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**Partnerships: from
Marrakech to Bangalore**



PARTNERSHIPS: FROM MARRAKECH TO BANGALORE

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1. INTRODUCTION

The area of partnerships is part of Strategic Priority 7: Scouting's Profile which was adopted at the last World Scout Conference in Thessaloniki, Greece, in 2002. Partnerships play an important role in raising the image of Scouting at all levels (global, regional and national). It gives Scouting a legitimacy for working in certain fields in which the Movement is little known (e.g. human rights, refugees, AIDS, etc.)

when it works with partners who are already known for their work in these fields. It also gives credibility and visibility to Scouting, but the main benefits that Scouting can gain from partnerships are¹:



- *Reaching out to the community in cooperation with non-Scout parties*
- *Enriching the areas of activities within Scouting (youth programme, adult resources, communication, Scout events, etc.) by introducing new ideas and approaches*
- *Introducing new lines of resources (financial, material, human, etc.)*
- *Fulfilling the concept of solidarity within Scouting*
- *Promoting and raising Scouting's Profile*
- *Helping to improve policies that affect children and young people²*
- *Increasing relationships and networking which support Scouting at all levels.*

This is why the need to strengthen, develop and implement new partnerships was agreed by the 36th World Scout Conference in discussions on the Marrakech Charter on Partnerships.

36th World Scout Conference 2002 (Thessaloniki, Greece) Resolution 15/02: Marrakech Charter

The Conference

- referring to the adoption of the Marrakech Charter by the 34th World Scout Conference in 1996
- noting the conclusion and recommendations of the evaluation on the use of the Marrakech Charter presented to this conference
- expressing its willingness to continue to develop reciprocal and equitable partnerships, which are the only means of promoting real international solidarity in our Movement
- invites the World Scout Committee to implement the recommendations arising from the evaluation, especially
 - produce at world level a kit on partnership, based on the Charter and proposing tools and practical initiatives, to be presented to the next Regional Scout Conferences
 - invite Regional Offices to disseminate the kit and promote through example the spirit of the Marrakech Charter
- requests the World Scout Committee to present a report on the promotion and use of the kit at the next World Scout Conference.

2. PROGRESS FOLLOWING THE LAST CONFERENCE

During the 36th World Scout Conference in Thessaloniki, an evaluation report was presented on the use of the Marrakech Charter. The evaluation showed the need to improve the Charter, to promote its use in the NSOs and to create a tool which facilitates its implementation. These needs are expressed in Conference Resolution 15/02.

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- 1 These points are summarising the analysis that done by the participants of the World Scout Seminar on Partnership (Marrakech+10) in Bangalore, India (February 2005).
 - 2 For example, WOSM is working at world level with World Bank and other international youth organizations through advocacy to improve the policies that affect young people, e.g. YDP Network (see page 5)

In response to the Resolution 15/02, the following steps were taken:

2.1. The Marrakech Kit (launched in February 2005)

The kit is a series of web pages supporting the Marrakech Charter. It uses the same order as the areas of the Charter (Principles, Partnership and youth programme, Partnership and youth exchanges, Partnership in the area of adult resources, Partnership and material and financial resources, Multilateral partnerships, Partnership with other organizations, Partnership between Scout Associations and WOSM, Partnership and emergency relief and Partnership contract).

Each area includes the following items:

- Introduction: to give some background information on the ideas in each area
- Resources: to give concrete resources or files for each area
- Examples: to give examples of best practices of projects or events which have been done in each area
- Links: to give links to useful web sites on the Internet related to the area
- The Charter: to show the text of the chapter of the Charter.

The Principles for the Kit:

- Web-based
- A dynamic resource-building on the good practice in associations
- Documents available in the language of production
- Keeping the structure of the Charter.

The kit has been available on WOSM's web site (www.scout.org) since February 2005 in the section "Let's go Scouting" under the title "*Partnerships for change ... using the Marrakech Charter*". The participants of the World Scout Seminar on Partnerships (Marrakech+10) in Bangalore, India, suggested that a manual for the Charter should be created in two formats (printed and on CD-ROM) which could be used by Scouts in the areas where there is no access to the Internet.

2.2. World Scout Seminar on Partnership (Marrakech+10)

The World Scout Seminar on Partnership was held in Bangalore, India from 25 February to 1 March 2005. The seminar was held 10 years after a similar meeting in Marrakech (Morocco) which resulted in many projects of cooperation and partnerships among Scout organisations and with other organisations. The seminar in Bangalore was a response to the 36th World Scout Conference resolution 15/02, which requested an evaluation of the work that has been done during the 10 years after Marrakech in the field of partnerships.

It was attended by 85 participants from 24 countries. (Australia, Bangladesh, Burundi, Chile, Denmark, Egypt, France, Greece, India, Japan, Korea, Kuwait, Malaysia, Mongolia, Nigeria, Pakistan, Rwanda, Singapore, Sri Lanka, Sweden, Switzerland, Taiwan, Thailand, and the United Kingdom).



The participants of the seminar discussed in depth the issues related to partnerships and made the following recommendations:

1. Modifications should be made to the 10-year-old Marrakech Charter.
2. Some changes to the WOSM document "Criteria for working with corporate partners" are suggested:
 - The paragraph 5 is worded negatively. The phrasing should change to be positive, so instead of "WOSM will not enter into partnerships with an entity that does not respect the rights of the child" it should read "WOSM will only enter into partnership with an entity that respects the rights of the child"
 - The verification sentence should change to "WOSM will conduct its own enquiries into the compatibility of a potential corporate partner".

3. The following should be emphasised as part of the consideration of the Marrakech Charter at the next World Scout Conference:
 - The roles of World / Regional / NSOs in promoting the Charter
 - The links with the relevant strategic priorities
 - How partnerships contribute to strengthen civil society³.
4. These elements should be added to the Manual to be developed on the Marrakech Charter:
 - The structure of a partnership agreement
 - A summary of the kit which would consist of practical advice
 - Help with identifying sources of funding.
5. These elements should be added to the Marrakech Kit:
 - Access to people who have had experience in a similar project
 - Revitalization / updated information of the Scout U-fund and a "shopping list" of projects
 - More up-to-date information on current and future partnerships / projects, e.g. a knowledge base / clearing house / a web-portal.
6. An understanding should be developed with governments to assist respective associations in the process of partnership and provide a safe and congenial atmosphere for achieving the goals of proposed partnerships.
7. At World and Regional Conferences, an opportunity should be provided to help associations to network and to develop and maintain partnerships, e.g. the European North / South Network, in order for other associations or NSOs to see the benefits of such networking.
8. The Charter could be edited and rewritten to ensure shorter length and increased clarity.
9. WOSM web site should give more practical help, e.g. types of projects, how projects should be run etc.
10. A common project model should be proposed for possible use by NSOs in order to provide clear guidance and management structure, e.g. like the Logical Framework Approach (LFA) model. In this way NSOs could receive training at the Regional level in the same model and have access to materials already available in several languages.

2.3. Partnerships with the UN system

Since the last World Scout Conference in 2002, WOSM has worked to strengthen its cooperation with the United Nations system. WOSM was awarded ECOSOC status in 1947 (general consultative status was awarded in 1998), and since then the relations with the UN system have been a priority.

For that purpose and for the benefit of Scouting, several Memorandums of Understanding (MoUs) with various UN agencies have been signed. These MoUs deal with areas of special interest to Scouting. In addition to the agreements signed before 2002 with agencies such as UNHCR, FAO, UNICEF (ORT) and WHO (Action Programme for the elimination of Leprosy), MoUs have been signed with the following agencies since the last Conference:

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- 3 WOSM contribute to reinforce the youth sector of the international civil society by partnering with other international non-governmental youth organisation addressing youth issues with the UN system. As an example, This has been achieved through the campaign for the recognition of non-formal education organized by the Alliance of Youth Chief Executive Officers (is a group made up of the CEOs of six of the largest worldwide youth organisations: World Association of Girl Guides and Girl Scouts (WAGGGS); World Organization of the Scout Movement (WOSM); World Alliance of Young Men's Christian Associations (YMCA); World Young Women's Christian Association (YWCA); International Award Association (IAA); International Federation of Red Cross and Red Crescent Societies (IFRC).

- United Nations Environment Programme (UNEP) in 2004, which provides WOSM with all material and support needed for developing the environmental awareness
- ILO (International Labour Organisation) / IPEC (International Programme on the Elimination of the Child Labour) in 2004. The agreements focus on the cooperation in promoting ILO/IPEC programme SCREAM (Supporting Children's Rights through Education, the Arts and the Media) and the WOSM programme "Ticket to Life"
- United Nations Child's Fund (UNICEF) in 2005, which provides help with the Gifts for Peace and Youth of the World programmes
- Millennium Campaign (to achieve the Millennium Development Goals (MDGs)) in 2005. The Youth of the World and Scouts of the World programmes were developed to contribute to the effort to achieve the Millennium Development Goals (for more information, visit the web sites www.youthoftheworld.net and www.millenniumcampaign.org).

Furthermore, WOSM is developing its cooperation with other UN agencies in the following areas:

- Youth Employment: WOSM is a member of the Youth Consultative Group of the Youth Employment Network (YEN)⁴
- Culture of Peace (UNESCO)
- Cultural Diversity (UNESCO)
- HIV/AIDS (UNAIDS)
- Globalization
- World Programme of Action for Youth (WPAY)⁵
- Youth Development and Peace (YDP) Network⁶ (for further information about WOSM cooperation with the World Bank, see the report "Learning to work together" which sent to all NSOs with circular N° 33 / December 2004 and you can find among the documents of YDP 2004 Conference in Sarajevo www.worldbank.org/ydp2004)

A special document has been produced by the World Scout Bureau under the title of "*Scouting and the United Nations: a guide for National Scout Organisations*" which will inform WOSM member organisations of the major achievements in this field over the course of the past decades and is also conceived as a guide which will help NSOs and Scouts around the world to gain a better understanding of the way in which the UN system works and how WOSM is working with it. The document is available in English and French (soon in Spanish) in printed format as well as in digital format on the web site. All the MoUs, as well as other important documents, can be found in this publication.

3. THE MARRAKECH CHARTER (BANGALORE REVISED EDITION)

The participants to the World Scout Seminar on Partnership (Marrakech+10) produced at the end of the seminar a proposal for the revision of the Marrakech Charter (Bangalore revised edition). This edition was approved by the World Scout Committee at its meeting on 17 April 2005 in Rome. The revised edition of the Charter are attached as appendix at the end of this document.



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- 4 YEN is an initiative of three UN bodies (UN Secretariat, International Labour Organization (ILO) and the World Bank). It aims to mobilise governments to implement youth policies to achieve decent work for youth.
 - 5 WPAY is a blueprint for action which covers ten priority areas: education, employment, hunger, poverty, the environment, drug abuse, juvenile delinquency, leisure-time activities, girls and young women, and full and effective participation of youth in the life of society and in decision-making which was initiated by the member states of the UN General Assembly. This will benefit young people in the world.
 - 6 In 2003, WOSM created a coalition of international youth organisations to dialogue with the World Bank in order to make youth voices heard and to facilitate the elaboration of the World Bank Framework for Action for Children and Youth. After two years of advocacy this international policy now exists. As a result of this cooperation, youth organizations from around the world, together with the World Bank, have decided to form the Youth, Development & Peace Network (YDP Network). The network aims to create direct interaction among youth organizations, the World Bank and other partners, to facilitate active youth participation in projects, policy design and youth advocacy for development.

4. DRAFT RESOLUTIONS

4.1. Partnership development

The Conference

- recalling the success of the World Scout Seminar on Partnership (Marrakech+10) organised in Bangalore, India, in February 2005
- noting the conclusions and recommendations of the above mentioned seminar
- adopts the text of the Marrakech Charter, Bangalore revised edition, contained in the Conference Document 11 as a need to improve the work in the field of partnerships within Scouting
- request the World Scout Committee to implement the recommendations arising from the seminar especially
 - revitalising the Project Exchange publication that was previously produced by the World Scout Bureau through Scout Project Exchange (SCOPE)
 - create a manual for the Marrakech Charter including the practical elements for partnerships which has to be published on papers and CD-ROM.

4.2. Partnership with the United Nations

The Conference

- recalling its resolution 1/63 concerning WOSM's relationship with the United Nations
- considering the importance of a friendly and active relationship with the United Nations and other international institutions
- recognising that the work of the United Nations has improved the quality of life of many people, and that working for a better world is at the heart of the mission of Scouting
- acknowledging that the World Organization of the Scout Movement holds consultative status with the United Nations' Economic and Social Council as well as with several UN agencies
- considering the various Memorandums of Understanding signed between WOSM and bodies of the UN system since 2002
- recording with satisfaction that many National Scout Organisations are now working with the UN and its specialised agencies
- reaffirms its support for the goals and work of the United Nations
- expresses its full support for the objectives set in the UN Millennium Declaration and for the work of the UN Millennium Campaign
- urges all National Scout Organisations to use the cooperation with the UN and its specialised agencies to contribute to build a better society, and to increase this cooperation particularly through the Gifts for Peace and Scouts of the World Programmes
- recommends that WOSM at all levels takes the necessary steps to maintain and strengthen its relationships with the United Nations.

APPENDIX

THE MARRAKECH CHARTER BANGALORE REVISED EDITION

I. DEFINITION OF PARTNERSHIP IN SCOUTING

Partnership in Scouting can be defined as:

"The establishment of a voluntary and collaborative relationship to achieve mutual goals and experiences between two or more entities by exchanging and sharing what they have in an educational process or project. They have a common intention which they want to reach within a defined time frame".

II. PRINCIPLES

- In a world increasingly perceived as a global village, but which, paradoxically, is witnessing the disintegration of more and more communities;
- In a world suffering from hunger, poverty, illiteracy, exploitation, social injustice and unemployment, encountering rising intolerance and racism, threatened by individualism and the desire for profit at any price, seeking greater democracy and the respect of human rights, at a time when health, the environment and peace are threatened in numerous regions;
- In a world where totalitarianism and barriers between people are disappearing, and where modern means of communication offer undreamed of possibilities to establish contacts and form links among people;

More than ever before, we need men and women capable of acting in partnership for a world "without borders", in the name of justice, solidarity and peace.

We firmly believe that Scouting, faithful to its fundamental principles and with its proven specific educational method, can significantly contribute to the development of the kind of citizens which the world needs.

In Scouting, education for partnership starts in the patrol, when a young person learns to discover other people, to respect their differences and to act with them. This discovery gradually extends to the world around him or her, to the local, national and international communities.

Through concrete and appropriate activities adapted to their capabilities, young people prepare to become responsible citizens.

Partnership reinforces this educational action, provided that:

- the partnership meets the young people's needs and aspirations, and involves them in all stages of action;
- the partnership is based on the fundamental principles of Scouting;
- the partnership serves to:
 - enrich the youth programme of the Scout associations concerned,
 - strengthen their human and financial resources,
 - develop their infrastructure;

- the partnership is built upon the principles of equality, autonomy, reciprocity and fraternity:
 - recognise the other party as a full partner with the same rights and obligations,
 - recognise that the partner bears the main responsibility for its own development,
 - respect the culture, values and beliefs of the partner,
 - respect the educational choices and structures of the partner association,
 - seek to strengthen the autonomy of the partner whilst accepting the need to be interdependent,
 - recognise the partner's contribution and endeavour to ensure an appropriate exchange,
 - avoid harming the partner and its credibility,
 - place human relationships at the heart of the partnership, in a spirit of openness and tolerance;
- the implementation process is based on transparency and co-management:
 - freely express needs in a spirit of mutual trust,
 - consult each other before taking any decision,
 - make decisions together at all stages of the project (identification of needs, definition of objectives, implementation, evaluation and follow-up).

III. PARTNERSHIP WITHIN THE WORLD ORGANIZATION OF THE SCOUT MOVEMENT (WOSM)

1. Partnership and youth programme

Partnership contributes to the enrichment of the youth programme, especially in the field of development education and peace education.

In implementing partnership, it is important:

- to identify the needs and aspirations of the young people in each community,
- to involve the young people in all stages of the partnership activities,
- to consider the patrol as the basic cell.

Partnership is a means to discover, understand and respect others, their cultures, lifestyles and Scouting practices.

Development education and peace education promote the rights of men, women and children.

Development education and community involvement need to be integrated into the youth programme, in particular through the progressive scheme.

Young people must be involved in regularly evaluating and updating the partnership, taking the specific objectives of each partner into account.

Partnership contributes to the participation of all young people and their social, cultural and economic integration into their local, national and international communities.

2. Partnership and youth exchanges

Youth exchanges are a privileged means of promoting development education and peace education. In order to be fully educational, they should:

- allow both partners to share knowledge and skills;
- be prepared jointly in a spirit of mutual respect, involving young people in all stages of the project as the main participants in the partnership;
- train young people to acquire a good understanding of their own culture and that of their partners;
- be planned, implemented and evaluated jointly;
- ensure that partners contribute equally;
- be founded on the principle of reciprocity;
- enable young people to share their experience upon their return home.

3. Partnership in the area of adult resources

Partnership enables us to strengthen the adult resources of partner Scout associations, especially through leader exchanges, leader training and volunteer service.

Associations should ensure that leader exchanges are based upon the same principle as those defined for youth exchanges.

In the case of trainees, it is essential for the Scout associations concerned and, if need be, the appropriate bodies of WOSM to discuss in advance:

- the choice of trainees,
- their preparation,
- the objectives and content of their training,
- evaluation,
- what is expected of the trainee upon his/her return.

Overseas volunteers should meet the following criteria:

- the volunteer is under the responsibility of the association to which he or she is assigned. A detailed contract defines the mission of the volunteer and the relationship between him, his own association and his host association;
- the volunteer should correspond to the following profile:
 - be a member of the Scout Movement or at least accept its fundamental principles,
 - be able to provide training,
 - have the skills and professional experience corresponding to the job description,
 - be able to get on with people and adapt to different situations;
- the contract should be long enough to allow time for adaptation, planning, implementation and preparation for the future: creation of the conditions required to guarantee the durability of the project, especially the training of local leaders to take over from the volunteer, etc.;
- the sending association should do everything possible to prepare the volunteer;
- the host association should do everything possible to facilitate the volunteer's work and integration;
- the partners should jointly evaluate the volunteer's work during and after the contracted period.

To guarantee development and peace education through partnership activities, Scout associations should include this dimension in the adult leader training programme at all levels and for all age sections.

4. Partnership and material and financial resources

The financial dimension should not be the only motive for partnership. Above all, partnership should be based on a mutual need to learn more about each other and to pursue a common objective together.

Financial cooperation requires:

- Determining jointly the aim of the activity or projects to be funded;
- Agreeing on the criteria and rules governing the granting of funds or the provision of services;
- Ensuring transparency in financial management;
- Exchanging information on administrative and financial procedures;
- Evaluating jointly.

This cooperation should be based on real solidarity between all associations, by encouraging them to devote a percentage of their own budget to development.

It should also promote direct action between associations in neighbouring countries, as a way of sharing and using available resources more effectively.

The development of Scouting depends on support for the educational programmes and infrastructure of associations. Public and private sponsors need to be convinced to provide such financial support.

Partnership should enable associations to gain access to different kinds of funding, in order to guarantee their autonomy and multiply their possibilities for action. It should also find funding for projects which enable an association to generate its own funds.

All associations should be encouraged to contribute and to promote contribution to the "U-Fund" (Scout Universal Fund - WOSM solidarity fund).

Likewise, funding for development education is essential for partnership.

From a financial point of view, it is essential that the partnership is built on mutual trust, transparency in financial matters and the assurance that both partners benefit equally at the end of the exchange.

5. Multilateral partnerships

Associations are encouraged to establish multilateral partnerships with other Scout associations especially in the same geographical area.

This type of partnership can help to develop more egalitarian relationships between partners and to enrich exchanges.

IV. INTERACTIONS WITH ENTITIES EXTERNAL TO THE SCOUT MOVEMENT

The principles defined in Chapter II may not entirely apply in the relationship with entities external to the Scout Movement (i.e. equality, autonomy, reciprocity, fraternity, etc.); however the term "partnership" is often used conventionally, but inappropriately, to describe any "interaction" or more or less structured collaboration.

1. Bilateral partnership

In order to strengthen the educational impact of their activities, Scout associations should also consider an appropriate interaction with entities external to the Scout Movement, at local, national or international level.

These may be classified as follows:

- Private sector
 - Non-profit (NGOs, Foundations, etc.)
 - Profit-oriented
- Public sector
 - Local or National institutions and authorities
 - Intergovernmental Organisations (UN, Regional Organisations, etc.)

Based on the characteristics of the external entity and the type and level of its involvement, the quality of the interaction may vary from a purely financial or material support to a real partnership based on a common vision and similar values, as well as fully shared decision making, implementation and evaluation processes.

In any case external entities should be encouraged to acknowledge the contribution of Scouting to the development of society through its educational action, and to cooperate more closely with Scouting at local, national and international level, while respecting its independence and specific character.

The adoption of an "ethical code" and specific operational criteria are recommended, especially in the interaction with the private sector (independently from the level of involvement), in order to safeguard Scout values and mission to prevent misuse or inappropriate associations of the image of the Scout Movement. On the other side the adoption of an "ethical code" gives to the external partner added guarantees on the quality of his association with the Scout Movement and contributes to build confidence and credibility.

In the specific case of partnerships between Scout associations and the public sector, whether at national or at international level (i.e. with International Organisations) they should also encourage the participation of Scout associations in collective consultations for the development of youth policies.

2. Participation in multilateral public-private partnerships

Both at global and at national level there is a growing trend toward the establishment of "partnerships" among multiple entities with varying participation of actors from the private (profit and non-profit) and the public sector, and a variety of forms of collaboration: from loose alliances, to complex operational mechanisms and structured organizations. The participation of public authorities and/or of International Organisations should offer enough guarantees and the participation of Scout associations can generally be encouraged. However, the respect of general principles of equality, autonomy and reciprocity of partners should be ensured.

3. Partnership and emergency relief

Partnership is particularly necessary in emergencies, conflicts and natural disasters. Through its educational programme, Scouting prepares young people to play an active role in the prevention of natural disasters and conflicts. It contributes to emergency relief work coordinated by specialized national and/or international agencies by mobilising its members and appealing for solidarity. Once the emergency is over, it helps with reconstruction and rehabilitation.

It is important that support networks exist, in order to allow associations to intervene rapidly and effectively in an emergency.

All associations should be encouraged to assist Scout associations in countries which are victims of conflicts or natural disasters.

Scouting must remain true to its fundamental principles and method by focusing its action on caring for children and young victims.

V. PARTNERSHIP CONTRACT

1. Partnership agreement

Partnership activities should be regulated by a "partnership agreement" in the form of a convention between two or more associations or organisations in the spirit of the present Charter.

A partnership agreement is a moral commitment between the partners, based on shared ideals and convictions. It clearly defines the objectives, means of action and implementation procedure of the project. It also defines the responsibilities and framework within which each partner can act.

2. Partnership, Scout Associations and WOSM

Scout associations are invited to prepare and establish their partnership activities and relationships in consultation with the appropriate WOSM bodies.

These bodies should support associations in the development and implementation of these activities, namely:

- by signing agreements at international level with other organisations, in order to gain recognition for Scout activities in the fields of action of these organisations;
- by developing educational tools, to help associations to implement these activities as effectively as possible;
- by encouraging the exchange of information on partnership experiences by all appropriate means (publications, networks, etc.).

One World One Promise

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