



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

GOVERNANCE REVIEW TASK FORCE

Report to the World Scout Committee

December 2007

Recommendations

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 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 this report.

Recommendation 8:

That a World Scout Advisory Council be set up to support 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 this 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.

A. The creation of the Governance Review Task Force

1. 37th World Scout Conference - Resolution 7/05

Governance Review

The Conference

- mindful of the importance of the strategic priority on "An Organization for the 21st Century" and the need for WOSM and National Scout Organizations to be more flexible, lean, innovative and participatory
- noting Conference Document No 7 on the Governance of WOSM
- welcomes the proposal to conduct a comprehensive review of the governance of WOSM during the coming triennium
- commends Conference Document No 7 together with the report of the Evaluation Group as working documents, and the issues identified therein as a framework, for the conduct of that review
- requests the World Scout Committee to establish, with appropriate Terms of Reference, a "Governance review task force" to conduct, in full transparency, the review and to give intermediate reports to the World Scout Conference and National Scout Organizations
- recommends that the Governance review task force comprise members appointed in a personal capacity, some with knowledge and experience of WOSM and others with a fresh external perspective or experience
- requests that the Governance review task force will consult National Scout Organizations, WAGGGS and, according to need, be empowered to set up sub-groups and/or draw on specialist expertise
- requests the World Scout Committee to bring to the next World Scout Conference any proposed amendments to the WOSM Constitution arising from the report of the Governance review task force
- encourages the World Scout Committee and the Secretary General to move ahead with timely implementation of actions that are consistent with the spirit and vision of the review and which fall within their respective competencies and do not require constitutional amendments or other decisions of the World Scout Conference.

2. Terms of Reference

The World Scout Committee decided the following in November 2005:

Status and Mission

The Governance Review Task Force (GRTF) is established in accordance with the 37th World Scout Conference Resolution 7/05.

The GRTF mission is to conduct a comprehensive review of the governance of WOSM during the current triennium (October 2005 - September 2008).

The GRTF will adopt as working documents the Conference Document No. 7 and the Report of the "Evaluation Group" and the issues identified therein as a framework for the conduct of the review.

"Unity" of the Movement should be the single most important goal.

Composition

The GRTF is an independent group, made up of people external to the World Scout Committee, reporting to the World Scout Committee who will appoint one vice-chairman as liaison with the GRTF.

The chairperson is appointed by the World Scout Committee. He or she is a respected individual, with significant Scout experience and, ideally, good knowledge of World Scouting and WOSM. However he or she is not a present member of the World Scout Committee or of any of its sub-committees, or of a Regional Committee. He or she has a good knowledge and experience of international organisations and related governance issues.

In addition to the chairperson, the GRTF is composed of no more than seven permanent members representing a variety of cultures, age ranges and gender. One or more of these members may be appointed as vice-chairperson.

The members of the GRTF are appointed by the World Scout Committee in agreement with the chairperson of the task force. They are appointed in a personal capacity among persons with knowledge and experience of WOSM, drawing on nominations coming from NSOs after worldwide appeal, as well as among others with an external perspective or experience. They are not present members of the World Scout Committee or of any of its sub-committees, or of Regional Committees. The appointment of task force members who are members of a NSO must be supported by that NSO.

The Steering Committee of the World Scout Committee will act as a "search group" for the identification of the chairman and of the other seven permanent members of the GRTF to be appointed by the World Scout Committee.

Members of the GRTF, including the chairperson, will be entitled to claim reimbursement of reasonable travel and accommodation costs for task force meetings. As volunteers for the task, they will have no right to any other compensation.

According to need, the GRTF is empowered to set up sub-groups and/or draw on specialist expertise.

With reference to the above mentioned "working documents", all together the GRTF, including established sub-groups, must encompass competencies enabling it to face the following issues:

- Representation and participation in NSOs: the review of structures and dynamics to ensure openness, diversity and internal democracy at local and national level (includes issues such as the value of federative structures, and solutions to the "dissidence" phenomenon)
- Direct international networking of local groups and direct participation of individual members to the global dimension of Scouting
- Minimum quality standards for membership (Scout method, democracy, openness, etc.)
- Equity, sustainability, ethical standards and effectiveness in the financing of Scouting: membership fees* and other sources of funds
- "Geo-political" dimensions of Scouting: the political-geographical and cultural references of Member Scout Organizations (UN parameters or autonomous criteria for WOSM membership?)
- "Corporate" governance:
 - World Scout Conference representation and voting rights
 - structure and dynamics of the World Scout Committee (regional representation, gender and age balance, democracy, effectiveness)
 - relationships between elected volunteers and the World Scout Bureau
- WAGGGS/WOSM (the SAGNO issue; provisions to ensure a "win-win", reciprocally strengthening approach; governance provisions to facilitate co-operation)*
- International recognition and repositioning of WOSM*

(An asterisk indicates that the issue is already being dealt with externally to the GRTF)

Ways of working

The Governance Review process is intended to be as widely participatory as possible, both through *ad hoc* consultation meetings and, especially, through the utilisation of electronic communication.

The working attitude should be one of openness, mutual understanding and positive outlook toward the future ("a big wide-minded view before us" - B-P).

Besides NSOs the GRTF will involve consultation with all relevant stakeholders of World Scouting including WSF, WAGGGS, organisations in consultative status to WOSM, non-Scout organisations of interest to WOSM.

The GRTF will produce intermediate reports to be presented for feed-back to the World Scout Committee and its sub-committees at each meeting and circulated to NSOs.

Issues of Constitutional relevance will involve consultation with the Constitutions Committee.

The final report of the GRTF will take into account the provisions not requiring decisions by the World Scout Conference that may have been adopted by the World Scout Committee during the period of the review.

The WSB serves as the Secretariat to the GRTF.

The World Scout Committee will report to the World Scout Conference on the results of the GRTF and will propose the actions to follow.

3. The Task Force

The Task Force was set up by the World Scout Committee in April 2006, with the following membership:

Melissa	Martins Casagrande	(Brazil)
Maggie	Kigozi	(Uganda)
Johann	Krabb	(Sweden) - Chairman
Wahid	Labidi	(Tunisia)
Guillaume	Légaut	(France)
Nicholas	Tang	(Singapore)
Eberhard	von Koerber	(World Scout Foundation)
Jerry	Voros	(USA)

Subsequently, Johann stepped down and he was succeeded in late 2006 by David Bull (United Kingdom) as Chairman.

4. Our report

This report addresses the requirements of Resolution 7/05 and is presented to the World Scout Committee for their consideration and decision on what proposals, if any, to make to the next World Scout Conference.

We make some specific recommendations but hope that the general comments and observations made will be helpful and of assistance in the future and hope that they will be taken into account.

B. The context for the work of the Task Force

1. Definition of Governance

The Task Force has needed to consider the definitions of governance for the purposes of the review.

Oliva Z. Domingo, of the National College of Public Administration and Governance at the University of the Philippines, speaking at the International Society for Third Sector Research's conference in 2004, noted:

"The United Nations Development Programme (UNDP) summed up the gradual broadening of [the concept of governance] through the years with its 1997 definition of governance as "the exercise of political, economic, and administrative authority to manage a country's affairs at all levels". The arena of governance, within this broad view, is no longer just the state but encompasses all institutions, processes, and mechanisms that societies use to allocate power, distribute resources, and respond to human development needs and problems. This extends to the private or market sector, the Third Sector or civil society organisations, and the relationships among the three sectors. As these sectors confront the challenges of development, there is common, persistent, and pronounced clamour for good governance."

In the context of national governance, governance has been described as the right to participate in and make decisions with regard to a country's affairs, which is critical in democratising the state and society. Characteristics of good governance include:

- political accountability
- freedom of association and participation
- a sound judicial system
- bureaucratic accountability
- freedom of information and expression
- capacity building.

All these aspects, it is suggested, are essential to sustainable development. And the parallels with the needs of World Scouting can be seen.

Other descriptions of the meaning of the term governance include:

- the act of directing and monitoring (through policy) the long-term strategy and direction of an organisation
- the traditions, institutions and processes that determine how power is exercised, how members are given a voice, and how decisions are made on issues of concern
- the actions of the volunteer board of directors of an organisation with respect to establishing and monitoring the long-term direction of that organisation
- the planning, influencing and conducting of the policy and affairs of an organisation
- the set of arrangements by which the affairs of an institution are ordered
- the people, policies and processes that provide the framework within which managers make decisions and take actions to optimise outcomes related to their spheres of responsibility

When the World Scout Conference in Tunisia agreed to the review of the governance of the World Organization of the Scout Movement (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 latter definition has been adopted by the Task Force for the purposes of its work.

The Task Force considered some general principles of good NGO corporate governance and commends those set out in Appendix 1 to this report. The work of John Carver (see Appendix 2) has been influential.

We were conscious of the need for the World Scout Conference (and the World Scout Committee) to be able both to deal with the questions of accountability whilst not neglecting the need for a flexible structure that will empower the membership (however defined) and help develop policies that will support the Movement as a whole, particularly at national level.

The governance of WOSM is not a stand-alone concept; there are many influences – some advisory, others legally binding – which will indicate or dictate what we must do to conduct our affairs. National Scout Organizations face similar issues, for example the impact of the *Sarbanes-Oxley Act* of 2002 in the USA or other codes relating to internal control systems and so on.

2. The context for international non-governmental organisations in the 21st Century

It can be said that in recent times there has been a long-term structural change in global politics: the growing influence of interest groups professing to represent large sections of society, if not all humankind. Non Governmental Organization (NGO) activism on the global stage clearly is here to stay.

The emergence of this third sector in global politics is welcomed by many. NGOs can provide a voice for groups adversely affected by globalisation. On the trade policy front, many of these groups' criticisms reflect genuine concerns about the nature of the global economy and its impact on society. NGOs have also played important front line roles in solving international problems, for example by administering development aid, responding to humanitarian crises, and working to improve corporate behaviour in the areas of labour and environmental standards. They can bring issue- or country-specific knowledge and expertise to the decision-making table.

Yet NGOs are increasingly expecting a place alongside national governments (for example in the World Trade Organization, the UN Economic and Social Council and other international policy-making bodies). Such demands raise fundamental questions about representation, legitimacy, and accountability. NGOs are not elected and, unlike governments, need not answer to the broad public.

By one simple measure – public opinion – many NGOs are far from representative. For instance, the views that some groups espouse do not mirror the views of the general public, as measured by opinion polls.

Membership is a measure of representation but defining the constituency of such bodies can be difficult. The legitimacy of these groups perhaps depends on the size, scope, and nature of their membership – and the conditions upon which membership is obtained.

Many NGOs are unaccountable to the broadly defined society on whose behalf they may claim to speak or to whom they seek to deliver services. A group is accountable if it is clear to members and non-members alike how it develops its policy positions.

In their book, *Beyond the Magic Bullet: NGO Performance and Accountability in the Post-Cold War World* (ISBN 1-56549-052-5), Michael Edwards and David Hulme argue that accountability involves factors such as a statement of goals, transparency of decision-making,

honest reporting of the use of resources and an appraisal process. They write: "We can find no evidence that the contemporary accountability of NGOs is satisfactory." They argue that policy-makers, internationally and nationally, should insist that NGOs improve their accountability in return for greater acceptance of their legitimacy.

United Nations Resolution 1996/31 explains the process that NGOs must follow to be granted consultative status to the UN. The selection process is rigorous. Amongst other requirements for obtaining consultative status are the following which have implications for our governance:

- the NGO's activities must be relevant to the work of the Economic and Social Council (ECOSOC)
- the NGO must have a democratic decision making mechanism
- the major portion of the organisation's funds should be derived from contributions from national affiliates, individual members, or other non-governmental components

WOSM was granted ECOSOC special consultative status in 1947 and general (most important) consultative status in 1998.

In December 2007, WOSM was elected as a member of the UNESCO NGO-liaison committee in Paris and was re-elected as a member of the CONGO (Conference of Non-Governmental Organizations in Consultative Relationship with the United Nations) Board for three more years. Subsequently, WOSM was elected as one of the Vice Presidents of the CONGO Board.

These recent developments are encouraging but the challenge to World Scouting to maintain WOSM's profile – and to increase accountability and hence legitimacy – is clear. An important part of the work of the World Scout Committee and Bureau should be to maintain and enhance the legitimacy of World Scouting, as perceived by such groups as the UN system and others more widely.

3. Globalisation

The post-colonial era has seen the second wave of globalisation, where industrial countries and global corporations have sought around the globe for investment areas, industrial markets, trading partners and sources of labour and raw materials.

We are still experiencing the second wave of globalisation but a third one has already started. The third wave of globalisation began to be felt worldwide in the last half of the 1990's: the global information economy.

All the signs were evident before widespread use of satellite communications, fax machines, mobile phones, cable television, personal computers and, of course, the internet. Today, there is no doubt that the information sector is the dominant sector of many economies.

The cost of reproducing information – its marginal cost – is very much lower than the cost of initially producing the information – its development cost. The marginal cost of information is so low that it often approaches zero.

Advanced information and communication technologies make possible the convergence of media, entertainment, data, and communications. The low marginal cost of information encourages sharing and contact.

The third wave of globalisation results in the freer movement of information across national boundaries. This has helped erode further the power of states and more traditionally structured organisations. Global corporations and such bodies as the International Monetary Fund, the World Bank and the World Trade Organization now have powerful voices.

World Scouting must take account of all these changes in how it governs itself as a global organisation that also has members in the local level. The governance of World Scouting is not only at global level but also at other, different, stages, starting perhaps with the Patrol System, one of the first steps in the decision making process in Scouting.

Scouting shares a system of non-formal education with other similar organisations (see the work done by the Alliance of Youth Chief Executive Officers in partnership with UNICEF) yet the Scout Method makes it a unique Movement, with a need for a system of governance that matches that uniqueness.

4. Activities of the Task Force

The Task Force set itself the programme of activity described in Appendix 3.

So that comments and proposals could be assessed carefully, the Task Force agreed to meet and make contacts with:

- National Scout Organizations
- the World Scout Committee
- the World Scout Foundation
- the Secretary General and his World Scout Bureau Central Office staff
- Regional Directors
- Regional Conference delegates
- other international NGOs.

This was backed up by research and contacts with non-Scouting bodies by individual Task Force members, supported by staff of the World Scout Bureau Central Office, in such areas as the UN Development Agency, the World Bank, the World Association of Girl Guides and Girl Scouts (WAGGGS), the Red Cross and so on.

For information, a select bibliography is provided in Appendix 4.

A list of NSOs which provided formal submissions to the Task Force appears in Appendix 5.

Resolutions on governance passed by Regional Conferences in 2007 appear in Appendix 6.

Summaries of feedback from NSOs and from Regional Conferences appear in Appendices 7 and 8 respectively.

C. Legitimacy

1. Background

In discussions with a number of parties (particularly the World Scout Foundation's representatives), it was emphasised that for any organisation to be seen as legitimate by others (for example, donors) it is necessary that the organisation's governance and procedures are effective and appropriate. From recent events, it can be argued that this has not always been the case in WOSM.

It almost goes without saying but we believe that it must in fact be said right at the beginning of our report to the World Scout Committee: we do not just have to satisfy ourselves (important though that is) that we are doing the right things in the right way, but we have a responsibility to the wider world clearly to be the first class organisation that we want to be. Work such as the recent successful World Scientific Congress and the recognition within the UN system in themselves are welcome and relevant but are only part of the picture.

This need to practise what we preach is one of the over-arching ideas behind the proposals we make.

For the rest of this section of our report we look at some work that relates to the way in which we are perceived by others. The remainder of the report deals with other aspects of the Task Force's work but we re-emphasise that the legitimacy of WOSM depends on the whole package, not merely on working with the image of the Movement.

2. Brand

To maintain widespread recognition and attract attention, Scouting needs a brand that tells a story that best conveys the identity and values of the Movement. However, to become a world level brand, and to benefit more concretely from its image, the Movement needs to position itself differently, with a more commercial approach. The World Scout Committee has made important decisions on management of WOSM's brand, which the Task Force commends.

The elements of the brand are:

- the World Scout Emblem, defined in 1969
- the Brand Logo, designed in 2006.

The decisions taken by the World Committee have been aimed at eliminating inconsistent management and ineffective protection of the brand. This is being done by maintaining and extending appropriate registrations, discussions with National Scout Organizations and asserting WOSM's copyrights.

The following proposals have been made to the Task Force:

- the ownership of the World Scout Emblem and Brand Logo should be specifically covered by the Constitution, so that this major asset can be managed for the benefit of the Movement
- the World Scout Emblem and Brand Logo should similarly be integrated into the Statutes of WSB Inc or the same reasons (mention of the World Scout Emblem appears in the latest version of the Statutes as a source of revenue, but its ownership is not covered)
- legal protection is necessary because it protects the World Scout Emblem and Brand Logo against misuse by third parties that could damage Scouting's reputation. But such legal protection also strengthens the image of Scouting; makes it more attractive to potential partners; and facilitates better management.

All these elements would contribute to the strengthening of the Scout image.

Managing a brand at an international level is less effective if it is done in a decentralised manner. Global protection and coordinated management will clarify and simplify the situation and help present a unified and consistent vision of Scouting to Scouts and non-Scouts alike.

It seems to the Task Force that clarification of the ownership of the World Scout Emblem and Brand Logo is necessary (subject to the protection of the rights of NSOs) and the amendment of the Statutes of WSB Inc. is a sensible way of progressing the work already done by the World Scout Committee in this area. However, the precise amendments should refer to ownership of intellectual property, rather than only to the World Scout Emblem and Brand Logo. And we propose that the duties of the World Scout Committee in this regard (or its replacement – see below) should be covered by its general authority to act rather than by a specific one.

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.

3. External Relations

With around 30 million members from all over the globe, World Scouting is recognised as being one of the largest youth organisations in the world. Given the Mission and Vision of the Movement, the sheer diversity of its members and the scope of application of the Scout Method, a wide range of issues can be relevant to Scouting. To address these issues appropriately and effectively, World Scouting needs a whole network of relations with other groups at local, national and global levels with whom it can build partnerships.

The main goal of the work being done on developing WOSM's External Relations policy has been:

- to build external relations that offer concrete benefits to Scouting
- to consolidate existing institutional partnerships
- to establish new strategic partnerships to obtain more support for Scouting at all levels and also to disseminate Scouting's message worldwide.

WAGGGS and World Scouting often collaborate on a global level, advocating the development and implementation of youth policies, as well as in a number of other areas of common interest (for example, peace education). It is in the interest of WOSM to continue efforts to coordinate action in the field of external relations. Joint activity in this field is regularly reported to and reviewed by the WAGGGS/WOSM Consultative Committee.

For some of our partners, strengthening National Scout Organizations and World Scouting is their main objective. In recognition of their contribution to the Movement, these organisations can be granted consultative status to WOSM by the World Scout Committee.

WOSM has been involved and in many cases has consultative status with many organisations at the global level, including:

- the International Coordination Meeting of Youth Organisations (ICMYO) initiative
- the United Nations System
- the World Bank
- Youth Employment Network (YEN)
- the United Nations Department of Economic and Social Affairs (UN-DESA)
- the World Programme of Action for Youth (WPAY)
- the Alliance of Youth Chief Executive Officers.

Due to the global approach of Scouting's youth programmes, WOSM takes part in global campaigns: it has signed a Memorandum of Understanding with the UN Millennium Campaign that includes a collaboration on the *Youth of the World Programme*.

An important part of this work is advocacy of youth policies that are appropriate to World Scouting's role in global civil society.

The Task Force believes that the work on developing the External Relations policy has been effective. The effective involvement of WOSM in this important area is evidence of its perception as a legitimate voice for and by the young people of the world in general and Scouting in particular.

4. WOSM International Agreement Initiative

The international agreement initiative's objective is to facilitate the development of an international legal agreement/treaty that recognises the social value of Scouting, consequently gathering public support worldwide, and introducing specific provisions in support of its development in the countries that ratify the international agreement.

Partnership with international and global actors, especially Programmes and Agencies of the United Nations system, is of great value. An international agreement recognising the social value and public support of Scouting within the international community will help to meet one of the challenges of global governance, which is to offer an international legal instrument that clearly positions the Scout Movement within the system of international relations.

The first step in the process was to initiate a preliminary research study for a global overview of Scout related legislation. The final report on the results should, we believe, be presented to the General Assembly of the World Scout Parliamentary Union (WSPU). WSPU should be a key partner in the initiative for the action that may be promoted at the level of national institutions and in support of the international agreement.

During and following up the survey, information has been exchanged with the Interamerica and Africa Regional Offices due to the fact that those regions have established international (regional) agreements with the Organization of American States (OAS) and the African Union (AU) respectively. Those initiatives are very similar to what the initiative seeks to achieve worldwide and are useful tools to strengthen the process.

The Task Force supports the initiative and commends the work done in the hope that sufficient resources can be found to make more progress. Detailed terms of reference and active support from the World Scout Committee are required.

The Task Force has noted with regret that WSPU is not currently operating effectively in support of World Scouting. This is a cause for regret because we believe that WSPU has the potential of energising parliamentary support for the Movement at national as well as world levels. Moreover, the Task Force sees the trend towards greater links with parliaments and legislatures as beneficial to the profile of World Scouting and, by active association with those links, to National Scout Organizations.

5. Non-Recognised Associations

In some countries, there are significant numbers of non-recognised Scouts. In most others, the problem is small.

Clearly, this is potentially a legitimacy issue and, wherever possible, currently unrecognised groupings should continue to be encouraged to join WOSM. It goes without saying that this should only happen without a sacrifice of our basic principles and fundamental values. This issue is also referred to in section D (Unity of the Movement).

6. The benefits and responsibilities of NSOs

One of the NSOs made the point to us that "the legitimacy of the World Organization comes from its capability to deliver support for the growth of Scouting in NSOs in an efficient way. It is through the degree to which NSOs are turning to the World Organization and its Regions to get support, and the quality of that support, that legitimacy lies."

The Task Force agrees with that analysis as an internal indicator of legitimacy, whilst not excluding other priority areas for the support of NSOs and the spin off effect for NSOs of a World Organization which is seen as legitimate worldwide by peer organisations and by society externally.

Involvement in a strong and focussed World Organization with worldwide legitimacy brings valuable rights to NSOs:

- services provided by the World Scout Bureau
- recognition by other WOSM Members
- use of the World Scout Emblem on non-commercial items
- use of material associated with World Scouting
- attendance and voting at World and Regional Conferences (provided fees paid)
- attendance at WOSM events
- withdrawal from WOSM.

At the same time there are responsibilities, where compliance adds to the legitimacy of World Scouting:

- to fulfil the requirements for membership permanently
- to take an active part in the life of World Scouting
- to implement decisions taken by the World Conferences
- to submit an annual activities/financial report to the World Scout Bureau
- to submit an annual membership report to the World Scout Bureau
- to pay its annual registration fees regularly to the World Scout Bureau
- to pay royalties to the World Scout Bureau for commercial use of the World Scout Emblem.

7. Partnerships with the private sector

Subject to the need for our links to be only with concerns whose ethics are compatible with Scouting's, we see partnerships with the private sector (that is with business and commerce) as helpful in building the perception of the legitimacy of WOSM as well as, of course, potentially raising additional financial support for NSOs and WOSM.

D. Unity of the Movement

1. Regions

Many of those who gave us their opinions were strong in their support of Regions. We discussed what this really meant: is this support for the governance aspects of our Regions or is it for the practical support which NSOs receive? We feel that it is the latter.

Indeed, our analysis is that having elected bodies at both Regional and World levels can be a hindrance to the unity of the Movement. We bring forward concrete proposals in Section F (Integrity and Democracy).

We wish to make it clear that we strongly support the delivery of services by WOSM at a local level, as is currently done with great effectiveness by WOSM staff and volunteers. The assessment of the Task Force is that support for NSOs at this level is not dependent on separate governance arrangements, provided the overall system is democratic and fully representative. The policies developed by the World Scout Committee (or its replacement) must focus on subsidiarity: delivering services as close as possible to the customer.

2. WOSM membership criteria

There are matters relating to membership criteria for the World Organization which the Task Force has considered. These are important and are based on significant issues raised with us by NSOs. Indeed, we feel that a detailed analysis of the membership criteria should be undertaken and that there will be much benefit from enlisting the help of NSOs in discussion during the forthcoming World Scout Conference, bearing in mind, for example:

- World Conference Resolution 05/81 and the world political and diplomatic context during the time in which this resolution was adopted
- the changes which have occurred since the 1980s within the legal approaches to political autonomy, non-independent territories, especially considering decolonisation and human rights-related treaties and declarations
- the acquired rights granted by Resolution 05/81 to particular NSOs to retain their full membership status despite the restrictions for membership of NSOs located in non-independent territories
- World Conference Resolution 01/96 which grants conditional recognition to a non-independent territory whilst ruling that it is not a precedent.

Some scenarios for discussion could be, as examples but not intended as an exhaustive list:

- revision of the criteria for recognition as an Accredited NSO, for example, so that the criteria are not limited to membership numbers but could also include other issues, such as non-independent political status
- reconsideration of the policy which discourages the formation of new federations
- review of the political autonomy requirement
- review of progress on integrating non-recognised Scout associations in WOSM.

Recommendation 2

That discussion on membership criteria for WOSM be encouraged during the next World Scout Conference and afterwards, so as to ensure 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.

3. Non-recognised associations

Information about non-recognised associations is fragmented and usually found in personal or local units' websites. Many such associations claim to be upholding traditional Scouting but others are clearly unacceptable to WOSM because of extreme views of one sort or another. Umbrella organisations can be regional or national, whilst there are many cases where groups are based in one locality only.

A point of concern is the indiscriminate use of the term 'Scout' and Scout-related language and symbols by groupings that are not part of WOSM.

The reasons for non-adherence to WOSM vary considerably – and can often be based on the views of one influential individual in the association concerned.

Our unity is to some extent in question when the public sees any group who claim to be Scouts but who are not manifestly part of WOSM. For this reason the question of non-recognised associations should be part of the further debate on membership criteria recommended above.

4. WAGGGS/WOSM relationships

The World Scout Committee has recently confirmed that it defines SAGNOs as those associations whose female members are registered with WAGGGS and whose male members are registered with WOSM. Any association which registers its male and female members with WOSM is free to decide to register its female members with WAGGGS also.

Female members of SAGNOs are unable to participate in the formal elected bodies of WOSM. There is, however, a long standing arrangement for members of WAGGGS Member Organisations to participate in WOSM youth events.

In the interest of the unity of the Movement, it is clearly desirable to remove all unnecessary barriers to full participation in WOSM.

There seems to us to be a need for WOSM actively to continue to pursue discussions both internally and with WAGGGS on the following:

- the definition of a SAGNO
- whether the cost of registering female members of SAGNOs in WOSM can be phased over a period or otherwise made easier to the association concerned
- how to facilitate the active participation of SAGNOs in the life of WOSM.

E. Accountability and Transparency

1. Accountability in general

This is the question of how the institutions of WOSM are linked to each other and who in this context is accountable to whom inside WOSM. In addition to this internal accountability, there is also an external issue relating to the question of what accountability WOSM has towards donors, sponsors and other supporters, as well as towards society represented mainly by governments and other NGOs, who are our partners or allies, and towards local and international media.

2. Internal accountability

WOSM must have clear lines of accountability as part of its global organisation.

As an educational movement its purpose is to contribute to the development of young people in achieving their potential as individuals, citizens and members of their local, national and international communities. The World Scout Committee is accountable to the World Scout Conference which is in turn accountable to the NSOs, which are finally accountable to the Scouts of the world. They are the focus of their purpose: WOSM's purpose.

The question of accountability brings us back to the personal responsibility which every office holder of WOSM carries. It is critical that this responsibility is the yardstick with which to measure proposals for change in culture and organisation. How can we, in the best, quickest and least costly way, contribute to the development of young people rather than providing jobs or assignments which do not add value to the purpose of WOSM?

3. External accountability

This accountability relates to institutions and individuals outside of WOSM on which we depend on to fulfil WOSM's purpose. They are institutional or individual donors, the present and the future ones, as well as the public, society, the media and other NGO partners and allies without whom we cannot expand Scouting around the world. They should know, understand and appreciate what our purpose is and what we do or plan to do to fulfil our purpose. Their appreciation and understanding is a precondition for successful fund-raising for Scouting. In the spirit of our purpose we are accountable to them. Transparency of our actions and finances is part of this accountability.

4. Exercising and improving Accountability and Transparency

In order to exercise accountability in WOSM the following questions should be asked again and again:

- How can WOSM ideally serve its stakeholders?
- How does WOSM actually serve the stakeholders today?
- What are the changes to be taken inside WOSM to bring the Movement closer to the ideal?
- Which benchmarks (successful NGOs) can help us in our efforts?

It should be stated that, when it comes to good standards and transparency of financial reporting of the World Scout Committee and the World Scout Foundation (WSF) to the public, entirely satisfactory standards have been achieved and regular independent auditing at the world level is in place.

We recommend, as McKinsey did in their report in 2001, that WOSM should:

- further develop traditional fund-raising
- aggressively exploit new sources of funds
- fully exploit the Scouting brand
- create a funding department and build up skills
- have a world-level group dealing with funding matters.

To the extent that this work is still incomplete, we urge prompt action.

5. Fundraising

Availability of sufficient funds is a precondition of employing first class staff at all levels of Scouting and for implementing projects to develop and grow Scouting, in particular outside the industrialised countries. At the same time it is important that the Movement diversifies its sources of funds in order not to depend on a few NSOs and the WSF for nearly all its income.

Not long ago, the WSF agreed with the World Scout Committee on a division of fund-raising tasks with the result that the WSF focused on fund-raising for its endowment capital whereas the World Scout Bureau would be responsible for project and current budget fund-raising. The WSF's endowment fund-raising has developed very successfully yet the World Scout Bureau has experienced major problems in implementing its Resource Mobilisation Strategy published in March 2007.

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.

It must be understood by NSOs that expenditure in these area is investment in the future of Scouting, in particular in the developing and emerging countries, and that these investments are seed money for NSO projects in such countries, not for overheads at world level. In other words, it is money back for NSO fees paid to WOSM.

In discussions with those concerned, it became clear that there is no essential incompatibility between the WSF and Regional Foundations: the latter seek funding in a different location to the WSF. However, the Task Force sees a great deal of merit in better co-operation between the WSF, Regional Foundations and NSOs, to avoid duplication.

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.

6. Membership Figures and Registration Fees

In considering a number of issues, the Task Force needed to review membership numbers and the amount of registration fees paid by NSOs. There are problems in arriving at reliable figures in some cases – and this is not a new problem. Some NSOs have not acted transparently in this matter. We hope that the World Scout Committee will commission work to establish clear criteria for categories which will be counted in the census of membership and for whom registration fees are properly due.

Recommendation 5

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

F. Integrity and Democracy

"First I had an idea. Then I saw an ideal. Now we have a movement and if some of you don't watch out we shall end up with just an organisation." (Baden-Powell, quoted in *Footsteps of the Founder*; Sica; Editrice Ancora Milano)

1. The World Scout Conference and the World Scout Youth Forum

In the light of our proposal for the World and Regional Scout Committees, we do not propose any change to the World Scout Conference and the World Scout Youth Forum except in one respect. Simultaneous interpretation is currently provided in the five working languages of WOSM. We propose that all Conference and Forum documents should be translated into those languages also, rather than into English and French only.

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.

The theme of the World Scout Conference and the World Scout Youth Forum should always be relevant to contemporary Scouting.

We note in passing that several NSOs commented negatively on elaborate marketing by potential hosts for world events. Perhaps guidelines on appropriate levels of lobbying should be prepared for each Conference.

2. The World Scout Committee and Regional Scout Committees

The National Scout Organizations are the strength of the Movement. They are the driving force of the governance process. The Regions created in the 70s are not recognised as organs of the World Organization (Article IV of the Constitution) while there is a need to better integrate the NSOs' diversity in world governance. The recent crisis reveals the need for an in-depth review of governing structures in order to guarantee the unity of the Movement and to provide world class governance in the 21st Century.

Today, all global organisations tend to develop more flat organisations in order to be more efficient, more reactive and closer to the local level. The unity of the Movement relies on the adjustment of its governing structures to deliver efficient results in terms of membership growth, regional representation and financial management.

Many NSOs have indicated that they expect more efficient support from WOSM, especially in the area of membership growth. They also wish to see NSOs playing a stronger role in world policy-making and to ensure the representation of their regional or neighbourhood needs at world level. There is also support for the avoidance of duplication between regional and world levels. Many, including some of the main financial contributors, also want to see more efficient management of financial resources.

Strengthening of membership growth, improvement of financial management, better integration of NSOs and their diversity and an increase in the efficiency of our governance are keys for the unity of the Movement.

Our proposal is to merge the World Scout Committee and the Regional Committees into a single World Scout Council.

The World Scout Council would be the only executive organ of the World Organization. This would avoid duplication of policies and decisions between the world and regional levels.

The World Scout Council would integrate NSOs' representatives from the different parts of the world through an election on the basis of electoral districts. The mandate would be given to NSOs and not individuals.

Criteria for membership of the World Scout Council could include:

- no NSO can have more than one seat
- an electoral district with fewer than 1 million members will elect 1 NSO
- an electoral district with more than 1 million members will elect 2 NSOs
- an electoral district with more than 1 million members and paying more than CHF 1 million in registration fees in total will elect 3 NSOs
- an NSO with over 5 million members or paying over CHF 1 million in registration fees will be considered an electoral district.

This would ensure a balanced representation of geographical diversity, membership weights, financial weights and cultural diversity.

A collegiate presidency of three NSOs from three different electoral districts would be elected by the World Scout Conference on the recommendation of the World Scout Council. The three co-presidents would be in charge of facilitating decision-building and would act as spokespersons of the World Organization. This would facilitate a better sharing of responsibilities, accountability and leadership. We advocate the use of the word president rather than chairman, for example for its gender-neutral character.

In addition, the World Scout Foundation would also be a member of the World Scout Council but would not be eligible for the collegiate presidency.

An example of how the seats could be allocated is set out in Appendix 9.

The WOSM Secretary General would not be a member of the World Scout Council but would have right of attendance at all levels, although with no voting rights.

Election of NSOs as members of the World Scout Council would take place during the World Scout Conference and would be for a three year term, renewable once.

In each district, the main decision-making body of the elected NSO(s) would be required to nominate the individual volunteers participating to the meeting of the World Scout Council. NSOs should organise a rotation in their individual representation to ensure gender balance.

This would ensure a better participation both in terms of responsibility of the world level toward NSOs and ownership by NSOs of world policies and projects.

For decisions related to investment above a certain level and the appointment of the WOSM Secretary General, a qualified majority would be required in any votes: a majority of the World Council's members and also a majority of World Scout Council members representing at least 50% of the financial resources of WOSM.

The World Scout Council would be accountable to the World Scout Conference which itself is accountable to NSOs and ultimately adult leaders and young people.

The responsibilities of the World Scout Council should be streamlined:

- to implement the World Conference's decisions and policies
- to prepare and conduct the meetings of the World Scout Conference
- to guarantee fundamental principles and methods
- to recommend the recognition of National Scout Organizations
- to recommend the host countries for international Scout events
- to support membership growth while taking account of national and regional contexts
- to promote partnerships between NSOs, especially for programme development
- to implement external relations and communication at world level
- to appoint the Secretary General of the World Organization
- to approve the nomination of Regional Directors and Deputy Secretary General(s)

- to take all necessary decisions for the effective governance of WOSM, subject only to the Constitution and the decisions of the Conference
- to supervise the management of the World Scout Bureau.

This would encourage decentralisation and subsidiarity whilst implementing policies and projects of the World Organization. There would also be a better coordination and more efficient management of the WSB staff in the regions and districts.

A World Scout Advisory Council composed of about 20 youth representatives (to correspond with the number of NSO members of the World Scout Council) would have a creative, provocative, participative and forward-looking role. The election of youth representatives would be organised on the same basis as members of the World Scout Council. A delegate of the World Scout Advisory Council would attend and report to the World Scout Council but would have no voting rights. This we believe would help to promote youth participation. Links between the Advisory Council and the World Scout Youth Forum would be needed.

3. Transitional measures

We suggest that the World Scout Committee elected in Korea should serve until the World Scout Conference in 2011 at which time the new World Scout Council would be elected. The Regional Conferences would meet in 2009, to take whatever steps may be needed at regional level for the merger of Regional Scout Committees and the World Scout Committee into the new World Scout Council.

Amongst transitional measures which will require consideration are the following:

- financial management issues for special funds
- management of Regional Scout Foundations
- co-operation with WAGGGS in the European Scout Region
- matters relating to property and employment contracts.

Recommendation 7

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

Recommendation 8

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

4. World Scout Council Committee Structure

We examined the McKinsey proposals and believe that a structure on those lines is still needed. We propose the following:



The Committees (other than the special ones) should each be chaired by a member of the World Scout Council and should have at least one other Council member also in membership.

Additional members of the Committees should be drawn from volunteers with appropriate skill sets, appointed after an open call.

The three major Committees will be able to concentrate on such matters as:

- **Finance and Funding:**

- Resource Mobilisation Strategy
- Links with the WSF
- Budget
- Considering Audit reports

- **Support for NSOs:**

- Regional and local policies
- Needs assessment
- Supporting volunteers
- Marketing and communications
- Educational methods
- Growth and development

- **World Events:**

- World events
- Developing protocols for management of world events, having regard to the needs of the hosts as well as WOSM
- External relations
- Honours and awards

Recommendation 9

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

5. Volunteers in support of the work of the World Scout Council

Using volunteers is a key part of our approach and we want to see it continue and increase, especially by way of networking with NSOs. This would involve additional cost. Methods will include:

- meetings and focus groups
- conference calls
- use of social networking sites on the internet
- discussion forums
- web surveys.

It should be mentioned that maintaining the work of the Governance Review Task Force in the face of limited opportunities for meetings has been deeply frustrating. The FirstClass® software used by WOSM has been of little use to volunteers operating in different parts of the world and we suggest that alternatives be sought.

Whatever happens, one of the duties of the World Scout Bureau should be to develop and implement appropriate technology to assist in the effective involvement of volunteers at all levels. The arguments made earlier in this report on the context for our work will bear repetition.

G. Conclusion

This report contains proposals which we hope will find favour with the World Scout Committee and, ultimately, by the World Scout Conference. We do not underestimate the challenge that arguing for change presents but feel that it is our duty to offer what we feel will bring about a change in the culture of WOSM, which in the circumstances of the recent crisis is absolutely essential.

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.

The report is available in English and French versions; in case of differences between the two, the English language version is the definitive text.

On behalf of the Task Force, I would like to take this opportunity to thank Jim Sharp and Arturo Romboli of the World Scout Bureau for their invaluable support of our work and also Philippe Da Costa (Vice-Chairman of the World Scout Committee) and Luc Panissod (Acting Secretary General) for their advice and encouragement.

Finally, thank you to all those who provided us with information and ideas. Although your particular suggestion may not be specifically dealt with, we have carefully considered all the points made to the Task Force.

David Bull
Chairman, Governance Review Task Force

Chester, 29 December 2007

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

Boards That Make a Difference - Leadership in Non Profit and Public Organisations

John Carver operates the Policy Governance Academy, in Atlanta, USA. He has developed what is known as the Policy Governance model (see www.carvergovernance.com).

This Appendix to our report gives an introduction to Carver's work.

Process of Governance

It is in policies about the process of governance that the board addresses the nature of its trusteeship ... Non profit and public boards ordinarily govern on behalf of someone else ... Board effectiveness can be sensibly assessed only if we know on whose behalf the board acts. For whom is it in trust?

Policy Categories

In carrying out its duties, the board concentrates on four areas, to the exclusion of issues which should be dealt with by management:

Ends

- What needs are to be met; what results are to be expected.

Executive Limitations

- Decisions that limit the choice of executives/staff.

Board Management Delegation

- How authority is passed to executives/staff; what reports are expected.

Governance Process

- How the board represents its constituents, disciplines its own activities and exercises leadership.

Hands On versus Hands Off Tasks for the board

Examples of what the board should DO HANDS ON	Examples of what the board and its chair should KEEP HANDS OFF
Set the board's work plan and agenda for the year and each meeting	Establish services, programmes, curricula, budgets
Determine board training and development needs	Approve the CEO's personnel, programme or budgetary plans
Attend to discipline in board attendance, following bye laws and self imposed rules	Render any judgements or assessment of staff activity where the board has not been involved
Become expert in governance	Determine staff development needs, terminations or promotions
Meet with and gather wisdom from their constituency	Design staff jobs or instruct any staff member subordinate to the CEO
Establish the limits of the CEO's authority	Decide on the organisational chart and staffing requirements
Establish the result, recipients and cost of those results that justify the organisation's existence	Establish committees to advise or help staff
Examine monitoring data and determine whether the organisation has achieved a reasonable interpretation of board-stated criteria	

Objectives and Areas of Work

Conference Document 7	GRTF Objective
<p>What we understand by governance</p> <p>The challenge of governance in the global context</p>	<p>Context:</p> <ul style="list-style-type: none"> • Agree a time-scale and programme for the GRTF's continuing work • Agree a working definition of governance for the purposes of the review • Consider the context for international non-governmental organisations in the 21st Century
<p>The challenge of governance in the global context</p> <p>International recognition</p>	<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><i>A "glocal" movement</i></p> <p>Local support for Scouting</p> <p>Access to the global dimension</p> <p>Non-recognised Scout Associations</p> <p>Membership: quantity and quality</p> <p>Federations</p> <p>Nations/Territories</p> <p>The role of Regions in promoting the unity of the Movement</p> <p>WAGGGS/WOSM</p>	<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>What we understand by governance</p> <p>The challenge of governance in the global context</p> <p>Democracy from the local level</p> <p>Democracy in NSOs</p>	<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

Volunteers in the World Scout Committee and in international networks of the Movement	<ul style="list-style-type: none"> Consider the current structures of WOSM and how they encourage and ensure accountability and transparency
Local support for Scouting Democracy from the local level Democracy in NSOs The role of Regions in promoting the unity of the Movement Volunteers in the World Scout Committee and in international networks of the Movement Representation and voting rights	Integrity and democracy: <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
	Conclusion: <ul style="list-style-type: none"> Formulate recommendations and advice for the World Scout Committee (after all necessary consultations with the Constitutions Committee)

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National Scout Organizations and other associations who made submissions to the Task Force

- Argentina
- Austria
- Bolivia
- Botswana
- Brazil
- Canada (Scouts Canada and *l'Association des Scouts du Canada*)
- Denmark
- Germany
- Greece
- Guatemala
- Haiti
- Hong Kong
- Indonesia
- Mexico
- Namibia
- New Zealand
- Paraguay
- Peru
- Scouting Antiano
- Suriname
- Sweden
- Switzerland
- United Kingdom
- USA

Resolutions from Regional Scout Conferences, 2007

1. Europe

Resolution proposed by Greece

Seconded by United Kingdom, Sweden, Ireland, Cyprus, Austria and Slovenia

Regional Structures

The Conference:

- welcoming the work of the World Governance Review Task Force
- supporting the need for a complete review of the way in which the Movement is led and managed at World and Regional level

Recognises:

- that the review will be addressing the concerns and aspirations of diverse NSOs/NSAs with regard to WOSM governance, leadership and management
- that Scouting is essentially an organisation where the primary activity takes place at local level; involving young people learning through activity, working in small groups, supported by adults
- that all levels of organisation exist to serve the needs of young people directly or indirectly
- that the present Regional structure currently serves the young people of the Region by:
 - representing the various specific identities of the NSOs/NSAs in the Region
 - providing the NSOs/NSAs in the Region with support relevant to their needs
 - providing an appropriate network to facilitate the work of individual NSOs/NSAs
- the need to preserve, value and support diversity within the Movement while continuing to promote a single image and a unified organisation for supporting the Movement
- the need for broad-based consultation and an inclusive decision making process in relation to the future governance of the Movement at World and Regional level

And declares that:

- we remain committed to an inclusive, transparent, democratic Regional structure as vital to the good running of the World Organization of the Scout Movement
- we encourage the incoming Committee to play an active part in the review and governance of WOSM for the continuing development of the Movement
- we seek assurance for the opportunity to review the recommendations of the governance review, in due course, as well the opportunity to formulate and agree specific proposals for the implementation of those recommendations in so far as they may impact the European Region

2. Africa

Resolution proposed by Namibia

Seconded by Angola

Governance and Constitution

- (a) Considering the opportunities provided by Scouting's Centenary to re-launch our Movement with sound governance, and
Recognising that operational effectiveness leads to better Scouting for more young people,

The Conference

- Urges the Africa Scout committee to appoint a Task Force comprising governance advisers from each zone in the Africa Scout Region
 - Mandates this Task Force to work with National Scout Organizations in the Region to evaluate their operational effectiveness and start an appropriate process of Constitutional review
- (b) Considering the challenges that NSAs/NSOs are encountering and which affect the growth of Scouting, the Conference recommends that each member organisation:

- Undertakes a self-evaluation exercise to ascertain whether minimum standards of good governance are observed with special attention to their existing constitution
- Performs regularly in a self-critical way the updating of their respective Constitutions where needed so that their organisations are more responsive to current trends and challenges as well as continue to meet the constitutional requirements for membership of WOSM

3. Asia-Pacific

Resolution proposed by National Scout Organization of Thailand

Seconded by Sri Lanka Scout Association, Boy Scouts of the Philippines and the Singapore Scout Association

Governance

Welcoming the efforts and contribution of the World Governance Review Task Force and recognizing the promotion of good Governance in World Scouting, the Conference encourages the APR Committee to continue to play an active role in undertaking a thorough review of the issues in regards to governance of WOSM in particular the management of WSC/WSB for a more transparent and democratic system.

4. Arab

A presentation on governance was made in a special session during the Arab Scout Conference held in Cairo in November 2007. Participants had a fruitful debate and showed a great interest to the issue. They welcomed the efforts and the progress made by GRTF so far.

The Conference issued a recommendation that supported the GRTF's active role in reviewing governance issues at different levels. Arab NSOs reiterated their determination to stand ready to provide any help or support that the GRTF may need.

The Conference recommended the establishment of a subcommittee to deal with governance issues with the purpose to take advantage from the outcome of the GRTF and consequently to promote good governance within the Region.

5. Interamerica

Resolution proposed by the Interamerican Scout Committee

Regional Structures

The Conference

- Welcoming the work of the World Governance Review Task Force
- Supporting the need for a complete review of the way in which the Movement is led and managed at World and Regional level

understands

- that all levels of the organisation exist to serve the needs of young people directly or indirectly
- that the present Regional structure must serve the young people of the Region by:
 - providing the NSOs in the Region with support relevant to their needs
 - providing an appropriate network to facilitate the work of individual NSOs

and declares that

- the Interamerican Region seeks assurance for the opportunity to present proposals and review the recommendations of the governance review task force, in due course, as well the opportunity to formulate specific proposals for the implementation of those recommendations in the Interamerican Region and to participate on its implementation
- the Interamerican Region states that the regional structure (Regional Conference, Regional Committee and Regional Office) is vital to the good running of the WOSM, this means, they must play a decisive role in the WOSM regarding decision making, administration of funds generated within the region, its budget, its own strategy aligned with the World level and the participatory administration of the Regional Office of the WSB.

Note: because of late notice of the arrangements and diary problems, the Task Force was not able to arrange to be at the Eurasia Scout Conference.

Review of submissions by National Scout Organizations to the questionnaire (see the end of this Appendix)

1. Introduction

- 1.1 On 19 August 2007 (well beyond the closing date), fourteen questionnaires had been returned from the following Regions:

Africa - 2
Arab - 0
Asia Pacific - 2
Eurasia - 0
Europe - 5
Inter America - 5

- 1.2 Two NSOs, from Europe, offered a follow up meeting.

2. Commentary on the answers to the questions

- 2.1 Respondents were overwhelmingly of the opinion that the overall situation is that WOSM's current processes are effective, especially at national, sub-national and local levels. Four respondents were not satisfied with the situation at world level.

3. Key Governance Issues

- 3.1 However, when we drill down, the picture changes.
- The majority accept that WOSM is seen as the legitimate representative world wide of the Movement.
 - Only three respondents feel that our recognition requirements are not satisfactory.
 - Four consider WOSM's structures and processes at World level to be satisfactory (the rest, of course, do not). Views on the situation in Regions and on WOSM/WAGGGS relationships are evenly divided.
 - The view of the democratic nature of WOSM's structures and processes is interesting: the majority do not feel the democracy prevails at World level; the same number believes that it does at Regional level.
 - Respondents are evenly divided on whether WOSM's structures and processes are accountable and transparent, both at World and Regional levels.
 - Respondents are evenly divided on whether WOSM's fund-raising system is satisfactory.
 - The great majority do not believe that NSOs are fully involved in the affairs of WOSM (two think they are).

4. Issues suggested for consideration during the Governance Review

- Coherence
- Communications
- Consultation
- Elections – campaigning (merit not wealth)
- Fee system (2)
- Globalisation
- International Commissioner – role in World Scouting
- Legitimacy
- Membership
- NSO structures (eg for self-governing areas)
- Recruitment
- Regions – how to increase role and improve working (8)
- Responsibility/Accountability/Transparency
- Secretary General – role in governance
- Strategic priorities – how to monitor and follow up

- Voting systems (fair and genuinely representative) (6)
- Working group membership: how to make them representative of World Scouting
- WOSM structures
- WOSM/WAGGGS relationships (including SAGNOs) (2)
- WSC – term of office for members

5. Results expected following Governance Review

- Communications (4)
- Conference and other decisions – more effective implementation (2)
- Constitution – review
- Democracy and transparency
- Fee system – fair and equitable (3)
- Membership – increase
- Nepotism – eliminate
- NSOs – full participation world wide (4)
- Regions - effective
- Regions – effective links with centre
- SAGNOs – allow creation of new ones, where appropriate
- Scouting's impact – strengthened
- Secretary General – regular evaluation
- Voting system changes (2)
- WOSM structures – efficient and effective
- WOSM/WAGGGS relationships – improvement
- WSC – membership seen as fair and equitable

6. Since August 2007

- 6.1 Responses were received by mail from four more (two European, two Interamerican) NSOs/Associates. A fifth (European) submitted further written comments. At the Interamerican Conference, six completed returns were received by hand.
- 6.2 In October, senior representatives of Scouting New Zealand sent us proposals for changes to the voting system and to the membership of the World Scout Committee, based on a detailed analysis of past events.
- 6.3 Arrangements have been made to take up invitations for further discussions and these can be used to understand better the expectations of NSOs and to help plan for the World Scout Conference in Korea.

Questionnaire sent to all NSOs in April 2007

1. The Overall Situation	
1.2 Overall, the structures and processes currently applied in Scouting as part of governance are fully effective:	
1.2.1 At world level	Agree/disagree
1.2.2 At national level	Agree/disagree
1.2.3 At sub-national level	Agree/disagree
1.2.4 At local level	Agree/disagree

2. Key Governance issues	
2.1 WOSM is seen by society around the world as the legitimate representative of World Scouting	Agree/disagree
2.2 WOSM's criteria for recognition of National Scout Organizations by the World Scout Conference are satisfactory	Agree/disagree
2.3 WOSM's structures and processes are efficient and appropriate:	
2.3.1 At world level	Agree/disagree
2.3.2 At the level of the six WOSM regions	Agree/disagree
2.3.4 At the level of WAGGGS/WOSM relationships	Agree/disagree
2.4 WOSM's structures and processes are democratic and representative of its members:	
2.4.1 At world level	Agree/disagree
2.4.2 At the level of the six WOSM regions	Agree/disagree
2.5 WOSM's structures and processes demonstrate accountability and transparency:	
2.5.1 At world level	Agree/disagree
2.5.2 At the level of the six WOSM regions	Agree/disagree
2.6 WOSM's system of fund-raising is satisfactory	Agree/disagree
2.7 NSOs are fully involved in the affairs of WOSM	Agree/disagree

3. What are the three most important governance issues you wish the Governance Review Task Force to consider?
3.1
3.2
3.3

4. What results do you hope will follow the implementation of the World Scout Conference's decisions on Governance Review?
4.1
4.2
4.3

5. Please feel free to submit any other comments you wish to make on behalf of your Association

Review of responses at Regional Scout Conferences, 2007

Europe

1. The Overall Situation	Agree	Disagree
1.2 Overall, the structures and processes currently applied in Scouting as part of governance are fully effective:		
1.2.1 At world level	2	24
1.2.2 At national level	13	15
1.2.3 At sub-national level	16	10
1.2.4 At local level	21	5

2. Key Governance issues		
2.1 WOSM is seen by society around the world as the legitimate representative of World Scouting	9	17
2.2 WOSM's criteria for recognition of National Scout Organizations by the World Scout Conference are satisfactory	0	26
2.3 WOSM's structures and processes are efficient and appropriate:		
2.3.1 At world level	3	23
2.3.2 At the level of the six WOSM regions	8	18
2.3.3 At the level of WAGGGS/WOSM relationships	2	24
2.4 WOSM's structures and processes are democratic and representative of its members:		
2.4.1 At world level	6	20
2.4.2 At the level of the six WOSM regions	16	10
2.5 WOSM's structures and processes demonstrate accountability and transparency:		
2.5.1 At world level	11	15
2.5.2 At the level of the six WOSM regions	10	16
2.6 WOSM's system of fund raising is satisfactory	10 4 don't know	12
2.7 NSOs are fully involved in the affairs of WOSM	6	20

3. What are the three most important governance issues you wish the Governance Review Task Force to consider?	
Transparency (7)	Voting rights (11)
Participation in decision making	Confirm status of World Scout Committee as volunteers only as members (3)
Improve unity	Solidarity of Scouting with less fortunate members (5)
How to strengthen the unifying factors	Federations (6)
WOSM membership criteria	WAGGGS/WOSM relationships (8)
Governance structures	Youth participation
Regions	SAGNOs (10)
Resource management (3)	Relationships with staff
Better integration of fund-raising in our governance	Registration fees

4. What results do you hope will follow the implementation of the World Scout Conference's decisions on Governance Review?	
More women in key roles	Increased funds (4)
WOSM decisions are implemented worldwide locally	A new Constitution
Increased legitimacy for WOSM	Higher profile
More transparency (8)	Better democratic structures (6)
Renewed vision	More young people in key roles
Effective approach to gender issues	Clear decision-making
Increase in unity	Definition of a SAGNO
Better organisation (4)	Good relationships between WOSM and WAGGGS (4)
One world Movement (4)	Quality events at all levels
Better contacts with NSOs	

Twenty six questionnaires from 37 delegations were received. Questionnaires were freely available in English and in French but only replies in English were received.

Africa

1. The Overall Situation	Agree	Disagree
1.2 Overall, the structures and processes currently applied in Scouting as part of governance are fully effective:		
1.2.1 At world level	6	3
1.2.2 At national level	5	4
1.2.3 At sub-national level	5	4
1.2.4 At local level	5	4

2. Key Governance issues		
2.1 WOSM is seen by society around the world as the legitimate representative of World Scouting	9	0
2.2 WOSM's criteria for recognition of National Scout Organizations by the World Scout Conference are satisfactory	9	0
2.3 WOSM's structures and processes are efficient and appropriate:		
2.3.1 At world level	7	2
2.3.2 At the level of the six WOSM regions	5	4
2.3.3 At the level of WAGGGS/WOSM relationships	7	2
2.4 WOSM's structures and processes are democratic and representative of its members:		
2.4.1 At world level	4	5
2.4.2 At the level of the six WOSM regions	4	5
2.5 WOSM's structures and processes demonstrate accountability and transparency:		
2.5.1 At world level	4	5
2.5.2 At the level of the six WOSM regions	4	5
2.6 WOSM's system of fund-raising is satisfactory	7	2
2.7 NSOs are fully involved in the affairs of WOSM	4	5

3. What are the three most important governance issues you wish the Governance Review Task Force to consider?
Are Regional Scout Committees relevant? (3)
Competence of those running for office (5)
Standardisation of NSO Constitutions (3)
How to improve consultation and participation (2)
How to publicise policies of WOSM
Strengthening decision-making
Strengthen the Region
Enforcement of NSO Constitutions (2)

4. What results do you hope will follow the implementation of the World Scout Conference’s decisions on Governance Review?	
Independent Regional Committee	Strong NSOs (2)
Scrap registration fees for African countries	Accountable and transparent NSOs
Better support for NSOs in implementing policies (3)	Quality Scouting worldwide
Improved participation (3)	Accountable Regional Committee
Better leadership at all levels (2)	Help on constitutional matters
Better contacts with NSOs	Better governance at all levels (2)
Effective financial management	Definition of a SAGNO
Better national representation amongst staff in the Region	Good relationships between WOSM and WAGGGS (4)
Improved profile for Scouting	Quality events at all levels
Better contacts with NSOs	

Nine questionnaires from 23 delegations were received. Questionnaires were available in English and in French but only replies in English were received.

Asia-Pacific

1. The Overall Situation	Agree	Disagree
1.2 Overall, the structures and processes currently applied in Scouting as part of governance are fully effective:		
1.2.1 At world level	6	17
1.2.2 At national level	12	11
1.2.3 At sub-national level	9	14
1.2.4 At local level	10	13

2. Key Governance issues		
2.1 WOSM is seen by society around the world as the legitimate representative of World Scouting	14	9
2.2 WOSM's criteria for recognition of National Scout Organizations by the World Scout Conference are satisfactory	8	14
2.3 WOSM's structures and processes are efficient and appropriate:		
2.3.1 At world level	7	15
2.3.2 At the level of the six WOSM regions	8	14
2.3.3 At the level of WAGGGS/WOSM relationships	8	13
2.4 WOSM's structures and processes are democratic and representative of its members:		
2.4.1 At world level	4	18
2.4.2 At the level of the six WOSM regions	8	14
2.5 WOSM's structures and processes demonstrate accountability and transparency:		
2.5.1 At world level	3	20
2.5.2 At the level of the six WOSM regions	5	18
2.6 WOSM's system of fund-raising is satisfactory	4	18
2.7 NSOs are fully involved in the affairs of WOSM	5	18

3. What are the three most important governance issues you wish the Governance Review Task Force to consider?	
Election of officials against published skills criteria (2)	Gender balance
Youth involvement (3)	Global thinking, local action
Re-assess WOSM membership criteria (3)	Voting systems (15)
More representative World Scout Committee (3)	How to operate between Conferences

4. What results do you hope will follow the implementation of the World Scout Conference's decisions on Governance Review?	
Regular reports (4)	Regular evaluation of the performance of the WSC
Succession planning in a democratic context	Maintenance of fundamentals and our service to humanity
Better understanding of strategy	Closer coordination with stakeholders (4)
Understanding of cultural/traditional differences	Participation at all levels (2)
Relocation of the WSB to the AP Region	A vibrant organisation
Greater democracy (3)	Better coordination of activities (2)
Better allocation of resources/finances (eg proportional to membership) (10)	Better support for Regions, based on size of membership (8)
More independence for NSOs	Larger and more effective staff for WOSM (2)
Solidarity in World Scouting	

Forty five people took part in the session; 23 questionnaires were returned. Questionnaires were available in English only (the working language of the Conference).

Arab

1. The Overall Situation	Agree	Disagree
1.2 Overall, the structures and processes currently applied in Scouting as part of governance are fully effective:		
1.2.1 At world level	9	8
1.2.2 At national level	10	7
1.2.3 At sub-national level	11	6
1.2.4 At local level	16	1

2. Key Governance issues		
2.1 WOSM is seen by society around the world as the legitimate representative of World Scouting	17	0
2.2 WOSM's criteria for recognition of National Scout Organizations by the World Scout Conference are satisfactory	16	1
2.3 WOSM's structures and processes are efficient and appropriate:		
2.3.1 At world level	10	7
2.3.2 At the level of the six WOSM regions	9	8
2.3.3 At the level of WAGGGS/WOSM relationships	5	12
2.4 WOSM's structures and processes are democratic and representative of its members:		
2.4.1 At world level	11	6
2.4.2 At the level of the six WOSM regions	12	5
2.5 WOSM's structures and processes demonstrate accountability and transparency:		
2.5.1 At world level	10	7
2.5.2 At the level of the six WOSM regions	12	5
2.6 WOSM's system of fund-raising is satisfactory	15	2
2.7 NSOs are fully involved in the affairs of WOSM	8	9

3. What are the three most important governance issues you wish the Governance Review Task Force to consider?
Youth involvement (7)
Volunteering (10)
Fund-raising (8)

What results do you hope will follow the implementation of the World Scout Conference's decisions on Governance Review?
Accountability (6)
Youth involvement (10)
Good governance (4)

Interamerica

1. The Overall Situation	Agree	Disagree
1.2 Overall, the structures and processes currently applied in Scouting as part of governance are fully effective:		
1.2.1 At world level	19	25
1.2.2 At national level	30	14
1.2.3 At sub-national level	39	5
1.2.4 At local level	39	5

2. Key Governance issues		
2.1 WOSM is seen by society around the world as the legitimate representative of World Scouting	40	5
2.2 WOSM's criteria for recognition of National Scout Organizations by the World Scout Conference are satisfactory	24	15
2.3 WOSM's structures and processes are efficient and appropriate:		
2.3.1 At world level	10	35
2.3.2 At the level of the six WOSM regions	10	34
2.3.3 At the level of WAGGGS/WOSM relationships	4	19
2.4 WOSM's structures and processes are democratic and representative of its members:		
2.4.1 At world level	20	19
2.4.2 At the level of the six WOSM regions	20	24
2.5 WOSM's structures and processes demonstrate accountability and transparency:		
2.5.1 At world level	19	21
2.5.2 At the level of the six WOSM regions	10	30
2.6 WOSM's system of fund-raising is satisfactory	15	25
2.7 NSOs are fully involved in the affairs of WOSM	10	30

3. What are the most important governance issues you wish the Governance Review Task Force to consider?
Administrative and financial autonomy of regional offices
Relationship and communications between the World Scout Committee and the Regional Committees
Relationship and communications between committees and offices at world and regional level
Representation at regional and world conferences
Operational agility and efficiency at all levels
Transparency and accountability at world and regional levels
Payment of fees to both regional and world levels
Criteria for World Scout Committee election (personal skills)
Role of the World Scout Conference

4. What results do you hope will follow the implementation of the World Scout Conference's decisions on Governance Review?
Democratic and inclusive decision-making processes
Development of mechanisms for the participation of NSOs in fee review initiatives
Financial stability for central and regional offices
Full membership to Associate Scout Organizations
Synergy between all WOSM decision-making bodies
Increased youth participation in decision-making
Membership growth
Development of mechanisms to prevent that economic factors influence decision-making structures and processes
Increased representativeness of the Movement in society
Better communication between world and national levels
Fair representation at the World Scout Conference and Committee

Two 90-minutes workshops were held, one in Spanish with 45 participants and one in English with 10 participants.

Some participants opted not to answer all questions; consequently, the numbers related to each answer do not correspond to the exact number of participants at the workshops.

When answering questions related to the six WOSM regions some participants clarified that their answers related to the Interamerican Region, due to their lack of knowledge of the reality/scenario in other WOSM Regions.

Appendix 9

Districts	Countries	Membership	Fee	Seat
District A	Angola	13,753	3,679	1
	Botswana	4,660	2,776	
	Burundi	6,505	300	
	Congo, Democratic Re- public of	71,443	300	
	Ethiopia	1,800	300	
	Kenya	262,106	19,431	
	Lesotho	371	300	
	Madagascar	9,449	300	
	Malawi	4,000	300	
	Mauritius	3,022	1,878	
	Mozambique	28,898	300	
	Namibia	2,161	937	
	Rwanda	18,859	300	
	Seychelles (A)	584	200	
	South Africa	10,504	5,645	
	Swaziland	4,994	1,800	
	Tanzania	89,907	300	
	Uganda	92,919	300	
	Zambia	7,396	492	
	Zimbabwe	2,275	300	
	20 countries	635,606	40,138	
District B	Benin	6,334	572	1
	Burkina Faso	10,153	300	
	Cameroon	4,501	860	
	Cape Verde	733	300	
	Chad	8,123	300	
	Comoros Is.	1,725	300	
	Cote d'Ivoire	6,436	1,356	
	Gabon	3,736	2,193	
	Gambia	18,422	300	
	Ghana	2,311	300	
	Guinea	9,500	819	
	Liberia	2,418	300	
	Niger	4,347	300	
	Nigeria	46,701	2,620	
	Senegal	26,361	3,655	
	Sierra Leone	7,902	300	
	Togo	7,326	300	
	17 countries	167,029	15,075	
District C	Bahrain	1,855	1,617	
	Jordan	15,521	6,576	
	Kuwait	5,950	5,520	
	Lebanon	14,270	8,830	
	Oman	9,066	7,162	
	Palestinian S.A.	20,012	300	
	Qatar	3,501	3,313	
	Saudi Arabia	19,260	16,442	

	United Arab Emirates	5,747	5,434	
	Yemen (Arab)	6,481	830	
	10 countries	101,663	56,024	1
District D	Algeria	10,980	4,763	
	Egypt	74,598	27,273	
	Libya	13,667	9,303	
	Mauritania	3,724	300	
	Morocco	12,304	4,374	
	Sudan	13,550	1,344	
	Tunisia	19,236	9,099	
	7 countries	148,059	56,456	1
District E	China, Scouts of	50,508	45,016	
	Hong Kong	77,670	76,908	
	Japan	165,544	174,784	
	Korea (Rep. of)	202,668	178,571	
	4 countries	496,390	475,279	1
District F	Australia	65,462	62,801	
	Fiji	2,786	1,317	
	Kiribati	1,333	398	
	New Zealand	16,847	15,309	
	Papua New Guinea	4,369	515	
	5 countries	90,797	80,340	1
District G	Indonesia	8,054,968	271,811	1
District H	Brunei	1,824	1,780	
	Malaysia	69,932	42,771	
	Philippines	1,870,625	271,811	
	Singapore	9,956	9,494	
	Thailand	1,240,609	271,811	
	5 countries	3,192,946	597,667	2
District J	Bangladesh	721,635	53,500	
	Bhutan	16,441	3,144	
	India	2,423,686	138,654	
	Maldives Is.	4,518	2,199	
	Nepal	12,444	300	
	Pakistan	516,891	66,243	
	Sri Lanka	24,982	7,681	
	7 countries	3,720,597	271,721	2
District K	Mongolia	8,209	890	
	Armenia	2,368	734	
	Azerbaijan	1,349	396	
	Georgia	1,221	350	
	Moldova	1,540	300	
	Russia	13,920	7,235	
	Tajikistan	1,904	300	
	7 countries	30,511	10,205	1

District L	Austria	10,688	10,663	
	Belgium	88,237	87,301	
	Bulgaria	2,711	1,244	
	Cyprus	3,941	3,481	
	Czech Republic	22,997	17,461	
	Denmark (incl Faroe Is.)	44,204	46,458	
	Estonia	1,199	814	
	Finland	31,735	31,724	
	France	66,184	64,944	
	Germany	122,844	121,067	
	Greece	15,687	13,970	
	Hungary	7,198	5,205	
	Iceland	1,493	1,537	
	Ireland	35,201	35,175	
	Israel	21,920	20,041	
	Italy	100,640	96,247	
	Latvia	543	344	
	Liechtenstein	662	732	
	Lithuania	2,074	1,326	
	Luxembourg	4,869	5,584	
	Malta	2,531	2,205	
	Monaco (A)	48	200	
	Netherlands	56,538	56,148	
	Norway	18,818	21,236	
	Poland	61,394	41,431	
	Portugal	73,170	64,337	
	Romania	4,927	2,343	
	San Marino (A)	158	200	
	Slovakia	4,521	2,981	
	Slovenia	5,256	4,626	
	Spain	58,744	54,081	
	Sweden	59,035	59,876	
	Switzerland	25,943	28,721	
	United Kingdom	440,250	444,474	
	34 countries	1,396,360	1,348,177	3
District M	Albania	1,000	409	
	Bosnia-Herzegovina	1,901	728	
	Croatia	4,821	3,273	
	Macedonia, The former Yugoslav Republic of	1,964	864	
	Serbia and Montenegro	5,856	2,525	
	Turkey	13,713	7,457	
	6 countries	29,255	15,256	1
District N	Bahamas	998	902	
	Barbados	2,472	2,112	
	Belize	2,287	1,346	
	Canada	133,478	130,705	
	Costa Rica	4,959	3,127	
	Dominica	1,100	645	
	Dominican Rep.	8,805	4,042	
	El Salvador	3,958	1,922	
	Grenada	1,644	992	
	Guatemala	11,272	4,861	
	Haiti	9,859	730	

	Honduras	2,809	877	
	Jamaica	6,396	3,623	
	Mexico	29,490	21,166	
	Nicaragua	1,174	314	
	Panama Rep.	1,854	1,149	
	St. Lucia	355	300	
	St. Vincent & Grenadines	528	309	
	Trinidad	3,787	2,984	
	19 countries	227,225	182,106	1
District O	United States of America	4,347,159	1,902,677	1
District P	Argentina	46,232	28,130	
	Bolivia	7,829	2,377	
	Brazil	59,039	31,508	
	Chile	35,176	22,276	
	Colombia	13,348	5,588	
	Ecuador	4,064	1,711	
	Guyana	399	300	
	Paraguay	1,066	352	
	Peru	9,018	4,151	
	Suriname	2,601	1,243	
	Uruguay	2,994	1,823	
	Venezuela	15,877	9,431	
	12 countries	197,643	108,890	1
WSF	WSF			1
TOTAL				20