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World Organization of the Scout Movement
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Всемирная Организация Скаутского Движения
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المنظمة العالمية للحركة الكشفية

World Scout Bureau, Central Office
Bureau Mondial du Scoutisme, Siège

Rue du Pré-Jérôme 5
P.O. Box 91
1211 Geneva 4 Plainpalais
SWITZERLAND

Phone (+41 22) 705 10 10
Fax (+41 22) 705 10 20
Email worldbureau@scout.org
Web scout.org

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To: All National Scouting Leaders in WOSM Member Organizations

May 2010

Mid-Term Report to NSOs and Message from Secretary General

Dear colleagues,

It is now a little bit more than a year since I was appointed to the position of Secretary General of WOSM. Since then, I have attended several Regional Committee meetings, Regional Scout Conferences, Regional Summits, three full World Scout Committee meetings and spent considerable time in the field visiting National Scout Organizations (NSOs) and Regional Offices. I would now like to take the opportunity of sending you the attached brief *Mid-term Report on the implementation of the Triennial Plan*, as requested by Conference Resolution 10/08, to share a few thoughts with you.

You will not be surprised to learn that, as Acting Secretary General hoping to be permanently appointed to the position which I now occupy and in view of the recruitment process that was then underway, I had spent some time analysing the institutional evolution of the World Scout Bureau so as to "be prepared" with my own ideas and objectives for the future. My analysis covered a number of years, in fact since 1988 when, at the World Scout Conference in Melbourne, the concept of a Strategy for Scouting came to birth in an embryonic form. A focus on the Strategy for Scouting has been the "red thread" within WOSM from that time up to and including the Korea Conference.

I believe that the World Scout Bureau has demonstrated over all these years a rather high capacity to support the World Scout Committee, to think strategically, to generate global goodwill, to contribute to the conception and delivery of policies and methodologies, to produce quality materials and tools and to develop competence at all levels.

To mention just a few of the World Scout Bureau contributions: the concept of a Strategy for Scouting (1988 Melbourne), the World Programme Policy (1990 Paris), the World Adult Resources Policy and the series of tools on Management (1993 Bangkok), the "new" fee system (1996 Oslo), the WOSM Mission Statement (1999 Durban), the Strategy for Scouting in the form we know it today (2002 Thessaloniki), the Centenary as a vehicle to promote the Strategy (2005 Tunisia) and the concept of membership growth (2008 Korea).

At the same time, and with all respect to my predecessors, I can only acknowledge that the World Scout Bureau has slipped into some endogenous dysfunctions which have brought confusion and discrepancies in systems and a loss of strength in multiple decisions. To mention but a few: a top-down approach without being attentive enough to the grass roots level, a global agenda vs. local agenda with time-wise ill-adapted or obsolete responses, a standardised global response to specific local needs, etc…

To these must be added exogenous dysfunctions inherent to large organisations like ours, such as inertia, complexity, slowness in information distribution and penetration, inadequacy of responses on a time scale and inappropriateness of structures.

In parallel, the environment has evolved with the rejection of centralisation, new technologies appearing which put a huge variety of sources of information at everyone's fingertips and the evolution of the mentality of consumers who now require immediate responses to their requests. It is now acknowledged that it is the customers who are driving organisational change. And who are our customers? Our NSOs and their constituency!... which want quicker responses, more flexibility, better communication, less bureaucracy, customisation and someone to know and care about their changing needs.

I believe that WOSM must transform itself accordingly – and it has started to do so – and create the conditions for change to better support NSOs with one objective: be able to respond to their requests at the nearest level with the best expertise available.

This is why I believe that we must redefine the levels of competence within the World Organization:

- The world level needs to act as a coordinator to identify needs from the Regions/NSOs and identify resources to respond to these needs and push support as requested down to NSOs through Regional Offices. The world level must also retain a competence of a "think tank" and be able to follow the big trends worldwide in the area of youth and society in general and remain a clearing-house of best practices.
- The regional level needs to develop a competence of consultancy to deliver expertise and support on an ad-hoc basis to NSOs.
- And the national level needs to assume its responsibility in the delivery and implementation, and when necessary to clearly identify its needs so that appropriate support can be provided.

It is on this basis that I have developed, and shared with the World Scout Committee, my own objectives for the World Scout Bureau. These are fully consistent with the World Scout Committee's three "drivers of change": the Regions, Young People and Telling the Story. For those of you who were at the World Scout Conference in Korea and heard my address there, these objectives will not come as a surprise since these are a continuation of what I expressed on that occasion.

Briefly, until the next World Scout Conference in Brazil and certainly beyond, my objectives revolve around:

- developing a customer-focused mentality in the World Scout Bureau staff to better serve our NSOs through a reinforcement of, and better collaboration with, our volunteer and professional regional structures, including inter-regional cooperation
- assisting our NSOs to identify their needs and mobilise appropriate human knowledge, expertise and competence as well as material and financial resources within and outside WOSM to respond to these needs
- encouraging, facilitating and motivating quality and quantity membership growth in our NSOs to fulfil our constitutional purpose to foster the Scout Movement throughout the world
- better communicating our success stories inside and outside the Movement to further build the visibility and credibility of Scouting as being relevant to the issues facing young people in today's world and a reliable partner to attract further support.
- further strengthening relationships with the World Scout Foundation and look for synergies.

I am convinced that if we want to succeed, we will definitively have to invent new operational ways of working – thinking "out of the box", learning from the past to keep the best and improve on the weaknesses. And this is the responsibility of each and every one and at every level of the Word Organization, including in the NSOs themselves.

My ambition is that every actor in Scouting at every level – NSOs, Committees, volunteers, professionals, individuals or groups – becomes a giver and a receiver, a contributor and a beneficiary: giving and contributing his/her expertise and knowledge, receiving and benefiting from the knowledge of others. The mechanism of such a system must still be worked out but the concept is there. No heavy worldwide hierarchy but rather a large spider-web, where each and every one at every level has his/her own ownership in the progress and development of the Organization and of the Movement.

We are just at the beginning of this global process and the cultural changes that it will imply will inevitably take time with an Organization of the size of WOSM. Even this letter is being sent later than I really would have liked. But we are all moving forward and I have every intention of speeding up the way the the World Scout Bureau functions in communicating with its customers.

While we struggle with these difficult and important issues, let us take pride that in 160 countries worldwide millions of young people continue to experience the excitement and fun of Scouting and through those experiences develop values which will serve them throughout their lives.
I hope that the attached mid-term report will give you a glimpse of the progress achieved so far in that direction since the 2008 World Scout Conference in Korea.

I want to thank all NSOs and individuals who have supported me personally and the World Scout Bureau in any part of the world over this period. I will welcome any comments you may have in relation to the mid-term report and remain at your disposal for any additional information you may need.

Yours in Scouting,

Luc Panissod
Secretary General WOSM

WSC/WSB Triennial Plan for 2008-2011: Mid-term Report
from August 2008 to February 2010

Background

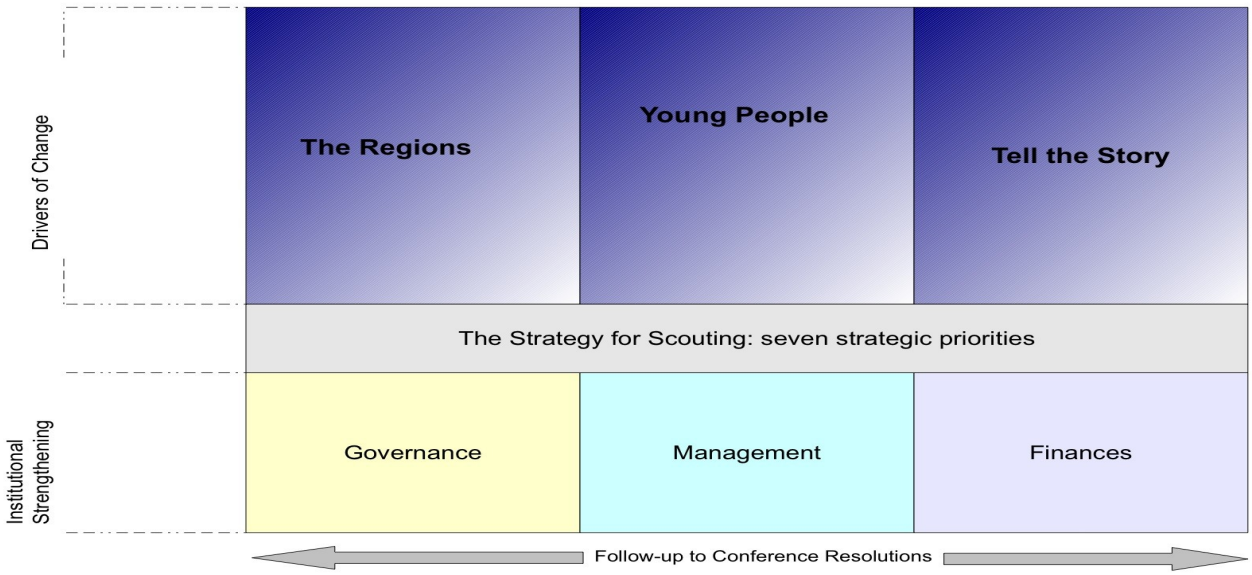
Immediately after the 38th World Scout Conference in Jeju, Korea, the World Scout Committee (WSC) concentrated on agreeing key challenges facing the World Organization of the Scout Movement (WOSM) and National Scout Organizations (NSOs) and ways to address them.

From August to November 2008, date of its first meeting following the World Scout Conference, the WSC structured and launched its work for the triennium; appointed new subcommittees and task forces to spearhead its work in key areas; moved ahead with the selection of the Secretary General; and eventually approved the Triennial Plan for 2008-2011. This plan was then shared with NSOs in January 2009. At the heart of this work was the "upside down pyramid" approach shown on the left which was adopted by the WSC as a prototype that illustrates how the Committee views its responsibilities in support of NSOs to provide "Better Scouting to More Young People".

In accordance with Conference Resolution 10/08, this document constitutes the mid-term report on the level of implementation of the Triennial Plan, covering the period from October 2008 to February 2010.

The graphic shown below illustrates the strategic approach of the WSC/WSB plan which follows two axes. The first of these shows the "Drivers of Change" around which the main activities have been organised, while the second relates to the "Institutional Strengthening" needed to support these actions and ensure the accomplishment of the expected results to support NSOs effectively.

WSC/WSB Triennial Plan 2008 – 2011: priorities and structure



Driver of Change No. 1:

Young People - enhancing the growth of the Movement

Multiple projects or initiatives focused on increasing the number of youth members in new or existing target groups have been supported. A flagship global effort in this regard is the World Scout Environment Programme (WSEP). Officially launched and adopted at the 38th World Scout Conference, this programme has been progressively being adopted and implemented by 30 NSOs throughout the world.

Triennial Plan 2008-2011 Projected Results :
Support projects or initiatives to increase the number of youth members in new and/or existing target groups in NSOs that focus on growth. (DCH 1.1.a/SP4)

Mid term accomplishments:

- World Scout Environment Programme quickly adopted and implemented by 30 NSOs throughout the world
- Guidelines and other environment resources are available through scout.org, Scout Store and the WSB.
- SCENES network was launched, guidelines published and 9 SCENES Centres were certified
- "Reaching out to the Community" strategy in APR supports countries with predominantly school-based Scouting to expand for the first time towards the community.
- NSOs exchange strategies and work together in the Growth Network in Europe.
- Scout support initiatives that engage many young people around the globe. such as the World Environment Day, World AIDS Day, World TB Day, Clean-Up The World , campaigns to end violence against children and women.

The WSEP offers tools, resources and initiatives to support young people's involvement in working together for the good of the local and global environment. Resources with high quality examples of how the WSEP could be delivered at the local levels were made available in French, English and Spanish. This programme has also proved to be a clear and attractive platform for engaging with partners and potential sponsors.

In this same line of work, Scout Centres of Excellence for Nature and Environment (SCENES), an initiative developed in the 1990s was re-vitalised in the second half of 2008. This initiative enhances opportunities for young people to observe first-hand examples of environmental management in practice and to engage in environmental education programmes through visits to natural areas that comply with well specified standards. A worldwide online network was activated, SCENES guidelines were published, SCENES seminars were developed and nine Scout Centres have been recognized as SCENES Centres through a well structured process of review and recognition for their commitment to the environment. This initiative is a celebration of the diversity of environments and cultures around the world. It is sufficiently flexible to be adapted to local needs, taking into account different environments and yet understanding that we are all connected on this planet.

In pursuit of a relevant and challenging youth programme, NSOs are supported in the search and implementation of interesting interventions in areas related to community development, health and life skill development. Also, in places continuously hit by natural disasters like the Asia-Pacific, Scouts were supported to understand their role in times of disaster, how they should respond, and to acquire some know-how on disaster management through specific workshops.

"Reaching out" strategies have been enhanced as well. These include raising awareness and supporting interventions within the Scout Movement regarding the rights of those with special needs and the need to support them in achieving these rights within their communities. Key recommendations from Arab regional meetings include that Scout events make the necessary adjustments to accommodate participation of young people with special needs; that gatherings and camps for Scouts with special needs should be organised and that Scout Parliamentarians be asked to encourage their national assemblies to endorse the International Convention for People with Special Needs.

Triennial Plan 2008-2011 Projected Results :
Develop or expand projects and initiatives to reach special segments of society. (DCH 1.1.e/SP4)

Mid term accomplishments:

- "Ticket to life" projects to integrate children into society through Scouting have been quite successful in implementing multiple Street Children Scout Troops in the Asia-Pacific Region.
- The Guidelines on Scouting for Children in Especially Difficult Circumstances and Scouting for People with Disabilities available on the web-site
- The Scout peace bridge project in Darfur (Sudan) opens windows of opportunity to reach out to thousands of children in difficult circumstances.
- Annual regional gathering of executives responsible for activities for young people with disabilities and special needs in the Arab Region led to membership growth and strengthened the Region and NSOs' profile among regional and national NGOs respectively.
- Consolidation of Scouting group for the integration of young prisoners in society provides hope in Algeria by dying up the roots of violence.
- Scouts helping over 4 million pilgrims every year in Saudi Arabia is the biggest community service operation worldwide achieving an enhanced Scout image globally.

Other "Reaching out" strategies relate to children in difficult circumstances. A successful example is the "Scouts peace bridge project in Darfur", by the Sudan Scout Association. Under the motto 'Bridges', it aims to enable Scouts to contribute at grassroots level in the peace sustainability efforts to transform a culture of war into a culture of peace. The project establishes Scout troops among children of the internally displaced people and those returning to their villages after the civil strive, using the Scout Method to help bridge socio-cultural gaps created by the war and strengthen and sustain grassroots peace. It was supported financially by the Scout Association of Japan through the World Scout Foundation and from within Sudan itself.

Committed to providing quality Scouting for more young people, the revision of NSO Youth Programmes has been strongly supported. For example, the Africa Regional Office outlined and implemented a basic strategy for the revision of the Africa Core Programme, involving key stakeholders within the Region, both Anglophone and Francophone. A comprehensive review of the content and format produced a compilation handbook to support the revised programme.

All opportunities are taken in global and regional gatherings or summits to urge NSOs to actively involve youth in decision making on all relevant issues. At regional level, opportunities for youth to have a say and work on governing bodies have been increasingly open. As a successful example, despite concerns relating to the implementation and effectiveness of the system of Youth Advisors to the WSC, the European Region has endeavored to involve the elected Youth Advisors from Europe in a number of its meetings following the last World Scout Youth Forum to improve the involvement of young people in its work. More than 50% of the volunteers working at European level are under the age of 30. Also, tools and training to strengthen Rover sections have been provided, given their importance to prepare future leadership.

Triennial Plan 2008-2011 Projected Results :
Increase the number of NSOs that are supported in the process of reviewing their Youth Programme especially regarding youth involvement in decision making. (DCH 1.2.a/SP1)

Ensure a gender perspective in WOSM's policies and regulations, programme design, educational materials and other key practices. (IS b.3.1/SP6)

Mid term accomplishments:

- Arab Region Scout Curricula reviewed.
- Africa Region Core Youth Programme reviewed.
- The Guidelines on Spiritual and Religious Development in Scouting available on the web-site.
- Revised Guidelines for Rover Section published.
- Leadership and advocacy skills are enhanced through the "Developing Citizens Through Scouting" projects and "Life Skills" workshops for Rover Scouts in Africa.
- Rovernet is developed as a tool to support Rovers in Europe.
- Agora events are run for and by young people; consultation with those of Rover age is part of this European initiative.

One other aspect that needs to be stressed at all levels in WOSM is the need for more specific and well structured interventions to streamline gender equality in the organisation and the Movement as a whole. An example to follow is a Strategic Planning workshop in Burundi, where special emphasis was put on the equal opportunity to boys and girls, including a special strategic priority on gender equity; and also that of Seychelles, where Commissioners for Community Development and Public Relations facilitated a workshop on gender and media literacy.

Triennial Plan 2008-2011 Projected Results :
NSOs are supported to review, develop, update or renew their adult training systems. (DCH 1.7.c/SP5) and i delivering training workshops or seminars to enhance the development of adult volunteers and professionals. (DCH 1.7.d/SP5)

Mid term accomplishments:

- The World Adult Resources Policy has been revised.
- A new Training Systems Toolkit was tested.
- A web-site forum on Volunteering was launched.
- Section 700 of the World Adult Resources Handbook has been reviewed and is again available on the web-site.
- 121 training events have been supported in all Regions, benefiting 135 NSOs.
- Over 10,000 adult leaders habe benefited from training events and other gatherings.
- The European Region developed a Training Systems Renewal pack to improve the training available within NSOs and share existing tools that support training.
- The "Arab Scout Curricula Content, Terminology and Acronyms" for adult leader training was produced.
- The "Scout Academy" a success story in Europe.
- Two International gatherings for Scouting and Humanitarian Action and Intellectual Initiatives were attended by 97 and 80 NSOs respectively in the Arab Region.

Regarding Scout Youth Forums, over ten events have been supported at regional, sub-regional and national levels. For example, the Africa Regional Office facilitated sessions on Rovering, Scouts of the World Award and World Scout Environment Programme in the East Africa Zonal Youth Forum. The Scouts of the World Award was actively promoted and many NSOs are working on this programme; for example, an informal network was established in France following a study session of the Region.

In the area of Adult Resources, considerable work is being done at all levels and specifically in the field of Educational Methods. Recent highlights included a Training Systems Workshop where a new Training Systems Toolkit was tested. The World Adult Resources Policy has been revised to bring together other policies that lie within the Adults in Scouting model. A draft will be shared soon. Feedback has been received from the members of the World Adult Trainers' Network on the approach to the Wood Badge to see what commonalities, if any, there are in the approaches in NSOs. A website forum on Volunteering was launched and information on this forum was made through a Facebook group.

At regional level, "leader of leaders" training activities were organized, regional workshops to empower and develop the skills of adult leader trainers took place, e.g. the Leader Training Courses (CLT) in the Asia-Pacific Region, and adult leader training tool kits were revised. In the Arab Region, the challenges of implementing the Adult Resources Policy at national level and how to overcome these challenges were the focus of specific workshops; also qualification programmes for Scout commissioners are being supported.

Triennial Plan 2008-2011 Projected Results :
Specified youth events (Moots/ Jamborees/other camps) receive support from the WSB Central and Regional Offices. (DCH 1.9.a/SP2-SP6)

Youth Forums and other youth gatherings or seminars are supported at world, regional and NSO levels. (IS 1.4.1/SP 6)

Mid term accomplishments:

- Over 18 camps and Jamborees have been supported by the Regions.
- 11 mission trips have been developed by the WSB-CO to support future World Events.
- The World Scout Inter-religious Symposium took place in Uganda.
- Over 10 Youth Forums successfully implemented.

Regarding World Events, at least 11 visits have been developed by the WSB Central Office (WSB-CO) to support future World Events. Visits to the Host Organization of the 39th World Scout Conference and 11th World Scout Youth Forum in Brazil have been carried out to help with preparations for these two events to be held in January 2011. For the 22nd World Scout Jamboree in Sweden, support is being provided to the team working on an e-learning module for all adults at the World Scout Jamboree on "Safe from Harm", particularly helping to obtain feedback on cultural sensitivity from non-Europeans on the draft e-learning module and obtaining input from an expert in UNICEF. Very productive visits to Kenya to work with the Host Organization of the 13th World Scout Moot have been developed and considerable support to the Planning Team is being provided by the WSB-CO and a number of NSOs. A small team supported the Moot Dry Run where the programme of the

Expedition Centres was tried out. This was a successful event that provides a model for these Centres in the future event.

Driver of Change No. 2:

The Regions – improving support to NSOs to provide better Scouting

WSB Central Office Mid-term Data	
	Total
Number of CO of mission trips to the Regions:	**35**
a. Direct Regional Support	**16**
b. Regional Summits or Conferences.	**8**
c. Regional camps and workshops	**11**
Number of visits to each Region:	
Asia-Pacific Region	**6**
Arab Region	**3**
Africa Region	**9**
Europe Region	**10**
Eurasia Region	**2**
Interamerica Region	**5**
NSO visits	**16**
Other global missions:	**26**
a. Support future World Events	**11**
b. External Relations, Partnerships and Resource Mobilisation	**25**
Total WSB-CO Mission Trips	**77**

From October 2008 to February 2010, 148 NSOs have received technical assistance, financial or administrative support from the WSB. During this period, WSB regional teams visited 131 NSOs, of which 70 NSOs were visited more than once. The WSB-CO team undertook 35 mission trips to all 6 Regions, supporting Regional Offices, participating in key regional meetings and events, and jointly visited at least 16 NSOs.

Over the same period, 135 NSOs have participated in 121 training events that have taken place in at least 57 different countries. 4,837 people attended training events and 6,833 participants attended other types of gatherings, for a total of 11,670 people benefiting from WSB-supported meetings.

Over 100 NSOs attended 17 Regional Youth Camps and more than 25,000 youth benefited from these camps. During this period 13 Youth Forums were supported for a total of 292 young participants.

Emphasis has been placed on supporting Regional Offices' needs in organisational, technical and resources areas. In this period focused assistance has been placed to Africa, Eurasia and Interamerican Regions due to the specific difficult circumstances they had gone through. To date 3 new Regional Directors have been appointed there (Interamerican Regional Director to take office on 1 April). Newly appointed Regional Directors have "hit the floor running", with full WSC/WSB back-up, to quickly fill any gaps, strengthen their teams and support their respective NSOs.

The Secretary General has visited all Regions, more than once in several cases, and attended several Regional Committee meetings. The presence of WSC members and WSB-CO staff in all Regional Conferences and Summits has been ensured. Thirty five visits to Regional Offices or regional events were carried out by the Central Office team. This intense schedule of mission trips to the Regions, with joint visits to at least 16 NSOs, plus the participation in key regional events related to governance, leaders and staff training as well as youth events has been an important trend in this reporting period. Also note that significant achievements have been made in pushing financial and human resources to the Regions.

WSC/WSB Triennial Plan Quantitative Indicators:
Mid-term Data from Regional Offices - October 2008 to February 2010

	Asia-Pacific Region	Arab Region	Africa Region	Europe Region	Eurasia Region	Interamerica Region	Total
Total NSOs in the Region	**24**	**18**	**37**	**41**	**8**	**32**	**160**
NSOs supported*	23	19**	34	38	8	26	148
NSOs visited	23	17	29	36	2	24	131
NSOs visited more than once	16	12	6	24	2	10	70
Number or training events supported	28	33	19	26	2	13	121
Number of participants to training.	1106	2250	337	1114	30	pending	4837
NSOs that participated in training events	26**	19**	18	39	6	27	135
Number of countries where training events took place	16	9	17	13	2	pending	57
Number of participants to regional workshops and other gatherings	1440	4742	586	N/A	65	pending	6833
The total number of camps supported	10	1	3	1	0	2	17
NSOs that participated in youth camps	22	18	pending	30	3	18	91
Number of individual participants in Youth Camps	21436	550	pending	3000	0	pending	24986
Youth Forums Supported	3	2	5	0	0	3	13
Number of participants Youth Forums	195	25	73	0	0	pending	292

*Support means technical assistance, administrative or financial aid.
**Includes associate NSOs, non-member NSOs or NSOs from other Regions,

Driver of Change No. 3:

Tell the Story - developing effective communications with all stake-holders

Regarding the management of the Scout Brand, a service that is becoming increasingly popular among NSO relates to using the World Scouting brand to quickly implement a new corporate identity at nearly no cost. A second phase of registration of the World Scout Emblem for its legal protection is being planned so a draft list of countries that should be registered has been prepared. We have also started looking into registering our Brand Logo in Panama, as we will soon have the Interamerican Regional Office located there.

Triennial Plan 2008-2011 Projected Results :
Material and tools are produced and distributed to NSOs by the Central and Regional Offices. (DCH 1.5.b/SP1-SP5)

Branding and communication materials and tools are distributed to NSOs. (DCH 3.3.b/SP 7.1)

Mid term accomplishments:

- 44 publications and tools produced and distributed.
- 14 news-letters to NSOs and special audiences regularly produced.
- Successful JOTA & JOTI took place.
- International Scout Shops owners meeting supported (32 people from 18 countries).

In the area of brand protection, communications to third parties misusing the emblems of World Scouting have been carried out with success to preserve the integrity of the brand so its protection has been strengthened. Recourse to litigation is taken when required. NSOs that are using the Pack 2 without having signed agreements are highly encouraged to respect the rules. Direct support is provided to countries following Pack 2 adoption.

Triennial Plan 2008-2011 Projected Results :
An assessment of benefits and lessons learned from global and regional partnership is carried out (DCH 2.1.a/SP 7.2)

Mid term accomplishments:

- A framework to evaluate WOSM partnerships was developed.
- Criteria and indicators of effective partnerships were defined.
- The evaluation methodology is being tested.
- Alcoa Foundation provided additional funding to develop and deliver an environment training package for Europe and Eurasia.
- WOSM and the Clean Up the World Camping receives growing interest amongst Scouts at all levels.
- The World Scout Environment Programme Facebook group (http://bit.ly/WSEP) is another useful avenue for sharing news on Scouting and the environment
- The World Wild Fund for Nature (WWF) and WOSM revitalised the partnership has been around 'Earth Hour' which has resulted in highly successful promotions at all levels of Scouting
- Volvo have worked with Scouts on two distinct environmental initiatives: Volvo Adventure and the Volvo Ocean Race.
- The United Nations Environment Programme (UNEP) have worked in collaboration with WOSM. Scouts have engaged in the World Environment Day annually (5th of June), the Billion Trees Campaign, Ozzy Ozone publications, Governing Conferences, UNite for Climate and others

An improved presence of World Scouting on the Internet and in social networks has been achieved. The web-site scout.org has achieved impressive hits. Also, support to NSOs is being provided through the organisation of new regional Communication Forums on the theme "Tell the story". Regarding partnerships, criteria to evaluate their effectiveness have been developed and tested in a global partnerships evaluation.

An international Scout Shops owners meeting was supported. There were 32 people present from 18 different countries. The agenda included the work done on Branding and the concepts of licensing the brand for non-commercial and commercial use. How brand violation is handled was also presented.

Intensive work has gone into establishing effective partnerships between WOSM and other organisations that have similar interests. Working with partner organisations helps to build credibility, open opportunities for members, enhances promotional opportunities for Scouting and potentially brings in financial and in-kind support for Scouting at all levels. To date, an evaluation to determine the effectiveness of WOSM partnerships has been designed and is being tested.

Institutional Strengthening
Governance, Management and Resources

> ***Triennial Plan 2008-2011 Projected Results :***
> An adequate process for the selection of the Secretary General of WOSM is implemented.(IS b.1.1/SP6)

During the end of 2008 and early 2009, the WSC conducted an active, transparent and participative process for searching and appointing the new Secretary General. As a result, in March 2009 Luc Panissod was appointed as Secretary General to lead the WSB and support the WSC, to be creative and focus on providing goal-oriented leadership to World Scouting. In order to maintain active communications and consultation between the WSC and WSB, the Steering Committee, comprising the WSC Chairman, the two WSC Vice-Chairmen and the Secretary General established an intensive working schedule through multiple electronic and telephone conferences. In order to support the achievement of specific results during this triennium, the WSC appointed several task-forces and working groups. Tangible results of their work to date are:

a. Governance Review Task Force (GRTF): The GRTF was asked to look at issues related to: governance in a decentralised organisation, where the ability to make global strategies is balanced against the governance implications of delivery in Regions; committee structures and transparency of decision-making; communications in the context of governance and WOSM membership, particularly voting rights and the role of Accredited National Scout Organizations (ANSOs). A key feature of the task force's work was the use of discussion documents to help the formulation of final proposals. Four discussion papers were made available to NSOs and others. WSC decisions based on the first paper were subsequently notified to NSOs in Circular 1/2010. Comments in response to the discussion papers were received from NSOs; these were wide-ranging, thoughtful and very helpful. Feedback was provided by nineteen NSOs (particularly from Europe), four associations (three from Europe and one from Interamerica), two Regions (the European Scout Committee and the Asia Pacific Region's Governance Review Task Force, whose members came from eleven NSOs in the Region), one Regional staff team, the Educational Methods Committee and four other individuals. The task force is very grateful to all those who responded. In March 2009, the GRTF presented a final report to the WSC containing the second set of recommendations of the task force.

b. Constitutions Committee: The Constitutions Committee has a quarterly average of 40 constitutional questions to follow up, providing services in this area to an important number of NSOs in every Region every year. It has also commenced the work on the changes in WOSM's Constitution that will be necessary if the recommendations of the GRTF are accepted by the WSC. Although Conference Resolution 6/08 requested one year's notice of proposals for constitutional change, this does not seem feasible. As much advance notice will be given as possible, while recognizing that the Constitution requires four months notice of proposed amendments.

c. Regional Support Co-ordination Group (RSCG): Since the last World Scout Conference, Regional Chairmen are members of the WSC and form part of the RSCG. This group meets immediately before every WSC meeting and, in addition to hearing progress reports from Regional Chairmen, a number of specific issues concerning the Regions and some NSOs have been discussed; key agreements and follow-up actions have derived from this interaction. For example, meetings between the Constitutions Committee Chairman and each Regional Chairman have been key in resolving outstanding issues; these meetings will continue, to consider the progress of work on constitutional matters and issues arising from Regional Conferences in preparation for the World Scout Conference.

d. Strategy Co-ordination Group (SCG): The primary aim of this group is to consider the longer term vision for the Strategy for Scouting. Brainstorming sessions focussing on the "big issues" facing the future of the Movement have been held and used to draw up proposals for future consultation. The WSC requested the SCG to identify specific performance indicators or "dashboard indicators" to monitor the situation of the "Drivers of Change". Membership-related indicators have been developed and tested in relation to Driver of Change No.1. To follow up the Driver of Change No.2 regarding the support given to NSOs, the indicators selected relate to the level of satisfaction with and the intention to recommend (Net Promoter Score) WOSM services. To date these indicators have been measured twice (September 2009 and February 2010); results were sent to NSOs and are available on scout.org. Indicators to monitor Driver of Change No.3 related to the health of the Scout Brand are in the process of being developed.

e. Educational Methods Committee (EMC): This group is focused on a framework to support the development of Educational Methods and is also defining a process to provide "consultancy services" to NSOs. This will be presented to a small number of NSOs in the coming months for feedback and adaptation. A key item on the agenda of this group includes the growth of the Movement and possible approaches in each of the Regions, including promoting Scouting in schools. The EMC is also supporting the development of a vision and strategy on youth involvement including communications on this topic. Another theme relates to research in Scouting and developing links with academia. The EMC has decided to focus on two research topics: Volunteering and Life-skills. Concept papers will be prepared with a view to identifying educational institutions and researchers who would be interested in developing research on these topics. Information on the approaches NSOs take in regard to the Wood Badge has been gathered to identify common factors. An e-newsletter for the Educational Methods community has been developed and 3 issues have been released to date.

f. Scouting's Profile Committee (SPC): This group organized its work in four axes. The first axis pertains to the management of the Scout Brand. NSOs wishing to use the World Scouting brand benefit from individual support which enables them to quickly implement a new corporate identity at nearly no cost, a service becoming increasingly popular. Several operations regarding third parties misusing the emblems of World Scouting have been carried out successfully to preserve the integrity of the brand, so its protection has been strengthened. Another exercise underway, developed in the framework of a consultation that includes NSOs, involves the definition of the "cause" of Scouting ("the reason why we do something") to better guide and focus communication activities, advocacy and marketing. The second axis relates to communications. It is primarily driven by an improvement of the presence of World Scouting on the Internet and in social networks. Presence in the global media is being better monitored. NSO support has been organized through a new series of eight regional Communication Forums on the theme "Tell the story". These forums will also address the issue of growth by opening a space for debate and consultation. The third axis concerns partnerships (Res. 14/08). Advocacy and external relations are going through an evaluation based on objective criteria. The first of these criteria is to help promote the cause of Scouting in order to avoid losing energy in partnerships that are often prestigious but without tangible benefit for the Movement, whether in terms of strengthening our educational proposal or through improved media opportunities, fundraising or increased legitimacy and credibility. This exercise has yielded a prioritization which saw the Movement being present at the World Summit on Climate Change and positioned in the steering group for the next Social Forum of the World Conference of Youth (United Nations). In terms of internal partnerships, the concept of "consultative status" which is granted by the WSC to a number of organizations has been reviewed; the criteria which have to be met to qualify for consultative status have been refined to better meet the needs of these organizations and the WSC, which can now rely on a real consultative relationship for help in its deliberations and decisions. The fourth axis concerns the mobilization of financial resources, including reflection on the diversification of resources (Res. 18/08) and clarification of the roles of the WSB and the World Scout Foundation in this area.

Triennial Plan 2008-2011 Projected Results:
Standard financial systems and procedures are updated and implemented. (IS c.2.1/SP6)

Systems, structure and procedures are put in place to improve the co-ordination and cooperation between world and regional levels. (DCH 2.1.a/SP6)

g. Audit Committee: The development and implementation of an internal control system (ICS) in all Offices of the WSB is being moved forward as required by Swiss law and external auditors. The ICS will be implemented in all Regional Offices. As a consequence, similar processes to those applied in the WSB-CO should be adapted at the Regional Office level , each Office being free to define additional processes according to its needs. A training workshop will be organised for those handling the ICS development in the Regional Offices during 2010 as an integral part of a global workshop on administrative and financial matters.

h. Registration Fee Task Force (RFTF): This task force has worked on a revised registration fee system that will be ready for the 2011 Brazil World Scout Conference. A process of consultation with NSOs, using the scout.org website, will be launched before the proposals are finalised.

Regarding **management issues**, during this reporting period the Secretary General appointed three new Regional Directors, Mr. Frederic Tutu Kama-Kama, from the Democratic Republic of Congo (DRC), as new Regional Director of the Africa Regional Office; Mr. Iurie Emilian, from Moldova, as new Regional Director of the Eurasia Regional Office, and Mr. Raul Sanchez, from Mexico, as Regional Director of the Interamerica Regional Office (the last of these to take office on 1 April 2010). An innovation in all three recruitment processes was the involvement of volunteers through the agreement of the respective Regional Chairmen on the job descriptions and the call for candidature before these were launched and on the list of shortlisted candidates and participation in a panel to interview them. This open approach with joint volunteer and professional collaboration ensured an open and transparent process from beginning to end.

To move forward the Secretary General's commitment with a stronger customer-focused (NSO) approach, WSB Executive Directors' Team (EDT) meetings have taken place. The EDT, which comprises the Secretary General, the six Regional Directors and the Executive Directors of the Education, Research & Development and General Management Departments in the WSB-CO, has met 3 times during this period. The purpose is to build a global map of key actions and resources and define quality criteria to better implement WSB tasks; and to identify the main competencies needed for the key areas of our core business to enhance the impact of the WSB's work. In June 2009, the EDT meeting was expanded to include around 40 WSB staff from all Regions who came together to work on common goals, responsibilities and commitments to better serve NSOs. Regional Staff Management Meetings are being been held as well. These are attended by the respective WSB-CO "desk officers" who act as direct liaison and support for a specific Regional Office. These meetings have served to review progress, identify support needs, agree on future actions, set priorities and plans and move ahead key interventions whenever necessary.

Triennial Plan 2008-2011 Projected Results :
The allocation of resources (human and financial) between all Offices of the WSB is reviewed. (DCH 2.1.b/SP6)

In terms of financial and human resources, an unprecedented effort has been made in the 2009-2010 budget approved by the WSC to push human and financial resources to the Regions, streamline and strengthen the staff structure of the WSB-CO in Geneva and reduce staff costs and global budget of the WSB-CO. The transfer of financial resources to the Regions has been achieved as, over the last two budget years (2008-2009 and 2009-2010), Regional Allocations (derived from the WSB-CO budget) in US dollars have increased by some 32%. The increase in Regional Allocations for 2009-2010 reached 16% (in US dollars, the Regions' operational currency) in 5 out of the 6 Regional Offices. These two consecutive yearly increases in Regional Allocations are the highest seen in many years. The European Region is the one exception, as in fact the self-financing capacity of that Region enables the WSB-CO to focus additional resources on other Regions. Through the various measures taken to transfer human resources to the Regions (e.g. 2 staff positions were moved from the Central Office to the Africa and Asia-Pacific Regional Offices), the 2009-2010 staff budget of the WSB-CO was reduced by 4.1% compared to that of the previous year.