



SCOUTS[®]
Creating a Better World

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

**World Scout Bureau, Central Office
Bureau Mondial du Scoutisme, Siège**

Rue du Pré-Jérôme 5
P.O. Box 91
1211 Geneva 4 Plainpalais
SWITZERLAND

Phone (+41 22) 705 10 10
Fax (+41 22) 705 10 20
Email worldbureau@scout.org
Web scout.org

Circular N° 1/2010

To: International Commissioners

January 2010

**Meeting of the World Scout Committee,
Geneva, Switzerland, 26-27 September 2009**

Dear Colleagues,

Introduction

The World Scout Committee (WSC) met in Geneva from 26-27 September 2009. The meeting was well attended by 11 elected (voting) members of the WSC plus all six Regional Chairmen and other ex-officio (non-voting) members (representative of the World Scout Foundation, Treasurer and Secretary General). Two Youth Advisors (YAs) to the WSC elected by the World Scout Youth Forum and several guests also attended the meeting.

Report of the Secretary General

The Secretary General reported that the period since the last WSC meeting had been a busy one. Work in the World Scout Bureau (WSB) was based on the Yearly Operational Plan 2008-2009 and his own five previously-announced priorities:

- develop a customer oriented mentality in the WSB staff to better serve our National Scout Organizations (NSOs) through a reinforcement of, and better collaboration with our volunteer and professional regional structure,
- assist our NSOs to identify their needs and mobilize appropriate human knowledge, expertise and competence as well as material and financial resources within and outside WOSM to respond to these needs,
- encourage, facilitate and motivate quality and quantity membership growth in our NSOs to fulfill our constitutional purpose to foster the Scout Movement throughout the world,
- better communicate our success stories inside and outside the Movement to build further the visibility and credibility of Scouting as being relevant to the issue facing young people in today's world and a reliable partner to attract further support.
- strengthen relationships with the World Scout Foundation (WSF).

Two written reports had been sent to the WSC, one covering the period from April - June and the other (which was included with the agenda papers) from July - September. Each of these had been accompanied by a status report on the implementation of World Conference resolutions and the follow-up actions from previous WSC meetings.

Five meetings of the Steering Committee had been held, which had been reported to all WSC members, and he had at least weekly telephone conversations with the Chairman. He had also attended two WSF meetings (Board and Executive Committee) which had also been reported separately.

Highlights of the period included:

- simplification of WSBCO structure with suppression of the Office of the Secretary General and concentration of activity in two Departments headed by two Executive Directors, Jim Sharp for General Management and Anne Whiteford for Education, Research and Development

- meeting of Governance Review Task Force (GRTF) in June and Registration Fee Task Force (RFTF) meeting in July
- expanded meeting of Executive Directors' Team for one week in June, attended by 39 executives from all WSB Offices. Objectives included: to work with the new Secretary General on his vision for the WSB; to strengthen relationships between staff in all Offices of the WSB to build one WSB team; to explore new ways of working to support the Movement with a more customer-focused mentality
- work on the Internal Control System (ICS): contributing to institutional strengthening, this is focused on the financial dimension, which is only one aspect of a global ICS. To be complemented by a global risk management of strategic objectives
- regular coordination meetings of executives and volunteers in the areas of Educational Methods and Scouting's Profile
- deep involvement in preparation of World Events: World Scout Conference and World Scout Youth Forum in Brazil, World Scout Moot in Kenya, World Scout Jamboree in Sweden.

Three processes had been quite time consuming:

1. Recruitment of new Regional Directors for the Africa and Eurasia Regions
2. Africa Regional Summit: funded through and thanks to the WSF
3. Budget preparation: within the framework of the 3 "drivers for change" (membership, regions and communication) sustained by the institutional strengthening (governance, management and finance). The principles retained for the 2009-2010 budget were: push human and financial resources to the Regions; streamline and strengthen the staff structure in the Central Office in Geneva; reduce staff costs and the global budget of the Geneva Central Office. All in all, allocations to Regional Offices to be paid in 2009-2010 in USD from the WSB budget had been increased by 16% over 2008-2009. When combined with the increase of 14% granted in 2008-2009 over the previous year, allocations to Regional Offices had been increased by 32% over two financial years.

Triennial Plan 2008-2011 and Yearly Operational Plans

The WSC reviewed progress on the Yearly Operational Plan 2008-2009, including quantitative indicators. The Yearly Operational Plan 2009-2010 had been prepared as part of the planning and budget process. A mid-term report on the Strategy for Scouting would be finalised for distribution to NSOs by early 2010.

Location of World Scout Bureau

The Secretary General reported that he had access to considerable data to enable the study on the possible relocation of the WSB to be conducted. A small working group was set up to work with the Secretary General on this.

Picarquin

The Chairman provided an update on his continuing efforts to bring closure to the Picarquin issue. It was agreed that the Chairman, with the Secretary General, would work with professional external resources (property and legal) to bring the matter to a conclusion.

Governance Review Task Force

David Bull, Chairman of the Governance Review Task Force (GRTF) reported to the WSC. An initial report, on issues related to WOSM Membership, had been circulated to the WSC and further consultation papers on various governance issues would be issued to NSOs in the coming weeks.

The GRTF report on WOSM Membership contained a number of recommendations. The WSC considered these and decided as follows:

- *Recommendations 1-3 on Federations:* A roundtable meeting will be organised, in collaboration with the GRTF and the Constitutions Committee, at which NSOs (Federations and single Organizations) may express their views on the recommendations concerning future policy on Federations. A report on the outcomes of these discussions will be made to the next WSC meeting to inform the WSC's consideration of the GRTF's recommendations on this issue, with a view to putting a clear proposal to the next World Scout Conference.
- *Recommendations 4-7 on NSOs:* These recommendations were accepted (Recommendation 5 on Accredited Scout Organizations being accepted in principle). Proposed amendments to the Appendix to the WOSM Constitution on Accredited (National) Scout Organizations – and possibly the Constitution itself – will be prepared based on the recommendations.
- *Recommendation 8 on National Minorities:* This recommendation was accepted. An amendment to the WOSM Constitution will be prepared based on the recommendation accepted by the WSC.

- *Recommendation 9 on Dissident Associations:* This recommendation was also accepted.
- *Recommendation 10 on Compliance with WOSM Constitution:* This recommendation was also accepted.
- *Recommendation 11 on Scout and Guide National Organizations:* This recommendation was also accepted. A comprehensive, updated description of a Scout and Guide National Organization (commonly referred to as a "SAGNO") will be drafted for use by WOSM, reflecting its own policies and practices on the matter; this will be shared with the Constitutions Committee and the WAGGGS/WOSM Consultative Committee before being brought to the next WSC meeting for approval.
- *Recommendation 12 on Constitutional Amendments:* This was accepted. The Constitutions Committee will supervise the work identified above that involves amendments to the WOSM Constitution.

The Chairman thanked David Bull for his report, and expressed appreciation to the GRTF for their work.

Youth Advisors to the WSC

Karin Ahlbäck reported that one of the Youth Advisors, Kevin Li, had – due to personal circumstances – not been able to fulfil his role including being a member of the Youth Forum Planning Committee and the other Youth Advisors had requested him to offer his resignation. They had, however, in keeping with the Guidelines for World Scout Youth Forums, decided not to replace him.

The question of when Youth Advisors are invited to attend WSC meetings was raised. After discussion, it was agreed there is an open invitation to attend all WSC meetings. It was further agreed that the cost of Youth Advisors attending one WSC meeting per year would be included in the budget for WSC meetings, while other sources (e.g. Youth Forum budget, subcommittee budgets) may be used to fund expenses associated with attending a second meeting.

WSB Inc.

The 40th Annual General Meeting of WSB Inc., the body which gives WOSM legal status within Switzerland, was held on Sunday 27 September 2009.

Strategy Coordination Group

Mario Diaz, Chairman of the Strategy Coordination Group (SCG), reported on the meeting which had been held on 25 September 2009. The agenda had included: dashboard indicators, including the customer satisfaction survey/Net Promoter Indicator score, membership figures and brand equity; membership development/growth, including how 'growth' can be supported and how NSOs can be encouraged to use the tools available to them; a proposal for future development of the Strategy for Scouting, including key actions to be taken up to the Conference in Brazil to achieve this and which groups/bodies will take responsibility; and goals to be achieved before the next World Scout Conference.

Key areas of work, in two sectors, will be followed up:

- Clarifying the role/purpose of the WSC and WSB (the organisation): define the 'cause' of Scouting and clarify the role/purpose of the WSC/WSB
- Re-focus the Strategy for WOSM (the Movement): confirm the Drivers of Change (More Scouting, Better Scouting, Tell the Story), elaborating more clearly on what should be included in each area and confirming how they will be used up to and after Brazil; measure progress in the Strategy for Scouting and reporting to World Scout Conference in Brazil 2011; begin the thinking process so that the outcomes for the next triennium can be proposed in Brazil 2011.

A summary of the preliminary results of the Customer Satisfaction Survey recently conducted among NSOs was also presented. Analysis of the data collected continues and further reports would be prepared and circulated to all NSOs.

Educational Methods Committee

John May, Chairman of the Educational Methods Committee (EMC), reported on the committee's work. This included a proposed approach to mentoring within WOSM at world level, which had been developed in response to Conference Resolution 14/08 which requested the WSC "to facilitate mentoring for young people appointed to positions of responsibility at world level". In the discussion, it was clarified that induction of new Youth Advisors and mentoring Youth Advisors were two separate issues. The WSC approved the "light touch" approach to mentoring outlined in the paper.

Scouting's Profile Committee

The Chairman of the Scouting's Profile Committee (SPC), Thérèse Bermingham, presented a report to the WSC. This included sections on Branding, Communications, Partnerships and Resources.

Richard Middelkoop and Holger Silckenberg had been (re)appointed as JOTA/JOTI coordinators for the triennium (i.e. to be renewed after the next World Scout Conference).

On the subject of resources, the Treasurer stimulated a debate on WOSM's investment in fundraising. He encouraged the development of a strong strategy for fundraising, to be worked out in close collaboration with the WSF, noting that this requires a clear WOSM vision to avoid being donor-driven. In the discussion, it was noted that relations with the WSF were being rebuilt following the recent period of tension. Since the recent WSF Executive Committee meeting in Sweden, a 'Joint Fundraising Group' was being reintroduced, comprising the two CEOs plus one or two members of the WSC and WSF Board to agree joint approaches. There is a need to have two separate organisations (WOSM and WSF), each respecting the other's role and working in collaboration with each other.

On the subject of membership, it was agreed that – based on the latest census returns – the response to the question of how many Scouts are there in WOSM should be "over 30 million".

The SPC also oversees relationships with Organizations holding consultative status with WOSM and is currently reviewing the guidelines which apply to this. The SPC will share with the EMC a draft paper on criteria for granting consultative status and bring a proposal to the WSC meeting in March 2010. The Secretary General reported that there are currently a number of sensitive issues affecting relations between WOSM and Organizations holding consultative status; these were being dealt with appropriately.

Regional Support Coordination Group

Simon Rhee, Chairman of the Regional Support Coordination Group (RSCG) reported to the WSC. Amended Terms of Reference for the RSCG, which had been updated following discussion at the last WSC meeting, were approved.

Items on the RSCG agenda had included: Regional Scouting activity reports; major issues in the Regions, including new Regional Directors, forthcoming transfers of Unit Manager positions from Central Office to Regional Offices, and the transfer of the Interamerican Regional Office to Panama; outstanding registration fees; Regional Constitutions; and Regional Scout Conferences 2009-2010.

Regional Chairmen also reported to the WSC. Among key highlights mentioned were the Africa Scout Summit, the Euro-Arab meeting, the appointment of new Regional Directors in the Africa and Eurasia Regions, and the Annual Review published by the European Region. Appreciation was expressed for the invitation to Regional Directors to attend WSC meetings on a rotational basis. This meeting, and the pre-meetings of subcommittees and groups, had been attended by the Arab and Asia-Pacific Regional Directors.

Constitutional matters

Derek Pollard, Chairman of the Constitutions Committee, presented his usual report to the WSC. At its meeting prior to the WSC meeting, the Constitutions Committee had discussed a number of NSO constitutional questions, including Promises and Laws, and had reviewed the guidance notes on the preparation of an NSO constitution.

The Constitutions Committee had also discussed follow-up on World Conference Resolution 6/08 on election systems at World Scout Conferences. Among the points raised in their discussion were: the possibility of electing the new members each with a separate vote could be envisaged, but that would require electronic voting; the WOSM Constitution does not say much about the need of ensuring balance concerning geographical representation, gender, age, etc., and this should not be changed but left to the judgement of the Conference; it is almost impossible to ensure both quality (the most qualified candidates) and balance; minimum quotas could be established to achieve some balance but most important is to have the best qualified candidates elected to the WSC. As the GRTF would also be discussing this subject, the committee's views would be fed into that discussion.

Financial matters

The WSC received the latest financial statements, including registration fee payments. It was hoped that some significant additional fee payments would be received in the coming week, before the end of the fiscal year on 30 September. The WSC was reminded that, as at 1 October, those NSOs that have not paid their 2008-2009 fees would be automatically suspended with partial application of sanctions. This meant no voting rights at Regional Conferences or the right to nominate candidates to official positions. There was therefore a need to support those NSOs, especially in Regions whose Conferences were imminent. Suspension is automatically revoked as soon as registration fees are paid.

Audit Committee Chairman Martin Burbridge reported to the WSC. His written report included sections on: Swiss GAAP AAR/RPC Accounting (Internal Control System); meetings with Regional Directors in June 2009; WOSM's 2008-2009 financial statements; review of Management Letters received from the External Auditor; Eurasia; Picarquin Project; Internal Auditor's report and programme; Treasury management; Audit Committee charter and membership; and other business.

Eric Khoo, Chairman of the Budget Committee, presented the draft budget for 2009-2010. It was noted that the WSB Central Office budget included provision for the creation of two new positions: a Director, Youth Programme and an Assistant for the General Management Department. Pending further discussion, involving the WSF, on the need for additional resources to be allocated to fundraising (see above), the budget was provisionally approved as presented, up to the March 2010 WSC meeting.

Gregory Sanchez, Chairman of the Registration Fee Task Force (RFTF), presented a report to the WSC. The WSC formally approved the Terms of Reference of the RFTF. Gregory Sanchez summarised the Recommendations included in the report and the Proposed Plan of Action. In the discussion, the following points were made:

- the problem of devaluation of local currencies against the Swiss franc: this had not been part of the RFTF's mandate; it is simply not possible for the WSB to assume the exchange rate risk
- the question of NSOs declaring honestly their true membership numbers: the link between registration fees and census is recognised as an issue, but the principle of calculating fees on the basis of per-capita membership is constitutional; within that constraint, there may be some flexibility possible in determining which members are fee-paying and which are not, as illustrated in the current annual census form
- the WSB is constantly trying to help NSOs settle their fee invoices; this is sometimes done in collaboration with other NSOs (The Scout Association of the U.K., for example, offers their 2% refund for early payment of their registration fees to pay fees for other NSOs) and other NSOs (e.g. Finland) have indicated their willingness to increase their fee payments.

The WSC accepted the Recommendations and Plan of Action contained in the RFTF report, as follows:

Recommended World Fee System

Based on the above factors it is realized that major changes are not required in the existing world fee system. Rather, more of a fine-tuning is required to ensure an effective world fee system accepted by all members as fair and practical. This is supported by the following aspects:

- *NSOs are accustomed to an evolution of their annual fees over the years, as per the increase in CPI (Switzerland), and the change in their membership.*
- *The present system is simple, well known, accepted and has demonstrated its fairness and practicality.*
- *Given the current world economic situation, changes in the GNIpc base (2004) would cause certain non-equitable results, not to speak of the uncertainty resulting from the current world economic and financial crisis.*

The RFTF therefore recommends to the World Scout Committee to maintain the current fee system with the following modifications:

- *Maintain the current four categories - A-B-C-D - on the basis of the GNIpc base and ceiling lines used from the Tunisia to the Korea World Conferences.*
- *Maintain the GNIpc of each NSO at the current level being used, i.e. GNIpc used from the Tunisia to the Korea World Conferences.*
- *Maintain the previously mentioned factors under the Current Status section above.*
- *Adjust the membership figures with the census as at 31 December 2009, 31 December 2013 and every subsequent three years thereafter.*
- *Augment this fee every three years, commencing the fiscal year 1 October 2011 to 30 September 2012 by the CPI (Switzerland) over the last 36 months.*

- *Agree with those six Asia-Pacific NSO's, recognizing their unique high membership, organizational status, economic and social realities a mutually acceptable payment.*
- *Review the possible augmented fee that may be paid by certain NSO's given their willingness and ability to do so to address any shortfall in revenue.*
- *RFTF members considered representation made by several NSO's concerning fees paid to both WAGGGS and WOSM however it is of the view that no discount for such joint membership be recommended, or reduction in declared membership acceptable. Members felt that there was no reduction in the costs incurred by WOSM for supporting such NSOs.*

Proposed Plan of Action

1. *Present this proposal to the September 2009 World Scout Committee meeting.*
2. *Have the proposal, if accepted by the World Scout Committee, put on the World Scout web site for all member NSOs to review and comment on. Such would be preceded by a covering letter outlining the steps to follow.*
3. *RFTF member(s) to present the plan to the upcoming Regional Conferences and Summits.*
4. *RFTF to review all inputs from the Conferences and Summits, and, if necessary, make the necessary changes.*
5. *RFTF to then present the final plan to the World Scout Committee, at its last meeting preceding the 2011 World Scout Conference for subsequent presentation and approval at that World Conference.*

Mario Diaz reported in his capacity as Chairman of the SCORE Board. The Minutes of a Board meeting held on 24 September 2009 were distributed. The agenda of the meeting had included: the Managing Director's report; protection of WOSM's brand and trademarks, new vision for the World Scout Shop, consultation with NSOs' shops, membership of the Board and preparations for the General Assembly to be held in Rome on 24 October 2009 following a gathering of Scout Shop managers. A full proposal on the future development of SCORE will be brought to the next WSC meeting in March 2010.

Derek Pollard, a member of the Board of the WSF, reported on behalf WSF Chairman Lars Kolind who was unable to attend the meeting. A copy of the WSF's Grant Letter 2009-2010 was distributed. The annual grant of CHF 2.7 million was based on the established formula (4.75% of market value of the WSF's global investments, averaged over 12 quarters). Applying this formula, however, means that future grants will inevitably be lower in coming years, due to the recent market downturn. Derek Pollard emphasized that the WSF recognises its role is particularly important in sensitive financial times. The WSF is emphasizing "High Value Donors" in its fundraising strategy.

Relationships matters

The WSC received a brief report on the meeting of the WAGGGS/WOSM Consultative Committee which had been held in Geneva immediately following the last WSC meeting in March 2009. There had been no contentious issues on the agenda. It was noted that WAGGGS is currently celebrating their Centenary. The Secretary General agreed to send a message of greetings on behalf of the WSC. He also noted that good collaboration with WAGGGS exists within the framework of the Alliance of Youth CEOs.

The Secretary General reminded the WSC of the difficulties which had been encountered in holding an Executive Committee meeting of the World Scout Parliamentary Union (WSPU). The Korean Scout Parliamentary Association had agreed to take over the WSPU Secretariat from Poland. A leaflet containing proposals for the 6th WSPU General Assembly, to be held in Seoul from 1-4 November 2010, was distributed. The Secretary General noted that the SPC would consider the continuing question of the level and form of WOSM's future support to WSPU, in the broad framework of WOSM's needs for platforms for advocacy.

Honours & Awards Committee

Jørgen Rasmussen, Chairman of the Honours & Awards Committee (HAC), reported that the HAC had met and considered a number of nominations for the award of the Bronze Wolf, some of which would be recommended to the WSC shortly. He also reported on plans to hold a dinner for Bronze Wolf holders during the World Scout Jamboree in Sweden; this would be a self-financing event.

39th World Scout Conference & 11th World Scout Youth Forum, January 2011, Brazil

Oscar Palmquist, representing the Host Organization, made an audio-visual presentation on progress in planning for the World Scout Conference. This included estimates for possible attendance at the event, showing that 1424 people attended the last Conference in Korea, and that Brazil projected 1143 (pessimistic) to 1496 (optimistic) to attend the next Conference.

A draft Conference and Youth Forum budget was distributed. Oscar Palmquis noted that budgeted income (3,241,000 Brazilian Rials or USD 1,800,000) was based on pessimistic attendance numbers. An additional USD 500,000 income was still being sought. The budget was noted. A proposed Conference Fee had been circulated with the agenda documents. This was to retain the same fees as applied at the last Conference in Korea, with a 10% reduction if the fees were paid by 10 November 2010. This was agreed.

Following discussion, and a presentation by the SPC, the WSC approved that the theme of the Conference be "Leaders of Innovation". Concerning the Conference programme, the view was expressed that the Scouts' Own should be retained, and that sufficient time should be allocated to considering any constitutional changes properly. It was recognised this could not really be assessed until it was known what proposed amendments would be received but proposals from the GRTF could take time. Two Regional Meetings, one on Monday and one on Friday, should be retained. It was suggested that some guidance might be given to Regions on how to plan and structure their meetings. It was agreed to confirm the Conference programme at the March 2010 meeting when more information would be available.

The subject of electronic voting, for use in voting on motions and in elections, was raised. The WSB was still researching various electronic voting systems and would bring a costed proposal to the next WSC meeting for decision. (It was noted that the Conference budget did not include any special provision for electronic voting.)

The WSC approved calls for invitations for the World Scout Conference and World Scout Youth Forum in 2014, the World Scout Moot in 2017 and the World Scout Jamboree in 2019.

Nadia Morrone presented a progress report on planning for the 11th World Scout Youth Forum. This included a reminder that the two main themes of the Forum are:

- "WWM Scouting" (World Wide Movement - Scouting): revitalising the programme for young adults; impact on society; international Scouting
- "Empowering Young Adults": youth involvement in society; skills for life; personal commitment.

13th World Scout Moot, 27 July - 7 August 2010, Kenya

Charles Musau from Kenya Scouts Association presented a progress report. He informed the WSC that, following advice received from WOSM, two Expedition Centres had been dropped from the programme due to the distances involved. Four Centres had been retained: Nairobi (Rowallan Park) as a base, plus Nyeri, Embu and Machakos.

22nd World Scout Jamboree, 27 July - 7 August 2011, Sweden

Goran Hägerdal from the Swedish Guide & Scout Council presented a progress report to the WSC. This included: planning status; first Heads of Contingent meeting attended by 58 participants from 26 countries; 'Scoutforum' held in August with 700 participants, at which some facilities were tested; volunteers in the Jamboree Office; support from the Swedish government, including a grant of Euros 1.5 million during 2010; programme outline – draft to be ready for presentation to the WSC in the second quarter of 2010; dates of the Jamboree and Ramadan, including factors in favour of moving the Jamboree dates, factors against moving dates, and the conclusion that no change should be made; Operation One World; Memorandum of Understanding with WOSM, which was now ready to be signed; and "Orosmoin" - threatening clouds - including the financial situation in the world and possible fatigue of volunteers.

14th World Scout Moot, 2013, Canada

The WSC was informed that planning for this event had begun.

23rd World Scout Jamboree, 2015, Japan

Work is now beginning with the Host Organization. Language support is likely to be a critical factor on this occasion.

Forthcoming Regional Conferences

The Chairman noted the dates of forthcoming Regional Conferences. WSC members were asked to indicate their intentions to attend these events.

Guidelines for World Scout Youth Events

John May reported that the working group set up to review the Guidelines for World Scout Events had met the previous day, agreed on tasks to be carried out and would present its conclusions to the WSC in March 2010.

Next meetings

The next WSC meeting will be held on 19-21 March 2010, either in Kandersteg or in Geneva. (Note: It has subsequently been confirmed the meeting will take place at the Kandersteg International Scout Centre.)

The subsequent WSC meeting will take place in Geneva from 3-5 September 2010, taking into account that a constitutional deadline related to the World Scout Conference is 10 September, i.e. four months before the opening of the World Scout Conference.

Yours sincerely,

Luc Panissod
Secretary General WOSM