



## Report from **Moving Forward – A European Conversation**

*KTC Konigstein, Frankfurt, Germany, 4-6 April 2008*

- **Background**

During the Open Meeting in Paris, France from 15-17 February 2008 a short meeting of European participants was convened. There was a clear call to hold a regional meeting prior to the 38<sup>th</sup> World Scout Conference to try and take forward some of the issues that the Open Meeting had raised, not to have a single European view, but to allow open discussion and the opportunity to focus on moving forward. The European Scout Committee responded to this call by preparing for and facilitating an extraordinary meeting entitled 'Moving Forward – A European Conversation'.

- **Moving Forward – A European Conversation**

The meeting took place at KTC Konigstein, Frankfurt, Germany. The first participant from each association participated at the cost of the Region. Additional participants covered their own expenses. All participants met their own travel costs, with one NSO requesting assistance to cover a proportion of flight costs.

In total there were 50 participants representing 25 countries from a possible 41 countries in the European Scout Region.

Expectations from participants were requested in advance of the weekend. These indicated that there was a hope that the meeting would provide a platform for European NSOs to be well prepared for the World Scout Conference and to learn and understand more about the positions of different associations.

A participative programme, where participants progressively assumed ownership of the agenda was implemented and the following pages are intended to provide a record of some of the key discussions and ideas. The document is provided primarily as an aide mémoire for those who participated and is openly available for others with an interest in the meeting.

Although a formal evaluation was not conducted at the end of the meeting, informal feedback from many participants was encouraging with a number noting that the methods had stimulated open and constructive dialogue.

## Session 1 – Learning Circles

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Four self selected groups discussed and exchanged on four topics. These discussions were facilitated by members of the European Scout Committee and some of the key issues were provided as follows:

### **Institutional Crisis**

- Need for more participation by NSOs to avoid over-influence of only a few organisations
- Clear lack of leadership
- Greater sharing of information required within and outside Europe
- Support for reducing the period of election to 3 years, renewable

### **Paris Open Meeting**

- Feeling that the WSC was weak
- Recognition that there is a shared responsibility for the current situation
- Concern that only those withholding money had answers from the WSC

### **Governance Review**

- The report is wide-ranging and should not be dismissed
- Role of Regions doesn't fit with the perception of many
- Needs further work with fuller involvement of NSOs prior to the WS Conference in 3 years
- Clear division of task between Regions and World level
- Look for solidarity between Regions

### **Proposed amendments to the Constitution**

- Don't rush to make constitutional changes
- Diverse reactions to some NSOs having more votes
- Concern about whether the Regional Chair has the time to work at both World and Regional level
- Support for a three year, renewable elected term

## Session 2 – Dialogue Café

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Participants chose to sit at a café table, scribble their comments on a sheet of flipchart paper and after 20 minutes they were asked to move on to the next table and the next topic. One participant was asked to remain to update the next group. There were 6 tables, 5 designated areas of discussion and one open topic.

This method was very effective in promoting discussion, though the notes captured here perhaps do not reflect the full range of opinion. A short feedback session highlighted the main areas of discussion, found below. A full transcript of the notes from the groups is attached at Appendix 1.

### **1. What role should associations have in the governance of WOSM?**

- NSOs more involved
- Something between Conferences
- Facilities and services for NSOs
- Three year mandate for volunteers
- Accountability

### **2. What services do you as an association expect from WOSM?**

- World events
- Networking
- Branding
- Expansion
- Facilitating solidarity
- Show the world
- Quality control
- Performance indicators
- CUT THE REST

### **3. How should any fee system relate to the governance of WOSM?**

- Don't connect fees and governance (votes) – but perhaps numbers should?
- GDP not right indicator
- "Fair" distribution is needed – based on rich and poor
- Money should not lead actions
- 50% of budget from fees
- Ceiling of maximum 30% from any one NSO
- Current categories do not reflect individual wealth within NSOs

### **4. How do we improve youth involvement in the governance of WOSM?**

- "Youth" versus "young adults"
- No common understanding of policy and practices
- Length of mandate – what is realistic for young people

### **5. Is there a future for Regions in the governance of WOSM? If so, what is the future?**

- Important, but how much?
- All levels are useful tools, but lack of clarity on roles and responsibilities (power)
- What are the functions and responsibilities of each part of the structure?
- Value in operations

### **6. Open Questions**

- Roles of the bodies – not clear currently
- Are we a Federation? Movement?

## Session 3 - Open Space Technology

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Following a brief introduction on the methodology, participants identified key issues which they wished to introduce and host. The remainder of the time was spent using this method and participants moved between the discussions as their interest dictated. Some discussions maintained a high level of participation for the entire time.

### 1. Which 'normal' resolutions will you propose at the Conference?

- Create a policy about nature – Norway
- Resolutions should be accepted only if proposed and seconded by NSOs from different Regions – Belgium
- Create an ombudsperson or team – Belgium Possibly
- Create a solidarity fund
- Conference fee includes – participation fee, hotel, flight for 1 participant from each NSO

### 2. Proposals on how to move forwards after the World Scout Conference

- Second phase of the work of the Governance Review Task Force
  - ◆ Looking at – Management, Transparency, Accountability, Unity
  - ◆ Evaluation of the review at mid point
- Evaluation of the triennium and the work of the World Scout Committee at mid point
- Explore more fully solidarity actions and financial support

### 3. How can we improve the role of the Regions and make them efficient and relevant without squeezing them – or even destroying them?

- There is a role for Regions and between Regions – but there needs to be a clear definition of the role
- Strengthen the Regions does not necessarily mean threatening the unity of WOSM
- Need to define the political and structural roles
  - ◆ Some resolution could be proposed by Regions
- Need to improve inter-regional exchange and interaction
- Create possibilities to network on themes –
  - ◆ Financial support to help this to happen
  - ◆ Evaluate meetings
  - ◆ Have success criteria
- Question of the Eurasia Region and its sustainability
- How do Regional committees function, how are they elected, are they transparent?
- How are relations between WAGGGS and WOSM reflected at Regions level?
- What is the relation between SAGNOs and the Regions
- Open brainstorm for the topics and priorities for the next WS Conference
  - ◆ Each Region ensures there is someone responsible for each topic chosen with a support team
  - ◆ Each responsible person links with other Regional persons responsible for the topic

### 4. What is the most democratic system of voting/representation that would be applicable to WOSM?

- The system needs checks and balances
- Is there any reason why the Secretary General couldn't lead the Movement given WSC oversight?
- A professional Chairman?
- Majority voting system versus Proportional voting system
- Regional representation in the WSC – 50% regional members and 50% directly elected members
- Mixed system of Chance and Voting?

**5. What roles, functions and responsibilities have to be addressed by which bodies of WOSM?**

- World events (Jamboree, Moot, Conference ...) GLOBAL
- Regional events REGIONAL
- Job Descriptions for positions GLOBAL/REGIONAL
- Common brand GLOBAL
- PR Support, knowledge database GLOBAL
- Recognising new organisations (GLOBAL (REGIONAL assistance)
- Support to creating new organisations GLOBAL/REGIONAL
- Monitoring Scouting fundamentals GLOBAL
- Fund-raising GLOBAL/REGIONAL
- Networking GLOBAL/REGIONAL
- Representation/lobbying GLOBAL/REGIONAL
- Create a positive image of Scouting GLOBAL/REGIONAL
- Programme support REGIONAL
- Support Leader Training REGIONAL
- Knowledge management/create community GLOBAL
- Promoting Scouting internally and externally GLOBAL/REGIONAL
- Promoting Spirit of Unity GLOBAL
- Creating exchange of people, between countries GLOBAL/REGIONAL
- Quality evaluation GLOBAL/REGIONAL
- Audit WSB – focus on real jobs on topics – not create needs

## Close

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Towards the end of the meeting participants were challenged to consider what they would do now in the run-up to the 38<sup>th</sup> World Scout Conference as a result of the discussions that they had participated in earlier in the day. Some proposed actions from participants included the following:

- Prepare delegations
- Look for redundant overlaps in some of the proposals
- Contact NSOs in other Regions to understand their priorities and challenges
- Look at the governance proposals including the proposed changes to the Constitution
- Prepare 20 questions for candidates and publish the answers prominently

The Chairman gave particular thanks to the German Ring for their help in making the arrangements for the meeting at such short notice and to all participants for their enthusiasm, active participation and willingness to have a constructive conversation.

The meeting ended with the promotional video of the 38<sup>th</sup> World Scout Conference and a call from the Chairman to continue the high level of interest, to engage with what is happening and to work with others particularly outside Europe to ensure the voice of the whole Movement contributes to a stronger and vibrant future.

15 April 2008

# Appendix 1

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## What role should associations have in the governance of WOSM?

- The question should be how NSOs govern WOSM and not what role should they have, because no one else, other than NSOs has a governance role
  - ◆ Government without a parliament
- Make use of IT
- Make sure there is regular feedback between WOSM and NSOs
- Reduce the size – 1 or 2 per association to maintain the dynamic
- How do we motivate NSOs to make a difference on the international area; they have enough problems of their own
- Organisation of a less formal meeting once or twice a year
  - ◆ this could be facilitated by information technology
- Governance starts with information and communication
- Three years between WSCs is too much. We need to do something in the middle of the triennium

## What services do you as an association expect from WOSM?

- Financial support and advice \*\*
- World policies on, for example, poverty, environment ..... and base these on the mission and values
- Networking – with other NSOs and external bodies, NGOs etc
- World Events
- Adapt the money to the services required
- Branding is the tool to show who we are, which is more than scarf and uniform, but in our educational methods
- Address SAGNO issue
- Make the difference between global and regional levels
- PR support – shared access to materials
- Draw from the experiences of NSOs, build on good practices from the bottom up
- Quality Control of activities concerning relevance to programme and values
- Minimum standards
- Best practices

## How should any fee system relate to the governance of WOSM?

- What you pay shouldn't be related to governance – it is a consequence of number of embers or because of relative wealth of the country. We should discuss about the fairness of the influence of some countries.
- Also consider the impact and influence of external income
- The current system is fair but not always efficient
- Consider discounts to promote growth
- Money shouldn't run the business
- Board should remain independent of the influence of money
- Need to discuss the imbalance concerning money and votes
- Consider the amount needed to be independent of undue influence
- Pay fees one year in advance to give a guaranteed budget
- Maximum amount of any one country should be 30%
- Fees paid by D category are paid by low to middle classes. A,B and C categories are generally poorer, but Scouting is for richer children
- Only 50% of budget should come from fees.
- Withdrawing money from WOSM is breaking the rules between all NSOs
- Money and the number of votes should never be related
- Rich NSOs should create a reserve for emergency situations
- At the moment the source of culpability for the WSC is that the NSOs fund WOSM. The WSC is more culpable to certain NSOs than others

## Appendix 1 continued

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### How do we improve youth involvement in the governance of WOSM?

- Quotas
- WSYF reps directly elected as members of the WSC
- Older mentors from the same NSO
- Properly funded to make sure they can participate/attend - be real members of the committee
- Short terms
- WSYF = kindergarten
- How committed can youth delegates be at the end of the day?
- Who does a youth delegate represent - country, youth generally, or just themselves?

### Is there a future for Regions in the governance of WOSM? If so, what is the future?

- We have to re-address about the Eurasia Region
- Regions should have a fund and a full membership in the World level
- Yes, if they change!
- Create world platforms to share Regional ideas
- There should be better links between the regions – not through the world level
- The future of WOSM is the Regions
  - ◆ With a functioning World body
- In some cases there should be more trans-regional opportunities for cooperation
- Consider the financial viability of new regions
- Relations and accountability between regional staff and regional committees – RETHINK!
- Yes, if the roles of different organs are clarified
- Regions are the appropriate space for consultation, building proposals, and deciding implementation. World level is more appropriate to take decisions and provide leadership and guidance

### Propose a question and answer it yourself

- What are we doing with the SAGNOs – Solve it! – Embrace them
- What is the mechanism of financing?
- What is the role of young people in WOSM decision making?
- Relations between volunteers and staff
- What qualities should we look for in the next Secretary General? Scout or Manager or both?
- Would our system benefit from an ombudsperson or team?
- Is it possible to have only one movement - WOSM and WAGGGS?
- What are the roles and functions of WOSM different levels
- We should find another level of interaction – more effective and affordable.
- How to come back to the spirit of One World
  - ◆ Encourage bilateral support from Europe and USA to less well off
  - ◆ Coordinate through the region
  - ◆ Start with the coming WS Conference
- How to analyse and improve the positive role of the Regions – motivate NSOs to participate?
  - ◆ Need a clear idea of participation in world level
  - ◆ National level can encourage support
  - ◆ Tools required – weekly world network on the internet