from each alliance party at the highest level of decision-making. This leadership structure plays a crucial role in shaping the event vision, coordinating efforts and ensuring that the interests of all alliance parties are considered and taken into account. The leadership structure must be operational from the bidding stage until 12 months after the closing date of the event. The leadership structure must be communicated to WOSM in writing, with regular

updates whenever adjustments are made. Any changes to leadership should ensure proper change management processes are in place.

#### **1.4.5 Decision-making**

During all phases, from bidding, evaluation and reporting, the alliance's leadership structure must agree on principles of decision-making that govern crucial elements of an alliance bid, such as the composition of the alliance, site, financial allocations and matters, and an independent arbitration mechanism among the alliance parties in cases of disputes. These principles must be communicated to WOSM in writing, with regular updates whenever adjustments are made.

### **1.5 Event Site**

#### **1.5.1 Site-Hosting Alliance Party**

To ensure compliance, alignment and coordination with local authorities, laws and regulations, the event site must be located within the country of one of the co-hosts.

#### **1.5.2 Changes to the Event Site**

In case the proposed event site is relocated to the country of another co-host after the invitation to host the World Scout Event has been approved by the World Scout Conference, the alliance is required to include WOSM in its decision-making process. The WSC will then consider the viability of the Event and determine whether the proposed location is acceptable.

### **1.6 Documentation**

#### **1.6.1 Bid documentation for WSC endorsement**

As part of the alliance bid documentation to be submitted for WSC endorsement and in addition to the requirements outlined in the general guidelines, the following specific provisions are applicable to alliances:

- A comprehensive written agreement establishing the alliance, outlining the obligations and authority of each alliance party in essential matters of the event, must be provided. These shall include but are not limited to site, infrastructure, finances, operations, governance, authorities' coordination, legal liabilities, insurance, and scopes of work allocating responsibilities. The Agreement shall be subject to suggestions by WOSM Legal Counsel.
- An official letter from the National Government or the Immigration Authority must be provided by the site-hosting alliance party.
- At least one co-host should provide proof of their experience hosting large international events, similar to the one the alliance is bidding for.
- All co-hosts are required to undergo the required GSAT assessment.
- The alliance must provide a risk register and related mitigation strategies that specifically address risks associated with alliance bidding.
- All co-hosts must comply with all requirements such as being a member in good standing with WOSM, WOSM fee payments, Safe from Harm compliance and the annual reporting as outlined in the general guidelines for event hosting.
- The alliance shall designate a single point of contact to represent the alliance in relation to dealing with WOSM that can speak on behalf of the alliance.

#### **1.6.2 Bid documentation after bid endorsement**

Several documents must be provided to WOSM within four months of the date of the bid endorsement including but not limited to:

- Contractual agreements among all co-hosts on the financial responsibilities and legal liabilities of each co-host.
- Designation of a primary co-host to lead on key responsibilities within the specified framework, including financial oversight, legal representation, contractual management, communication facilitation, and coordination among co-hosts. The primary responsible co-host bears the principal accountability for managing financial resources, ensuring adherence to contractual agreements, and representing the alliance's interests in legal matters with WOSM serving as the designated contact point for relations with WOSM. It also includes the responsibility for the coordination with local and national authorities.
- Contractual agreements among all co-hosts on the responsibility for the event site, and where applicable infrastructure development, including naming a main responsible co-host towards WOSM. A memorandum of understanding agreed between the alliance and WOSM, outlining the alliance's leadership structure, WOSM's engagement in the leadership structure in compliance with the general event guidelines, governance principles, and event operation structures that would come into effect after a bid has been awarded. The WSC reserves the right to make suggested changes to this memorandum of understanding subject to agreement with the alliance co-hosts during the period after the event is awarded and prior to the Host Organization Agreement being signed between the co-hosts and WOSM.

Following the initial WSC endorsement, the alliance is awarded full candidate status recognized by WOSM's membership. The documents outlined in this section are matters of internal coordination between the alliance and WOSM. Should the alliance not provide the documents to WOSM's satisfaction by the indicated timeframe though, the WSC retains the right to revoke the alliance's candidate status.

### **1.6.3 Documentation after the bid has been awarded**

As part of WOSM's oversight for world events, alliances are required to provide the following documentation on an ongoing basis to WOSM:

- Key contracts signed between two or more co-hosts.
- A risk register and related mitigation strategies especially pertaining to the alliance nature of the structure, to be provided every 6 months to WOSM in the period after the event is awarded until the event is delivered.

---

## **PRE ALLIANCE CHECKLIST**

This list is intended as a voluntary self-assessment for NSOs considering to enter an alliance to reflect on.

- **Bucket 1: Visa & Access**
  1. Do you need a visa to enter the country/ies of the other co-hosts? Historically, how easy or difficult has it been for citizens of your nationality to obtain a visa once or multiple times?
  2. Do you need a visa to enter the site-hosting country? Historically, how easy or difficult has it been for citizens of your nationality to obtain a visa once or multiple times?
- **Bucket 2: Collaboration and Planning Infrastructure**

1. Can your alliance of co-hosts count on the support of a regional political and/or economic zone? This refers to geographic or political zones that have aligned financial, social or economic regulations, e.g. NAFTA, Mercosur, ECOWAS, ASEAN, Commonwealth of Nations, the European Union etc.
  2. Do you have the infrastructure to participate in joint virtual event planning, e.g. stable internet access in the country?
- **Bucket 3: Event Leadership and Stability**
    1. Do you already have key leadership for the event in place? How are they selected and formally empowered by the NSO? How will you provide stability in their mandate in case your NSO has leadership or policy changes?
  - **Bucket 4: Joint Understanding and Agreements**
    1. Have you developed a joint understanding (in writing) of the event vision and goals with your potential co-hosts? Have you transparently shared your motivations and ambitions for wanting to enter or form an alliance?
    2. Have you agreed on general operations principles with your potential co-hosts? This includes agreeing on eg. coverage of JPT costs, the language of operations, decision-making principles and arbitration mechanisms.
    3. Have you agreed with the other co-hosts who will contribute to which resources?
  - **Bucket 5: Financial contributions and funding**
    1. Have you established agreed-upon financial objectives for the alliance and determined the financial responsibilities of each co-host?
    2. What accountability measures will be implemented to ensure transparency and proper utilization of funds by each alliance party?
    3. Have potential sources of funding been disclosed to all co-hosts? Have criteria for evaluating potential financial contributions been collectively agreed upon?
    4. Have you considered financial barriers to collaborating with other National Scout Organizations in event planning, e.g. access to the SWIFT banking system?