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*Report*

*of*



*Garnet de la Hunt  
Chairman  
World Scout Committee*



**36th  
World Scout  
Conference**

**36e Conférence  
Mondiale  
du Scoutisme**

**H E L L A S 2 0 0 2**

What a privilege to be a member of the great worldwide brotherhood of Scouts.

The fundamental principles are not negotiable, the Scout method has a proven and proud track record, wherever boys and girls apply it in the cities, in the so-called squatter camps, in the rural areas of Europe, Africa, Asia and America, irrespective of colour, class or religion - unaffected by differences in culture, Scouting is successful and has been successful for over 90 years when it is applied as a package in its entirety, without modification.

## **A possible positioning of WOSM?**

In the beginning, B.P. offered boys activities and a value system, he suggested that they 'try them out' and develop them to each boy's level of excellence. The boys responded and acquitted themselves well. During the First World War there were many stories of bravery and self-sacrifice by Scouts and there is testimony to the outstanding community service by Scouts in the 'flu epidemic of 1918. During the 2<sup>nd</sup> World War and subsequently under other repressive regimes, particularly in Eastern Europe, Scouts acquitted themselves well as they fought bravely against the forces that were curtailing freedom.

Today, worldwide, we face the oppressions of disease and hunger, as well as the evil of drugs. Scouting does well to train and prepare youth but surely we need to look wider and aggressively to use our skills and dare I say it, "to change the world".

Our colleagues in the World Scout Foundation tell us that the outside world sees Scouting as having a greater potential for good than we Scouts seem to realize. Down the years the stories are legion, all around the world, of how Scouting has buckled down and served the community. Scouting has contributed in a dramatic way to healing cross-cultural wounds and I cite South African Scouting as an example. It has been shown that, through its North/South Partnerships, Scouting can be strengthened in the disadvantaged countries so that it can play a meaningful role in those societies.

We have to realize that the generosity of Scouts in industrialized countries can only continue if Scouting in those countries reverses its negative growth and particularly increases its adolescent membership. On this latter point it is important to stress that ours is a Movement committed to action – the time for talking has passed.

The WSF also tells us that fundraising on our behalf would be much, much more successful if we were bolder in proclaiming our successes. We are committed to the environment and if we, the so-called rich (and here I suggest that membership of the Scout Movement anywhere in the world implies relative prosperity) were seen to be attacking the challenge of the needs of the 5 billion in the world who are susceptible to hunger and disease, we - 28 million Scouts - could be seen to be changing the world.

## **Credit and thanks for the work of the World Scout Committee standing committees:**

The normal work of the World Scout Committee sub-committees has progressed well with our Finance and Support structures in the safe and capable hands of Margot Bogert and Luc Panissod

Our Educational Methods arm has struggled with staff restrictions but you will have an opportunity to experience the tremendous work done by the Strategy Task Force in the days that follow. Immense gratitude is due to John Beresford who has carried the responsibility as Chairman of both the Task Force and the Constitutions Committee. I am pleased to pay

particular tribute to Malek Gabr for the workload that he has born over the past triennium, not only in his role as the professional responsible for Educational Methods, but also, for the huge task, of necessity, performed by the Constitutions Committee. I want to thank Malek specifically for the way in which he has performed those tasks.

High profile in the work of the Bureau has been the quantum leap taken in communications and our thanks are particularly due to Mark Clayton and Ray Saunders in this field.

## **The McKinsey Study:**

An essential characteristic of Robert Baden-Powell's philosophy was the concept of doing one's best - certainly not the easy option. B.P. was very clear that our aim was to allow every individual to achieve his God-given potential, mentally, physically, socially, emotionally and spiritually to prepare himself for service to God and his fellow men. This is a criterion that does not diminish with our age and the members of the World Scout Committee, perhaps more so than most, are obliged to set that standard of striving for excellence. This was the thinking that gave birth to the McKinsey Study.

Scouting is a living, vibrant Movement and while there are non-negotiables, Scouting must remain relevant both in time and place. The World Scout Committee appointed McKinsey and Company Inc, an internationally recognized firm of consultants, and agreed a mandate in mid-July of last year.

McKinsey gave their services as a donation to WOSM valued at some one million US dollars. The costs of the study were covered by private donations from His Majesty the King of Sweden and other members for the Board of the World Scout Foundation and the balance was covered by a substantial donation from Mr. Klaus Jacobs. McKinsey put two partners, Hanne de Mora assisted by Philippe Blatter in charge of the project and a basic requirement of all their team members was that they had either been Guides or Scouts.

The invasion of an organization by a consultant is psychologically and physically burdensome on any staff. McKinsey expressed appreciation of the help provided by the Bureau staff and I want to thank the Secretary General and all his staff for their time and effort which contributed to the success of this project.

Apart from the benchmarking exercise that positioned WOSM relative to similar organisations in the world, McKinsey set up four parallel work-streams which involved both staff and volunteers. The volunteers who were "Sponsors" of the work-streams were: Garth Morrison on "Implementation of Strategy" - and here I must stress McKinsey's praise and compliments for the work of our Strategy Task Force; Walter Hofstetter worked on "Organization", Toby Suzuki on "Communication" and a member of the World Scout Foundation Board, David Heustis, headed up the "Sources/uses of funds" work-streams. They worked on this project for over seven months and it cost them all considerable time and money. There was not only the work done by e-mail but there were also telephone conferences and travel to meetings and interviews. To Garth, Toby and Walter, and David in his absence, I thank you most sincerely. It really was fun working with you and McKinsey.

Thanks too are due to the National Organizations who also spent time and money working with McKinsey and to the individuals and groups who accepted the open invitation to participate in the study. In addition to McKinsey's staff visits both to our Regional Offices and Geneva, as well as to Regional Conferences, over 100 persons who are members, as well as representatives of other NGO's, contributed to the study. In a sense this was a disappointing number of participants, not in

terms of what is the usual response from our membership, but rather in that it was an opportunity missed by many. Perhaps this in itself poses a question that merits a study!

In all, McKinsey made 30 recommendations to the World Scout Committee of which 26 were accepted and two were rejected; two recommendations impacting on the interrelations between the World Scout Committee and World Scout Foundation were modified to accommodate the established practices, and, in one case, one of two options was selected. In my opinion, it would not do justice to the study to accept the recommendations at face value without making an in depth study of the thought processes that underlie McKinsey's work.

It is good to note that the Secretary General and Bureau staff are committed to the implementation of these recommendations.

I believe that the enthusiasm that some of my colleagues and I share for this project is perhaps best expressed in an excellent and visionary publication produced by McKinsey called "The Times" in which they project what WOSM might well achieve by 2007.

The Executive summary of the McKinsey Report is available on request from the World Scout Bureau in Geneva and I am confident that there is much in that paper that could be useful to National Organizations.

Another concept that was implemented in this triennium was the idea of asking individuals or organizations, with particular expertise, to embark on projects on behalf of the World Scout Committee. I want to thank Dr. William Wells for his work on "Safe from Harm" and Dr. Francis Small for his research and paper on World Scout Committee elections.

## **Youth Involvement:**

During the present triennium, the Educational Methods Group, a sub-committee of the World Scout Committee, has responded to the request of the World Scout Conference, in Durban in 1999, to consider ways and means of involving young people in Scouting at all levels. They also made a study of the future of the World Scout Youth Forum. Two WONDERforums, which took the form of e-mail discussions, explored the Educational and Institutional involvement of young people. Although participation in these two discussions was low, this working method is likely to expand and become more popular in the future.

The Scout Association of the United Kingdom conducted a well considered consultation, by means of the Internet and e-mail, on youth involvement at all levels of Scouting, titled "A Voice for Young People". I thank them and particularly those individuals and associations who contributed to that project. The meaningful involvement of young people must surely remain a top priority within WOSM.

In 1907 BP pinned his hopes for the future on boys; later he appealed to youth to give us a peaceful world – in a sense an outrageous challenge – but not from a man like B.P. I'm frustrated by the arguments that youth don't have the time or the experience to run a movement at all levels. If time is the constraint then let us find another method to obviate that difficulty; perhaps we lack flexibility, perhaps we lack the "light touch". Scouting thrives in the strangest of isolated places where structures take a back seat when the situation demands results.

We are living in a world that is in desperate need of a value system. B.P. was clear that any imposed value system would produce only a veneer. So then, let our young leaders learn by doing, let them rub shoulders with their peers, allow them to work with young role models that are blazing their own trails.

Scouting can be an exciting adventure, in a youth Movement where young idealists can be trusted to take responsibly for those whom they lead. Is it not the old story of Mafikeng: "Give a young person responsibility, trust them and surely they will deliver."?

I'm not proposing a "free for all", but what I am suggesting is that we find a way, and we find very quickly, of breaking this precious Movement free of the shackles that bind it, particularly if those shackles are a mindset.

Adolescents in industrialized countries are perhaps voting with their feet. We have to take responsibility for facilitating the implementation of the ideas of young people and yet to retain our passion for the ideas and ideals of that man Robert Baden-Powell. A passion that shows itself in programmes that attract and challenge all youth – programmes that are particularly worthy of the attention and imagination of the adolescent – good worthwhile programmes that are exciting, challenging and fun.

## **WAGGGS/WOSM:**

The World Scout Committee was faced with a number of challenges concerning the WAGGGS/WOSM relationship. There is the responsibility of addressing the needs of those associations that are SAGNO - SAGA. Of particular concern is the need for WOSM to adequately address the educational needs of it's girl members. At the same time there is the need to respect the opinions of those WOSM Associations, whether single gender associations or with mixed gender membership, who feel strongly that any further approach to WAGGGS is, in fact, counter-productive and even a waste of time. I believe that the World Scout Committee has done an honest job of exploring possibilities while protecting the interests of all concerned.

Underlying all this were the practical considerations of two organizations, born of the same Founder, with perhaps little separating them other than gender, operating as distinct entities without economy of scale; and a world out there, comprised of donors and others who find it inexplicable that we are not one.

Perhaps, on another level of thought, there was still that haunting suspicion that history might judge us harshly for missing what could possibly be a unique opportunity.

The idea of One New World Movement has evoked strong emotions and opinions both for and against. There is one overriding consideration and that is that such a move must not be to the disadvantage of either Movement or any of our member organizations.

WAGGGS/WOSM relationships during this triennium have been most cordial and a level of trust, mutual respect and goodwill has been established that is appropriate between two idealistic youth movements. This is in no small measure due to the groundwork done by Heather Brandon and continued by WAGGGS Chairman Ginny Radford.

WOSM operated on the clear understanding that WAGGGS would decide on their Long-term Vision at their World Conference in Manila this year, which they have now done and their Conference Resolution is available to us and it will be the responsibility of this Conference to respond to that WAGGGS Resolution.

Parallel to our discussions, it was decided that only good could come of a better understanding one of the other. To this end my colleague on the World Scout Committee Garth Morrison and Heather Brandon of the WAGGGS Board have jointly developed a number of papers on subjects such as "Mission", "Educational Methods" and "Fundamental Principles". This

was huge task and these papers confirmed that there is little of importance that separates our two Movements but that we need to recognise that the achievement of genuine equality of opportunity, for men and women, requires special measures.

My colleague Walter Hofstetter and Charlotte Christ-Webber of WAGGGS have developed possible structural options simply to identify the magnitude of the task and to look at feasible options. Thank you Garth and Walter.

Questions of structure and organization are second order issues that can be addressed only if it is agreed by both parties that one New World Organization is a possible way forward.

## **CONCLUSION:**

I believe in Scouting with all my heart. I am confident that 2007 will indeed be a celebration.

On the other hand, neither you nor I should perhaps concern ourselves so much with the year 2007; rather more important is the next 24 hours and the 24 hours after that and 24 hours after that.

We have a track record, a superb method and outstanding human resources, we are based on a non-negotiable value system. If we are serious about changing the world for good, we will have to be an organisation with moral fibre, commitment and an action plan.

I wish you all a pleasant and successful conference. May the next triennium be a glorious one. May your old men see visions and your young men and women dream dreams to produce a Movement worthy of the vision of Robert Baden-Powell, to the Glory of God and the benefit of mankind.

Thank you for allowing me to be your Chairman during the past triennium.

July 2002