



World Organization
of the Scout Movement
Organisation Mondiale
du Mouvement Scout

**World Scout
Bureau
Bureau Mondial
du Scoutisme**

Box 241, CH-1211 Geneva 4
Switzerland
Rue du Pré-Jérôme 5
CH-1205 Genève, Suisse

Tel: (+41 22) 705 10 10
Fax: (+41 22) 705 10 20
www.scout.org
worldbureau@world.scout.org

CIRCULAR

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To: International Commissioners

McKinsey consultancy study - "Preparing WOSM for its Second Century"

Dear Colleagues,

As we are all aware, Scouting is about to enter its second century in a rapidly changing world. We are all involved in a strategic process so as to ensure that Scouting will face the challenges of the future as efficiently and effectively as possible. As part of that process, it is necessary to stand back and examine the extent to which the executive and support structures of World Scouting (i.e. World Scout Committee, World Scout Bureau and World Scout Foundation) are able to lead and sustain the strategic development of the Movement and provide the necessary support to National Scout Organizations/Associations and to WOSM's Regions.

At its last two meetings (in April and July, 2001), the World Scout Committee very carefully considered a number of key questions related to this subject. In order to help it answer these questions, the World Scout Committee considered proposals from two world-class consulting companies and accepted an offer from McKinsey & Co. to carry out a study entitled "Preparing WOSM for its Second Century".

McKinsey kindly offered their services on a *pro bono* basis (i.e. there is no charge for their fees), and their expenses will be met by outside sources. This means that the study will be carried out at no charge to WOSM. As it turns out, the members of the McKinsey team working on this project are all former Scouts.

The study, which will be completed by the end of October 2001, is overseen by a project steering committee comprising members of the World Scout Committee and a member of the World Scout Foundation's Board.

The Project Steering Committee and the McKinsey team held their first meeting on Friday, August 17. The purpose of the meeting was to decide on the key focus areas in which the study could have maximum impact and in which concrete actions could be recommended so as to make any necessary improvements. Work in each of the key areas will be led by one or more members of the Project Steering Committee. These key areas are:

- **Implementation of a Strategy for Scouting:** To facilitate an effective two-way communication to prepare for WOSM's strategy, and to support its implementation once adopted by the World Scout Conference.
Leader: Garth Morrison (Member, World Scout Committee).
- **Organization:** To examine and clarify the relevance of the products and services that the World Scout Committee, World Scout Bureau (including the Regional Offices) and World Scout Foundation are providing, and to make recommendations to develop/optimize these products and services; and to examine the functioning of these bodies and their dependent organs so as to provide recommendations concerning how to optimize their individual and collective performance.
Leaders: Walter Hofstetter (Member, World Scout Committee), Jacques Moreillon (Member, World Scout Committee; Secretary General, WOSM).
- **Sources/uses of funds:** To improve WOSM's capacity (including that of the World Scout Foundation) to obtain, allocate and manage the necessary financial resources.
Leaders: Jean-Bernard Crelier (Member, World Scout Committee; Treasurer, WOSM), David Huestis (Member, World Scout Foundation Board).

- **External communication:** To develop a framework for the positioning of WOSM externally.
Leader: Toby Suzuki (Member, World Scout Committee).
- **Customer perspective:** To understand the needs of National Scout Organizations/Associations and WOSM's Regions and what they expect from the World Scout Committee, World Scout Bureau and World Scout Foundation; and to identify how these bodies can potentially improve their capacity to respond to identified needs - both directly and through the Regional Offices.
Leaders: Walter Hofstetter (Member, World Scout Committee), Garth Morrison (Member, World Scout Committee).
- **Benchmarking** (i.e. NGO comparative analysis): To identify successful practices of other NGOs (as similar as possible to WOSM) in the above areas so as to benefit from their experience.
Leader: Jacques Moreillon (Member, World Scout Committee; Secretary General, WOSM).

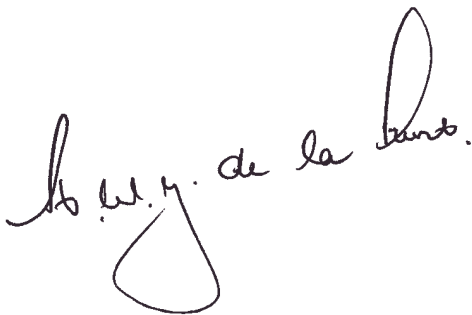
What is requested of National Scout Organizations/Associations

In order to assist McKinsey with the study, the World Scout Committee welcomes the collaboration of all National Scout Organizations/Associations. A short questionnaire is being prepared and will soon be sent out. Despite your busy schedules, the World Scout Committee is confident that everyone will take the time to respond.

McKinsey will also be making informal, direct contact with a number of Scouting representatives around the world by telephone, fax, e-mail, etc., as well as through personal contact at some of the up-coming Regional Conferences.

We are also at your disposal, and shall be very happy to discuss any of these questions with leaders of National Scout Organizations/Associations by telephone, e-mail, correspondence or, as the opportunity arises, face to face.

Yours sincerely,



Garnet de la Hunt,
Chairman, World Scout Committee



Jacques Moreillon,
Secretary General, WOSM