



ROLE OF THE GOVERNING BODIES IN THE RISK MANAGEMENT OF THE NSOS



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NSOs

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Introduction

The purpose of this document is to ensure that the governing bodies of NSOs recognize the importance and desirability of carrying out appropriate risk management in their organizations and, in addition, that they are aware of their duties and responsibilities in this area.

In addition, it describes the proposal of the mechanism for implementing risk management processes formulated by the WSB-ISC in order to support the NSOs.

Justification

Regional Plan 2018-2021 "Common Vision, Individual Commitment":

- Objective 11: increase the quality of institutional development with an emphasis on Strategic Planning, good governance, financial development and Risk Management. *
 - o Indicator 11.5: At least 17 NSOs have Risk Management Plans that are regularly reviewed and updated.*

27a. Interamerican Scout Conference Panama 2018, Resolution 1 / 2018: commitments of the Regional Plan "common vision, Individual commitment":

The Conference:

- It urges member organizations, the Interamerican Scout Committee and the World Scout Bureau-Interamerican Support Centre to assume responsibly the commitments set out in the 2018-2021 Regional Plan "common vision, Individual commitment". *
- Invites NSOs to disseminate the content of the 2018-2021 Regional Plan within their organizations in order to achieve greater commitment from their adult leaders: "common vision, Individual commitment".
- Requests the Interamerican Scout Committee:
 - o Constantly monitor and evaluate the implementation of the Regional Plan 2018-2021 "common vision, Individual commitment";
 - o Regularly share progress reports with NSOs;
 - o Develop the Regional Plan 2022-2024 using a similar approach, incorporating lessons learned during this process;

Requests the World Scout Bureau - Interamerican Support Centre:

- To carry out the necessary actions so that the indicators of achievement set out in the Regional Plan 2018-2021 "common vision, Individual commitment" reach an optimal level of compliance during the triennium; *
- Make these measurements regularly available to the Inter-American Scout Committee, which will enable it to guide the implementation of the Regional Plan in the Interamerican region.

(*Emphasis added)

Functions of the Governing Body

Each NSO has its own regulatory framework in which it details its structure, its constituent bodies and the functions of each of them. In general, the regulatory framework of NSOs sets out the following basic functions performed by their governing bodies:

1. Represent the interests of the institution in the period between National Assemblies and take decisions on its behalf.
2. Ensure the permanence and continuity of the institution over time.
3. Provide and maintain strategic direction.
4. Support and monitor the role of the National Executive Team.
5. Safeguard the integrity of the functioning of the institution.
6. Report to the National Assembly for its management.

For the purpose of this document we will focus specifically on the second of these functions, we refer to “ensuring the permanence and continuity of the institution over time”.



Ensure the permanence and continuity of the institution over time.

Fulfilling this function implies carrying out a large number of tasks, the responsibility of which lies mainly with the governing body of the NSO, which relies from the operational point of view on the National Executive Team for its implementation.

One of the most critical tasks is to perform the analysis and implementation of risk management, which becomes complex when we consider the mission of the organization, the activities it carries out to materialize it and the extent of the area where it operates, all of which requires an enormous logistical and administrative support.

Carrying out the organization's mission involves children and youth having close physical and emotional contact with their peers and with adults responsible for providing guidance and care. Parents or youth representatives make a great deposit of trust in the adults responsible for the activities. The activities they perform often have a physical component that involves performing exercises, using materials or operating tools and equipment of different nature and degree of complexity. On the other hand, these activities are carried out in many parts of the NSO country's geography or abroad, often involving moving outside the area of residence of participants, both young and adult. Finally, all this deployment requires an important logistical and administrative support, which involves hiring companies that distribute goods or provide services, employment of personnel, purchases, banking operations and implementation of controls of different types, carrying out accounting records, among other processes. While all this is necessary to materialize the fulfillment of the mission of the Scout movement, it also constitutes sources of risks, which must be adequately managed to significantly raise the degree of certainty of permanence and continuity of the institution over time, mitigating and maintaining such risks at levels that are acceptable.

The heritage of our institutions has different components: membership, adults, and especially children and young people; they, in addition, they are subject to systems of special guardianship established by the laws of our countries, liquid assets, movable and immovable property and, last, but not least, his moral capital, that is to say, his good name and reputation. All of the above must be protected from the risks they face constantly, and this can only be done by proper management of them

WOSM good practice in Risk Management

The question then arises: How to carry out the risk management of NSOs appropriately? WOSM has a response, since it has been implementing good practice at the global and regional levels for several years.

Generally, good practice is to understand that by express mandate of the WOSM Global Constitution (Art. XIV letter q), its governing body, the global Scout Committee, is responsible for the institution's risk management, and the institution has delegated its implementation to the World Scout Bureau.

Art. XIV 1. of the world Constitution the functions of the World Scout Committee are:

...

(q) ensure that risks of any nature facing the World Organization are assessed and appropriate control measures are implemented.

To this end, it has implemented the internationally accepted methodology, which consists in appointing a subject officer to coordinate the formulation of a risk register by applying a matrix specifically designed for this purpose. This allows to identify the risks to which the organization is exposed, the source where each of them originates, their probability of occurrence, the severity of their occurrence, the level of impact they could generate if they occur, and the management plan that is given to each, detailing the measures to be taken and their responsible.

This risk log is updated regularly (every 6 months). It is submitted to the World Scout Committee, during each of its regular sessions, for approval or rejection after review. If applicable, indicate any changes it deems appropriate. This procedure is carried out at the regional level in the same way.

What is now proposed is to transfer this good practice to the national level, and to adapt and implement it in each of the NSOs in the region.

Implementation of risk management processes within NSOs

It is very important that the Governing Body of the NSO fulfills its duty to ensure the permanence and continuity of the institution over time and, that it takes the decision to request the National Executive Team, the implementation of these processes in its operations. This first step should be taken at the strategic level for the operational level implementation.

Aware of the highly technical nature of the subject of risk management, the operational complexities involved in the proper execution of its processes and the shortage of talent

human with professional training and expertise in the subject, the WSB-ISC has built a kit with different resources to help the NSO in their decision-making and implementation of risk management processes.

Risk Management Process Implementation Kit

The Kit consists of 4 documents:

1. **ROLE OF THE GOVERNING BODY IN THE RISK MANAGEMENT OF THE NSO**
It is an introductory document aimed at a specific audience, where the topic is exposed, the responsibility of these actors in the matter and the resources available to support them in their management
2. Risk management policy guideline "Safe Scout Movement". It is the base document where all the concepts and methodology governing the subject are explained.
3. Guide to Implementing Risk Management Processes in an NSO. This document describes the 10 steps that an NSO must follow to properly implement risk management processes in its operations, the body responsible for executing it, and the results that must be obtained to continue with the next step.
4. Basic risk Log format of an NSO. It is a matrix that contains the risks to which any NSO is commonly exposed. This basic risk register serves as a starting point for the OSN to adjust it to its individual reality and then through the process of continuous improvement it will improve and adapt more and more to its own needs.

WOSM technical assistance

NSOs may request technical assistance from WOSM to support the implementation of risk management processes through the service model platform, specifically under the "Good Governance" Service.

Once the NSO application is received, it is processed by the service leader at the Regional Office, who will assign you a duly certified WOSM consultant. The latter will contact the person responsible for implementing the service within the NSO and, both, will determine the nature and scope of the activities that make up the service, which will be developed systematically until its effective completion. At all times they seek both the quality of the activities that make up the service, as well as developing capacities within the NSO to ensure the continuity of risk management processes in an appropriate manner.





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