

DOCUMENT

6

Governance Reform - Moving Forward



**38th WORLD SCOUT
CONFERENCE**

**38e CONFERENCE
MONDIALE
DU SCOUTISME**

**14-18 JULY/JUILLET
2008 JEJU/KOREA**



SCOUTS[®]
Creating a Better World

GOVERNANCE REFORM - MOVING FORWARD

INTRODUCTION

The World Scout Conference in Tunisia in 2005 decided that it was time to look at the way in which WOSM is governed. The World Scout Committee (WSC) appointed the Governance Review Task Force (GRTF). The GRTF was an independent group, made up of people external to the WSC; in addition to its Chairman, the task force was composed of seven permanent members representing a variety of cultures, age ranges and gender. The WSC appointed one of its Vice-Chairmen as liaison with the task force.

The WSC enjoined the GRTF to adopt a working attitude of openness, mutual understanding and positive outlook toward the future ("a big wide-minded view before us" – B.-P.). The GRTF reported to the WSC in early 2008. Copies of the report were sent to all National Scout Organizations (NSOs). The WSC decided that "unity" of the Movement should be the single most important goal in the review of governance at world level. The recommendations (see Appendix 1 to this document) of the GRTF will be the subject of a number of resolutions, including proposals for constitutional change, to be moved at this Conference.

The GRTF report has caused much debate and this is to be welcomed. Of course, the issues revolving around the events affecting WOSM that have taken place since October 2007 have had an impact but it is hoped that these issues will not prevent those concerned from undertaking a thoughtful debate about the governance of WOSM in the future, so that it truly becomes an organisation for the 21st century.

The debates which will take place in Korea will be a significant further step in the process of governance reform: there is still much to be done. This document seeks to provide background to NSOs and their delegations at the World Scout Conference in Korea, so that an informed debate can take place about the decisions that must be taken in 2008 as well as a wide-ranging discussion about the issues which will need to be dealt with in the future.

GOVERNANCE – A DEFINITION

When the World Scout Conference in Tunisia agreed to the review of the governance of WOSM, it was said in the documentation supporting the debate that a possible definition of governance as referred to an organisation is:

The system and processes concerned with ensuring [its] overall direction, effectiveness, supervision and accountability. Moreover, five principles may be identified, to reflect the "good governance" at every level of an organisation (global, regional, national, local). These are:

- **openness**
- **participation**
- **accountability**
- **effectiveness and**
- **coherence.**

This definition was adopted by the GRTF for the purposes of its work.

The GRTF considered some general principles of good NGO corporate governance and commended those set out in the Appendix 2 to this document.

KEY GOVERNANCE ISSUES

The WSC decided that the unity of the Movement should be the single most important goal in the review of WOSM's governance at world level. But there are other issues to be taken into account. The GRTF therefore set itself a programme of work, summarised as follows:

<p>Legitimacy:</p> <ul style="list-style-type: none">• Analyse the current status of WOSM and Scouting in the world, set against the continuing process of globalisation• Formulate proposals for reinforcing that status through WOSM's governance• Consider WOSM's links with other bodies and how those links contribute to the acceptance of WOSM as representing the Scout Movement worldwide.
<p>Unity of the Movement:</p> <ul style="list-style-type: none">• Consider the ways in which the unity of the Movement is achieved through WOSM's membership criteria• Consider the implications of any changes to the way in which WOSM membership is achieved• Consider the current structures of WOSM in the context of promoting the unity of the Movement• Consider links with the Movement at all levels.
<p>Accountability and transparency:</p> <ul style="list-style-type: none">• Define WOSM's stakeholders in the context of governance• Analyse the current relationships with those stakeholders• Consider how relationships with all stakeholders may be strengthened and enhanced through the governance of WOSM• Consider the implications for WOSM's governance of the Movement's global fund-raising needs• Consider the current structures of WOSM and how they encourage and ensure accountability and transparency.
<p>Integrity and democracy:</p> <ul style="list-style-type: none">• Analyse the current situation of the democratic process in WOSM and, by extension, NSOs• Consider the effectiveness of the involvement of NSOs in the governance of WOSM• Consider how WOSM's strategic priorities are decided on and their implementation overseen• Consider the role of volunteers in WOSM's governance and how the effectiveness of volunteers can be increased• Consider the current structures of WOSM and how they demonstrate integrity and democracy.

MOVING FORWARD

Using these criteria, at the World Scout Conference in Korea there are some decisions affecting governance to be made. It must be ensured that nothing is done that would prevent action being taken later to achieve a more unified and more effective World Organization.

Conference Document 17 in its final version contains some important constitutional proposals from the WSC and from NSOs and it is clear that changes are necessary now. But there will also be the opportunity to discuss a number of other topics in order to develop the governance debate for the future. The following subjects or questions have been proposed by the WSC and by NSOs and will form the basis of the discussions at the Conference (although it is recognised that the list is not exhaustive – more debate will be encouraged during the forthcoming triennium as part of the ongoing governance reform process).

World and Regional Scout Committees

- World and Regional Committees (GRTF Recommendation 7)
- Exemption for regional representatives to the WSC from the requirement for independence of representation
- The terms of service of elected members of the WSC
- The range and scope of an appropriate sub-committee system to the WSC (GRTF Recommendation 9)
- Responsibility for the appointment of Regional Directors.

Operations

- The location of the World Scout Bureau (WSB)
- Greater decentralisation of the work of WOSM
- Regions
- Transparency of operations of the WSC and WOSM
- Protection and licensing of the World Scout Emblem
- Responsibility for supervising the organisation of world and regional Scout events.

WOSM Membership

- Changes to criteria for recognition as an NSO
- Wider use of the system of Accredited National Scout Organizations
- Do we express our fundamental principles clearly enough?

Representation at world level

- Languages for Conference and other official documents (GRTF Recommendation 6)
- Regional and geographical balance in governance
- Establishment of a committee to monitor support for NSOs
- The justification for proxy voting at World Scout Conferences
- World Scout Advisory Council (GRTF Recommendation 8).

The discussion groups at the World Scout Conference which will focus on these topics will be a key way of providing the new WSC with a detailed report so that it can make proposals to NSOs for further action. Please remember that it will not be possible at this stage to bring new constitutional proposals to this Conference although it will be possible for them to be worked on during the coming triennium.

KEY QUESTIONS

In the discussion groups, it is suggested that the following questions be used in considering any proposals arising from the group discussion before any recommendations are finalised:

- Will it contribute to the *unity* of World Scouting? If so, how?
- Will it increase the *legitimacy* of World Scouting? If so, how?
- Will *accountability and transparency* be increased? If so, how?
- Will *integrity and democracy* be increased? If so, how?
- Will WOSM and its stakeholders (especially NSOs) *benefit*? If so, how?

It is important also to look at what support NSOs need in the area of governance and how that might be delivered.

THE AIM

The intention is that this Conference Document will help delegates and observers to prepare for the various debates at the World Scout Conference, including – but not only – in the Select Committee which will consider the proposals for amendments to the WOSM constitution.

Ultimately, everything that is done must be aimed at continuing to develop WOSM as an "Organization for the 21st Century" (Strategic Priority 6).

RECOMMENDATIONS OF THE GRTF

Recommendation 1:

That the Statutes of WSB Inc be amended so as to make clear the ownership and responsibility for management of the intellectual property of WOSM.

Recommendation 2:

That discussion on membership criteria for WOSM be encouraged during the next World Scout Conference and afterwards, so as to ensure either that our current objective criteria are still fit for purpose or to identify viable alternatives that will promote the unity of Scouting whilst still preserving our fundamental principles.

Recommendation 3:

That the World Scout Bureau urgently prepares a plan for the implementation of the Resource Mobilisation Strategy, for approval by the World Scout Committee, outlining the staffing requirements and costs.

Recommendation 4:

That the agreed division of fund-raising between the World Scout Bureau and the World Scout Foundation (WSF) be confirmed, rather than the fund-raising "out of one hand" recommended by McKinsey in 2001.

Recommendation 5:

That the categories of membership for census and registration fee purposes be clarified.

Recommendation 6:

That all World Scout Conference and World Scout Youth Forum documents and as many resource documents as possible should in future be translated into the five WOSM working languages.

Recommendation 7:

That the Regional Scout Committees and the World Scout Committee be merged into a new World Scout Council as indicated in the [GRTF] report.

Recommendation 8:

That a World Scout Advisory Council be set up to support and inform the work of the World Scout Council.

Recommendation 9:

That an appropriate structure of Committees of the World Scout Council be set up as indicated in the [GRTF] report.

Recommendation 10:

That the Constitutions Committee be asked to oversee the preparation of the detailed amendments to the WOSM Constitution that would be required to give effect to the proposals of the World Scout Committee.

PRINCIPLES AND GUIDELINES FOR GOOD NGO GOVERNANCE

NGOs are accountable to their communities

- NGOs are committed to the highest level of accountability.

Good governance is a basic form of accountability

- An accountable organisation has a functioning system of internal governance.

Good governance has a formal structure

- An NGO's basic documents formally establish its governance structure
- The board is the principal governing body.

Good governance involves the separation of governance and management

- The board is distinct from the staff
- The board governs and the staff manages
- The board delegates responsibility to the chief executive
- The board and chief executive work in partnership
- The board evaluates the chief executive regularly
- The board plans for chief executive succession.

NGOs are mission-based organisations

- The board safeguards the mission of the organisation
- The board supports the mission through effective planning
- The board supports the mission through regular evaluation.

NGOs promote the highest professional and ethical standards

- The board articulates the professional and ethical standards of the organisation
- Board members are not paid for their service
- The board establishes a conflict-of-interest policy
- The board sets the standard for professional conduct
- The board sets rules for its own operation.

The board practices informed decision-making

- The board holds regular and professionally run meetings
- The board documents its proceedings
- The board sets annual goals and action plans
- The board has an efficient committee structure
- The board looks after its own development.

NGOs exercise responsible resource management and mobilization

- The board oversees the financial affairs of the organisation
- The board establishes internal controls
- The board takes part in resource development.

NGOs are responsive to the communities they serve

- The board integrates organisational interests and community interests
- The board encourages transparent communications
- The board oversees the publication of an annual report
- The board serves as a link to the organisation's constituencies.