



WOSM REPORT 2023 – ACCOUNTABLE NOW



SCOUTS[®]
Creating a Better World

MANAGEMENT

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WOSM Structure

WOSM comprises 174 National Scout Organisations worldwide, organized into 5 Regions: Africa, Arab, Asia-Pacific, Europe, and Interamerica.



Organs of the World Organization of the Scout Movement

The Constitution of the World Organization identifies 3 main organs:

- **World Scout Conference:** This governing body convenes every three years, with representation from National Scout Organizations (NSOs)
- **World Scout Committee:** Elected by the World Scout Conference, this committee serves as the executive body of WOSM.
- **World Scout Bureau:** Headed by the Secretary General, the bureau functions as the secretariat of WOSM.

Supporting the work of the World Scout Committee, are five standing sub-committees, all operated by volunteers:

- Audit Committee
- Finance Committee
- Constitutions Committee
- Ethics Committee
- Honours and Awards Committee

National Scout Organizations operate independently, each with its own structure. The Scout program is implemented at the NSO level, facilitating grassroots engagement.

To execute the Scouting strategy, global and regional support centres, along with regional committees and NSOs, shoulder various responsibilities. Volunteers, appointed at global and regional levels, assist in strategy implementation within the Operational Framework.

"WOSM Services" <https://treehouse.scout.org/wosm-services> is our one in all hub for Scout organizations to access expertise and request customized support from our global consultant

network. This platform offers e-learning resources and facilitates service requests from NSOs. Volunteer consultants are available to assist NSOs across 13 different service areas.

A. THE IMPACT WE ACHIEVE

1. Our mission statement and theory of change?

Who we are.

The Scout Movement is a voluntary non-political educational movement for young people that is open to all without distinction of gender, origin, race, or creed, in accordance with the purpose and principles enshrined in Articles I and II of the WOSM Constitution

<https://members.scout.org/constitution> WOSM Constitution

The Scout Movement can be defined by these elements:

- Scouting is a global **educational movement** rooted in local communities.
- A movement **of and for young people** supported by adults.
- A **voluntary** movement to join or leave with a commitment to its fundamental values and purpose.
- **Open to all** with a conscious commitment to reach out to young people who need it the most.
- A **non-political** movement.
- An **independent** movement with a specific identity based on its purpose, principles, values, and method.

Our mission and purpose

The Mission of Scouting is to contribute to the education of young people through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

Our vision

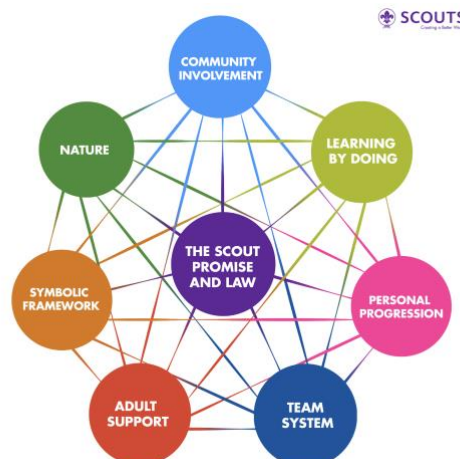
By 2023, Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values.

With Vision 2023 coming to an end, we have dedicated the last year to developing the next Strategy for Scouting <https://scoutconference.org/strategy-for-scouting/> that will map the direction for the Scout movement for the next decade. This next strategy is in draft phase and will be presented for approval at the 43rd World Scout Conference in August 2024.

How we do it

Ours is an educational approach through the **Scout Method**, a unique educational system that fosters self-education, empowerment, and co-operative learning. The Scout Method

<https://www.scout.org/who-we->



[are/scout-movement/scout-method](#) comprises of eight complementary elements that form a unified and integrated whole.

These equally important elements work together as a cohesive system that is implemented in a combined and balanced manner and adapted to specific age ranges to make Scouting unique.

2. Strategic indicators for success and stakeholder involvement

Our vision was approved by the World Scout Conference in 2014.

Titled Vision 2023, it was designed to last for nine years with delivery over three trienniums. To ensure its continued progress and strategic direction, Vision 2023 was broken down into 16 meta indicators, or high-level key performance indicators (KPIs), that were grouped into four areas.

- **Influence:** "...to be the world's leading educational youth movement"
- **Growth:** "...enabling 100 million young people..."
- **Social Impact:** "Active citizens creating positive change in their communities and the world"
- **Unity:** "Based on shared values"

The 16 meta indicators were tracked twice every triennium (after 1.5 years and 3 years) to form the baseline for the next three-year period with the results of these reviews reported to the World Scout Committee and the World Scout Conference. The development of a new strategy to guide the Movement from 2024 onwards began last year and will be decided on by the World Scout Conference in 2024.

3. Progress achieved and difficulties against the indicators.

Achievements

Overall, great progress has been made across the four areas with 14 of the 16 meta indicators being 70% achieved to date.

Notable achievements

World Scouting has seen a significant increase in global market share, reaching 3.06% and experiencing an impressive growth rate of 13.05% since 2014. This growth has translated into an expanded community, with over 5 million new members joining.

12 Youth Representatives were appointed in 2019, marking the first time that our young people played a crucial role in advocating for World Scouting's position in global forums and working groups. This initiative continued to grow, with 11 additional representatives trained in 2021 and another 11 in 2022, further amplifying the youth voice within the organization.

Furthermore, the influence of Scouting in the realm of education and youth policy is evident, as decision-makers now recognize Scouting's significance in the development and implementation of these policies in 46% of Member Organizations.

Under the strategic framework of Vision 2023, World Scouting has welcomed 16 new Member Organizations, expanding its reach and influence in various regions across the globe.

Another impactful achievement is the measurement of social impact in 52 Member Organizations, conducted either independently or with direct support from WOSM. This rigorous assessment provides valuable insights into the organization's positive effects on society.

In a testament to its cohesiveness, 88% of Member Organizations confirm that World Scouting is a united movement, bound together by shared values. This unity fosters a sense of purpose and solidarity among the global Scouting community.

Finally, more than 68% of National Scout Organizations (NSOs) have incorporated elements of peace education and intercultural understanding into their youth programs, contributing to a more inclusive and harmonious world. These achievements collectively underscore World Scouting's commitment to growth, inclusivity, and positive social impact.

The organization has also made substantial progress in enhancing diversity within its global working groups of volunteers. With a focus on gender balance, youth involvement, and regional representation, the diversity quotient now stands at an impressive 76%. This ensures that the right competencies and skills are present, fostering a vibrant and inclusive volunteer network.

Other achievements

World Scouting's impact extends beyond individual NSOs, as 46% of these organizations are actively participating in inter-regional initiatives. This collaborative approach strengthens the global Scouting community, enabling NSOs to learn from each other's experiences and successes.

Vision 2023 has inspired over 70% of NSOs to reference it when formulating their national strategies, reflecting its pivotal role in shaping the movement's direction and priorities.

In addition to these achievements, World Scouting has fostered greater alignment across the movement. Regional strategic plans and reporting periods are now synchronized with WOSM's strategy, ensuring a unified approach to fulfilling the organization's mission. Furthermore, 24 member organizations have received support to develop and align their strategies with the broader vision of the movement, enhancing their effectiveness and impact.

Lastly, World Scouting has launched the Re-energizing Scouting Fund, aimed at promoting membership recovery, retention, and growth among NSOs affected by the COVID-19 pandemic. This initiative underscores the organization's commitment to supporting its members during challenging times, ensuring that Scouting remains accessible and impactful for young people worldwide.

Challenges

Unprecedented challenges due to the COVID-19 pandemic led to re-prioritisation of our work and strengthened support for members and World Scouting in adapting to new realities and laying a strong foundation for the next triennium.

4. Significant events or changes

The COVID-19 pandemic led to a decline in membership growth due to lockdowns and other restrictions, as well as a decrease in revenue caused by the closure of facilities and operations. Additionally, the delivery of events was significantly impacted, with many being cancelled or postponed, and alternative delivery models such as digital or hybrid events being adopted.

The Movement has become more agile and resilient, leaning more to technology and the expansion of digital infrastructure.

B. POSITIVE RESULTS ARE SUSTAINED

1. Measures to ensure sustainability of projects beyond project cycle.

We use various methods to ensure long term impact and sustainability in the work that we do. As part of the grant application process, we require applicants to identify and commit to the ways they plan to achieve sustainable outcomes and measure the project's future impact.

Our projects are informed by previous work, and we continually implement mechanisms for learning and evaluation throughout the organization. We collect data from internal financial controls, external auditors, and lesson logs from projects and activities. The World Scout Committee and Secretariat consider this information as inputs for planning the following year's activities.

Grant Management work and sustainability

At WOSM, we have recently integrated a centralized cloud-based grant management system. This system now functions across all five regions of WOSM, playing a pivotal role in enhancing our monitoring, reporting, decision-making, and ensuring consistent grant management procedures. Moreover, the World Scout Bureau Senior Management Team, along with other key stakeholders, regularly receive operational and strategic reports. Additionally, field visits have become a standard practice for us. These visits not only foster accountability but also document our triumphs and the lessons we've garnered over time.

Some of our ongoing work in grant management

We're currently in the process of implementing a monitoring and evaluation plan for our collaboration with the Scouts for SDGs Partnership with Alwaleed Philanthropies. The objective of this evaluation is to gain insights into the outputs, outcomes, and the overall impact WOSM has made towards the Sustainable Development Goals (SDGs) <https://www.scout.org/what-we-do/global-action/scouts-sdgs>. This analysis will subsequently lay the groundwork for strategizing and planning the upcoming phases of our partnership.

In addition, initiatives such as the Ticket to Life and the Re-energising Scouting Fund are in the stages of data collection and analysis. This collected data is crucial for donor reporting and will aid in our strategic planning for the following years of execution.

On top of these efforts, we are also in the creative phase of designing a comprehensive Monitoring and Evaluation handbook, complete with essential tools to further our mission.

Services and Operational Framework sustainability

To provide tailored services and support to our members, we have established specific criteria that maximize the impact and sustainability of our work. For example, we involve several of the Member Organization's leaders and ensure that the services and support are provided over a sustained period.

In our operational framework, we take the time to scope and design each project with the stakeholders to ensure that the work meets their needs. Throughout the project, we conduct regular reviews with stakeholders, and the product and strategies are integrated into our triennial plan process. Additionally, we incorporate them into our business practices as necessary. The Knowledge Management function also promotes a culture of knowledge capturing, sharing and effective use.

2. Applying lessons learned

Organisational adaptability to address pandemic-related changes.

WOSM has demonstrated its organizational adaptability to address pandemic-related changes. Despite the challenges brought about by the pandemic, our NSOs have shown resilience and the ability to quickly adapt to new realities. The 2021 census data suggested a moderate membership increase of 0.2%, which is a significant improvement from the decline of 6.5% between 2019 and 2020 during the pandemic. This indicates that the efforts of our NSOs to serve their members and offer the benefits of Scouting to more young people have not been in vain. To connect and deliver services to members, diverse and collaborative technology was adopted. Additionally, an agile methodology approach was used for project implementation since the pandemic to be more responsive and adaptive to changes. There is an ongoing project looking at the future of work and a strengthening of remote working for staff. These initiatives demonstrate the adaptability of WOSM and its commitment to continue serving its members despite challenging circumstances.

Continuous improvements

Continuous improvement is a priority for WOSM, and efforts are being made to enhance project management and virtual service delivery. Staff and volunteers involved in project implementation are provided with project management training and support to help them improve their skills and ensure that projects are implemented effectively. Similarly, support is given to staff and volunteers to deliver services to members virtually, allowing for improved communication and engagement during pandemic-related lockdowns and other changes. These efforts ensure that WOSM continues to evolve and improve its operations to better serve its members and stakeholders.

c. WE LEAD BY EXAMPLE

1. Demonstrating excellence on strategic priorities

WOSM places a strong emphasis on demonstrating excellence in its strategic priorities. This is achieved through clear communication and sharing of its vision, mission, and principles with all Member Organizations and stakeholders. The World Conference approves the vision and strategic guidelines, while the World Scout Committee ensures that they remain aligned with the Movement's triennial plans.

Task forces, project teams, and volunteer engagements are established in accordance with WOSM's strategic objectives. Additionally, the Movement regularly shares mid-term and results related to its strategic priorities and key performance indicators (KPIs) with members and key stakeholders. This commitment to excellence helps ensure that WOSM's activities are purposeful and impactful, and that it remains focused on achieving its long-term goals.

2. Recognition of expertise by stakeholders

WOSM has been nominated for the Nobel Peace Prize in 2021 along with the World Association of Girl Guides and Girl Scouts, recognizing the contributions to empowering young people to create a lasting culture of peace in their communities for over a century. WOSM has also seen an increase in the number of external partners and funders, with 11 by the World Scout Foundation, five global partners, and four regional partners, expected to grow by 20% by 2024. Additionally, WOSM has continued recognition and support from the ministries of education in many countries where its National Scout Organizations (NSOs) operate. The involvement of global partners, regional partners, and key stakeholders in youth development in non-formal education and international development sectors will be assessed at the end of this triennium to determine if they see WOSM as a leading and influential educational youth movement.

D. KEY STAKEHOLDERS ARE IDENTIFIED WITH GREAT CARE

1. Identifying key stakeholders: Our process and approach

The following are our key stakeholders and how we identify them.

Identified stakeholder groups:

- WOSM structures (World & Regional Committees, World Scout Bureau, Operational Frameworks, WOSM Consultants, Youth Representatives, ...)
- NSO leadership
- Young people (members, non-members / beneficiaries)
- External (World Scout Foundation, Kandersteg International Scout Centre, partners, external stakeholders, academic communities)

Identified potential opportunities for engagements:

- World Scout Jamboree 2023
- Regional Conferences
- World Scout Education Congress
- Jamboree On The Air - Jamboree On The Internet (JOTA JOTI)
- National events (e.g., through the creation of a self-service toolkit for engaging on strategy development)

New Strategy for Scouting

WOSM is currently in the process of developing a new Strategy for Scouting, with consultations underway with various stakeholders. The research phase involved 15 focus groups with different staff departments, the senior management team, World Scout Committee, Regional Scout Committees, NSOs, and partner organizations. An external organization was also involved in an online consultation to gather the views of young people between 16 and 30 years old. Additionally, 10 external partner organizations were consulted, while NSOs were consulted to reach young people under 18, adult leaders at the grassroots level, and NSO leadership. During the prioritization phase, 25 NSOs will be consulted during an in-person workshop and an online event will be held over a weekend to encourage participation among members of NSOs. Finally, NSOs will be consulted in the validation phase to ensure that the Strategy for Scouting reflects the needs and aspirations of the entire movement.

Stakeholder Mappings for Operational Framework Initiative or Projects

We conduct stakeholder identification for all operational framework projects that contribute to our triennial plan. At the project scoping stage, we map out the target audience and the agreed deliverables. To ensure that the deliverables align with the stakeholders' needs, we select a range of end users and individuals responsible for implementing the project's outcomes.

Each project team is responsible for identifying its own stakeholders and ensuring they represent our membership. We prioritize the stakeholder's perspectives to ensure that our projects deliver maximum value and benefits to our members.

2. Ensuring engagement with stakeholders

WOSM takes stakeholder engagement seriously and ensures that regular communication and involvement are maintained. NSOs are kept up to date with various means such as Scout Brief, Monthly ScoutPak, and regular reports. There are biannual NSO town halls, project review meetings, and mid-term and final triennial plan reports. When implementing projects, WOSM adopts an Agile Project Methodology approach, involving stakeholders from project design to completion to ensure that their objectives are met. Partners are also involved through the sharing of annual reports and engagement in Scout activities such as events and occasional round tables. WOSM staff are kept engaged through regular departmental and regional team meetings, periodic virtual and in-person thematic team meetings, and weekly scrum meetings. There are also bi-annual staff town halls, and the senior management team meeting minutes are circulated monthly to keep staff informed.

3. Co-ordination with actors in shared sectoral and geographical spaces.

Co-ordination with actors in shared sectoral and geographical spaces is a key strategy for WOSM. As one of the Big 6¹ Youth Organizations, WOSM co-ordinates with other large youth organisations and networks to ensure the maximum impact and reach of its work. WOSM is a member of several key platforms and networks within the sector, including the International Coordination Meeting of Youth Organisations, United Nations Major Group for Children and Youth, Global Coalition on Youth Peace, and Security, SDG4Youth Network, Youth Climate Movement, United Nations Environment Programme - Major Group of Children & Youth Steering Committee, and World Health Organization Youth Council.

Accountable Now is one such initiative that WOSM is a part of, which promotes accountability and transparency in the non-profit sector.

A study of Member Organization engagement with other networks has shown that 70% of WOSM members engage with National Youth Councils or equivalent structures, and 70% engage with other youth networks or platforms. Additionally, 55% of WOSM members have close relations with their government, and 22% have networks of Scout parliamentarians. These engagements enable WOSM to expand its reach and impact, while also ensuring that it stays connected to the broader youth and civil society ecosystem.

E. We listen to, involve, and empower stakeholders.

1. Engagement, recognition, and feedback

See D2 above.

2. Evidence of extensive stakeholder engagement

Our commitment to stakeholder engagement is underscored by several key achievements. Notably, our Scout Membership has experienced consistent growth, surpassing 57 million Scouts worldwide. Furthermore, during this triennium, we welcomed the Antigua and Barbuda Scout Association and Scoutisme Congolais as new members, increasing our total Member Organizations to 174.

In the previous triennium, we introduced "WOSM Services" <https://treehouse.scout.org/wosm-services>, a pivotal initiative aimed at streamlining support to our Member Organizations. This endeavour led to the successful delivery of over 500 services to our members. In the current triennium, our primary focus has shifted towards enhancing the quality of these services. Internally, we have set a target to deliver 600 services, a testament to our unwavering

¹ Big 6 Youth Organizations*- Scouts, Young Men's Christian Association, Young Women's Christian Association, Girl Guides, The Duke of Edinburgh's International Award, The International Federation of Red Cross and Red Crescent.

commitment to support not only our existing members but also potential new members as they navigate their path to WOSM membership.

Moreover, we continuously evaluate our progress through rigorous reviews of meta indicators. Our mid-term and final assessments of the triennial plan reveal that an impressive 90% of our meta indicators are on track, with nine out of the 16 indicators already achieved. These achievements stand as tangible proof of our dedication to stakeholder engagement and our relentless pursuit of our organizational goals.

Also see A3 above.

3. Addressing stakeholder feedback

Language barriers

WOSM's official languages are English and French. With a very diverse membership, multiple languages are spoken by our membership. WOSM ensures that all key documents and resources, whenever possible, are translated into our four working languages: English, French, Arabic and Spanish. Events and sessions are interpreted into any of the four languages, where necessary and possible.

Limited internet access

Some of our members face limited internet access, which can make it difficult for them to access services or participate in events. Hybrid events and in-person services are encouraged, especially in instances where connectivity will limit the delivery of a service or event. Our Regional Conferences have been conducted either in person or as hybrid events to ensure the full participation of members. Our WOSM Services are delivered in person where its more convenient for the Member Organization.

4. Evaluating long term impact of organizational interventions

In 2017, a comprehensive study <https://learn.scout.org/resource/measuring-scoutings-impact-development-young-people> was conducted to assess the impact of Scouting on the personal development of young individuals. The results of this study were striking, revealing that Scouts consistently outperformed their non-Scout peers across a wide range of personal development categories. These positive outcomes were observed in Scouts from three different continents who participated in the study.

A subsequent phase <https://learn.scout.org/resource/measuring-scoutings-impact-development-young-people-phase-ii> of this research reinforced the initial findings, demonstrating that Scouts are more likely than non-Scouts to achieve a higher level of personal development. This reaffirms the significant role that Scouting plays in nurturing the personal growth of young people.

To further enhance our understanding and measurement of the social impact of Scouting, WOSM has devised a methodology designed to assist National Scout Organizations (NSOs) in assessing individual-level social impact. This methodology has recently undergone its initial pilot phase with the active participation of 10 NSOs and the Young Men's Christian Association (YMCA) which will be generating essential data on the impact of Scouting.

In the upcoming year, WOSM plans to launch a comprehensive service that will offer resources, tools, and access to trained consultants to support the measurement of social impact. This initiative seeks to promote collaboration, evidence-based practices, and positive advancements in social development through the collective efforts of the Scouting community.

See also B2 and E2 above.

F. OUR ADVOCACY WORK ADDRESSES THE ROOT CAUSES OF PROBLEMS

1. Identifying and gathering evidence on root causes

As a bottom-up organisation, the focus of our advocacy work reflects what is happening across the movement. We maintain our volunteers as experts in their advocacy areas. We complement this local expertise with findings from reports from global authorities, such as the United Nations.

We also published an [impact study](#) on the impact of non-formal education on young people:

2. Advocacy: Beneficiary engagement and value-based achievements

Our advocacy work is led by Scouts from the grassroots levels of our organization and from strategic partnerships campaigns. Everything we do at global and regional level is sourced from our educational initiatives.

One such example is seen in the efforts to transform education. Through partnerships with organizations such as the United Nations and UNESCO, World Scouting works to promote quality education for all young people. This includes initiatives such as the Global Program on Education for Sustainable Development (ESD) <https://www.scout.org/news/why-scouts-are-transforming-education-un> which focuses on integrating sustainable development principles into education systems world-wide.

Another example is the call for urgent action on climate change at the COP27 conference <https://www.scout.org/news/scouts-call-urgent-action-climate-change-cop27>. World Scouting believes that young people have an important role to play in addressing climate change and advocates for the inclusion of young people in decision-making processes. Through initiatives such as the Messengers of Peace program, World Scouting encourages young people to act and create positive change in their communities.

In addition, World Scouting participates in the UN General Assembly and other international forums to advocate for young people's rights and interests. They work to ensure that the voices of young people are heard and valued in the decision-making processes that affect their lives. One example of this is seen in the speech given by a young Scout at the UN Youth Climate Summit <https://www.youtube.com/watch?v=IMXInkW8wg>, where they called for immediate action on climate change.

Through these and many other examples, World Scouting demonstrates its commitment to advocacy work and the value it places on creating positive change in the world for young people.

G. WE ARE TRANSPARENT, INVITE DIALOGUE & PROTECT STAKEHOLDERS' SAFETY

1. Transparency of organizational information on website

WOSM strives to work in a transparent way that makes information available to all Member Organisations. WOSM's official languages are English and French.

Our website scout.org <https://scout.org> and all core documents are translated into these two languages. As our members speak many other languages, we also translate documents and tools into Spanish, Russian, and Arabic. Through digital solutions, we are constantly trying to implement automated translations and subtitling to enable more of our members have access to information shared.

The following information is available on our members portal members.scout.org

- A WOSM membership report (<https://treehouse.scout.org/book-page/wosm-membership-report-2021>) outlining the latest census data and trends in growth is released on an annual basis.
- The governance structure of the organisation, including all members of the World Scout Committee (<https://www.scout.org/world-scout-committee-members>) can be found on the site. A list of world level volunteers (<https://treehouse.scout.org/topic/appointment-2021-2024-world-level-volunteers>) for every triennium is made available
- A Conflict of Interest Register (<https://learn.scout.org/resource/conflict-interest-registry-world-scout-committee>) is kept for each World Scout Committee's declared Conflicts of Interests.
- All staff members (<https://www.scout.org/global-team>) can be found by name, location, photo, and contact details. Individual salaries are not shared openly (see G2).
- The WOSM Annual report (<https://treehouse.scout.org/dashboard/annual-reports>) is published on an annual basis and contains a report on work delivered in the past year. Consolidated financial statements are also published on an annual basis.
- WOSM Complaints' Policy (<https://learn.scout.org/resource/wosm-complaints-policy>) highlights WOSM's whistleblowing procedures. Complaints are handled by the WOSM Ethics Committee, which reports to the World Scout Committee
- The WOSM Code of Conduct (<https://learn.scout.org/resource/wosm-code-conduct>) which acts as guidelines on how members of the WOSM team are expected to behave with other scouts, and when attending non-scouting events and representing WOSM
- Code of Conduct for Elections (<https://learn.scout.org/resource/wosm-code-conduct>) outlines how candidates must behave when running for election into the WOSM volunteer structure.
- Code of Conduct for Event bidders (<https://learn.scout.org/resource/code-conduct-bidders-world-scout-events>) guides bidders of world events and their alliances on expected conduct and behaviour.

Child safeguarding is a key priority for WOSM:

The World Safe from Harm Policy (<https://learn.scout.org/resource/world-safe-harm-policy>) outlines the expectations on each Member Organisations in this regard.

WOSM prioritizes the safety of children and all individuals engaged in Scouting activities. To realize this commitment, WOSM has instituted "Safe from Harm" service (<https://treehouse.scout.org/services/Safe-from-Harm>) providing NSOs with guidance, tools, and best practices to cultivate environments conducive to healthy and holistic personal growth for young people.

The WOSM Code of Conduct mandates that every member of the WOSM Team bears the responsibility of safeguarding and promoting the welfare of children and young people. Any action or inaction by a team member that contravenes these responsibilities or facilitates such behaviour by others will be subject to disciplinary action under this code.

"Following the 2021 World Scout Conference, a resolution was adopted concerning 'Safe from Harm.' This resolution mandates that any National Scout Organization seeking membership in the World Organization must demonstrate self-sufficiency. This demonstration includes showcasing the quality of its leadership, implementing policies and procedures to ensure a safe environment for individuals of all ages in Scouting, organizing leader training, managing membership, and allocating resources. This self-sufficiency ensures the organization can adequately serve its members and fulfil all Member Organization obligations."

In 2023, WOSM introduced a significant addition to this service - the "Safe from Harm" compliance assessment. This assessment helps NSOs in evaluating their current safety status and identifying areas for improvement in the implementation of safety measures. NSOs are also required as part of their membership requirements to WOSM to ensure that they meet certain requirements of safeguarding including having a safeguarding co-ordinator, reporting procedures and a Safeguarding assessment. Through these measures, WOSM aims to create secure environments and enhance national policies on safety across all NSOs. In addition, at all World events, all adults are required to undertake a mandatory safe from harm e-learning and to abide by the Safe from harm guidance provided.

There is reporting mechanism and dedicated email in place where anyone who wants to report a concern or suspicion of abuse can do so at safefromharm@scout.org. Cases reported are handled by a WSB case management group.

Fundraising and Better World Initiatives:

[World Scout Foundation- annual report](#) performance and projects supported is published on an annual basis reporting on work done including, the annual reports for Messengers of Peace, a ten-year Better World Initiative by WOSM launched in 2011, have been published annually. [Mid term](#) and [final](#) evaluation reports have also been published.

2. Organizational pay policies, gender pay gap, and senior management salaries

To ensure equity across the World Scout Bureau (WSB), we began implementing a job grading system in 2013 based on the Hay Grade System, a common method used by organizations to define position grades, salary, and compensation in the context of an organization's structure and locations.

The One WSB job grading system is used to define the classification of position grades, ensure fair and equitable compensation for all staff within roles, and benchmark compensation across the support centres, reflecting the cost of living and local job market conditions. Each position is accorded a WSB job grade based on four criteria: required skills (level of technical skills and specialization), required experience, responsibility level in the organization, and complexity of the role.

The total cost of our Senior Management remuneration is annually disclosed in our financial statements in line with SwissGAAP requirements. We currently do not measure the gender pay gap across the organisation but there are ongoing efforts to collate this data in the future.

3. Privacy rights and protection of personal data

WSB complies with the Swiss Federal Data Protection Act and the provisions of the EU's General Data Protection Regulation. All WSB Staff and authorised individuals are required to handle personal data with care and confidentiality. WOSM's policy on [data privacy](#) defines how personal data is to be handled. Mandatory e-Learning on data privacy is required for all staff as part of the WSB onboarding process.

4. Major donors and safeguards against unfair influence on organization

See below our top donors for the year 2022

Organization/Donor	Amount
World Scout Foundation	USD 2,974,731
• Alwaleed Philanthropies	USD 800,000 (highest donor to the World Scout Foundation)
UNICEF	EUR 3,095,000
Council of Europe/EU	EUR 200,000
World Health Organization	USD 300,000

The World Scout Foundation (WSF) serves a critical role in the global Scouting movement by fundraising to support its mission. Through strategic initiatives and campaigns, the WSF mobilizes financial resources to enable the implementation of Scouting programs and projects worldwide. Central to its operations is a strong partnership with WOSM. Governed by a Memorandum of Understanding (MoU), this partnership underscores a collaborative effort to advance the principles and goals of Scouting on an international scale. By working together, the WSF and WOSM strengthen the foundation of Scouting, ensuring its continued growth and impact in communities around the globe.

The World Scout Foundation has established a Code of Ethics to ensure that its Board, staff, and volunteers conduct themselves with integrity, fairness, and respect. The code outlines the Foundation's mission, which is to develop and strengthen the impact of Scouting worldwide through the provision of financial and other resources to World Scouting. The Foundation is committed to promoting diversity and inclusiveness in its Board, volunteers, and staff positions, as well as monitoring and evaluating its activities at all levels and being transparent with its members, supporters, grantees, and stakeholders. The Foundation complies with all international laws and regulations and is responsible for the hiring and regular performance review of the Chief Executive. The Foundation also ensures that key policies are in writing, clearly articulated, and available to all Board members.

Any person may lodge a complaint of unethical conduct against a Board Member, employee, or volunteer, and failure to comply with the Code of Ethics may result in removal from the Board, notice, or termination. The Foundation is committed to managing its funds responsibly and prudently and devoting a reasonable percentage of its annual budget to support the implementation of its strategy to achieve its Mission and Vision.

Also see I1 regarding entities that WOSM will not partner with.

H. STAFF AND VOLUNTEERS ARE ENABLED TO DO THEIR BEST

1. Evidence of fair and transparent recruitment and employment practices

With over 130 employees from more than 40 countries, the World Scout Bureau employs a global workforce of dynamic, talented, and committed individuals who are passionate about non-formal education and youth development. We are an equal opportunity employer and maintain a strong commitment to diversity and inclusion across the organization.

We provide opportunities for young people to join the World Scout Bureau as staff and through our internship programme at our Global and Regional Support Centre offices in Belgium, Egypt, Kenya, Malaysia, Panama, the Philippines and Switzerland.

[Recruitment within the WSB](#) is founded on the principles of fairness and transparency. The Secretary General is entrusted with the responsibility of appointing and placing staff in alignment with the organization's needs. Our objective is to attract and retain individuals who demonstrate the highest levels of competence, merit, and integrity, while also acknowledging the diversity inherent in the Scout Movement.

In line with these principles, our recruitment process adheres to a competitive framework, which involves publicizing job openings for all to access on WOSM's website and social media channels and circulated to all staff through internal communications. Exceptions to this rule may only be made at the discretion of the Secretary General, in consultation with the Senior Management Team. Moreover, to maintain fairness and impartiality, individuals with certain familial relationships to existing staff members are not eligible for [appointment within the WSB](#).

We also emphasize that appointments are typically made for a fixed term, as outlined in the employment contract, and subject to relevant legal requirements and a probationary period. Extension discussions for fixed-term contracts are initiated well in advance of their expiration, ensuring equal opportunities for all staff members.

Our duty station allocations primarily involve WSB Support Centres, with exceptions considered in exceptional personal circumstances. Requests for alternate duty stations are evaluated based on business continuity, role feasibility, individual conditions, and visit frequency, all guided by a panel consisting of the Secretary General, relevant SMT members, and local Human Resource Office. This approach guarantees a fair assessment of each request's viability.

In addition, our recruitment process underscores the significance of providing accurate and prompt information, both at the outset and continuously throughout employment. Staff members are expected to collaborate with the local human resources team and, in accordance with legal requirements, undergo background screening as part of the recruitment procedure. Consistently, staff members are required to disclose information pertinent to their employment status, integrity, conduct, and performance, thus upholding transparency and equity throughout their tenure at the WSB. In pursuit of fairness in the selection process, the WSB conducts reference checks on both volunteers and staff.

Notably, as of last year, WOSM has engaged an [external organization](#) to assist in conducting international background checks for staff recruited into paid positions, further reinforcing our commitment to a fair and thorough selection process.

We are actively developing initiatives to foster a culture of diversity and inclusion within our organization. One such initiative is "Equality and leadership," which is aimed at identifying and addressing gender equality barriers within One WSB and promoting a culture of shared and inclusive leadership among all WSB staff. Additionally, we are working on the "One WSB for All" initiative, which seeks to cultivate inclusivity, encourage greater participation in decision-making processes, and enhance transparency in information sharing at all levels of the organization.

These initiatives reflect our ongoing commitment to creating a more diverse and inclusive work environment and details on all these areas are available to staff via the staff support centre and employee handbook.

2. Investment in staff development: progress and plans for improvement

Staff development

The World Scout Bureau (WSB) places a high value on staff development, recognizing that continuous training and learning are essential for enhancing knowledge and skills, leading to career advancement. Staff have access to a range of both internal and external training opportunities aimed at boosting efficiency and supporting professional growth.

The World Scout Bureau's Competency Framework enhances this process by outlining key competencies and behaviours applicable to all roles, supporting recruitment, performance appraisal, and career development. It also guides training programs to align with strategic goals and employee skills, serving as a valuable tool for learning and career development, enabling skill assessment, performance appraisal, learning plans, career advancement, and feedback processes.

Identifying training needs and formulating career development plans are integral components of the WSB performance management system. Staff may receive sponsorship for training, contingent on budget availability and the nature of the training, with recommendations from line managers and approval by Senior Management Team members.

Staff take responsibility for their professional development and engage in discussions with their line managers to establish learning objectives during performance appraisal meetings. At the beginning of each performance year, each staff member is expected to define their personal development goals. Learning primarily takes place through on-the-job experiences, knowledge sharing, exposure to the diverse WSB environment, and independent study, fostering both personal and professional growth.

Additionally, the WSB may provide financial assistance for tuition fees when continuing education directly benefits a staff member's role and performance. This support is subject to specific agreements and budget considerations. Staff seeking to enhance their language skills may also receive financial or time support for additional language courses, aligned with their job requirements.

Some of our ongoing staff development initiatives

The WSB is committed to continuous staff development through various initiatives:

- Consultancy training: In 2023 and 2024, staff across all support centers will undergo consultancy training to enhance their capacity to support National Scout Organizations (NSOs) and collaborate effectively across various work areas.
- Annual and cultural surveys: These surveys assess staff satisfaction and inform projects related to the future of work and staff development.
- Volunteer Opportunities: Encouraging staff to use allocated leave days for volunteering promotes a culture of volunteerism among One WSB teams.
- Creating a Safe Workplace

In WOSM, our behaviour is guided by Scouting values, and we strive to ensure that everyone feels safe and respected. It is a priority for WOSM that everyone, especially children and young people, always feel safe everywhere, whether in Scouting or in everyday life.

WOSM has a dedicated service for this called [Safe from Harm](#) that has procedures, educational tools, recommendations, and best practises. We also have a "A Listening Ear" approach, this is

a supportive resource available to aid and guidance to individuals encountering challenging situations during online or in-person events.

A "Listening Ear" provides a warm, safe, non-threatening, and non-judgmental space for Scouts to seek help proactively, whether it's for themselves or others. Serving as the primary point of contact, a "Listening Ear" prioritizes the mental and emotional well-being of all event participants, irrespective of their age or professional position.

The WOSM Code of Conduct guides volunteers and staff on how they should behave. Abuse, harassment, and violence are unacceptable in Scouting. If such behaviour or potential behaviour is observed, it must be reported for action and to prevent a breach of WOSM's Code of conduct. Failure to report is also considered a breach of the Code of Conduct that is disciplinable. There are reporting mechanisms in place and processes to handle cases involving staff or volunteers.

Progress indicators

All staff and WOSM volunteers must complete mandatory e-learning, including refreshers, to comply with WOSM's Safe from Harm standards. WOSM also maintains a strict policy against retaliation for individuals who report violations of the WOSM Code of Conduct in good faith. To facilitate reporting, a dedicated email address safefromharm@scout.org for reporting any potential harmful situation while complaints related misconduct can be submitted to complaints@scout.org

I. RESOURCES ARE HANDLED EFFECTIVELY FOR THE PUBLIC GOOD

1. Strategies for ethical resource sourcing and maintaining independence

WOSM is committed to ethical resource sourcing and maintaining independence in property management. When acquiring property, WOSM adheres to several guiding principles, including a focus on properties directly related to its core purpose, avoiding land speculation, considering leasing as an alternative, conducting transparent acquisition and disposal processes with reasonable confidentiality, and maintaining an updated asset register.

Furthermore, WOSM upholds ethical standards for its partners and fundraisers, refusing collaboration with entities that do not respect human rights or is involved in child labour manufacture or sell arms or ammunition, engage in the sale of harmful products, violate local or national laws, or have significant public controversies that pose a risk to the Scout movement's reputation.

As the official commercial partner of World Scouting, the World Scout Shop <https://shop.scouts.org.uk/world-scout-shops> offers a wide range of Scouting products and merchandise, catering to the diverse needs of Scouts worldwide. The shop is committed to ethical standards reflected in selection of partners who share our values of integrity and sustainability ensuring adherence to fair labor practices, environmental sustainability, and responsible sourcing of materials. Each partnership is made with organizations that embrace the principles of diversity, inclusion, and social responsibility, aligning closely with the mission of Scouting. All profits generated by the World Scout Shop are reinvested back into the global scouting movement, supporting our initiatives and programs.

2. Optimizing impact through continuous monitoring of strategic objectives and resource allocation.

World Scouting is deeply committed to achieving its strategic objectives, utilizing a comprehensive system of 16 meta-indicators to monitor and measure progress. These meta-indicators serve as essential tools for assessing advancements toward specific goals. The resulting data is shared across all levels of the organization, informing decision-making processes, and aligning operational plans and budgets.

The systematic tracking of progress against these meta-indicators enables World Scouting to remain adaptable in the face of evolving circumstances. It ensures the effective allocation of resources, enabling the organization to successfully attain its strategic objectives. Several critical processes and tools support the review and monitoring of progress:

World Scouting consistently evaluates its existing processes to ascertain their effectiveness in realizing strategic objectives. This ongoing assessment includes areas like grant management and monitoring and evaluation activities. In pursuit of continuous improvement, WOSM is transitioning from the 'Messengers of Peace Support Fund' to innovative approaches like the 'World Scouting Grants,' aimed at enhancing processes and expanding efforts to meet diverse and complex donor requirements.

Membership growth serves as a pivotal indicator of progress for WOSM. By diligently collecting data on new member recruitment and the retention rates of existing members, WOSM gauges its advancement toward the overarching goal of global membership expansion.

WOSM conducts regular evaluations of its internal processes and structures, employing various measurement tools such as surveys, the Global Support Assessment Tool (GSAT), and the Growth Assessment Tool (GAT). These evaluations enable an in-depth examination of progress against strategic objectives.

Strategic planning is central to WOSM's approach, with comprehensive plans developed every three years. Additionally, the organization invests in capacity-building programs for member organizations, offering essential training to NSO leadership, volunteers, and staff. These initiatives ensure that member organizations possess the necessary skills and resources for effective implementation of strategic objectives.

Volunteer involvement stands as a critical component of World Scouting's quest to achieve strategic objectives, reflecting progress towards heightened youth participation in decision-making processes.

Another great strength lies within our volunteer pool for the operational framework. This pool is carefully selected to include diverse representation from various regions of our movement, ensuring a richness of perspectives. We prioritize inclusivity by selecting teams that reflect a balanced distribution across age groups and genders. This selection process undergoes annual monitoring to continually refine and enhance the inclusivity and effectiveness of our volunteer teams. By leveraging this diverse and dynamic volunteer base, we strengthen our ability to tackle challenges with comprehensive insights and innovative solutions on a global scale.

World Scouting tracks its activities and programs contributing to the achievement of the United Nations Sustainable Development Goals (SDGs), further measuring progress in alignment with these globally significant targets.

Collaboration forms a cornerstone of World Scouting's strategy. The organization actively engages with other entities and partners, leveraging collective resources and expertise to advance toward the realization of strategic objectives. This collaborative approach enhances the impact of World Scouting's endeavours on a global scale.

3. Financial controls and response strategies to mitigate corruption, bribery and misuse of funds.

An internal control system (ICS) was developed and is managed by the Audit Committee which makes recommendations to the World Scout Committee. An ICS audit is conducted annually and provided to external auditors on an annual basis.

The Audit Committee will normally review these established systems of internal financial controls to ensure that the organisation is managing the risks it faces on a day-to-day basis.

What we do when internal controls fail

Staff responsible for managing control are notified as well as the Global Director of corporate services and finance. Decisions are made to correct and make improvements to the processes or procedures within the ICS. The ICS Note to File regarding the ICS is submitted to external auditors.

Relevant situations that occurred in this reporting period and plans to improve:

Asia Pacific Support Centre 2022: To resolve payment issues, It was agreed to formalize personal credit card use and introduced pre-approval by the Regional Director.

Global Centre 2022: It was agreed to create a 'vendor invoice capturing' flow chart, ensuring consistency for common purchases alongside three-way matching for non-common purchases.

Global Centre 2023: Following the recommendations of the 2022 External audit, the World Scout Committee adopted a Related Party Transactions Policy in 2023. This policy aims to enhance the existing WOSM Code of Conduct and Conflict of Interest Policy. It applies to WOSM staff and members of corporate governance bodies at the global or regional level. The policy defines related party transactions, outlines declaration requirements, and clarifies how such transactions are managed within WOSM.

J. GOVERNANCE PROCESSES MAXIMISE ACCOUNTABILITY

1. Governance structure and board member recruitment

WOSM is made up of 174 Member Organizations all over the world, divided into five Regions: Africa, Arab, Asia-Pacific, Europe and Interamerica.

The World Organization has three organs:

- **The World Scout Conference**, which takes place every three years, and is the governing body of WOSM.
- It elects a **World Scout Committee**, which is the executive body of the organisation.
- **The World Scout Bureau**, which is the secretariat and is headed by the Secretary General.

WOSM Constitution

Organs of the World Scout Organization



The WOSM Constitution (<https://learn.scout.org/resource/constitution-world-organization-scout-movement>) governs WOSM's internal structures and procedures. Chapter V, Article XIII of the Constitution provides for the term of office and election of World Scout Committee members.

The Constitution also outlines the functions of the Committee such that each member elected by the World Scout Conference is elected until the next World Scout Conference and can be re-elected once. After two continuous terms, a retiring member shall only be eligible for re-election after a lapse of three years.

Where a vacancy occurs among elected members of the Committee, such vacancy shall be filled for the remainder of the term still to be served by the vacating holder of the seat by the runners-up in order of election, at the election in which the vacating member was elected.

The Standing Orders of the Committee (<https://learn.scout.org/resource/standing-orders-world-scout-committee>) set the standards for the operation of the Committee and its substructures.

The Chair and Vice Chairperson of the Committee are elected at the first meeting of the Committee as per the Standing orders. The Secretary General and the Treasurer are appointed by the World Scout Committee through procedures laid out in the Standing orders. Regional Chairs and Vices are elected through the procedures laid down in their respective Regional Constitutions.

The WOSM Code of Conduct for Elections acts as guidelines on how candidates and their supporters are expected to behave when contesting elections for roles in the WOSM Volunteer Structure.

2. Board oversight on policy adherence, risk management, resource allocation, and complaints processes in organizations

Chapter V, Article XIV of WOSM Constitution provides the functions of the World Scout Committee. The Committee meets at least twice per year. It appoints a Steering Committee that, among other functions, handles major executive matters in between World Scout Committee meetings and keep the World Scout Committee informed. The Steering Committee meets as required.

Full reports for each World Scout Committee meeting are prepared on the four work streams, risk register, regional strategies, finance, partnerships with the World Scout Foundations, and World Events. Standing Committees make reports and recommendations for final decision by the World Scout Committee.



Adherence to Policy

The World Scout Committee receives invaluable support from a dedicated Constitutions Committee, staffed by volunteers. The Constitutions committee plays a crucial role in advising and assisting the World Scout Committee in constitutional matters, institutional procedures, and structures. Their responsibilities encompass evaluating proposed amendments to the constitutions or bylaws governing Regions and making recommendations to the World Scout Committee, reviewing the constitutions of NSOs seeking membership in WOSM and offering recommendations on their admissibility, assessing proposed amendments to the constitutions of existing Member Organizations, and conducting studies, as requested by the World Scout Committee, on topics related to the overall policy and structure of WOSM.

Resource Allocation

Resource Allocation at World Scouting is effectively managed with support from the Finance Committee, operating in alignment with its mandated responsibilities. This includes the mobilization of financial resources for WOSM, oversight of the WOSM registration fee policy and its implementation, collaboration with the WSB's Business Development Unit on fundraising strategies and plans, preparation of the annual budget based on a Yearly Operational Plan, and the subsequent implementation of the budget.

The committee further provides valuable advice on matters related to additional means and services necessary for the achievement of WOSM's objectives and conducts an annual review of the audit report. The Treasurer plays a pivotal role in safeguarding funds deposited to the World Bureau's credit, ensuring disbursement in accordance with the approved and certified budget. Additionally, the Treasurer submits an audited financial statement annually to the World Scout Committee, which is then shared with all Member Organizations, promoting transparency and accountability in financial matters.

Potential Risks

The World Scout Committee is entrusted with the crucial task of identifying and addressing potential risks, regardless of their nature, to safeguard the interests of WOSM. To fulfil this responsibility, the Audit Committee plays an integral role by reviewing and assessing internal processes related to the determination and management of key risk areas. Furthermore, the committee ensures that all WSB support centres maintain effective risk management systems and regularly report macro risks to the World Scout Committee.

Periodic reports from designated senior managers are received, confirming the functionality of the risk management system, including verification of the proper operation of agreed-upon risk mitigation strategies and controls, while also detailing material risks. Additionally, the Audit Committee collaborates with management and internal and external auditors to evaluate the effectiveness of internal control systems across all WSB support centres and assess the continuous improvement of internal controls, particularly in areas of significant risk.

Processes for complaints and grievances

Complaints can be made to WOSM relating either the overall governance practices of WOSM or more specifically, breaches against WOSM Code of Conduct, WOSM Code of Conduct for Elections and WOSM Code of Conduct for Bidders for Events.

The Ethics Committee receives and reviews these breaches and potential breaches and recommend appropriate sanctioning to the World Scout Committee and follow up within the authority of the WOSM Constitution and the relevant WOSM policies whenever they are proven to its satisfaction.

The WOSM Complaints Policy serves as a comprehensive framework, encompassing several essential aspects. It outlines a structured complaints procedure, emphasizing fairness, transparency, and justice in addressing complaints. The policy prioritizes amicable resolution whenever feasible and upholds strict confidentiality to safeguard both the complainant and the respondent throughout the complaints handling process, fostering a supportive and secure environment for addressing concerns.

3. Handling Internal Complaints: Overview of complaints, validity, and appropriate resolution in the reporting period.

All volunteers and staff appointed by WOSM are expected to adhere to WOSM's Code of Conduct and WOSM Complaints Policy (see documents in the previous section above). In addition to the Code of Conduct, staff shall adhere to the Employee Handbook.

Staff

Internal WSB grievances, complaints, and disciplinary issues raised by WSB employees against other employees are addressed in the employee handbook and resolved with line managers in the first instance. If not feasible, they are resolved with the next-in-line manager and/or to the local human resources office.

No cases reported within 2022 in relation to staff.

4. Managing external complaints

This Complaints Policy outlines the process to be used when dealing with a complaint related to the actions of Member Organizations, WOSM volunteers, or World Scout Bureau (WSB) employees, involving issues associated with WOSM at the World, Regional, or Zonal level, or in a Member Organization when the WOSM volunteer or WSB employee was deployed to the Member Organization by WOSM for a project or activity.

The Ethics Committee receives and reviews such complaints, see J2

There were three such complaints handled by the Ethics committee in this year covering the areas of elections and volunteer to volunteer behaviour.

- Balancing Confidentiality and Anonymity

At WOSM, the Complaints Policy plays a pivotal role in maintaining a delicate balance between confidentiality and anonymity throughout the complaints handling process, with a strong emphasis on the protection of both complainants and respondents.

This policy ensures that all information is treated with sensitivity and confidentiality, with the complainant's identity only disclosed to the respondent when it does not compromise the respondent's ability to respond effectively.

While the policy discourages anonymous complaints, the WOSM Code of Conduct reinforces the protection of whistle-blowers, safeguarding individuals who report violations of the code in good faith against any form of retaliation, further promoting a culture of accountability and trust within the organization.

K. LEADERSHIP IS DEDICATED TO FULFILLING THE 12 COMMITMENTS

1. Holding the World Scout Committee and senior management team accountable for strategic promises, including accountability

Supporting the Movement's efforts towards continuous improvement, World Scouting ensures that the Committee and Management Team are kept accountable in realising their strategic promises.

The World Scout Committee

The World Scout Committee, comprising members elected by the World Scout Conference for three-year terms, with the possibility of re-election only after a three-year hiatus, operates under a framework of accountability measures.

The Committee's accountability is further underscored by an annual performance appraisal of the Secretary General, conducted by the Committee Chairperson in consultation with Committee members and Youth Advisors, with inputs from the WSB's senior management team. This process ensures that the highest-ranking executive officer's performance aligns with organizational goals.

Additionally, the World Scout Committee undergoes a thorough performance review, including annual individual evaluations, regular meeting assessments, and mid-term and end-of-term global evaluations. The input of the WSB's senior management team is actively sought to enrich the review process, and a summary of these evaluations is shared transparently with Member Organizations.

Furthermore, the performance evaluation extends to the Standing Committees, with an annual assessment conducted by the Committee Chairperson in coordination with a designated WSB staff member. The outcome of these evaluations directly impacts the continuation of appointed terms, further reinforcing accountability mechanisms.

To keep the membership well-informed and engaged, the World Scout Committee ensures regular updates through newsletters following each Committee meeting, biannual and annual reports, mid-term, and triennial reports on the organizational strategy. The Secretary General and World Scout Committee Chairperson provide a comprehensive Triennium report at the World Conference, offering transparency about the organization's progress and achievements.

Finally, to foster dialogue and transparency, a membership town hall is held twice a year, serving as a platform for sharing progress updates and introducing new and upcoming initiatives. These accountability measures collectively ensure that World Scouting remains dedicated to its mission and responsive to its diverse membership.

Senior Management Team

The Senior Management Team (SMT) within the World Scout Bureau is held accountable through a robust performance management system that emphasizes transparency, communication, and continuous improvement. This accountability is evident in several key aspects.

The process begins with the active participation of the SMT in creating work plans and designating reporting officers. This initial step sets clear expectations and goals for each member of the SMT, aligning their roles with the organization's objectives.

Six months into the performance cycle, mid-year reviews provide a critical checkpoint for accountability. During these reviews, SMT members assess their progress toward established goals and address any shortcomings, reinforcing their commitment to meeting organizational expectations.

At the end of the performance cycle, comprehensive year-end performance appraisals evaluate SMT members' overall performance and contributions. This process holds them accountable for their performance and contributions to the organization.

The performance management system also encourages feedback and recognition, motivating SMT members to excel and reinforcing their commitment to accountability. It provides clear ratings based on performance indicators aligned with core values and competencies, offering a tangible evaluation of their accountability.

Proactive measures are outlined within the system to address shortcomings, including coaching, training, and the implementation of performance improvement plans. This underscores the commitment to improving performance and accountability.

In cases where accountability is not met, and specific conditions are satisfied, the system allows for the termination of appointments, emphasizing the seriousness with which accountability is regarded within the organization.

Additionally, accountability is reinforced through measures involving Global Directors/Regional Directors.

- They are responsible for implementing the performance management process effectively and integrating performance management into HR action plans, emphasizing their leadership in performance excellence.
- They promote ongoing communication and feedback, fostering an environment of accountability and improvement. Ensuring clear communication of changes in unit/office priorities to staff enhances accountability. Units/offices submit completed Performance Management forms, with a consolidated report reinforcing accountability.
- Global Directors/Regional Directors also hold managers and supervisors accountable for effective performance management. An annual meeting focuses on performance management, staff development, and strategic HR matters, underlining their accountability. They offer guidance on recognizing success and addressing performance issues, actively promoting a culture of improvement.

2. Steps taken to include staff in discussions on progress towards organizational accountability

Shared values

Building on the Scout Promise and Law, the WSB has values that define the way we commit to operate internally and externally. These values have been developed through a participatory approach from all staff. The values demonstrate how we operate and contribute to organisational accountability.

Service: We are proud to serve the Movement through delivering better and innovative support to our Member Organizations.

Transparency: We are impartial, and we work and communicate with the highest possible level of transparency.

Accountability: We are accountable to the Movement and our stakeholders.

Results-oriented: We deliver value and measurable results through efficient people, resource, and process management.

Respect: We respect each other and embrace diversity.

Trust: We build our relations and teamwork on trust.

Integrity: We embody our Scouting values in all aspects of our work.

Vision for the Future of Work

The World Scout Bureau envisions a future of work characterized by innovation and adaptability, grounded in our core values. We aim to create an inclusive and diverse workplace that fosters a supportive atmosphere conducive to ongoing learning and professional development.

Our objectives for the future of work include promoting diversity and inclusion, embracing innovation and learning, empowering teams to undertake rewarding and fulfilling work, and offering flexible working arrangements. These objectives are translated into projects that engage the entire staff.

Annually, priorities are determined through collaboration between the Secretary General and the senior management team, aligning them with our strategic plan. These priorities are introduced to all staff during a January town hall meeting, and together, we work diligently to realize them.

3. Scope and frequency of accountability reporting

Reporting relates to accountability that is within the WSB's direct control and jurisdiction. Member Organizations are individually independent and submit annual reporting. This presents an opportunity to innovate, strengthen, and improve reporting criteria.

Relating to the [12 commitments](#), our new [safe from harm compliance assessment](#), will require members to report annually on their compliance on aspects related to Commitment 1 of on keeping our membership safe from harm. Moreso, WOSM's [Quality Standard](#) offers members the opportunity to improve their accountability to stakeholders by assessing their performance against best practices in areas related to all the commitments.

On Commitment 3, in 2021, WOSM passed a resolution on Strengthening its Environmental Sustainability that seeks to ensure that among other things a climate impact strategy is developed this triennium, with clear and shared action plans and measurable goals, and a system is created to measure and report on the environmental impact of WOSM's operations.

LIST OF REFERENCES AND ABBREVIATIONS

- MO- Member Organization
- MOP- Messengers of Peace
- NSO- National Scout Organizations
- SG- Secretary General
- WOSM- World Organization of Scout Movement
- WSB- World Scout Bureau
- WSC- World Scout Committee
- WSConf.- World Scout Conference
- WSF- World Scout Foundation