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World Organization of the Scout Movement  
Organisation Mondiale du Mouvement Scout  
Всемирная Организация Скаутского Движения  
Organización Mundial del Movimiento Scout  
المنظمة العالمية للحركة الكشفية

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To: Chief Commissioners  
International Commissioners  
Chief Scout Executives

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**Subject: Definition of Self Reliant, Independent and Well Managed**

Dear Colleagues,

Greetings from Manila!

The Asia-Pacific Regional Plan "Vision 2013" included the vision statement, in which one of the elements envisaged for 2013 is a Scout Movement that "*has self-reliant, independent and well management National Scout Organizations*".

It was determined through various workshops and seminars on resources development organized by the Asia-Pacific Regional that there is no clear and common understanding of these terms:

- Self Reliant
- Independent
- Well Managed

The APR Financial Resources Sub-Committee has come up with definitions of these terms which was adopted by the Regional Scout Committee at its meeting on 26 June 2010 in Bangalore, India.

We attach to this document for your reference and circulation to all concerned. Hope this will be useful in creating grater awareness in this area and inspire us to aspire for a self-reliant, independent and well- managed NSO.

With best regards,

Abdullah Rasheed  
Regional Director

## Definitions

*One of the elements of our vision is that by 2013 all our NSOs are "Self-reliant, independent and well-managed". However, as it has been often misinterpreted or has different understanding, the Financial Resources Sub-Committee has come up with its definition and comprehensible paragraphs so that it is common for Scouting in within the region.*

### Self-reliant

From a financial perspective, an NSO would be regarded as being self-reliant when it can demonstrate, with confidence, its financial independence. In this regard it will also be seen as autonomous, innovative and self-governing in relation to its ability to raise the necessary funds for its ongoing existence and growth. It should also be well managed with all aspects of its financial practices and procedures fully transparent.

For an NSO to be considered as self-reliant it must be able to demonstrate that it:

- Has the financial means and resources (i.e. net income) to enable it to operate effectively in its own right thereby providing both a pre-determined, minimum level of service, as well as supporting aids and materials to all its members. At the same time it is able to demonstrate that its cash flow is adequate to enable the investment of adequate funds to establish a financial base for future needs.
- Has the financial capacity to meet its financial obligations, both locally and internationally, as a member of WOSM.

This means that the NSO must be financially solvent at all times and is able to meet its membership fees, taxes etc as and when they are due; is able to successfully host jamborees and similar events; is able to fund appropriate members (leaders and youth) to attend Regional and World events and to provide appropriate training and training materials.

- Possesses, within its membership the necessary skills, competencies and expertise to improve its financial resources (raise additional income etc) to ensure growth in membership and resources.

The risk of over-dependence on a single source of external fund (e.g. Government grants) must be recognized. Where the NSO cannot ensure the continual receipt of such funds, they should be excluded from the consideration of the minimum funding required for the normal operations of the NSO.

While funds from such sources are extremely useful, and often necessary (eg to provide initial funding to establish or expand an NSO or to fund a specific project) they can not be regarded as funding which will enable the NSO to be financially secure.

### Independent

While in financial terms there is a deal of similarity when considering "self-reliant" and "independent" the key distinction is that to be seen as "independent" an NSO must be able to demonstrate that:

- It is not wholly or substantially dependent on any other party for the receipt/earning of their net income;
- It is able to spend, commit its financial assets on its own volition without requiring approval from another party before so doing; and
- It is able to meet its debts from its own resources as and when they fall due.

### Well- managed

"In the financial context an NSO would be considered to be "well managed" when:

- (1) appropriate policies and procedures relation to the NSO financial affairs have been documented and continually implemented;
- (2) adequate levels of human and support resources are available to ensure that financial requirements and obligations of the NSOs are met on a timely basis;
- (3) the NSO has in place appropriate organizational and administrative structure to ensure that all external accounting requirements are being met".