



## **Report of the Secretary General**

**37th World Scout Conference**

**Hammamet, Yasmine, Tunisia, 5th September 2005**

Dear Sister and Brother Scouts,

### **BACK TO SCOUTING**

Approximately one and a half years ago, my life changed substantially after having been unexpectedly called back to wear the Scout scarf.

That visible symbol of the Scout Promise that always oriented my life had remained in a drawer during almost 25 years, since I left my local Scout group in Rome to serve the people most in need in rural areas of Nicaragua as a medical doctor.

### **THE HONOUR TO BE TRUSTED**

It was an honour and a privilege to be entrusted by the World Scout Committee with the responsibility of the Secretary General of the World Organization of the Scout Movement. I was received as a brother and immediately integrated as one of the team. Thank you all.

I hope that this Conference will confirm that trust.

### **THE DIAGNOSIS...**

Once I had taken the office, to appropriately serve the Scout Movement, I had first to "feel its pulse". I had to listen carefully to those who make it live and grow: the Scouts themselves and their leaders, at all levels.

I travelled intensively to visit the six Regions, attended Regional Conferences and Jamborees and visited a number of National Scout Organizations. I interchanged ideas with hundreds of Scouts, directly but also via the Internet, including via Radio during JOTA/JOTI, and by traditional mail.

My "diagnosis" registered the excellent vitality of our Movement, notwithstanding its almost hundred years of age!

### **...AND SOME UNHEALTHY BEHAVIOUR TO CORRECT!**

The "prognosis" is one of another century of dynamic development, however with some concern for some dangerous behaviours that the "patient" should correct.

Coming to the position from outside the Movement, as your new Secretary General I had to learn a lot about the world dimension of Scouting, but I also found myself in the privileged situation of an "external" observer. From that perspective, I must confess, I remained quite confused noticing the existence of underlying tensions, open hostilities, creeping rumours and distrust, that I would have never expected among people representing at various levels a Movement founded on the Scout law and the values it expresses.

### **BREAKING DOWN BARRIERS AMONG US**

It became evident to me very quickly that the new task was not only to manage a rather complex Organization, but that a lot had to be done to rebuild the indispensable trust among its representatives and to revitalize its Scout spirit, one of "cooperation, friendship and brotherhood" as it is stated in our Constitution.

The motto "One promise, One Organization serving One Movement" well expresses the ideal of Unity that inspires now the work and the plans of the World Scout Bureau, and that I ask you to support with renewed effort and commitment starting from "breaking down barriers" among us.

### **LOOKING FORWARD: 2007 AND BEYOND**

We are looking forward to the 2007 celebrations and to the "Scouting's Sunrise". We want to look at that moment as the dawn of a new century of Scouting, a rebirth, a new momentum in the development of the Movement, with more energy and vitality than ever before.

We want an ever increasing number of young people to be offered the opportunity to *be* a Scout, not only to have a short experience in Scouting. To complete their personal progression becoming real Scouts committed to "give out happiness to other people", so joining "the world family" of millions of women and men who, living up to their Scout Promises, have made the difference in creating a better world.

Such an endeavor needs a united, highly self-confident Movement, whose members deeply believe that they can, and that they will, change the world if they act *together* locally, nationally and globally.

### **TOGETHER**

To promote the unity of the Scout Movement, to care for its development and watch over its characteristics, is the constitutional task of the Organization: we, the National Scout Organizations, the World Scout Committee and the World Scout Bureau.

*Together:* building synergies, sharing knowledge and experience, weaving worldwide nets of cooperation and solidarity and mobilizing the resources for its expansion and development.

This is the spirit that animated the informal consultation on membership growth, or the workshop on communication, the meeting on partnership,...

This is why we are looking forward to sharing the concerns and appropriately respond to the specific needs of different groups of NSOs, as in the case of National Organizations that are members of both WOSM and WAGGGS.

This is how we understand the worldwide implementation of the Strategy.

This is reflected in our new integrated global planning.

This is inspiring our work for a strong WOSM corporate identity, and our *brand*-new approach to communication.

This is why to facilitate the birth (or re-birth) of Scouting in countries where it is still absent, as for example in Mainland China, we are working together, NSOs of the Region, Regional Committee and the World Scout Bureau.

And this is why you will not hear us anymore refer to Regional Scout Offices, but to one World Scout Bureau, including its Regional Offices.

"One promise, One Organization serving One Movement"

### **ONE PROMISE, ONE ORGANIZATION SERVING ONE MOVEMENT**

But don't be misled, we value highly the work of Regional Committees facilitating co-operation among NSOs and responding to specific regional needs, and the Regional Offices of the World Scout Bureau will continue to do their best to offer the needed support. At the World Scout Bureau, we are convinced that diversity is part of the richness of the Movement: that is what makes it colourful and capable of identifying itself with every local or national culture. But at the same time we are working for Scouting to express its full potential as *one* global movement, one world leading social force.

## **THE FRUITS OF WHAT HAD BEEN SOWN BEFORE**

As I took office just over the half of the past triennium, I am not in the position to report over the full period; this is done in detail in the Triennial Report of the World Scout Committee that has been distributed.

Undoubtedly, despite known difficulties, a significant amount of work had been accomplished by the World Scout Bureau in the period preceding my arrival and most of the achievements that we are presenting today to the Conference are the fruits of what had been sown before.

I want to take here the opportunity to thank once again Jacques Moreillon for the support he gave me in preparation for the new challenge with the care of a real older Scout brother. In his last message as Secretary General he addressed me, and indirectly the whole Scout Movement, pointing out what he considered the main achievements of the previous 15 years.

In his words, I would continue the climb not from base camp, but from the higher camp where I found the equipment. I don't know at what height I'll establish the camp from where he or she who will follow me will start the climb, but I know that I am pointing to the same summit for which Jacques was striving. New equipment, fresh energy and new approach, but very much the same understanding of the role and potential of the Scout Movement.

## **MANAGING CHANGE AT THE WORLD SCOUT BUREAU**

My first step has been the analysis of the situation. To this end direct observations have been complemented with the information contained in the considerable amount of evaluation documents produced previously (including the McKinsey Report and the more recent Report of the WOSM Evaluation Group). In tracing the way forward, recommendations emerging from those documents and falling within the mandate of the Secretary General have been very seriously considered and, when judged still valid and appropriate, have been integrated into the new managerial approach and decisions.

## **ALIGNED INTER-REGIONAL STRUCTURES AND TRANSVERSAL EXTENDED TEAMS**

With the medium-term objective to have a leaner, more horizontal, integrated, project/process-oriented structure, some initial re-engineering of the World Scout Bureau took place aligning structures and promoting the concept of transversal, inter-regional strategic or functional teams, extended to include volunteers and external working groups.

## **TRIENNIAL GLOBAL PLAN AND YEARLY OPERATIONAL PLAN**

For the first time all the activities of the World Scout Bureau, Central and Regional Offices, are being integrated into a single Triennial Global Plan, to be implemented by integrated Yearly Operational Plans. These will focus on outcomes of well identified permanent processes, as well as time limited projects. Planning, budgeting and monitoring tools are being developed accordingly.

The process implies the review and some degree of adjustment of existing Regional plans in order to support global strategic homogeneity and operational coherence. Appropriate response to specific regional needs or characteristics is assured, while facilitating future inter-regional collaboration.

## **INFORMATION & COMMUNICATION TECHNOLOGY – COLLABORATIVE ENVIRONMENT AND OPEN-SOURCE**

The use of information and the technology to support it, is experiencing innovative and challenging developments at the World Scout Bureau: building a knowledge-based organization in line with Scout values and approach, the policy has definitively taken the way of collaborative environments, open-source alternatives and the use of open standards for sharing information. A first working paper on the issue will be circulated.

## **PERFORMING, RESPONSIBLE, YOUNG AND GENDER BALANCED**

Integration will be reflected in the global policy for human resources. Here a personal progression system based on levels of responsibility and performance is envisaged, rather than one almost purely based on seniority as has been the case until now. Another objective is to increase the capacity and optimize the resources of the World Scout Bureau, in line with its projected modernization, rejuvenation, gender and cultural balance.

## **AGGRESSIVELY MOBILIZING NEW RESOURCES FOR WORLD SCOUTING**

In a situation where the budget of the World Scout Bureau has been almost totally dependent on membership fees and the contributions from World and Regional Scout Foundations, the mobilisation of additional resources is a top priority.

### **...IN PARTNERSHIP WITH WSF**

In this task the collaboration with the World Scout Foundation has been vital. It is well structured and is gaining momentum.

We are launching an aggressive strategy for the mobilization of new resources in collaboration with governments, foundations, academia and the corporate sector. For the relationships with the corporate sector, the World Scout Committee has adopted rigorous ethical criteria.

## **A "BRAND" NEW COMMUNICATION STRATEGY**

From the beginning I put the accent on the need for the development of a comprehensive communication and branding strategy able to reinforce the social positioning of Scouting. The project will be presented to you later today and I am convinced that you will agree with me that what we are developing will enhance the profile of World Scouting to unprecedented standards. The key to unlocking the potential of Scouting's image as a leading global youth movement for the 21st Century will be in your hands.

Communication must go with evidence. One of the first outputs of the new branding strategy will be the publication in the coming months of the World Scouting Report, the first of a series of periodical reviews aiming at presenting Scouting's contribution to humanity to a wide public of policy- and decision-makers. This first edition will insist on the social relevance and impact of the Scout Movement, locally and globally.

## **THE INTERNATIONAL POSITIONING OF SCOUTING**

We are today harvesting the fruits of an admirable work done by the World Scout Bureau and my predecessors during decades. The alliance with other international and global actors, especially Programmes and Agencies of the United Nations as well as other civil society movements and organizations that share our vision, has proven of great value.

In my personal capacity as chief executive officer of WOSM, I am part of the Alliance of Youth CEOs, with WAGGGS, YMCA, YWCA, the International Federation of Red Cross-Red Crescent Societies and the International Award Association.

We are already credible partners of many organizations of the United Nations system. But a lot more is to be done for the international positioning that the Scout Movement deserves. While preserving the autonomy of the Movement, we should aim at the widest possible international formal recognition of the social value of Scouting and consequent public support. To that end, we launched the idea of a process that would eventually lead to the establishment of an international covenant recognising the social value of Scouting and introducing specific provisions for its development in those countries that will ratify it.

The World Scout Parliamentarian Union would be a fundamental ally in this initiative.

## **GOVERNANCE AND ROLE OF WORLD SCOUTING IN THE 21ST CENTURY**

With the same ambitious vision, after having adopted a number of recommendations of past evaluation reports, the World Scout Committee has decided to engage WOSM in a comprehensive review of its governance and role in the wider context of the new challenges posed by a globalized, however increasingly divided and unfair world society.

The proposal will be discussed in a separate session.

### **ONE WORLD, ONE PROMISE, ONE MOVEMENT**

Looking toward 2007, on the wave of "One World, One Promise" we cannot forget that 28 million Scouts, girls and boys, share the text and the commitment of their Scout promise with 10 million girls, members of our sister organization WAGGGS.

Marie-Louise has already mentioned the work of the Consultative Committee and you will receive later more details in the joint WAGGGS-WOSM presentation. Let me here warmly welcome the representatives of WAGGGS – the recently-elected chairperson, Elspeth Henderson, Magda Murr, member of the World Board, and my colleague the CEO, Lesley Bulman-Lever. I ask them to convey my personal thanks to all my sisters in WAGGGS for the personal invitation in my capacity as Secretary General of WOSM to attend their World Conference, as well as for the warm welcome reserved to both Ana-Elisa Piubello and myself representing the World Scout Committee. It was an exceptional opportunity to increase trust and mutual understanding, in view of an ever stronger co-operation. Here too, we are *Breaking down barriers*.

### **THE TEAM THAT MAKES IT POSSIBLE**

And let me thank here those who are making all this possible: the World Scout Bureau's staff members – my team. Their support and understanding has been fundamental in these not easy times of change. The results I am presenting today fully rest on their commitment and full dedication. World Scouting owes very much to their indefatigable and never sufficiently rewarded work.

Looking toward the future, the team is being renewed. We are building a real social enterprise reflecting Scout values: trust, loyalty, positive outlook, careful use of resources. Some staff members are facing new professional challenges, for others the time has come or will come before the next World Conference, to pass the *baton*. Among them I would like to give a special thanks to our scout brothers Dominique, head of the Department for Education & Development, and the directors of our Interamerican, Eurasian and Arab Regional Offices: Gerardo, Sasha and Fawzi. The organization of this Conference, the first in the Arab Region, is our best way to pay a special tribute to Fawzi.

### **BP LEFT IT IN OUR HANDS**

In one of his very last writings (published in *The Scouter* in March 1941) B-P refers to his weak health status and realises his inability and says: "So here I lie idle, watching others doing my work, without lifting a finger to help them. The great consolation, however, is that they are young, keen and energetic, devoted to the welfare of the Movement, far better able than I to steer it through present difficulties, and having a wide outlook which enables them to recognise and grasp the opportunities which will come, for making the Movement of yet greater national and international value in the organization of Peace after the war. With great content I leave it all in their hands, and to them I whisper 'God bless you and prosper your efforts'."

B-P was right. Once the Second World War was over Scouting was reborn in Europe and elsewhere and those who preceded us made it the respected Movement it is today. If today B-P would speak to this Conference he would recognise once again that the world is going through difficult times and Peace is at stake again. He possibly would mention latent and evident conflicts; social-economic disparities; the planetary risks posed by an inequitable, unsustainable development; the millions of children and young people deprived of any personal perspective.

Once again he would rely on our "wide outlook" and our capacity "to grasp the opportunities" to reaffirm the culture of Peace of his Movement, of our Movement.

### **BREAKING DOWN BARRIERS – CREATING A BETTER WORLD**

He left it in our hands and here we are, today, together, with the responsibility to act, breaking down barriers, creating a better world.

Sisters and brothers in Scouting, let us not miss the opportunity. Together we will make the difference.

We meet today in a place, this Medina, which was thought to reflect the encounter among different cultures and the cross-fertilization that has characterised Mediterranean civilizations from the beginning of human history. The place is inspiring, and our Tunisian hosts have put a great effort into making this Conference a success; *together* we will have to do the rest.

*Together*, "One World, One Promise", we will make the difference.

Looking forward to and beyond 2007, let's build an open, dynamic, multicultural, intergenerational, at once global and local Scout Movement of highly socially-committed women and men.

This will be our Gift for Peace.

**Eduardo Missoni**  
*Secretary General*