World Scout Committee

TRIENNIAL REPORT
2011 - 2014

SLOVENIA 2014
Look wide, beyond your immediate surroundings and limits, and you see things in their right proportion. Look above the level of things around you and see a higher aim and possibility to your work.

Robert Baden-Powell,
“The Scouter”, 1936
<table>
<thead>
<tr>
<th></th>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>COMMUNICATIONS AND EXTERNAL RELATIONS</td>
<td>53</td>
</tr>
<tr>
<td>9</td>
<td>OUR STRATEGIC PATH</td>
<td>63</td>
</tr>
<tr>
<td>10</td>
<td>INSTITUTIONAL</td>
<td>67</td>
</tr>
<tr>
<td>11</td>
<td>WORLD SCOUT COMMITTEE</td>
<td>70</td>
</tr>
<tr>
<td>12</td>
<td>WORLD SCOUT EVENTS</td>
<td>75</td>
</tr>
<tr>
<td>13</td>
<td>AWARDS / GONE HOME</td>
<td>84</td>
</tr>
<tr>
<td>14</td>
<td>LATEST CENSUS</td>
<td>86</td>
</tr>
</tbody>
</table>
MESSAGE FROM THE CHAIRMAN
When I took over as the Chairperson of the World Scout Committee (WSC) three years ago in Brazil, I started my acceptance speech saying that I stand before you as a Scout first. On that very first day of my tenure as Chairperson of the WSC, one thing was clear to me and I said to the Conference in Brazil that they were witness to the formation of a great new team of global leaders for our Movement in the new WSC. Three years of leading the Committee later, I am happy to say that this has been the case with every single action that we have taken in this team.

Scout values bearing fruit

In this triennium, the WSC has contributed immensely to the strengthening of Scouting at the Global and Regional levels, offering tremendous support to National Scout Organizations (NSOs) throughout the period despite several challenges. The World Scout Bureau (WSB – all offices included) led by the Secretary General(s) has helped turn our decisions into reality, despite all the changes and reorganization that the Bureau has been through in this period.

I strongly believe that the current WSC as a team has taken a strong leadership role in governing World Scouting, befitting of the confidence placed in us by the World Scout Conference. We have taken the bull by the horns for every difficult issue we faced and worked very hard to consult with all stakeholders to ensure that the decisions were fair and in the best interests of World Scouting. I will not be called immodest if I say that the current WSC will leave behind a strong legacy from its actions, the results of which will bear fruit for a long time to come.

Innovative approaches to strategic decision making

In a bold departure from tradition, the WSC announced only four main Priority Areas for the triennium, after long deliberation on all the Conference Resolutions and a clear understanding of the current contextual landscape of World Scouting. This has helped immensely, as all our efforts could be focused on these areas and we have made significant strides in a relatively short time. It also helped that we had a flagship initiative starting in this triennium, Messengers of Peace (MoP). MoP allowed us to invest resources into these Priority Areas and helped ease their progress every time the going got a little tough.

This report takes you on a journey through all the work done by the four Priority Area Working Groups under:

- Our Strategic Path
- Youth For Change
- 21st Century Leadership
- Global Support

Below is a high-level summary of achievements from these four Priority Areas.

Our Strategic Path

One of the most important pieces of work that we are taking into the World Scout Conference is the development of a clear and focused strategy for the world bodies – Vision 2023 and the World Triennium Planning System. Having traced the evolution of the Strategy for Scouting and its component parts, including the Mission and original Vision of Scouting and the seven Strategic Priorities adopted in 2002, the Our Strategic Path Working Group has developed proposals for the World Scout Conference in collaboration with the other three Priority Area Working Groups.

As one of the key results of this area, the WSC proposes to this World Scout Conference a renewed Strategy for Scouting, with at its core a new Vision statement: “By 2023 Scouting will be the world’s leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities based on shared values.” Vision 2023 also proposes five Strategic Priorities – Youth Engagement, Educational Methods, Diversity and Inclusion, Social Impact, Communication and Relations – underpinned by a sixth, Governance.
Youth for Change

A position paper, “Unlocking our potential”, has been prepared in consultation with the NSOs for consideration at the World Scout Conference. An update of the World Scout Youth Involvement Policy has been developed in a consultative process with the NSOs and will be presented at the World Scout Conference for decision. The proposed new policy covers youth involvement at three levels: unit level, institutional level – NSO and World Organization of the Scout Movement (WOSM) and community level.

21st Century Leadership

A draft concept paper on Leadership Development in Scouting has been prepared based on the efforts of the Working Group during the triennium. A Conference Resolution will be submitted on “Leadership Development in the Youth Programme”.

Global Support

The Global Support Priority Area Working Group has produced the Global Support Capacity Strengthening Cycle and the Global Support Assessment Tool (GSAT) from its efforts in this triennium.

The results of the work in these four Priority Areas of the triennium are expanded in detail in the relevant chapters of the Report.

Succession of the Secretary General and World Scout Bureau organization and location review

Luc Panissod finished his mandate as Secretary General at the end of 2012, completing a long and successful tenure of the WSB. The WSC selected and appointed Scott Teare to take over from Luc starting 1 January 2013.

At the 38th World Scout Conference in Korea (2008) Resolution 17/08 was passed requesting the World Scout Committee “…to conduct in full transparency a full feasibility study of the best location for the World Scout Bureau…”. As society, technology, communication habits and Scouting itself have changed over the years, there has been an increasing perception that the World Scout Bureau Central Office does not provide sufficient ‘value for money’. This led to widespread discussion about the Central Office’s functions and structure, including the question of where it should be located. However, nothing much was done in the previous triennium on this subject despite growing voices asking for this work to move forward. The World Scout Conference in Brazil (2011) reiterated the subject and requested the Committee to expedite the process.

Following the Conference Resolutions in 2008 and 2011, a considerable amount of time was spent, particularly in this triennium, looking at ways to modernise and improve the WSB as a whole. This has included several rounds of consultation with NSOs, and the WSC has reviewed a number of options aimed at improving the level of service provided by the WSB to NSOs and doing so in a more cost effective manner.

The message was that by releasing itself from the constructs of 19th/20th century organization models, World Scouting could become a genuine world organization, operating with agility and reacting swiftly to both the needs of its member NSOs and Scouting’s growing youth membership. Such an approach not only strengthens the unity of Scouting but also implies significant cost savings – thus freeing up resources to provide a better service to NSOs.
A Task Force was subsequently formed early on in the triennium, consisting of the Chairman and both Vice Chairmen (John May and Wahid Labidi) of the WSC and two other members of the WSC (Dan Ownby and Lars Kolind). In March 2012, Aidan Jones took on the newly created position of Chief Operating Officer at the WSB and a key part of his role was to provide support to the Task Force. Since his appointment, Aidan has helped the WSC craft its commitment to modernising the organization of the WSB. Following Scott Teare’s arrival as WOSM’s Secretary General in January 2013, that work has accelerated and Scott has taken on the modernisation agenda as his own, demonstrating through his leadership that he is determined to lead a team of staff that properly supports its NSOs and is ready to meet the needs of a growing worldwide Scouting youth membership.

Communications with all key stakeholders, particularly the NSOs, has been a key factor for the WSC in the process to ensure full transparency. No less than 12 official Circulars were sent out with updates and progress on WSB organization and location review.

At the end of the review process, the WSC decided (which was further endorsed by NSOs) to open a WSB office in Kuala Lumpur, including a number of the functions formerly delivered by the WSB central office in Geneva. The WSB has however retained its legal seat incorporated in Geneva, with a small team appropriate to the roles to be delivered from there.

Conclusion

Apart from the key areas highlighted above, the WSC has dealt with several other small and big tasks in the triennium. A number of these achievements are elaborated in other sections of this Triennial Report.

Having been part of the Committee earlier, a big difference I have seen in this triennium is the way the WSC members and the WSB staff have worked together as a team to achieve several objectives we set out in the Triennial Plan at the beginning.

I thank the untiring efforts of staff members from the WSB and the fantastic team of WSC members for engaging deeply in all processes and dedicating time from their personal and professional lives, to help drive the growth and development of the Scout Movement. It has been a true display of Scout spirit, which fuels the energy for all of us in the service of this great Movement.

Scott Teare came in as the Secretary General at a difficult time and has done an excellent job in building upon the hard work of Luc Panissod. I thank both of them immensely. I also thank all the Youth Advisors, Regional Chairpersons, other ex-officio members, sub-committees and key volunteers appointed to various roles by the WSC in this triennium for their dedication and contribution to serve the Movement. I feel fortunate to have been the Chairperson of such a consummate team of volunteers and leaders in the WSC.

Simon Rhee
Chairperson, World Scout Committee
Society changes. People change. The way we work changes. The very face of Scouting has changed. If the World Scout Bureau (WSB) – and this includes all our offices in what is now eight locations – is to remain relevant in a rapidly-changing society, then there is a need to re-think how we operate.

However, changes need to happen for the right reasons and without interruption of services. It has become clear that we must empower our World Scout Bureau Offices to increase their support to National Scout Organizations (NSOs) to help build better capacity. To some, this may sound simple. In reality, it is quite complex and requires focused leadership. I believe our World Scout Committee (WSC) and all our staff have demonstrated that required leadership amidst a very challenging period.

Gratitude to Luc Panissod

I want to thank my predecessor, Luc Panissod, for all his hard work and dedication serving World Scouting for several decades in the WSB. As Secretary General he worked tirelessly to establish a strong Bureau despite all the challenges in World Scouting when he took over. Several of our achievements listed in this Triennial Report were the result of his leadership and hard work.

Reorganization of the World Scout Bureau

The WSB serves as WOSM’s secretariat and it provides support to NSOs with the ultimate goal of delivering better Scouting for more young people. During its meeting in Buenos Aires from 21-23 September 2013, the WSC took the decision to accept a plan I presented, to modernize the structure of the WSB. The overall aim of this plan was to provide better support and service to NSOs and support World Scouting’s growing membership. The Committee’s decision was endorsed by our NSOs via a postal vote.

Improved Management

A lot of progress has been made in terms of reorganized global teams and improved management. A new structure of four Global Directors was introduced at the WSB (global level). We have started implementing a new financial management system which will be uniformly used across WSB offices. World Scouting’s web presence has been updated and refreshed with the launch of a substantially improved scout.org. Baden-Powell had the idea of organizing a World Jamboree where Scouts from all over the world could interact and talk with one another at an international level every four years. Scouts now have a platform to interact 24/7 at an international level. We have created a permanent online Jamboree. We have improved our internal communications system by replacing Zimbra with Office 365. The Hay Group was contracted to develop a new global compensation structure for all offices of the WSB. We have developed a staff manual and related materials, that for the first time can be used by all eight of our offices of the WSB.

Support to World Scout Events

At a World Jamboree, for about ten days borders disappear. Boundaries, keeping people from people, and nation from nation, dissolve. Historic, time–entrenched animosities dissipate. National hatreds are set aside. Our sadly all-too-human xenophobic tendencies evaporate. Sub-camps cease being camp sites and turn into world sites. Children meet other children, smiles greet smiles, and fingers lock together not into fists but into handshakes to make friends. Our Scouts conspire to make peace. In the message of Scouting there is a transcendent and redemptive reality: That the next generation may be sane in an insane world, and develop the higher realization of service, active service of love, and duty to God and neighbour.
The 22nd World Scout Jamboree took place in Sweden, in 2011. It was special in many ways and set new milestones and benchmarks for World Scouting. World Scouting and the Swedish Guide and Scout Council together showcased to the world how Scouting is committed to the safety and protection of children through our Safe From Harm initiatives. All adults participating had to undergo a compulsory online training before allowing adults to take up roles and responsibilities at the event. The e-learning was launched well in advance and in all five official languages of WOSM with possibility to do the training offline. At this event, World Scouting launched a new global e-learning resource for NSOs to help with policy making, building procedures and improving practice in this key area to ensure a safe passage for all young Scouts.

We also organised a high level international Conference on Keeping Children Safe From Harm with the support of Her Majesty Queen Sylvia of Sweden and her World Childhood Foundation. Dr. Susan Bissel, Chief of Child Protection for UNICEF, delivered the keynote address at this important event set in the backdrop of the World Scout Jamboree.

The Jamboree in Sweden also attained unprecedented heights in digital engagement reaching out to millions of Scouts who could not attend the Jamboree in person to experience the magic of the event through the web and social media. This achievement at the Jamboree also inspired the complete overhaul of World Scouting’s digital engagement capacity (including scout.org) during the triennium and further details are covered in chapter 5.

The 14th World Scout Moot in Canada attracted nearly 2000 young people aged 18 to 26 years from 70 countries. The Moot drew heavily from the symbolic framework of our Scout Method and gave young people from across the world the opportunity to connect with ancient American traditions.

The 1st World Scout Education Congress was organized in Hong Kong from 22-24 November, 2013 and brought together almost 500 onsite and over 1450 online participants, mainly active in the areas of Youth Programme and Adults in Scouting. The Congress offered Educational Methods experts from across World Scouting a platform to share experiences, assess the relevance of the Movement in today’s society and point towards a common direction for the future development of Scouting – ultimately re-positioning education of young people as the core business of Scouting.

The Congress reminded us that we have to promote diversity to ensure the relevance of Scouting in a globalized society. We must think about how to use new technologies to work more efficiently and effectively. The role of digital engagement is crucial for a Movement of young people, while still positioning our activities in nature. The Congress reaffirmed my belief that we need to re-think the way we operate. The “business as usual” model must change if we want to make a strong impact and increase our reach to more and more young people.

Messengers of Peace

World Scouting’s flagship initiative has also completed its first triennium. No matter how much I try, I will not be able to do justice in explaining the importance of this initiative and the appropriateness of its timing for World Scouting. This Triennial Report and its contents provide us some glimpses of the many core programmes, small and big projects, and activities that have benefited immensely from Messengers of Peace (MoP). Regions, NSOs, Priority Area Working Groups and World Scout Events have all received grants during this triennium to maximise their impact.

Some of the above mentioned core functions have achieved new heights of success, reached new milestones and scaled-up like never before, thanks to financial contributions from MoP and other related grants in this period. I thank the World Scout Foundation (WSF) and the donors for standing by World Scouting despite some initial hiccups and complexity in achieving widespread support for this initiative. First and foremost, the Foundation and the donors helped by providing a broad framework for this initiative, based on a wider definition of peace and an understanding that lasting peace is only possible when people’s basic needs are satisfied. Capacity strengthening was made a central pillar to ensure stable NSOs would deliver strong Scouting and help their
communities to be successful through the active citizenship of Scouts. Apart from NSOs, capacity strengthening projects have been initiated at regional and global levels with support from MoP.

Today, what stands out as a clear indicator for us is the fact that many ambitious looking plans that World Scouting intended to achieve at the beginning of the triennium have been accomplished as we report back to the World Scout Conference through this Triennial Report. Each time we were stuck for resources, there was a mechanism ready and willing to support every important initiative of World Scouting that justified the need of such support. This helped us to overcome any hurdles and smooth our path to success. I personally believe that we have gained valuable time and traction by making the best use of funding support from MoP.

As we go forward, I call out to all major stakeholders within World Scouting to continue to benefit from this generous grant and help increase the impact of Scouting worldwide.

World Scout Foundation

One of the things that formerly Luc, and subsequently I, were tasked to do by the Conference and the WSC, was to help improve relations between the WSB and the WSF. Today, we can confidently say that the relationship between the two entities is probably the strongest it has ever been in the decades that we have worked together. Special thanks go to director John Geogheghan who understands our needs and helps communicate the message to current and future investors of Scouting’s capacity for development and growth.

Staff members

The team of professionals in all offices of the WSB has shown that it is possible for us to work together as one global team. In this triennium we saw a number of global initiatives and projects being undertaken where people from across offices came together to deliver huge successes. I want to thank all staff members from the Global and Regional offices for their commitment to the cause of working as one WSB. I especially want to thank the Senior Management and members of the WSC for supporting all staff members.

Conclusion

By constantly developing and improving our offices and systems we will be able to offer better Scouting to more young people, which is our ultimate goal.

Change is difficult. Change is stressful. Change can cause disruption. But change can also create unity and help us refocus on what is important. Some may say there are winners and losers with change. But this is Scouting and we have no winners and losers. What we have is an opportunity to be better at what is important: to give every young person we possibly can the opportunity to join a local Scout group. It is there that values are shared. It is there that leadership skills are learned. It is there that our National Scout Organizations can help change lives indeed, sometimes save lives.

Scott A. Teare
Secretary General,
World Organization of the Scout Movement

Opening of the Kuala Lumpur office

The grand opening of the WSB Kuala Lumpur Office took place on June 18 2014. The Prime Minister of Malaysia presided at the event. This is the farthest East you have seated a Secretary General in the history of the Movement. It has not been an easy journey but I remain confident that for several years to come this change will continue to bear the dividends of success through the redefinition of support to Scouting from the world level.
YOUTH FOR CHANGE

Young people are a tremendous source of energy, creativity and values that can shape a better future, both inside Scouting and in the local communities in which they live.

As individuals, each and every young person has his/her own talent, capacity, creativity, expertise and opinion. These are necessarily different from those of the adults because they are shaped through different life experiences, in different times and in different environments.
UNLOCKING OUR POTENTIAL
Youth for Change (Y4C) was chosen as one of the four key Priority Areas during the triennium 2011-14. Its purpose was to bring together the various strands of youth engagement within the World Organization of the Scout Movement (WOSM), as well as to highlight the impact that young people can play in their communities.

Young people account for a quarter of the world’s population. This numerous part of the human race is a powerful force for change and a significant contributor to facing both local and global challenges by taking action in their communities: providing for their families, implementing development projects, advocating human rights, participating in decision-making, providing solutions for collective problems. Young people are not just adults in-the-making but can also be active members of their communities right here and now.

Scouting is a Movement of young people, supported by adults. From WOSM’s total membership of over 40 million, more than 82% are young people. They are in their formative years; acquiring knowledge, skills and attitudes that make them more open to perform positively in society - not just in the future but also today. Because even though they are still in a learning process, this does not stop them from active contribution, both within and outside the Movement.
Aim

The aim of the work in this key area was to reaffirm the idea that young people need always to be at the very centre of Scouting. To be a youth movement supported by adults has educational implications, as well as institutional ones.

The work in the Youth for Change key area also aimed to contribute to the implementation of the Vision for Youth Involvement, as adopted during the 39th World Scout Conference in Brazil, 2011, via the Conference Resolution 8/11, Youth Involvement in Decision-Making in National Scout Organizations and within WOSM. The Vision Statement for Youth Involvement is:

Young people are empowered to develop their capacities for making decisions that affect their lives; and engage in decision-making in the groups and institutions in which they are involved, so that they actively contribute to creating a better world.

Objectives

A number of objectives were set to help guide the work in the Y4C area including to:

- bring together the various strands of youth engagement and empowerment activities, at world, regional and national levels, so as to maximise the impact that young people might have in driving our Movement forward;
- provide guidance and support to NSOs in enabling young people to be empowered through relevant programmes and other educational opportunities;
- contribute for an increasing participation of young people in the decisions of the Organization, at all levels;
- and enhance mutual understanding and fruitful cooperation between Scouts of different generations, valuing each one’s qualities.

Target groups

The work in the Y4C key area had two main target groups:

- NSOs
- WOSM structures (World and Regions)

Youth for Change Priority Area Working Group

In order to carry out the work in the Y4C Priority Area, the World Scout Committee (WSC) created a working group comprised of two WSC members, two Youth Advisors to the WSC, two volunteers from the open call and one staff member from the WSB. Throughout the triennium a number of other resource people were invited to provide certain specific contributions.

Trails of actions

Bearing in mind the work already developed in WOSM in terms of Youth Involvement, the directions set by the last World Scout Conference, and the framework of the Triennial Plan 2011-14, a number of tasks, projects and initiatives were planned in the Y4C area. These were organized under six inter-related main trails (see diagram on next page). Progress achieved in one of these six trails, in whatever area of work at world level, would imply progress in the general aim of the Y4C area.
The Y4C plan was conceived as a flexible, dynamic document, able to adapt to changes, or as a result of regular assessment.

From the different planned initiatives some were considered as big achievements due to the impact that may have in the organization:

1. A World Youth Involvement Policy update has been designed, in consultation with NSOs and a number of experts. The policy includes new definitions, ideas and directions in the area of Youth Involvement. It also helps in setting guidance for creating national youth policies. This policy is to be approved by the World Scout Conference.

2. A comprehensive evaluation of the WOSM Youth Involvement “tools” has been carried (World Scout Youth Forum and the Youth Advisor system). The final report “Impact Assessment of the World Scout Youth Forum and the Youth Advisors System” is available on intranet http://scout.org/node/30886.

3. Training modules were produced in four Y4C-related issues:
   a. Youth in decision-making
   b. Intergenerational dialogue
   c. Youth changing communities
   d. Skills for Life

4. These modules are now available on the intranet (on scout.org) and will be distributed to NSOs on the 40th World Scout Conference USB key. The new scout.org provides the possibility for networking opportunities, especially between young people, on a permanent web-based platform. This is complemented by other related social media in many areas. Some examples are Scouts of the World network, MoP network and the Youth Wall, which is the WOSM youth voice on scout.org.

**Deliverables**

The main initiatives achieved were as follows:

1. A World Scout Youth Involvement Policy update has been designed, in consultation with NSOs and a number of experts. The policy includes new definitions, ideas and directions in the area of Youth Involvement. It also helps in setting guidance for creating national youth policies. This policy is to be approved by the World Scout Conference.

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5. An online self-assessment tool for NSOs (in relation to Youth Involvement) was produced (available on the intranet) and indicators on the topic were also included in the GSAT. An evaluation of the situation in WOSM structures was carried out for the first time and targets are now ready to be used for future occasions to see the evolution.

6. Members of the Y4C group participated in every Regional Conference where they ran sessions on Y4C-related issues (see the four topics above) according to regional preferences. Sessions were also carried during the 14th World Scout Moot and the 1st World Scout Education Congress.

Besides these major projects, progress has been achieved in each of the mentioned trails and other outcomes include:

Programmes and Training

- Identifying opportunities for young people’s involvement in the programme – mainly achieved in the context of the 14th World Scout Moot in Canada 2013, where a number of novelties were tested. The results were evaluated and indications for improvement were given for the next Moot in Iceland 2017.

- Running session on Y4C issues – see point 6.

- Reviewing, updating and re-launching the Scouts of the World Award Programme – on the occasion of the 10th anniversary of the programme celebrated in 2014 a re-launch was agreed. The process began with a regional survey, followed by a programme coordinators’ survey and a session during the 1st World Scout Education Congress in Hong Kong. The results were processed by the Youth for Change Working Group and Educational Methods team and the baseline of the renewed programme was set. The re-launch is scheduled for the World Scout Conference.

- Highlighting trends on youth and education - research was carried out on global and regional youth trends. These formed the basis of a session on trends carried at the 1st World Scout Education Congress and were taken into consideration on the update of the World Scout Youth Programme Policy.

- Developing training modules on the four key topics identified for Y4C – see point 3.
Communications and Profile

• Developing a permanent web-based platform for networking opportunities – see point 4.
• Enhancing the participation of young people in youth platforms, conferences and forums at different levels - nearly 100 young people participated in different external events this triennium (e.g. Rio+20 in Brazil, COP18 in Qatar, COP19 in Poland, World Conference on Youth in Sri Lanka).
• Training of young people as WOSM spokespersons in collaboration with the communications department – some training was provided to the above mentioned representatives and there are expectations for more constructive training opportunities in the next triennium.
• Increasing the youth-friendliness of WOSM website together with the communications team when designing the new web-platform.
• Publishing stories on “youth projects that are changing the world” – done in cooperation with the MoP Network.

Strategies and Policies

• Developing a position paper on Y4C – the paper, titled “Unlocking our potential”, was produced and approved by the WSC. It explains the main ideas and drivers behind the work in this key area and states WOSM’s position in this field.
• The World Scout Youth Involvement Policy update – see point 1.

Tools and Resources

• Highlighting all existing WOSM materials in the field of youth issues and improving the Youth Involvement area of the Scout Library on scout.org.
• Selecting relevant academic and practical tools and texts, which exist outside Scouting and creating links to it.

Evaluation and Monitoring

• Supporting NSOs to assess their Youth Involvement practices – see point 5.
• Producing a report that measures Youth Involvement at WOSM world and regional structures.

Structures and Systems

• Reporting on the impact assessment of the World Scout Youth Forum and Youth Advisors System – see point 2.
• Training sessions on Intergenerational dialogue during the 14th World Scout Moot and the 1st World Scout Education Congress.
Conclusions

WOSM has been doing important work in raising young people’s profile and encouraging their meaningful engagement both inside and outside of Scouting. The work done under the Youth for Change area was a contribution to that collective effort.

But, as the research undertaken this triennium has shown, there is still a lot of work to be done if we want to use the full potential of our Movement to unlock the individual potential of all our members. To quote from the position paper produced by the Youth for Change working group:

The tremendous potential of our Movement lies in the energy, eagerness and creativity of our youth as well as in the experience and knowledge of our adults. In order to truly unlock this potential, we need to create the right environment, which includes making room for young people to take responsibilities and lead, with the support of adults. By broadening the opportunities for young people to gain experience and confidence, Scouting will be increasing its capacity to make a change and create a better world.
In response to Resolution 4/11 of the 39th World Scout Conference, the World Scout Committee identified and created 21st Century Leadership as a Priority Area, establishing a Working Group to develop and implement a project plan for the triennium 2011-2014.
21st Century Leadership
Resolution 4/11 Be Prepared: Leadership for Life

The Conference

– welcoming the work done by the Strategy Co-ordination Group in proposing a stronger focus on leadership for the Strategy for Scouting,

– recognizing the importance of

  – working with the adolescent age-group
  – providing personal development for young adults, including opportunities for leadership
  – situating Scouting as a world leader in non-formal education
  – securing support for Scouting from influential partners, e.g. governments, the private sector, other non-governmental organizations
  – effective communications to support all aspects of the Strategy,

• adopts “Be Prepared: Leadership for Life” as a focus for the Movement,
• requests the World Scout Committee and interested National Scout Organizations to develop a ‘bottom up’ approach to “Be Prepared: Leadership for Life” building on best practices from around the world,
• requests National Scout Organizations to review their youth programme for adolescents and young adults to ensure that it provides challenging opportunities for leadership and personal development within and outside Scouting.
The purpose of the 21st Century Leadership initiative was to find ways to help National Scout Organizations (NSOs) bring out within their Youth Programmes, the leadership qualities in young people that will be needed if they are to take an active and responsible role in modern societies. However, early on the working group identified the lack of a common view on leadership, either within Scouting or universally, that could guide the support provided to NSOs.

Hence in order for the outcomes to be built around a concept of leadership that is clearly understood and widely shared throughout Scouting, the working group drew upon academic research as well as first hand discussion with Scouts, adult volunteers and NSO leaders around the world to formalize WOSM’s view on leadership development in Scouting. This provided the conceptual basis for materials and services produced by the working group as detailed in the diagram below.
In order to clarify how we understand leadership and leadership development in Scouting, and to provide an agreed conceptual basis upon which to support NSOs, a Concept Paper was developed iteratively over the course of the triennium with strong involvement of Scouts, adult volunteers and NSO leaders from around the world.

The key tenets of the Concept Paper are that in Scouting:

- Leadership development in the Youth Programme is important as a means to empower individuals to play an active role in society, hence contributing to the mission of Scouting
- Leadership is understood in Scouting as the collaborative process of establishing a vision, engaging and empowering others, and facilitating change towards the shared purpose
- Leadership as developed in the Youth Programme is distinguished from other styles by the unique combination of:
  - a value-based purpose,
  - the empowerment of individuals,
  - the process of learning by doing and,
  - collaboration with others.
- The leadership capacity of young people is built through learning experiences based on the Scout Method, and NSOs are responsible for continuously renewing their Youth Programme to ensure focus on leadership capacities required in modern society.

Attending Regional Conferences

Members of the working group attended all six WOSM Regional Conferences, in addition to a number of Regional Youth Forums and, where feasible, other regional events for NSO leaders. At all events they delivered plenary presentations and break-out sessions on the 21st Century Leadership initiative, sharing their work as well as collecting input from the participants regarding their views on leadership in Scouting. This enabled the engagement of NSO leaders from all parts of the globe in the process of developing WOSM’s approach to leadership in line with the “bottom-up” approach requested in Resolution 4/11.

Programme of discussions and activities at Roverway

At Roverway in Finland, in 2012, (Rover Moot organized by the European Scout Region), the working group ran a “café” style programme tent based around the topic of leadership. At the event were 2,500 young people aged 16 to 22-years-old from 52 countries. Over the course of four days, the team facilitated a range of activities designed to encourage the young people to reflect on what makes for good leadership and recorded these inputs for the benefit of the working group.

At this event, the group collaborated closely with colleagues working on World Scouting’s Messengers of Peace Initiative. The projects planned and undertaken by Scouts for the benefit of their local communities, as part of this initiative, served as good examples of the impact of youth-led initiatives on societies around the world.

Exploring Leadership Skills at the 14th World Scout Moot

The working group was present at the 14th World Scout Moot in Canada in 2013. In attendance at the Moot were around 2000 young people aged 18 to 26-years-old from 70 countries. This time the programme of activities offered explored specific leadership skills and behaviours in a more targeted way. A key outcome of this work was the identification of a clear gap between the leadership skills that young people already learn through Scouting and those that they feel they do not currently experience enough of. Envisioning skills, in particular, was an area of leadership that many young people said they wanted to explore more often in Scouting.

The working group also worked in close coordination with the Moot host committee programme team. This collaboration resulted in leadership skills being expressly targeted as part of the educational objectives of the Moot programme, with activities – particularly those featuring a high level of interactivity within the environment of the international patrol – designed specifically to promote the development and practice of leadership.
Workshop at the 1st World Scout Education Congress

The working group delivered a three-hour long workshop at the 1st World Scout Education Congress in 2013 in Hong Kong. A total of 55 NSO leaders from 30 countries attended the workshop, which enjoyed an average satisfaction rating of 4.3 out of 5 in the post-Congress evaluation. The workshop featured discussions around the key ideas of the Concept Paper, presentation of video testimonials by young people taken at previous regional events, youth programme self-assessment exercises and a presentation of success stories from a number of NSOs.

The workshop was webcast live during the Congress and a full recording is available to view via the official World Scouting YouTube channel.

NSO Best Practices

Following on from one-to-one interviews conducted with NSO leaders on the occasion of the working group’s attendance at the various World and Regional Scout Events detailed above, a number of short fact sheets on NSO best practices were produced. These documented the good work done by numerous NSOs in targeting leadership as a key objective of their Youth Programme and providing helpful tips for others. These best practices will be made available on scout.org and as part of the pre-Conference documentation.

21st Century Leadership consultants’ workshop

In June 2014 the working group ran a consultants’ workshop focused on leadership development in Scouting (held within the framework of WOSM’s Global Support system, at Kandersteg International Scout Centre). In attendance were volunteers from each of the six Regions, active at regional level in supporting NSOs in developing their Youth Programmes. The workshop explored leadership development in Scouting and prepared the consultants for supporting NSO Youth Programme development from a leadership perspective. It is anticipated that the next triennium will provide further opportunities to build on this piece of work by offering NSOs support on developing their Youth Programmes to better develop.
Pilot Project, Italy

In early June 2014, the working group contributed to a training session organised by the Federation of Italian Scouting for adults that support the Scout age section (11 to 15-year-olds). The session focussed specifically on “envisioning skills” as a key target area of the Scout programme. This work served as a good “tester” for future activities in providing tailor-made support to NSOs in developing their Youth Programmes to better address leadership skills through WOSM’s Global Support system.

Word of appreciation

The successes achieved in the area of 21st Century Leadership simply would not have been possible without the generous financial support of the Eric Frank Trust (United Kingdom). The trust provided the funding necessary for the World Scout Bureau to employ a consultant with a strong background in both Scouting and leadership development specifically, and who supported the working group in the implementation of its project plan. We are especially grateful to Dr Derek Pollard, Chairman of the board of trustees, who served as our point of contact with the Trust during the triennium, and with whom we enjoyed a warm and fruitful collaboration.

We also remember in our thoughts Professor Eric Frank, who founded and funded the eponymous Trust to promote the development of adolescent personal, social and leadership skills, mainly through Scouting. Professor Frank passed away in late 2013 aged ninety-two, following a lifetime of service to the Scout Movement. May he rest in peace.
EDUCATIONAL METHODS

The 39th World Scout Conference, held in 2011, reaffirmed that “Educational Methods should be the focus of the work in Scouting, on local, national and world levels”.

Throughout the past three years, the team put in place to oversee Educational Methods has recorded several success stories at various World Scouting events, but has also worked on paving the way forward, through analysing the current state of the education we provide, and providing important input for the following triennium.
Throughout the triennium Educational Methods (EM) was considered as being a transversal issue, cutting across all the areas of work, including the four priority areas. In particular, two Priority Area Working Groups stood out as developing work more directly related to Educational Methods - Youth for Change and 21st Century Leadership. The cooperation was fruitful: from analysis of the current state of global youth and Scouting worldwide to proposing the next steps for Scouting in the new triennium, these teams have managed to place a strong mark of Education into the work done on global level in the past triennium.

In a world of constant change it is necessary to know what trends affect the lives of young people worldwide, in order to understand their needs and expectations from Scouting. For this reason, the EM team conducted a detailed global youth trends research carried out in the summer of 2013, which provided important input for the drafting of the Vision 2023. The Global Youth Trends Report examined youth trends on a macro-perspective, giving a valuable global overview of the issues affecting young people today in all WOSM Regions, enabling us to check the relevance of what we do and make the necessary adjustments.

The 1st World Scout Education Congress proved to be a valuable source of insights and analysis of the current state of Scouting worldwide. The discussions and reflections shared there have resulted in a stronger emphasis on education in the Vision 2023, as well as a focus on the knowledge, skills and competences we provide as a Movement through our Youth Programme. In addition, the 1st World Scout Education Conference was seen as a starting point for further and even deeper reflections upon the Scout Method, and the way we do Scouting around the globe.
This triennium has also witnessed the revision of two important policies: the World Scout Youth Programme Policy and the World Scout Youth Involvement Policy. Each of these documents re-states the core values of Scouting, but also carries proposals for innovation in our approaches to the Youth Programme and youth involvement. The two policies complement the Adults in Scouting Policy (adopted in 2011), and will be particularly present throughout the next triennium. They have already served as a reference for the creation of the 2014-2017 Triennium Plan and include a number of indicators that can be a good basis for measuring its success.

In terms of Adults in Scouting, new production included a common framework for the Woodbadge, as well as Guidelines for Professional Staff.

Another aspect worth mentioning is the implementation of a web-based group of all those interested in Research in Scouting. Although the group requires a bit more dynamism it is seen as a contribution to bringing academia and Scouting more closely together.

Besides the new developments the EM team has worked on the continuity and enhancement of a number of ongoing projects.

The Scouts of the World Award is celebrating its tenth anniversary this year, and is being reintroduced with a simplified framework for NSOs, and an attractive offer for young people of a meaningful contribution to society, through three simple steps: discovery, voluntary service and network. Each of them preserved their original meaning and intention, however they have been adjusted to meet the need for flexibility of young people in today’s fast-changing world. The updated guidelines, implementation manual and promotional materials will be available in October.

Care for the environment is high up on the list of priorities for Scouting, and it is therefore important to note Scouting’s presence at global events related to the environment such as Rio+20 and several COPs. Furthermore, work has been done on WOSM’s participation in marking the Earth Hour, and Clean Up the World annual activities. In addition to these, the EM team has supported the organization of the 3rd SCENES seminar in Costa Rica in 2013, and has also been putting more emphasis on existing resources on environment education for NSOs.

Time and energy were also invested in creating stronger ties between the World Scout Environment Programme and the Scouts of the World Award, as well as the Messengers of Peace initiative. There are plans, for the future, to articulate better these programmes and initiatives through a joint framework for community development and service.

In terms of Spiritual Development, support has been given to the organization of the World Scout Inter-religious Symposium in 2012 and the World Scout Inter-religious Forum in 2014. Both events have provided important input for the further work planned to be conducted in the next triennium in the field of faith, belief and spirituality in Scouting.

The support to Regions (and NSOs) was another important part of the work, although it can be further improved in the future. Members of the EM team have participated in relevant regional events related to Educational Methods: fora, trainings, workshops, seminars, etc.

Finally, the EM team has been an active contributor to the organization of several successful World Scouting youth events: the 22nd World Scout Jamboree, the 14th World Scout Moot, the 54th, 55th and 56th Jamboree-on-the-Air (JOTA) and 15th, 16th and 17th Jamboree-on-the-Internet (JOTI). Each of these has had a strong emphasis on education in Scouting (with different approaches for the different age categories), and has had very high participation rates. The EM team is actively working on supporting the organization of the next Jamboree, Moot and JOTA-JOTI and is making sure that education is given the necessary central place in their programmes.
The aim of the World Scout Messengers of Peace Initiative is to inspire millions of young people throughout the world to undertake peace and service actions in their communities and thus contribute to creating a better world.

The target is, in ten years, to have 20 million young people who have carried out a significant service activity in their local communities that will make the world a more peaceful place.

With over 570 million hours of service recorded by close to half a million Scouts so far the Messengers of Peace Initiative project is well on its way.
MESSENGERS OF PEACE
Messengers of Peace (MoP) is a ten-year flagship initiative of the World Organization of the Scout Movement (WOSM) to involve individual Scouts, as well as National Scout Organizations (NSOs), in all WOSM Regions in peace-building activities. The initiative promotes young people as Leaders for Life – in their communities and in their world.

This report aims to give an overview of the major achievements of the initiative since its launch in September 2011, including the Messengers of Peace Support Fund.

The MoP Support Fund provides financial support for projects and Scouting initiatives around the world. The fund enables Scouts in developing countries to implement the types of vital projects that can save lives and change communities. It also supports capacity building for NSOs and NSAs.

The Support Fund is supported by the World Scout Foundation (WSF) and administered by the World Scout Bureau (WSB). All funded activities are managed by Regional Offices through a project management tool that is used by all Offices of the WSB and the WSF. This allows real-time monitoring of projects and strengthens the overall coordination. Since the project started the MoP Support Fund has awarded $5,790,561 as of 31 May 2014.

To ease worldwide dissemination, the original ten-year strategy for the MoP Initiative has been streamlined into three clear, straightforward goals:
Goal 1: Inspire Messengers of Peace

Peer education is a core element of the Scout programme since its inception over 100 years ago. Today the only difference is that with social media, peer education can reach farther than ever before. World Scouting has worked hard over the past year to provide a platform where young men and women can inspire each other to action.

This investment has paid dividends, resulting in close to 200,000 MoP local projects being registered on line, producing 570 million service hours.

Other more traditional forums, such as Jamborees and other Scout meetings, have also been used to inspire young people to become Messengers of Peace.

It is important to note that these projects are inspired by the global MoP Initiative, but paid for with local resources, raised by the Scouts themselves!

Most notable among the NSOs are the world’s two largest – Indonesia and USA - who have both adopted MoP as their national programmes.

Social Media

Following its initial launch in October 2012, the MoP social media platform has rapidly developed its global presence, with material in six languages and, as the site’s world map shows, participation from every corner of the Scouting world. A staggering five million Scouts worldwide have so far been linked to the Messengers of Peace Initiative through its network of online communities.

The content and spirit is largely provided by the volunteers and staff of Scout organizations worldwide with new project reports appearing daily. The success can be seen on the counter of hours of service which have recorded an amazing 570 million hours of service.

In the past year, the six Regions of World Scouting – Africa, Arab, Asia-Pacific, Eurasia, Europe, and Interamerica – have engaged in the promotion of MoP through their networks, and have incorporated MoP into their regional and national plans. Thirty-one training workshops have been delivered by global and local MoP Ambassadors, and 400 social media leaders – young volunteers – from over 200 countries and territories have been trained. Together they are managing an impressive 146 social media communities linked to the MoP global platform.

Young MoP Ambassadors and national MoP Coordinators have played a key role to actively promote and inspire people face-to-face to reach grassroots Scouts in each local community. More than 1,000 young Scouts and leaders in local MoP promoter teams are engaged and spreading the message to inspire more Scouts.

In addition, the role of the social media leader is vital for the MoP platform. The role of this virtual team of 400, young, trained, and values-driven Scout activists is to inspire and encourage young people toward positive action.

So far, more than five million people have been reached through social media campaigns resulting in more than 570 million service hours around the world. Since the first call of action from MoP, young Scouts and adults have led and participated in more than 150,000 service projects permanently supporting their communities and promoting youth entrepreneurship.
Jamborees and Scout Gatherings

Other, more traditional forums have been used by World Scouting to promote the MoP Initiative, and helped to spread it to the grassroots of the Movement.

- Indonesia: Peace and Dialogue Camp, hosted by the Indonesian Scouts involved 700 young people from over 50 countries from all regions of the world. The programme used the ethnic diversity of Indonesia as a learning tool for Scouts to experience inter-cultural dialogue first hand, to interview real-life heros of inter-ethnic communications and to build plans for their own groups back home. MoP workshops allowed participants to learn skills related to leadership, youth participation, communications and social projects development.

- The Boy Scouts of America National Jamboree in July 2013 hosted 40,000 young people from all over the USA. The central theme of the Jamboree was Messengers of Peace – with over 160,000 MoP hours of service given by these Scouts to the local communities surrounding the Jamboree site. The Swedish King visited and joined in the camp, meeting with many Scouts and speaking to them in the closing ceremony. Both the King and the Queen visited the MoP activities.

- The Asia-Pacific Jamboree with 15,000 participants served as a test for the venue of the World Scout Jamboree to be held in 2015. MoP featured as a central part of the Jamboree’s programme both in the service project area, but also in the “Faith and Beliefs” area where Scouts participated in training for dialogue – all facilitated by a team of inspired and multicultural Messengers of Peace Ambassadors from ten countries and different religions working together for the same goal.
The World Scout Moot gathered 2,500 senior Scouts from 70 countries near Montreal for a ten-day camp in August 2013. This mini-jamboree, with its participants in the 18 to 25 year age group, concentrated on leadership issues, and thus MoP was one of its central themes and an inspiration for all participants to create a service project initiative to implement in their communities when they return home. Participation was up 41 percent on the previous Moot in 2010. The event had over 18,000 followers on Facebook and featured high profile events on Parliament Hill and in the Canadian House of Commons debating chamber.

The Jamborees in Egypt, Argentina and Colombia, involving over 25,000 Scouts, greatly contributed to the number of participants in the online social media platform for MoP.

Permanent Global Network Jamboree: The permanent exchange and interaction of so many cultures, religions and ages is transforming young people into global citizens by raising awareness of global issues, local needs, diversity and unity amongst human beings.

Local and International Partnerships

Peace as a goal is connecting Scouts with local and international organizations to build collaborative partnerships to support Scouts in their service initiatives. Scouting is being recognised as the global force of action through active youth participation. At least 50 local and international organizations are becoming aware of the potential influence Scouts have in their communities.

Local actors like the military and police forces, emergency relief, human rights, and environmental organizations are interested in taking part in MoP.
Goal 2: Promote special projects to address critical issues

Over 130 projects have now been supported through the MoP Support Fund. These projects have been funded in areas of greatest need – with promotion of peaceful elections in Ghana and Kenya, Thai Scouts helping Rohingya Muslim refugees, and Palestinian Scouts working in Jerusalem.

Indonesian Scouting hosted an international Peace Camp, addressing issues of dialogue between ethnic groups. Two major projects - the Irish and Singapore Scout Dialogue Training initiatives, both funded by the MoP fund - have developed training approaches for different audiences, introducing dialogue to both core Scout programmes and to young people living in tense community situations.

In addition, the MoP fund has also supported the internet platform’s learning zone which launched the online training in dialogue during the year.

But it is when disaster strikes that MoP truly show their colours. In Lebanon, Scouts ran the “My Tent is Your Tent” initiative to welcome refugees from war-torn Syria to their communities. Scouts in the Philippines supported their communities following the tragic typhoon disaster there.

Goal 3: Build local capacity to ensure long-term sustainability

A major focus within MoP is to ensure that each NSO and NSA has the organizational capacity to deliver quality Scouting. When strong local Scout organizations exist, young people flourish in Scouting, quality training is delivered to adults supporting them and the maximum impact of the Scout programme is achieved. Young people can grow and develop as leaders, as they are inspired to challenge themselves and their peers. They lead change in their communities. They work as Messengers of Peace. With the support of MoP, World Scouting is adopting a new tool based on the recognized management tool of the global standards company Société Générale de Surveillance (SGS).

The new resource is called the Global Support Assessment Tool (GSAT) and contains 101 criteria related to the effective operation of our NSOs and NSAs. Over the next decade, MoP will seek to ensure that each of our 162 NSOs reaches a level of governance and operational effectiveness that meets international standards. This will in turn enable each local Scout organization to implement the highest quality of youth programme and adult leader support system for it. Doing this will help Scouting achieve key objectives outlined in our Triennial Plan.
Results of NSO assessments using the GSAT to date have shown the following common issues:

- **Functioning of the national board**, with the main challenge being the independence of the board vis-à-vis the operational management and thus the independence of oversight and strategy development functions.

- **Financial control systems**, main challenges including the need to improve professionalism of project and programme administration, and the long-term sustainability of financial resources.

- **Continuous improvement**, particularly the need for systematic monitoring of strategic plans/projects and adapting them where necessary based on the results of this monitoring.

In response to these GSAT findings, MoP supports WOSM to deliver training courses to focus on the specific challenges identified such as financial auditing, functioning of the board, staff appraisal, etc. Examples of specific outcomes from these efforts include:

- **Kenya Scouting** identified problems within the organization in areas such as governance, financial control and management of day-to-day activities. Supported by the Regional Office of the WSB in Nairobi, Kenya Scouting overhauled its governing board, appointed new and dynamic leaders and changed key executives. Kenya Scouting is now a totally transformed organization.

- **Indonesian Scouting** identified the need to separate roles of governance and staff within the organization. The Scout organization’s Chairman called in SGS to run a training programme for all board members and key staff. This helped to clarify roles and put in place a reform of their operating procedures, and organization chart. These steps were particularly important as the leadership of the organization transferred at the end of 2013 after ten years. A smooth transition of leadership and governance is vital in this, the most populous Scout organization in the world.

- The Scout organization of **Haiti** responded brilliantly in the aftermath of the devastating earthquake in 2010. However, while foreign agencies and UN organizations used the Haitian Scouts to implement their programmes, many of the key Scout staff and volunteers were then hired by these external agencies, depleting the Scout organization. The MoP fund has committed its largest grant ever to help Haiti Scouting rebuild its organization and sustain itself in the coming years.

MoP also supported capacity strengthening efforts for Scouting in Uruguay, Nicaragua, Mexico, Armenia, Kazakhstan, Greece, Vanuatu, Romania, Fiji, Maldives, New Zealand, Australia, Philippines, South Africa, Guinea and Chad.

With enhanced connectivity and the ability for global mapping coming on line, World Scouting’s Regional Offices are now able to make real value judgements on where resources are needed, and thus are able to follow up with targeted and professional support.

The underlying Scouting goal to achieve through MoP is to reignite the dynamic energy of youth that has existed since the Scout Movement began in 1907. With over 40 million Scouts and an ambitious, yet achievable challenge to reach 100 million in the coming years, MoP supports the Mission of Scouting to enhance the quality of the Scout programme, and to create a better world. MoP promotes the peace and service activities that Scouts have always conducted since the beginning of Scouting. And, by harnessing new technologies that allow every Scout to share their work, hopes and aspirations with other Scouts around the globe, MoP emphasizes the singleness and unity of our world Scout family.
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.

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.
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 (WSC) has developed the Global Support System.

Objectives of Global Support

Priority Strategic Area

Based on the Conference Resolution 5/2011 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 Working Group**

To support this priority, a 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 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 WSC.

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 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 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**

GS Consultant Pool: Regional spread

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 WSB.

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 GSAT.

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 GSAT, 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:

1. Governing body
2. Strategic framework
3. Integrity Management
4. Communication, advocacy, public image
5. Human Resources
6. Fundraising, resource allocation, financial controls
7. Operations
8. Outcomes
9. Continuous improvement

Feedback from the 15 NSOs who participated in 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 GSAT.
Result 1. The Global Support Assessment Tool (GSAT)

The GSAT assesses compliance of an NSO, 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 GSAT 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
2. Governance framework
3. Strategic framework
4. Integrity management
5. Communication, advocacy and public image
6. Adults in Scouting
7. Resource allocation and financial controls
8. Youth Programme
9. Growth potential
10. Continuous improvement

For each criterion, and based on evidence presented by the NSO (e.g. minutes of meetings, policy documents, records, manuals), the assessor identifies 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.

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<tr>
<th>DIMENSIONS OF BEST PRACTICES</th>
<th>SGS Audits (14 NSOs) with SGS NGO Benchmarking</th>
<th>WOSM GSAT Audits (12 NSOs) including new scouting related dimensions</th>
<th>NGOs Audits worldwide (170 NGOs) with SGS NGO Benchmarking</th>
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</tr>
<tr>
<td>D08 Youth programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcomes</td>
<td>57.9%</td>
<td></td>
<td>69.9%</td>
</tr>
<tr>
<td>D09 Growth potential</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D10 Continuous improvement</td>
<td>39.2%</td>
<td>41.2%</td>
<td>52.6%</td>
</tr>
<tr>
<td>Total average</td>
<td>57.8%</td>
<td>64.4%</td>
<td>64.6%</td>
</tr>
</tbody>
</table>

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 and Continuous Improvement: About -12%;
- They score slightly lower than the worldwide average in Strategic Framework (-4.1%) and Integrity Management (-0.9%).
Result 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.
Communications and External Relations has not only played an important role as an enabler to achieve intended results in the Priority Areas of this triennium, but has also made its own niche going forward as a key focus area with a strong influence on World Scouting’s image and reputation.
COMMUNICATIONS AND EXTERNAL RELATIONS
Communications and External Relations has seen a tremendous overhaul in this triennium. No less than 8 (out of 17) Resolutions from the World Scout Conference in Brazil (2011) directly called for actions from Communications and External Relations. However, unable to find a place as one of the Priority Areas for the triennium, this meant that available resources and support were limited. Nonetheless, there have been significant achievements in this period. External funding, especially from MoP, provided opportunities to utilise human resources with expertise in related areas (including from external agencies), which played a major role in the successes of Communications and External Relations in this triennium.

Communications and Relations has become one of the six key areas of the proposed Strategy for Scouting, having added great value to World Scouting’s work in this period despite the challenges and limitations. Additionally, in the second half of the triennium, as part of the reorganization process, the WSB has been strengthened by the inclusion of a Senior Management position, the Global Director of Communications and External Relations. These two developments show a new and heightened commitment by World Scouting to this area, going forward.
Communications

External and internal communications have both made a big leap forward with the launch of the new website in October 2013. There has been a strong commitment to transparency, interactivity and responsiveness in all new initiatives undertaken in the triennium, to improve World Scouting’s communications. The social media footprint of World Scouting has grown exponentially in this period. The ability to communicate internally and externally during crisis situations has been tested, with several issues making global headlines, particularly at national levels. World Scouting’s interaction with the media has improved significantly in this period.

The following four Resolutions from the World Scout Conference in Brazil provided strategic direction to the work in Communications for the triennium:

- 3/11 – Scouting’s Cause (Education for Life)
- 12/11 – Scouting’s Profile
- 13/11 – Strengthening the World Scouting Brand
- 14/11 – Sharing best practice of promotional material among NSOs

The sections below elaborate on how the above Resolutions were implemented during the triennium.

Scouting – Education for Life

World Scouting published a brochure, primarily targeting external audiences, titled ‘Scouting – Education for Life’ to advocate the Cause of the Movement as mandated by Resolution 3/11. Soon after the Conference in Brazil, a global team of communications and external relations volunteers and staff developed a framework of key messages for World Scouting at a meeting in Kandersteg (April 2011). The ‘Scouting – Education for Life’ brochure was subsequently developed based on this framework. This visually attractive brochure has very few but powerful words, and uses photographs and images extensively to communicate Scouting’s Cause. The idea was that anyone who reads the publication should want to engage with Scouting in one way or another: be it to join as a volunteer, a partner, a donor, or by becoming a Scout. The brochure was printed in all five official languages of World Scouting and has been since translated into several other languages by NSOs. Banners, posters, post cards, presentations, videos and other communication tools have also been developed from the messages and imagery in the document.
Simplified brand licensing arrangements

Resolutions 12/11 and 13/11 called for strengthening the World Scouting Brand. In 2007, the present World Scouting Brand was launched. In 2012, the guidelines and procedures relating to its use and licensing were reviewed. The review looked at what might be done to promote increased legitimate use of our brands by NSOs.

At the end of the review the licensing arrangements were simplified with the goal of removing any perceived barriers to their non-commercial use by NSOs. Instead of a multiple levels of licensing arrangements, it has now been simplified to only “non-commercial use” and “commercial use” of World Scouting’s registered trademarks and designs.

Through these improvements, World Scouting is actively supporting wider adoption of the World Scouting Brand Logo and National Scout Identity Brands by offering free localisation and design support services to NSOs. The underlying objective of this licensing scheme is to define obligations and to promote and protect NSOs’ collective rights in relation to the use of WOSM’s designs. The new licensing arrangements present a fair and reasonable approach in this area, while avoiding introducing obligations that are either too onerous to fulfil or too complicated to be respected by all parties, which include our member organizations, their partners and any commercial interests.

Resolutions 12/11, 13/11 and 14/11 all stressed on the value of strengthening World Scouting’s communications to enhance the profile of Scouting and to explore innovative ways to do so. Digital engagement has never been as central to communications as it has become in today’s world.

The next couple of sections talk about how these three Resolutions have been taken forward to strengthen World Scouting’s digital footprint.

Renewed scout.org – Scouting’s permanent online Jamboree

Through Resolution 14/11, the World Scout Conference in Brazil tasked World Scouting to create “a suitable sharing platform that is easily accessible to Scouts at all levels within the World Scout Movement”. Although the Resolution focused on sharing of promotional materials and best practices around that topic, World Scouting used the opportunity to develop a platform as advised but one with capacity to share all kinds of materials related to Scouting. The successes of digital engagement at the 22nd World Scout Jamboree in Sweden (2011) also had a major impact in setting the roadmap for the new scout.org and digital engagement overall.

On 15 October 2013, World Scouting launched a totally renewed scout.org, which had these three key elements:

- A brand new corporate site with content in all five official languages of WOSM.
- A platform for all Scouts and everyone passionate about Scouting to share best practices, projects, Scout stories, etc.
- An enclosed communication area dedicated to the member organizations of World Scouting, the NSOs.

Scott Teare, the Secretary General said this during the launch of new scout.org: “It marks a fundamental mind shift in our communications and will contribute to change the way we are doing business in World Scouting.”
Social media

For some years now, World Scouting has realised the value of its digital assets and has particularly taken notice of the growing importance of having a strong presence on social media. However, prior to this triennium, little was done in the area of having a strategic approach to social media management.

In this triennium, World Scouting’s global presence experienced strong growth on two primary channels, Facebook and Twitter, especially after a revised outreach strategy was put in place based on a better understanding of target audiences and current social media trends. Facebook followers more than doubled despite a crucial change in algorithms by the Social Network in the first quarter of 2012. To build on these successes and to ensure protection of these digital assets going forward, there was a growing need to develop frameworks and processes to govern and manage World Scouting’s social media outlets.

In the last semester of the triennium, a Digital Engagement Guidelines was launched to provide strategic guidelines to all social media activity executed by World Scouting. It presents processes related to social media governance and showcases the role of social media in the overall communications effort. The document also provides a measurement framework with Key Performance Indicators (KPIs) for social media measurement and evaluation including reporting. The Guidelines will help improve management and operations of World Scouting’s social media. To help in day-to-day management and monitoring of all the social channels, Hootsuite, a social media monitoring tool, has been employed. The measurement and monitoring protocol allows verification that the outcomes have been achieved in terms of KPIs and targets as identified by the Guidelines.

Other developments

WOSM Secretary General Scott Teare has launched a blog on scout.org, which is his thought leadership channel for communicating with the external world. Communications for MoP and other programmes have been supported extensively with a strong presence on scout.org, as well as on social media.

Staff and volunteers supporting communications at global and regional levels have come together to deliver several of the above initiatives. The new scout.org was developed with full engagement of the wider communications team in World Scouting.

At a meeting held in March 2014, regional and global communications team members had the opportunity to be trained on storytelling, developing a messaging architecture, crisis communications and social media management. Following this meeting, monthly calls have been put in place for all colleagues and volunteers to share updates, seek mutual support, ask and give ideas, and eventually to help build a global team.
External Relations

This triennium has provided a series of opportunities and challenges in the area of external relations. Over a hundred youth members from various NSOs have benefited from representing World Scouting externally at events run by reputed partners. However, the lack of absolute clarity regarding WOSM’s stance on advocacy, and a difficult situation regarding staffing levels (both volunteer and professional) were two key challenges in the area of external relations during this period. Nonetheless, World Scouting has built several new partnerships, particularly from within the United Nations system and other civil society organizations.

Managing expectations

During the triennium, a plethora of demands have come from NSOs and the Regions and the expectations from the global level to take leadership on external relations has never been higher. This notion was also reflected in four World Scout Conference Resolutions from Brazil with strong messages calling for action on:
- 10/11 Advocacy for World Scouting
- 15/11 Partnerships between WOSM and community groups, the United Nations and NGOs
- 16/11 Youth, peace and security in External Relations
- 17/11 Emergency Response

In the first year of the triennium, External Relations was under-resourced at the global level, following a prolonged period of uncertainty in the previous triennium. A disappointing number of partner organizations at the Global Development Village (GDV) of the 22nd World Scout Jamboree in Sweden (July 2011) provided another indicator of the need to strengthen in this area.
Complex landscape and dynamic nature of external relations

External relations is covered under one or more of the following areas: Public Relations, Partnerships, Institutional Development, Youth Representatives, Stakeholder Management, Resource Mobilisation, Advocacy, etc. Despite the complex landscape and the challenges faced, a corner was turned giving rise to positive developments in the second half of the triennium.

Three key activities to strengthen External Relations at the global level were:

- Developing a messaging architecture for Scouting, targeting external audiences, which resulted in the production of the ‘Scouting – Education For Life’ brochure.

- Playing a key role in the United Nations lead processes for the post-2015 Development Agenda (which will replace the current Millennium Development Goals – MDGs).

- Maximising opportunities that bring tangible benefits to World Scouting to help build a strong image internally for External Relations.

Messaging and communications

The previous segment on communications detailed how the ‘Scouting – Education For Life’ brochure was developed. Published at the mid-point of the triennium (September 2012), this document provided a high quality introduction to Scouting for external stakeholders. Written in a language that is relevant to the current context and landscape for young people, it helped break the image of Scouts being archaic while retaining focus on the values and fundamentals of Scouting.

The new and improved scout.org further helped showcase the diverse grassroots level activities and impact of Scouting across the world.

Real value addition to members

The querying of External Relations by World Scouting’s leadership in recent years is not completely unfounded. There were several instances where partner organizations joined hands with Scouting in order to achieve their own objectives. In the past, External Relations at the global level focused on developing Memorandums of Understanding with global organizations. While these appeared good on paper, questions were raised about the effectiveness and impact at grassroots level. Such agreements also seemed to reinforce the growing belief within Scouting that these partnerships were only serving the benefits of external partners.

Based on input from volunteers and professionals from Regional and Global levels, in this triennium World Scouting has worked to partner with external organizations focusing on tangible mutual gains through joint initiatives. Instead of developing partnerships for the sake of relationship building only, all External Relations activities were taken up after assessing capacities to strengthen the work of: Priority Areas for the triennium; World Conference Resolutions from Brazil (2011); and World Scouting initiatives and events.
In close collaboration with the Youth For Change Priority Area Working Group and the Educational Methods team, External Relations opened up opportunities for young members from all over the world to represent World Scouting at external events and activities run by reputed partners. Over 100 young representatives were official World Scouting delegates, in a majority of the cases benefiting from travel and registration fee subsidies for their participation at international events.

Some examples of events and initiatives: International Labour Organization’s Youth Forum in Geneva, Switzerland; United Nations Conference on Sustainable Development (Rio+20) in Rio de Janeiro, Brazil; International Road Safety Conference for Rover Scouts by UNECE in Geneva, Switzerland; UNESCO Conference on Youth Volunteering and Dialogue in Jeddah, Saudi Arabia; Inter-religious Dialogue event by King Abdullah Bin Abdulaziz International Centre for Inter-religious and Inter-cultural Dialogue (KAICCID), in Vienna, Austria.

World Scouting also received direct funding for initiatives to benefit NSO levels, notably from the: United Nations Food and Agricultural Organization (UNFAO) for Food For Life, the GlobalGiving philanthropic crowdsourcing for U-Fund, United Nations Environment Programme (UNEP) for Tree Planting initiatives, and the European Youth Forum (YFJ) for training youth representatives in Nairobi, Paris and New York.

Participation of partner organizations at World Scouting’s events is crucial, where the external organizations bring their resources and expertise to support the delivery of programmed areas such as the GDV. In a turnaround from the situation experienced at the World Scout Jamboree in Sweden (2011), the 14th World Scout Moot in Canada (2013) received support from World Scouting in securing all necessary partners to run workshops at the GDV. From start to finish World Scouting played a strong role to make the GDV a success at the Moot.

Several months prior to the event, all partner slots were filled up, a pleasant departure compared to the past. The United Nations Millennium Campaign was present in full strength running workshops and special events on post-2015 Development Agenda. Experts and special guests from the UN and other organizations visited the Moot regularly to interact with Rover Scouts.

The 1st World Scout Education Congress in Hong Kong (2013) saw several partner organizations coming to facilitate workshops and sessions and many others came as participants to contribute to the exercise of repositioning education at the core of World Scouting.
Engaging with global causes

A wrong message that emanates from the traditional outlook and internal-looking approach of Scouting is that we do things on our own without aligning with any others. While it is good to be strongly rooted in our values and focused on our Mission, the very purpose of our Movement needs us to be aware, networked and connected with other global entities with similar, or linked, objectives.

The UN-lead initiative to identify post-2015 Development Goals has given World Scouting an excellent opportunity to engage with global causes from the beginning of the process. Scouts from around the world contributed significantly in qualitative and quantitative fact finding to help identify global priorities through both online and offline means. The United Nations Millennium Campaign has commended World Scouting’s efforts at a special recognition ceremony at the UN General Assembly in New York (September 2013). World Scouting will continue to work closely with other youth organizations, civil society, knowledge institutions, corporate partners, donors and the United Nations in contributing to create a better world.

Conclusion

As a conclusion, External Relations needs an overarching strategic framework, which is built on a good understanding of its dynamic nature and the complex landscape in the Regions. In today’s context, there is an urgent need to clarify what role advocacy should play for World Scouting. WOSM’s proposed Strategy for Scouting holds strong promise for the area having identified External Relations (alongside Communications) as one of the six key priorities.
At the 39th World Scout Conference in 2011, a Resolution was adopted asking for a clearer focus regarding the Strategy for Scouting. This was to be done on different levels by looking at the various elements of the current Strategy, what evaluation had been done and how to proceed going forward.

An Our Strategic Path Priority Area Working Group was appointed and tasked with following-up on the Resolution.
The first step in the process was to clarify the different components of the strategic framework, and how they relate to each other. This was carried out in the form of a briefing paper, which was presented to the World Scout Committee (WSC) in September 2012.

The second step was to evaluate the current Strategy for Scouting (Mission, Vision and seven Strategic Priorities). It was concluded that the Mission continued to be relevant, while the Vision was quite unclear and that very little follow-up and evaluation had been done with regard to the seven Strategic Priorities. This meant that it was difficult to measure the level of progress in terms of achieving the Vision.

Based on this, the WSC decided to focus its efforts on analysing the current situation and pointing the way forward, rather than looking to the past. Part of this was doing an analysis of trends among young people today (“Global Youth Trends Report”), as well as further analysis of the current situation of the World Organization of the Scout Movement (WOSM). This focus would ensure that Scouting continues to meet the needs of young people.

Having reviewed the material, the WSC decided in March 2013 to develop a new Vision Statement. The existing Vision Statement includes the phrase “We see Scouting entering its second century...”, setting the horizon for 2007, while the new Vision would aim for 2023. This would give the Movement a clear “deadline” for achieving this: three triennia after the World Scout Conference in 2014.
For this to be a Vision supported by the entire Movement, all six Regions were involved from the very beginning. In November 2013, a three-day workshop was held at Gilwell Park in London, United Kingdom. Invitees for this workshop were three representatives of each WOSM Region (two members of the Regional Scout Committee as well as the Regional Director), six members of the WSC as well as the Senior Management Team of the WSB Central Office. The workshop was facilitated by Pamela Lupton-Bowers, an expert in the field of organizational development. Together the group looked at the Movement from different angles, and where it should strive to be ten years from now. The outcome of the workshop was a new draft Vision Statement, and six Strategic Priorities that would help achieve this Vision.

In January 2014, a document containing the Mission (unchanged), the new suggested Vision and six Strategic Priorities with short texts outlining each Strategic Priority - together forming the new Strategy for Scouting - was sent out to the Regions for feedback and endorsement. They were also asked to consider specific objectives, linked to each Strategic Priority, which had been developed based on the London workshop. These objectives would not formally be part of the Strategy for Scouting, but rather work as guidelines for the WSC when developing Triennial Plans. In March 2014, a somewhat revised set of documents (based on the input from the Regions and WSC members), was presented to and approved by the WSC.

In April 2014, the new suggested Strategy for Scouting was presented to National Scout Organizations (NSOs) for input. This could be given either via the Intranet on scout.org in an interactive discussion forum, by email or on paper. By opening up a discussion forum ahead of the Conference, NSOs could both get well-acquainted with the suggested Strategy for Scouting before the Conference and give helpful feedback that would form a basis for a discussion session at the Conference prior to the vote. In addition, a number of support documents linked to the process were published on the scout.org Intranet.

Being aware that strategic planning is a complex process, two video clips were developed to help introduce the new Strategy for Scouting to NSOs. The first video introduced key concepts of strategic planning as well as the reasons for developing a new Strategy for Scouting; the second video outlined the newly-developed elements of the Strategy for Scouting and how NSOs could be involved in the process. Both videos were made available on official WOSM channels.

An important note, both in the Conference Resolution on the Strategy for Scouting and the subsequent evaluation, was that in order for a Vision to fulfil a purpose, evaluation and follow-up need to be done along the way to ensure that the Movement is on the right track. The first steps have already been taken, by developing a draft World Triennial Plan that is aligned with Vision 2023 and by looking at the current Regional Triennial Plans in relation to the Vision. Another aspect will be the development of Key Performance Indicators (KPIs) to measure progress. This work will be done in the next triennium, if the new Strategy for Scouting is approved by the Conference. Regular progress reports will also be presented to the WSC and the Conference.

In short, there has been exhaustive work done during the triennium to map out the strategic direction of the Movement. If the Movement agrees on this direction, the real work will start in the triennia to come – making sure that Vision 2023 is achieved.
INSTITUTIONAL
Complementing all the work in priority areas described in previous chapters, the World Scout Committee (WSC) has also continued its more “institutional” work.

This includes a focus on Global Issues, on Human Rights, on “Duty to God”, on Membership of WOSM, on the Triennial Plan and on “Standing Orders”.
Global Issues

A rising specifically from concerns expressed initially in the Asia-Pacific Region, the WSC addressed a number of global issues including:

- representation of NSOs and voting system at World or Regional Conferences;
- current operational cost of the entire World Scout Bureau;
- registration fees;
- Youth Advisors to the WSC;
- Human Rights;
- staffing of the WSB;
- relationships with NSOs.

These matters were dealt with in a variety of ways and action taken as appropriate including, in some cases, reports and proposals being brought to the World Scout Conference in Slovenia.
Human Rights

As a follow-up to the outcomes of the last World Scout Conference, including the WSC’s Declaration on Human Rights received by acclamation at that event, the WSC set up a special Task Force during the triennium to consider in more depth WOSM’s policies on Human Rights, including its position on the Universal Declaration of Human Rights which has been repeatedly endorsed by the World Scout Conference.

Proposals arising from the work of the Human Rights Task Force are being brought to the World Scout Conference in Slovenia.

“Duty to God”

During the triennium, the WSC began a process of reviewing how the principle of “Duty to God” can be more effectively expressed as part of the Scout Method in the 21st century.

In this context, the WSC authorised the Constitutions Committee to approve new formulations of the Scout Promise for NSOs based on a broader interpretation of “Duty to God” than previously applied, provided always that the following tests of acceptability are fulfilled:

- acknowledgement of the spiritual dimension of the person (viz the Purpose of the Scout Movement: “... to contribute to the development of young people in achieving their full physical, intellectual, emotional, social and spiritual potentials...”);
- acceptance of – or at least an openness to explore or discover – the concept of a Spiritual Reality that is greater than humankind itself;
- acceptance that the Scout Method, as a system of progressive self-education based inter alia on the Scout Promise and Law, will provide opportunities to learn and develop a deeper understanding of life in all its dimensions.

This work will continue in the next triennium.

Membership of WOSM

The WSC established a Task Force to look into possible new and broader criteria for membership of WOSM, with a special focus on enabling the further integration of Accredited National Scout Organizations and Scout Associations which are affiliated with the Regions without being WOSM members.

This is a complex matter and, although good progress has been made, consensus has not yet been achieved on the most appropriate proposals (which will require amendments to the WOSM Constitution) to achieve the goal. These efforts will continue in the next triennium.

Triennial Plan

The WSC set up a small task group to consider a better way of developing a new Triennial Plan for 2014-2017, involving the World Scout Conference to a greater extent than has been the case heretofore.

The results can be seen in the design of the agenda of the World Scout Conference which, it is hoped, will result in the broad outline of the Triennial Plan 2014-2017 being approved by the World Scout Conference in Slovenia.

“Standing Orders”

Following the decisions taken at the last World Scout Conference on amendments to the Constitution of WOSM, including the suppression of By-Laws, the WSC is continuing its efforts to produce more detailed “Standing Orders” for WOSM, which will contain procedural standards governing the World Scout Conference, the WSC and the WSB and include, among other matters, a complete list of policies adopted by the World Scout Conference and WSC. These will be made available on the scout.org website.

The introduction of revised Rules of Procedure for the World Scout Conference, which were approved by NSOs by postal ballot in December 2013, forms part of this process.
Membership

During this triennium, the World Scout Committee (WSC) comprised the following elected members:

- Simon Hang-Bock Rhee, Rep. of Korea (Chairperson)
- Wahid Labidi, Tunisia (Vice-Chairperson)
- John May, United Kingdom (Vice-Chairperson)
- Karin Ahlbäck, Finland
- Abdullah Alfahad, Saudi Arabia
- Marcel Ledjou Blaguet, Côte d’Ivoire
- João Armando Gonçalves, Portugal
- Eric Khoo, Malaysia (Gone Home: January 2014)
- Mari Nakano, Japan
- John Neysmith, Canada
- Daniel Ownby, USA
- Oscar Palmquist, Brazil
- Lidija Pozaić Frketić, Croatia (from January 2014)
The following ex-officio members also served on the WSC:

- Jemima Nartey, Chairperson, Africa Scout Committee (until June 2012)
- Gilbert Mussumba, Chairperson, Africa Scout Committee (from June 2012)
- Abdullah Alfahad, Chairperson, Arab Scout Committee (until May 2013)
- Youssef Mahmoud Khaddage, Chairperson, Arab Scout Committee (from May 2013)
- Hon. Jejomar Binay, Chairperson, Asia-Pacific Scout Committee (until November 2012)
- Shou-Po Chao, Chairperson, Asia-Pacific Scout Committee (from November 2012)
- Igor Ivanov, Chairperson, Eurasia Scout Committee (until July 2011)
- Bagrat Yesayan, Chairperson, Eurasia Scout Committee (from July 2011 until October 2013)
- Irina Pruidze, Chairperson, Eurasia Scout Committee (from October 2013)
- Craig Turpie, Chairperson, European Scout Committee (until August 2013)
- Andrea Demarmels, Chairperson, European Scout Committee (from August 2013)
- Michael Bradshaw, Chairperson, Interamerican Scout Committee (until September 2013)
- Leonardo Morales Morales, Chairperson, Interamerican Scout Committee (from September 2013)
- Maurice Machenbaum, Treasurer (until March 2013)
- Olivier Dunant, Treasurer (from July 2013)
- Luc Panissod, Secretary General, WOSM (until December 2012)
- Scott Teare, Secretary General, WOSM (from January 2013)
- Lars Kolind, Board Member, World Scout Foundation
Youth Advisors

The following Youth Advisors to the WSC, elected by the 11th World Scout Youth Forum:

- Felipe de Paolo, Brazil
- Esben Holager, Denmark
- Sarah Rita Kattan, Lebanon
- Vemund Ovensen, Norway
- Doina Postica, Moldova
- Muath Zmaili, Saudi Arabia (until September 2013)

Meetings

The WSC met on the following occasions:

- 14 January 2011, Curitiba, Brazil
- 25-27 March 2011, Geneva, Switzerland
- 23-26 September 2011, Jeddah, Saudi Arabia
- 9-11 March 2012, Kandersteg, Switzerland
- 28 September - 1 October 2012, Geneva, Switzerland
- 22-24 March 2013, Jakarta, Indonesia
- 21-23 September 2013, Buenos Aires, Argentina
- 21-23 March 2014, Geneva, Switzerland

A final meeting of the triennium is scheduled to take place in Ljubljana, Slovenia, on 10 August 2014.
Priority Area Working Groups and Educational Methods Team

The WSC carried out its key priority work during the triennium through the following four Priority Area Working Groups, each led by a member of the World Scout Committee:

• Our Strategic Path, led by John Neysmith
• Youth for Change, led by João Armando Gonçalves
• 21st Century Leadership, led by Karin Ahlbäck
• Global Support, led by Oscar Palmquist

The WSC also established an Educational Methods Team, led by João Armando Gonçalves, to continue its core educational work.

Subcommittees and Task Forces

The WSC established the following Subcommittees and Task Forces during this triennium:

• Audit Committee, chaired by Martin Burbridge (Ireland)
• Constitutions Committee, chaired by Alexander Wong (Hong Kong)
• Finance Committee, chaired by Daniel Ownby (WSC)
• Honours & Awards Committee, chaired by William F. (Rick) Cronk (USA)
• WAGGGS/WOSM Consultative Committee, co-chaired by Simon Hang-Bock Rhee (WSC)
• Human Rights Task Force, chaired by Mario Díaz (Spain)
• Membership Task Force, chaired by Oscar Palmquist (WSC)
• Digital Strategy Task Force, chaired by Craig Turpie (United Kingdom)
In line with the WOSM Constitution, the organization of World Scout Events is supervised by the WSC and supported by the WSB\(^3\).

During this triennium the WSC and WSB were involved in supporting the following World Scout Events:

- 22nd World Scout Jamboree – Sweden, 2011
- 14th World Scout Moot – Canada, 2013
- 1st World Scout Education Congress – Hong Kong, 2013
- 40th World Scout Conference and 12th World Scout Youth Forum – Slovenia, 2014
- Jamboree-On-The-Air and Jamboree-On-The-Internet – which takes place every October all around the world

\(^3\)WOSM Constitution Art XIX.1.(v) and Art. XIX.1.(f)
WORLD SCOUT EVENTS
The WSC and the WSB were also heavily involved in supporting the planning of the following events scheduled to take place either next triennium or thereafter:

- 23rd World Scout Jamboree – Japan, 2015
- 15th World Scout Moot - Iceland, 2017

In addition, during this triennium, feasibility assessments were undertaken of all candidates bidding to host future World Scout Events. The WSB visits all bidding candidates to inspect their proposed venues and to compile, together with them, a feasibility report on their candidatures for endorsement by the WSC, in advance of formal presentation to Conference. Further information on the NSOs bidding to host future World Scout Events can be found in Conference Document 14.
How WOSM supports World Scout Events: 
An overview

All World Scout Events (with the exception of JOTA-JOTI) are organised by NSOs with support of the WSC and WSB. The WSC appoints at least one of its members to act as a liaison with organisers of each event, as well as one member to act in an overall support role to all events.

For Jamborees and Moots, the WSC and WSB collaborate with the host organization in a number of key areas throughout the planning, delivery and wrap-up phase of the project, as detailed below:

**Planning phase**

- Regular visits to host organization to discuss overall progress and to provide advice and support.
- Assistance in preparing reports to World Scout Committee and World Scout Conference.
- Input in the development of the programme.
- Securing presence of major partners for Global Development Village (GDV) and other occasions.
- Assistance in coordinating solidarity funding initiatives for participants from poorer countries.

**Delivery phase**

- Daily meetings with event management team and support with “troubleshooting” where necessary.
- Contribution to programme through WOSM area.
- Assistance with Contingent Support and international HR management.
- Support to Communications Team.
- Assistance on official protocol issues (country names, flags, ceremonies etc.).
- Support with crisis management and communications, if necessary.
- Support observation team for the next staging of the event.

**Wrap-up and evaluation phase**

- Collaboration on producing and disseminating final report, including post-event evaluation.
- Archiving of all statistical data and management information for use by future event organisers.
For the events that are of a more institutional nature, such as the World Scout Conference, it is the responsibility of the WSB and WSC to develop and deliver the programme and institutional elements of the event, in addition to supporting the host organization in the areas outlined above.

The World Scout Youth Forum is planned and delivered by a team that includes Youth Advisors to the World Scout Committee, one WSC Member, the WSB and the Host Organization.

JOTA-JOTI is organised annually by an international team of volunteers, led by a World JOTA-JOTI Coordinator appointed by the WSC. The team is supported by the WSB and a member of the WSC.

This triennium also saw a brand new event take place at world level for the first time, namely the 1st World Scout Education Congress. This event was hosted by the Scout Association of Hong Kong, with the content developed and delivered by a global team of WSB volunteers and staff from all six Regions of WOSM.

This Triennium’s Events

22nd World Scout Jamboree – Sweden, 2011

The 22nd World Scout Jamboree took place between 27 July and 7 August 2011 on the Rinkaby fields outside the town of Kristianstad in southern Sweden. A total of 40,061 Scouts from 146 countries participated in the event, making it the largest World Scout Jamboree ever held.

The WSB assisted directly in some specific areas, e.g. communication with NSOs, the distribution of solidarity funds through the Regional Offices, and contact with non-governmental organizations (NGOs) for the Global Development Village (GDV). Staff from the WSB were integrated into the Jamboree Planning Team for the delivery of the Jamboree, most notably in areas such as communications and the GDV.

During the Jamboree daily meetings were held between the Jamboree management, the Swedish Guide and Scout Council and WOSM, keeping all parties regularly informed. These daily meetings were a very important aspect in maintaining a good relationship throughout the event.
14th World Scout Moot – Canada, 2013

The 14th World Scout Moot took place between 8 and 18 August 2013. Awacamenj Mino Scout Camp in Québec - approximately 70km north of the Canadian capital of Ottawa – served as the main campsite for the event, with activity centres in Toronto, Québec City and Montréal. A total of around 2,000 Scouts from 70 countries attended the event.

The WOSM Team that supported the delivery phase consisted of 25 WSB volunteers and staff from 15 countries. The team was deeply involved in supporting communications, HR management and external relations in particular. WOSM’s collaboration with the Moot communications team was one of the big success stories of the Moot. The Moot Facebook page had over 16,000 friends at the time of the event (more than seven times the number of people physically there!), nine daily bulletins were produced and the event enjoyed significant press and broadcast media coverage.
The 1st World Scout Education Conference took place in Hong Kong from 22-24 November 2014. The Congress was a unique event, the first of its kind with an exclusive focus on education, bringing together almost 500 participants on site and over 1,450 on line, all active in the areas of Youth Programme and Adults in Scouting.

The objectives were to offer educational methods experts from across World Scouting a platform to share experiences, assess the relevance of the Movement in today’s society, and point towards a common direction for the future development of Scouting, ultimately re-positioning education of young people as the core of Scouting.

The event itself set a new standard for organizing World Scouting events thanks to a global delivery team consisting of volunteers and staff from over 60 countries, wide involvement of external partners, and the extensive use of digital engagement with online participants from over 148 countries.

The full set of conclusions and de-brief on the Congress are contained in the 1st World Scout Education Congress Report, but the main conclusion were that Scouting worldwide should; continually evaluate and adapt its Youth Programme, promote diversity and openness to reach out to new pools of young people, ensure a collaborative environment for young people and adults, as well as a flexibility of its structures, embrace the concept of digital engagement, create opportunities for assessing the impact of Scouting in communities worldwide and undertake a global review of Scouting’s educational proposal regularly, perhaps through new World Scout Education Congresses.

The results of the Congress discussions are taken into account in the drafting of the 2014-2017 Triennial Plan.
40th World Scout Conference and 12th World Scout Youth Forum – Slovenia, 2014

WOSM and ZTS (The Scout Association of Slovenia) have enjoyed an excellent collaboration on the World Scout Conference and Youth Forum in Slovenia. Particular emphasis has been placed on leveraging the opportunity provided by these events in order to generate maximum external exposure for Slovenian Scouting. We look forward to successful and enjoyable events for all.

Jamboree-On-The-Air and Jamboree-On-The-Internet

Jamboree-On-The-Air and Jamboree-On-The-Internet, more commonly known as “JOTA-JOTI”, are official international twin events of WOSM. JOTA-JOTI related activities take place simultaneously all around the world each year during the third weekend in October. The purpose of JOTA-JOTI is to enable and encourage Scouts around the world to communicate with one another by means of amateur radio and the internet, providing a fun and educational Scouting experience and promoting their sense of belonging to a worldwide Scout Movement.

At world level, JOTA-JOTI is coordinated by a team of volunteers from around the world, led by a coordinator appointed by the WSC. The team reports to the WSC and is supported by the WSB.

In 2013, the WSC began a new strategic approach to JOTA-JOTI aimed at further increasing the mass appeal of these events and better bringing their content with WOSM’s priority initiatives in the area of Youth Programme and Communications.

We would like to place on record our sincere appreciation for Mr Holger “Holgi” Sickenberg (Germany) who had served as volunteer World Coordinator for JOTI, whose term of office came to an end during this triennium. Holgi made an outstanding contribution over many years, making JOTA-JOTI what it is today.
Future World Scout Events

23rd World Scout Jamboree – Japan, 2015

Preparations for the forthcoming World Scout Jamboree in Japan are in full flight with upwards of 30,000 Scouts from all around the world expected to attend this magnificent event. The Jamboree will take place at Kirara-hama, Yamaguchi in southern Japan. The theme of the Jamboree is WA: A Spirit of Unity.

In July 2013, the 16th Nippon Jamboree and 30th Asia-Pacific Regional Scout Jamboree took place at the same campsite. With 16,000 young people in attendance, this Jamboree served as an excellent “dry run” for the host organization, the Scout Association of Japan, ahead of the big event in 2015.

WOSM is working closely together with our Japanese hosts, supporting their preparations – particularly in areas such as the GDV, Safe from Harm, Operation Kirara (the Jamboree solidarity fund) and support with technical expertise built up from previous Jamborees.

15th World Scout Moot – Iceland, 2017

Notwithstanding the fact that there are still three years to go before young adult Scouts and members of WOSM from all around the world convene in Iceland for ten days of adventure and personal discovery, preparations for the Moot are already well underway.

The theme of the Moot will be “Change – Inspired by Iceland”. The event is open to all members of Scouting aged 18 to 26, with upwards of 3,000 Scouts expected to attend.

WOSM and Bandalag íslenskra Skáta have already begun collaborating closely, with a very successful first joint meeting having taken place in February 2014.

24th World Scout Jamboree – North America, 2019

Plans for the 24th World Scout Jamboree are still at an early stage, with quite some years to go before this event that will take place in West Virginia, USA. Collaboration between WOSM and the 2019 Jamboree organizing team will begin in earnest next year at the World Scout Jamboree in Japan, where there will be an observation mission from the three host organizations: Boy Scouts of America, Scouts Canada and the Asociación de Scout de México.
Credits

22nd World Scout Jamboree:
- Host Organization: The Swedish Guide and Scout Council
- WSC Liaison: Therèse Bermingam (Ireland)
- WOSM Team Leader: Anne Whiteford (WSB)

14th World Scout Moot:
- Host Organization: L’Association des Scouts du Canada
- World Scout Committee Liaison: John Neysmith (Canada)
- WOSM Team Leader: John Lawlor (WSB)

1st World Scout Education Congress:
- Host Organization: The Scout Association of Hong Kong
- World Scout Committee Liaisons: João Armando Gonçalves (Portugal) and Ms Mari Nakano (Japan)
- WOSM Team Leaders: David Berg and Göran Hägerdal (WSB)

40th World Scout Conference and 12th World Scout Youth Forum:
- Host Organization: The Scout Association of Slovenia
- World Scout Committee Liaison: João Armando Gonçalves (Portugal)
- World Scout Youth Forum Planning Committee Chairperson: Felipe de Paulo (Brazil)
- WOSM Team Leaders: Göran Hägerdal, John Lawlor, Hany Abdulmonem (WSB)

23rd World Scout Jamboree:
- Host Organization: The Scout Association of Japan
- World Scout Committee Liaison: John May (United Kingdom)

15th World Scout Moot:
- Host Organization: Bandalag íslenskra Skáta
- World Scout Committee Liaison: João Armando Gonçalves (Portugal)

24th World Scout Jamboree:
- Host Organizations: The Boy Scouts of America; Scouts Canada; Asociación de Scouts de México

Jamboree-On-The-Air and Jamboree-On-The-Internet (JOTA-JOTI):
- World JOTA-JOTI Coordinator: Richard Middelkoop (Netherlands)
- World Scout Committee Liaison: Mari Nakano (Japan)
- World Scout Bureau Liaison: John Lawlor (WSB)

Overall responsibility for supporting World Scout Events:
- John May (Vice – Chairman, WSC)
- Göran Hägerdal (Global Director, Scouting’s Development – WSB)
- John Lawlor (Director, World Events – WSB)
Awards

The Bronze Wolf is the only award made by the World Scout Committee. It is given solely in recognition of outstanding service by an individual to the World Scout Movement. During this triennium, the Bronze Wolf has been awarded to:

- Fathy Farghali (WSB)
- David Huestis (Canada)
- Thjis Stoffer (The Netherlands)
- H.M. King Abdullah Bin Abdul Aziz (Saudi Arabia)
- H.R.H. Prince Faisal Bin Abdullah Bin Muhammad Al Saud (Saudi Arabia)
- Habibul Alam (Bangladesh)
- Georges El-Ghorayeb (Lebanon)
- Zuhair Ghunaim (Saudi Arabia)
- Yoritake Matsudaira (Japan)
- Maggie Shaddick (Canada)
- Scott Teare, Secretary General (WOSM)
- Derek Twine (United Kingdom)
- Abdullah Rasheed (WSB)
- Mario Diaz Martinez (Spain)
Gone Home

Since the last World Scout Conference in Curitiba, Brazil, Scouting has lost several holders of the Bronze Wolf Award and/or former members of the World Scout Committee and World Scout Bureau:

- James Blain (Canada)
- Alexander S. Bondar (Russian Federation)
- Eric Frank (United Kingdom)
- Col. Henry R. (Bill) Hall (United Kingdom)
- Garnet de la Hunt (South Africa)
- Abdelaziz Drissi Kacemi (Morocco)
- Eric Khoo (Malaysia)
- John F. Lott, Sr. (USA)
- Garth Morrison (United Kingdom)
- Alex Paterson (New Zealand)
## Latest Census (at 31.12.2013)

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<tr>
<th>Country / Pays</th>
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</table>
PHOTOGRAPHY:
Frederick E. Bonifacio
Huyung Kye Jang
Andrew Jang
Müthin Mützeke
Ahmad Mohamed Hassan
Victor Ortega
Nuno Perestrelo
Jean-Pierre Poanteau
Fredrik Sahlström
Victor Tot
John Silva
Yoshi Simizu

CONTRIBUTORS:
Hany Abdulmonem, David Berg,
Louis Betancourt, Mark Clayton,
Sylvain El-Goh, Krestian Finland,
Giron Hägerdal, Peter Illig,
Abir Koubaa, John Lawlor,
Christophe Lécureuil,
Cynthia Marquez, Charles Ng,
Jacqueline Pachoud, Hana Pasic,
Ray Saunders, Jim Sharp,
Srinath Tirumale Venugopal

COORDINATION:
Marianne Boddèle
Robert Faulkner

LAYOUT AND DESIGN:
Victor Ortega

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