



World Organization
of the Scout Movement
Organisation Mondiale
du Mouvement Scout

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CIRCULAR

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To: International Commissioners

Dear colleagues,

EVALUATION GROUP

At its meeting on 12-13 October (see Circular N° 24/2002), the World Scout Committee finalised plans for the work of the Evaluation Group which was discussed at the World Scout Conference in Thessaloniki.

You will find attached, for your information, a complete set of documents which the World Scout Committee has approved to guide the evaluation process.

Yours sincerely,

Marie-Louise Correa
Chairman, World Scout Committee

Jacques Moreillon
Secretary General



**EVALUATION OF
THE PERFORMANCE OF THE SECRETARY GENERAL
THE MANAGEMENT TEAM SYSTEM
THE GOVERNANCE BY THE WORLD SCOUT COMMITTEE**

Terms of Reference of the Group of Experts

(Approved by the World Scout Committee, 13 October 2002)

1. Background

- 1.1 The performance of the Secretary General had never been formally evaluated. Both he and the WSC thought that it was about time to proceed with such an evaluation.
- 1.2 The McKinsey report identified a problem in the role of the Secretary General: his triple functions of Secretary General of the Movement, member of the WSC and CEO of the WSB had resulted in him giving only 10% of his time to the management of the Bureau. Two alternatives were proposed to correct this situation: either to create a position of Managing Director or to constitute a Management Team. The latter formula was chosen by the WSC with the proviso that it be re-examined, after some time, to determine whether it was the correct approach towards solving the problem as identified.
- 1.3 Both these evaluations will be done by a team of three “elder statesmen”, independent from both the WSC and the WSB.

The group of experts will be constituted of:

- Jerry Kelly, from Ireland, former Vice-Chairman of the WSC
- Frankie Roman, from the Philippines, former Chairman of the WSC
- Bertil Tunje, from Sweden, former Vice-Chairman of the WSC

who will, in the process of their evaluation, consult other personalities, as required, amongst whom Lars Kolind, from Denmark, former Chairman of the World Programme Committee.

- 1.4 Moreover, in order to have a global vision of the situation, the experts are invited to evaluate the way in which the WSC has fulfilled - and should fulfil - its constitutional role of governance, either directly, or through its different sub-committees, including those of the Audit and of the Budget. In doing so, they will examine the considerations presented on the subject by Neil Westaway, former Chairman of the WSC, Chairman of the Audit Committee and by Garth Morrison, former member of the WSC.

2. **Terms of reference of the experts, means and method of work**

- For the evaluation of the performance of the Secretary General, see enclosure A.
- For the evaluation of the Management Team system, see enclosure B.
- The terms of reference of the experts for their evaluation of the governance by the WSC is established under 1.4. above.

3. **Organization**

- For their work, the 3 experts will be able to count on the full support of the WSB staff, co-ordinated by Jim Sharp, including, *inter alia*, access to documentation, typing, arrangements of meetings, sending of questionnaires, etc.
- The experts are free to choose their own methodology. A proposal from Toby Suzuki has been given to them for their reference.
- Their direct costs (three visits to Geneva) have been budgeted for a total of 20 days of work in Geneva. It is suggested that the experts start the process by meeting in Geneva in early November, long enough to assess the volume of their task, to determine their method of work, to start on their investigations, to draft and send whatever questionnaires they may want to use, to set the times of their next meetings, etc.

4. **Trustworthiness and confidentiality**

The experts will conduct their work in a way which can be readily recognised as open and objective, in conformity with accepted principles of natural justice, and generally in a manner befitting Scouting.

All information supplied to the experts shall be **STRICTLY CONFIDENTIAL** and exclusively for the duration of their work. In their report, they are invited to minimise references to named individuals or Scout organisations to those considered essential to the credibility of that report. When the experts will have finished their work, they shall agree which documents or electronic files should be destroyed to preserve the anonymity of those who have assisted them with their work.

5. **Time frame**

The experts will hand over their report to the WSC by 31 March 2003. The WSC will discuss it at its mid-April 2003 meeting.



Enclosure A

Terms of reference for the experts designated to evaluate the performance of the Secretary General

1. Mandate

The experts are invited to evaluate the performance of the Secretary General of WOSM since November 1988.

Their criteria for evaluation will be the duties of the Secretary General as established in the WOSM Constitution (see Annex I).

2. Means

- 2.1 The experts will have access to any document (internal or public) at the WSB and be given, in particular, the following:
 - List of missions of the Secretary General and access to his corresponding Monthly Reports.
 - Reports of the Secretary General to the World Scout Conferences.
 - Evaluation Reports of World Conferences.
 - Triennial Reports since 1990 (Paris).
 - “Jacobs paper” and comments to it.
 - McKinsey Report (complete file) and follow-up to it.
- 2.2 They will be free to interview anyone, orally and in writing, in particular:
 - Members and former members of the WSC and WSF Board since November 1988.
 - National Scout Organisations, especially those visited by the Secretary General.
 - Non-Scout interlocutors of the Secretary General.



Annex I

Functions of the Secretary General of WOSM

1. Under XVII, the **main functions** of the Secretary General are:

ARTICLE XVII

The functions of the Secretary-General are:

1. *To direct the work of the World Bureau.*
2. *To appoint, supervise and remove the staff of the World Bureau, as provided for within the framework of the budget approved by the World Committee. Insofar as is possible, such staff shall be recruited on an international basis.*
3. *To make contacts as necessary, by correspondence and visits in order to promote and to safeguard the interests of the Movement.*
4. *To exercise other functions resulting from this Constitution and its By-Laws, and such other functions as the World Committee may delegate to him.*

2. As **Director of the WSB**, his functions are those of the Bureau itself under article XVIII

ARTICLE XVIII

The functions of the World Bureau are:

1. *To assist the World Conference, the World Committee and its subsidiary organs in the fulfilment of their functions; to make preparations for all their meetings; and to provide the necessary services for the implementation of decisions.*
2. *To provide the services necessary for the promotion of the Scout Movement throughout the world, such as research and documentation, training, programme, public relations and publications.*
3. *To maintain relations with Member Organizations and to assist them in the development of Scouting.*
4. *To promote the development of Scouting in countries where it does not exist, and to assist non-member National Organizations to attain the standards necessary for membership in the World Organization.*
5. *To enquire into applications for membership, requests for aid and other similar matters.*
6. *To supervise the organization of international and regional Scout events.*
7. *To maintain relations with international organizations whose activities are concerned, inter alia, with youth.*

3. As **member of the WSC**, he is collegially responsible for the functions of the Committee under Article XIII, except for paragraph 6.

ARTICLE XIII

Functions: The functions of the World Committee are:

1. *To act on behalf of the World Conference between its meetings; to give effect to its decisions, recommendations and policies; and to represent it at international and national events.*
 2. *To promote the Scout Movement throughout the world by means of visits, correspondence, training courses and other appropriate action.*
 3. *To advise and assist Member Organizations in carrying out the purpose, principles and method of Scouting.*
 4. *To recommend the admission of National Scout Organizations applying for membership, and to suspend provisionally the membership of a National Scout Organization.*
 5. *To prepare the agenda and procedure of the meetings of the World Conference, giving consideration to suggestions from Member Organizations, and appoint the Chairman and Vice-Chairman of the World Conference.*
 6. *To appoint the Secretary-General of the World Organization, and to appoint his Deputy or Deputies upon a recommendation of the Secretary-General; to supervise the management of the World Bureau; and to approve its budget.*
 7. *To accept the responsibility for the raising of additional funds.*
 8. *To approve the constitutions or other laws governing Regional Scout Organizations.*
 9. *To grant consultative status to such organizations as may be of assistance to the Scout Movement.*
 10. *To decide upon granting of awards for services to the World Scout Movement.*
 11. *To exercise other functions resulting from this Constitution and its By-Laws.*
4. Under article 5 of By-Law I, the Secretary General serves as **Secretary of the World Conference**.
 5. Under article 5 of By-Law II, the Secretary General serves as **Secretary of the World Scout Committee**.
 6. The Secretary General is also an **ex-officio member of the Steering Committee** of the World Scout Committee, together with the Chairman and Vice-Chairmen of the Committee.



Enclosure B

Terms of reference for the experts designated to evaluate the “Management Team” system

1. **Mandate**

The experts are invited to study the McKinsey Report, in particular the recommendations contained in the chapter “Organization”.

In that chapter they should examine the implementation of “Option 2” (i.e. The Management Team, as adopted by the WSC in March 2002 – see Annex A) to consider

- if that implementation, so far, is satisfactory and, if not, how it could be improved *within that system*,
- **or** if another system should be chosen (and, if so, which).

2. **The means**

- Access to whatever documentation exists in the WSB related not only to the McKinsey Report, the Jacobs Paper and the “Obuchowicz process”, but also to any matter related to the management of the WSB.
- Interviews (orally or in writing) with any WSB staff as well as with any member of the former or of the present WSC, including the Regional Chairmen.

ANNEX A

"The Management Team at the World Scout Bureau"

A) Summary

A Management Team (MT) has been established by the WOSM Secretary General at the World Scout Bureau. The MT is a form of delegation of authority by the Secretary General to a college composed of his immediate subordinates and chaired by the Secretary General whenever necessary. The Director of the World Scout Foundation may attend whenever appropriate.

B) Considerations

Recalling that "*the Functions of the Secretary General are*" among others (Article XVII)

1. *To direct the work of the World Bureau.*
2. *To appoint, supervise and remove the staff of the World Bureau, as provided for within the framework of the budget approved by the World Committee. Insofar as is possible, such staff shall be recruited on an international basis.*

Considering, that the Secretary General has also the duty to

3. *To make contacts as necessary, by correspondence and visits in order to promote and to safeguard the interests of the Movement.*
4. *To exercise other functions resulting from this Constitution and its By-Laws, and such other functions as the World Committee may delegate to him.*

Recognising the need to lighten administrative work of the Secretary General in order to allow him to give more time to the Movement and to the non-Scout World

Wishing to strengthen coordination within the various departments of the WSB as well as between Geneva and the Regional Offices, as well as between NSOs and Regions.

C) Decision

In June 2001, *the Secretary General has created* a Management Team (MT) to which he has delegated some of his constitutional responsibilities. Assisted by a part-time Secretary, this MT, which functions fully since September 2001, is composed of his immediate subordinates, who are *collegially responsible to him* for the following functions of the World Bureau, as described in Article XVIII.

1. *To assist the World Conference, the World Committee and its subsidiary organs in the fulfillment of their functions; to make preparations for all their meetings; and to provide the necessary services for the implementation of decisions.*

2. *To provide the services necessary for the promotion of the Scout Movement throughout the world, such as research and documentation, training, programme, public relations and publications.*
3. *To maintain relations with Member Organizations and to assist them in the development of Scouting.*
4. *To promote the development of Scouting in countries where it does not exist, and to assist non-member National Organizations to attain the standards necessary for membership in the World Organization.*
5. *To inquire into applications for membership, requests for aid and other similar matters.*
6. *To supervise the organization of international and regional Scout events.*
7. *To maintain relations with international organizations whose activities are concerned, inter alia, with youth.*

and in Article XIX

2. *Each Regional Scout Organization shall be composed of the following organs:...*

(c) A Regional Scout Office, directed by a Regional Executive. The Regional Office is also a branch of the World Bureau, in conformity with Article XVI, paragraph 2, of this Constitution. The Regional Executive is appointed by the World Bureau in agreement with the Regional Committee, is paid by the World Bureau and reports to the Secretary-General to whom he is responsible, and to the Regional Committee.

D) Responsibilities

1. The Secretary General is directly responsible to the World Scout Committee for the way in which the Management Team functions. In particular, he puts to the World Scout Committee - through its Support Group and with or without his own modifications - the yearly budget proposed to him by the Management Team.
2. Each member of the Management Team has a *double responsibility*:
 - 2.1. an *individual responsibility* as head of a particular department for which he is responsible to the Secretary General, especially on matters of importance (such as the hiring or firing of staff, salaries, final approval of job descriptions, etc.).
 - 2.2. a *corporate responsibility* to the Secretary General on all decisions taken by the MT as such, in particular with regard to the relations with Regional Offices, which are also delegated to the MT by the Secretary General.

E) Role of the Secretary General

The Secretary General may chair the meetings of the Management Team, especially in cases of strong disagreement within the Management Team and in cases that are likely to have long term consequences for the Bureau or for the Movement (retirement policy, strategy, etc.)

However, the Secretary General may also delegate the chairmanship of the meeting to one of his two Deputies, which is what normally happens.

F) Role of the Director of the World Scout Foundation

The World Scout Foundation Director is closely associated to the work of the Management Team, especially in the following situations:

- whenever he may need the support of anyone (executive or staff, Geneva-based or Regions) to fulfil his task of fundraising,
- whenever the World Scout Bureau may need his support and/or that of his staff to help raise money for the Bureau, including project fundraising.

He is invited to attend the meetings of the Management Team whenever available and concerned, but at least once a month.

G) Procedure

The MT normally meets once every two weeks, but may meet more frequently when necessary. The Secretary prepares an agenda based on inputs from the members of the MT, the Secretary General and/or the Director of the World Scout Foundation; this is distributed to members of the MT, to the Secretary General, to the Director of the World Scout Foundation in advance of the meeting. The Secretary also maintains a record of decisions made; these are circulated to all staff of the World Scout Bureau in Geneva and in Regional Offices.