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Abbreviations

IC

MSdS Mouvement Scout de Suisse IV International Volunteer

NSGO National Scout or Guide Organization

WSGO World Scout or Guide Organization (WOSM or

WAGGGS)

IST International Service Team (Jamboree/Moot)

CMT Contingent Management Team
VIB Volunteer in International Bodies

OF Operational Framework (sometimes called

"Outcomes Framework")
International Commissioner



INTRODUCTION

International volunteering, besides being an IST at Jamboree, is unknown in MSdS. The few international volunteers that remain are nearing the end of their volunteering career and MSdS is basically non-existent in WOSM and WAGGGS. This is in stark contrast to the many well-educated and highly competent scouts and guides that are active on cantonal and national level in MSdS. As the home of many international scouting institutions and with a wide network of foundations and NGOs the demand for volunteers with experience in international scouting by MSdS is big and cannot be sated with the current supply.

The competition for volunteers is hard. Each body in MSdS requires a certain number of volunteers to run it's operations. Smaller units usually take priority over larger units. And due to the federal structure of MSdS, by the time that volunteers reach national level they are 28+. These people then, for example, are usually not well-suited for a long-term career in international scouting as they will be too old for a committee position by the time they've gained enough reputation. Other, more centralized NSGOs, do not face these issues as their national volunteers are young and can participate in international scouting from 20+.

At the same time, modes of volunteering are developing as the need for mobility and flexibility, especially for young people, rises. Micro-, short-term or more flexible location-based modes of volunteering are gaining popularity and are consistently improved to better cater to the needs of young people. This trend is further amplified by technological advancements, making collaboration independent of location, reducing administrative costs and travel time.

While Switzerland is a very small and highly connected country (mobility-wise), these trends have gained hold here as well. We believe that international volunteering does not need to compete against cantonal or national modes of volunteering but instead complement and even enhance them. This ticket aims to pave the way for a revival of international volunteering for Swiss Guides and Scouts.

The ticket then, broadly, aims to achieve the following goals:

- 1. Analyze the needs of MSdS, volunteers and WAGGGS/WOSM regarding international volunteering.
- 2. Review the (adapted) volunteer life cycle and propose or directly implement measures to improve the coaching of volunteers throughout their life cycle.
- 3. Find ways to make international volunteering more accessible for our target audience.

In the following we'll be examining the landscape of international volunteering positions. This may range from being a member in a contingent management team for a Jamboree to a volunteer in a working group at WAGGGS Europe to being a short-term volunteer at an international guide or scout centre. Though as has been alluded to, this ticket mainly focuses on international volunteers in WAGGGS and WOSM and associated organizations (mainly foundations) which we call "Volunteers in international bodies" (VIBs). I.e. any further analysis will mainly focus on these volunteering positions.



1. THE LANDSCAPE OF INTERNATIONAL VOLUNTEERING

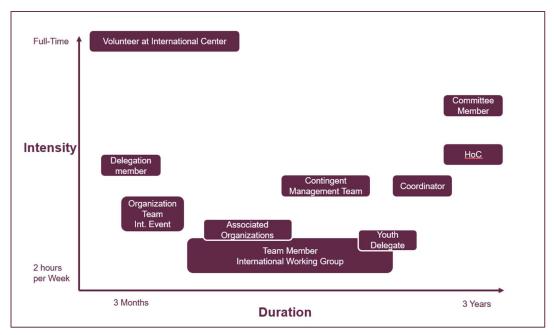


Figure 1: Landscape of Int. Volunteering

To limit the scope of what international volunteering (IV) means, we define it the following way:

An IV (a) has regular interactions with scouts and guides from other NSGOs or WSGOs and (b) their work pertains to projects that involve an international audience

The above map then provides a breakdown of IV based on «intensity» (quantified using approximate work hours) and expected duration of the position, on a somewhat linear scale. One can furthermore understand these positions according to whether they are «internal», a position that is (formally) part of MSdS, or «external», a position that is part of another organization.

We've refrained from listing all positions existing and tried to summarize them under more general terms or provide one typical position of equivalent intensity and duration. (E.g. "Coordinator" is a high-level position in WSGOs and is comparable to the position of "Consultant" or similar).

A short description of each of these positions is provided in appendix A.

This map will be part of marketing initiatives and should allow us to showcase the breadth of IV.



Focusing on VIBs, we'd like to showcase the impact of different roles in these organisations differentiating categories of "insight" and "influence". **Insight** concerns access to documents, attendance of decision-making meetings and conferences as well as potential network-size. **Influence** of a role is determined by voting power at meetings and conferences, agenda-setting and the right to speak or form a pre-narrative at various formats of decision-making.

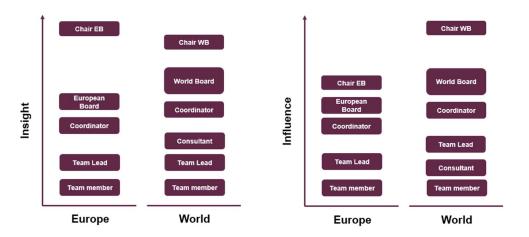


Figure 2: Impact of Roles in WSGOs

There are then two dimensions that determine the insight and influence of a VIB. The first is hierarchy, i.e. the responsibilities and rights of a position, the second we call "location" and it denotes the location in the current operational framework (OF). It can be hard to disentangle these things because the OF, to a certain extent, defines hierarchy.

Trying nevertheless, we introduce three categories of OF location. 1) Standing committees are constitutional defined groups that are part of every OF, their work pertaining to core governance and monitoring functions like finances, auditing and ethics. 2) Process teams are instituted to supervise the delivery of the triennial plan. Their responsibilities usually include designing, monitoring and evaluating delivery targets, coordinating with stakeholders, and coaching work teams. 3) Work teams then are responsible for specific projects and activities and try to deliver these according to the given framework.

We give a sketch of the hierarchy in Figure 2. We distinguish between regional (Europe) and world level, where we assume that similar positions in higher management will have more influence and insight on the world level, due to their wider reach (e.g. monitoring on world level will include regional KPIs as well) and scope (e.g. coordinators on world level need to align their work with regional initiatives and vice versa). The regional chairs are deemed to have more insight than the world chair because they are port of two committees, giving them a strong regional and world insight. Chairs in general are more influential than other committee members due to them being part of a "steering committee", which gives them a lot more decision-making and agenda-setting power and direct influence on the offices.



Consultants, which is a WOSM-only role, are hard to place. Their role requires them to connect with many different NSOs, though usually restricted to one region, and with other consultants, giving them a strong network. Furthermore, they are expected to be experts in the field of their service, which requires at least some acquaintance with WOSM structures. Which is why we rate their insight higher than that of a team lead but their influence on WOSM-internal decisions certainly lower.

Considering location, it should be clear that work teams have the lowest influence and insight, while process teams generally have the highest of both. Though there are some standing committees that might have, punctually, more than process teams. (e.g. a financial committee has insight into all financial streams of the organization and an audit committee has a lot of influence over the process teams, as it monitors their work).

We'd like to comment, that many of these positions pale against the insight and influence of higher management positions at the European or World offices.



2. THE INITIAL PROBLEM ANALYSIS

To our knowledge there are currently 6 VIBs, excluding foundations. None of them are under 40 years of age. For foundations the number of volunteers is certainly one order of magnitude bigger. But, as we'll showcase below, VIBs in foundations are not our primary concern. Though it's important for MSdS to keep their number steady, it is believed that this can be achieved through a long-term strategy of engaging Swiss volunteers with the international dimension of scouting and guiding. (More on that in Chapter 4).

We first would like to explore why MSdS cares about the international dimension of scouting and guiding and how VIBs pertain to it. We then want to present the results of a first brainstorming session that uncovered possible reasons for the lack of young VIBs.

2.1 Why does MSdS care?

Looking at the constitution of MSdS we find that there are multiple mentions of the international dimension and it's importance for MSdS¹:

- In the general viewpoints: "Sie weckt durch Kontakt und Austausch innerhalb der Schweiz und über deren Grenzen hinaus gegenseitiges Verständnis und Bereitschafts zur Solidarität"
- In the tasks and responsibilities, we find "fostering international contacts of their members" and "fostering collaboration with other youth organizations".
- In the tasks and responsibilities of the federal level we find "the securing of contact with WAGGGS and WOSM as well as the international dimension of MSdS". Though it is unclear what the "international dimension" encompasses.

While a minimalist reading of these might not provide a call to action regarding the lack of VIBs, the above definitely gives a justification for an active marketing of VIB positions, as they allow our members to build contact with international guiding and scouting.

Thinking about stakeholders in MSdS, we might argue that they have the following interests for the international dimension:

- Participants (Youth):
 - Participation in international events.
 - o Experiencing an international camp with their unit
 - Feeling part of a global movement
- Volunteers (Unit or Cantonal)
 - Participating as an IST at an international event
 - o Exchanging with others about scouting and guiding
 - International training opportunities
 - Feeling part of a global movement

¹ Pfadibewegung Schweiz (2024). Statuten. https://pfadi.swiss/media/files/c5/501309de-statuten_pbs-v20241117-vorstand-de.pdf



- International programs to use in the local unit
- New paths for personal development
- Volunteers (National Level):
 - Participating as an IST at an international event
 - o Exchanging with other national volunteers about paper scouting
 - o International training opportunities
 - Learning from others programs and adapting them to our needs
 - o Feeling part of a global movement
 - New paths for personal development
- Leadership of National Level
 - o Exchange, training, et cetera
 - Leveraging an international movement for public relations or lobbying
 - o Leveraging international funds or resources
 - o Influencing decisions in the international movement that affect members
 - Convince others of our values and way of doing scouting and guiding

Going further still, looking at the newly adopted strategy of MSdS, we find multiple aspects that (can) relate to international scouting and guiding²:

- "Vernetzen", explicitly notes the world organizations as a target with whom to strengthen our network and collaboration.
- "Kompetenzen" certainly allows for VIB-ing to be a path for our members to acquire new competencies.
- "Ehrenamt" focuses on the volunteers at the local level but still allows to think about how the framework for VIBs could be enhanced.
- "Basis" explicitly mentions the "fundamentals of the world organizations" to be developed. (Though it is unclear what the fundamentals are).

Finally, MSdS has a long tradition of engaging and actively politicking in international guiding and scouting. With its priorities in good governance, joint work of WAGGGS and WOSM, international solidarity and decentralization. This resembles the Swiss tradition of being active in international organizations, standing for rule of law, international cooperation and peacekeeping, which might very well be guiding MSdS understanding of it's own role in the international movement.

Combining all of this, we can distill the interest of MSdS for the international dimension into the following:

- Members (participants and volunteers) should have the opportunity to build international contacts and experience international solidarity and cooperation.
- MSdS should learn from other NSGOs and the World organizations where it can.
- MSdS should be an important stakeholder in international scouting and guiding to maintain and foster the current level of international events and experiences for it's members.
- MSdS should be active in shaping the global movement to be more transparent, democratic and fair, to allow for a resilient and context-relevant organization.

² Pfadibewegung Schweiz (2024). Strategie 2025+. https://pfadi.swiss/de/verband/strategie/



There might be more to these, the authors do not claim completeness, but this is enough to showcase why we care about VIBs: They are members that want an international "experience", they help us shape the international movement and can bring back knowledge to MSdS itself.

2.2 Problem Analysis

With some of the current VIBs and IVs, the ICs conducted a workshop on what might be the origins of the current problem. The workshop started with the central question:

"Why are there few to no young volunteers in international bodies?"

From this, potential answers were constructed through an iterative manner. Below we present the results of this collective brainstorming.

Potential Cause	Potential Solution	
Because they don't know of the option	- Toteritial Solution	
Because it isn't treated in trainings	Need to inform trainers about the option to have VIBs present something about VIB-ing	
Because it is "too far away"		
Because it is not a priority for MSdS	Open Calls should be posted in MSdS communications Maybe have an open sourcer?	
They know of the option but don't consider it		
Because they're not interested they don't know of the upsides they want to be invited and encouraged personally the image of international events is bad, seems like bad work-life balance there is not enough recognition for this type of volunteering inside MSdS	 Showcase options for networking and growth / education In general give more space to these type of volunteering positions in communication and show that it is manageable 	
Because they don't believe they are suited for it There are no young role models	Showcase role models in Sarasani	
Because they don't have the resources The different volunteering positions (regional and international) are seen as incommensurable They are active as CMTs in MoJaVe	Ask after their volunteering?	
Because they don't know how	Advertise at BuKo & DV	
 There are no structures to open this path for people Events for getting in touch with the interna- tional are not advertised enough 	 Kolnt-Weekend as a platform for networking and advertising volunteering positions 	



No advertisement at BuKo and DV	
We don't know, who is active as a VIB	Get a list of pinkies & coBetter listings (MiData)

Taking a Birdseye view of the above, we find that advertising and marketing measures are most mentioned. Finding, encouraging and recruiting young people for VIB positions seems to be the number one bottleneck. One might wonder why other volunteer life-cycle elements are not mentioned. E.g. in local units it's often an issue that volunteers leave too early, being dissatisfied with the recognition or impact of their work. Most likely this is due to a survivor's bias. I.e. by conducting a workshop with long-term VIBs, we only ask the people who became VIBs on their own accord, not being recruited by anyone, and for whom the international work is satisfying. They will not be aware of any other bottlenecks that might cause one to stop as a VIB. Nevertheless, if we don't have any incoming volunteers, there won't be any outgoing either.

We therefore derive the following preliminary conclusions:

- MSdS needs a clear idea of its target group and how to find them.
- MSdS needs to market international volunteering better to its target group.
- MSdS needs to be able to show how one can become a VIB and encourage and foster volunteers that want to take this path.
- MSdS needs a better system to track its (former) members in international volunteering

We shall revisit the proposed solutions when we devise a marketing and recruitment strategy.



3. THE (ADAPTED) VOLUNTEER LIFE CYCLE

To develop a comprehensive set of measures to revive international volunteering, we need to look beyond recruiting and marketing. Which is why we'll use the Adults in Scouting (AiS) life cycle developed by WOSM to think through each step of a VIBs career.

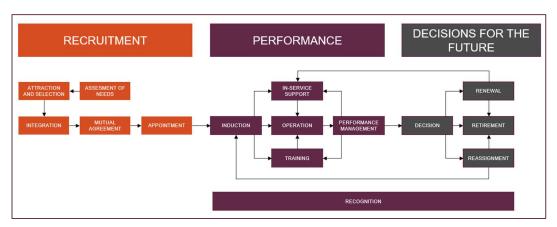


Figure 3: Adults in Scouting Life Cycle as it appears in "Scoutship"

For the sake of brevity, we shall not elaborate on the elements of the AiS Life cycle but instead refer the reader to "Scoutship". For our purpose we will need to adapt the above life cycle. Because when recruiting and coaching VIBs, MSdS is not their primary volunteering organization. I.e. the core responsibilities and tasks of a VIB are associated with the WSGO they are volunteering for, not MSdS.

The responsibility of MSdS, to our understanding, is then to facilitate the whole VIB-career, i.e. recruit, foster and coach the VIB. Which is why we propose the following adapted life cycle.

3.1 The Volunteers in International Bodies Life Cycle

In Figure 4 we present the adapted life cycle. We quickly highlight and elaborate the key changes made. Thereafter we will walk through every element of the VIB life cycle, describe it and present potential measures to be taken to implement the element.

The first obvious change concerns the "Application" step. VIBs are not chosen by MSdS (though it must approve their application) but by the WSGO/RSGO. There is then an element of uncertainty in the whole process. To reduce this uncertainty, MSdS wants to facilitate the whole application process: help volunteers acquire the skills needed to succeed, make their past achievements transferable and utilize experience and networks to strengthen the applicant.

³World Scout Bureau Inc. (2020). The Scoutship. https://scoutship.scout.org/handbook/



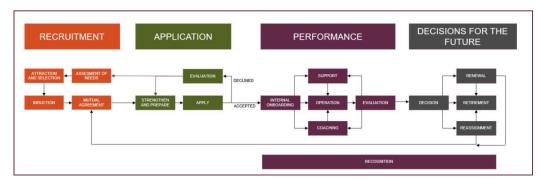


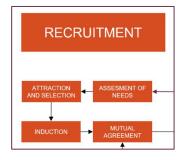
Figure 4: Volunteers in International Bodies Life Cycle

The second major change concerns "Decisions for the Future". Because VIBs lose their positions after three years, as WSGOs/RSGOs only elect them for the duration of a triennium, they need reapply every three years. This then marks the time where MSdS needs to assess the performance based on the mutual agreement and decide whether they want to support the VIBs reapplication. This also marks a good moment for reconsidering and resigning the mutual agreement.

Finally, we'd like to highlight that the "Performance" part looks very similar to the original life cycle. But this is from a MSdS perspective, i.e. the actual content of these elements is very different.

We're now going to elaborate on each element of each life cycle section and propose potential measures that MSdS could take to improve / introduce this element to the VIB life cycle. We'll c

3.2 Recruitment



At the start of the recruitment process we speak of "Adults", after Selection they are considered "Applicants", as they are planning to apply to a VIB position. We assume that there will be a

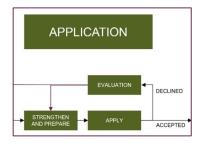


person on the side of MSdS who coaches the adult during their life cycle. This person is referred to as "Coach".

Description	Potential Measures taken by MSdS	
Assessment of Needs		
A continuous process that establishes roles and profiles needed, monitoring current and future vacancies and potential opportunities for VIB positions that could be filled by Swiss Adults in Guiding and Scouting.	 Establish a clear expectation profile for VIB positions Monitor triennial plans and OF to identify profiles befitting the current needs of WSGOs Monitor current VIB perspectives and potential vacancies. 	
Attract & Selection		
Adults are invited to join through many different channels. Adults are recruited with a clear expectation description as well as a vague profile. Adults should understand how the VIB recruitment process and its uncertainties work.	 Develop a target group and a marketing strategy based thereof. Develop a factsheet that informs about the process of becoming a VIB as well as expectations and support-structure during the process. Safe-From-Harm check. 	
Onboarding	7.5.1.2.5	
The applicant learns more about the WSGO and it's OF and evaluates potential roles that they could apply to. They are integrated into the support network and get access to relevant MSdS infrastructure. Together with their coach, they discuss potential measures to strengthen their application and train for their potential role.	 Devise a "Kick-Off" meeting for new applicants, that informs about the WSGO, the OF, potential roles and strategies for the application process by a current VIB. Devise how applicants are integrated into MSdS infrastructure (e.g. Teams/Email, MiData, Budget) Develop a training landscape that orients applicants about options and a scheme for deciding on financing trainings. 	
Mutual Agreement		
The mutual agreement highlights all aspects which MSdS and the applicant should negotiate and agree. It sets clear agreements concerning expectations, rights and responsibilities. It should be based on past performance and the assessment made during the Onboarding process. The agreement needs to be revisited every three years.	 Develop guidelines for developing the mutual agreement for the coach and Provide minimal expectations for the Mutual agreement set by MSdS Provide a draft agreement 	



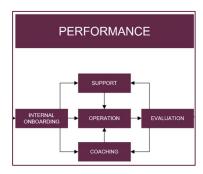
3.3 Application



Based on the Mutual agreement, the coach and applicant work together to strengthen the applicant's position.

Description	Potential Measures taken by MSdS	
Strengthen and Prepare		
This provides the applicant with knowledge, skills and contacts to better their chances at succeeding with their application. The applicant adapts their CV for the position they are aiming to, translate their scouting achievements into a WSGO-Language and participate in the agreed training or networking events.	 Provide a translation of the MSdS training model to the WSGOs model (e.g. Woodbadge framework) to highlight the competencies gained by the applicant at MSdS Support in preparation for networking or training events Develop guidelines and examples for the scout CV 	
Apply		
This denotes the period where the applicant needs to apply to the volunteer pool or a special role. It may involve multi-stage application processes.	Ensure that the applicant has all documents needed from MSdS and gets a quick endorsement by MSdS.	
Evaluation		
This concerns the case that the application is declined. Then the coach and applicant should evaluate possible reasons and decide on next steps. (Reassignment to a position in MSdS, Retire or Reapplying to a different position in WSGOs).	 Develop a (short) framework for the evaluation and the decision making on reassignment, retiring and reapplying. Simple process for archiving the conclusions of this evaluation process. 	

3.4 Performance

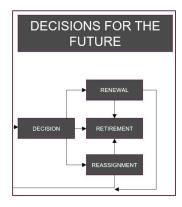


After the application has been accepted, we call the adult "VIB" and enter the performance phase. During up to three years, the VIB will be working in the OF of the WSGO or RSGO.

Description	Potential Measures taken by MSdS	
Internal Onboarding		
"Internal" refers to MSdS infrastructure. After a successful application, the VIB will get access to all relevant MSdS infrastructure, have their title and MiData entry be adapted accordingly and are set on receiver-lists for certain type of events. The coaching and support framework is finalized.	 Develop a short list of steps to be taken for onboarding. Develop short guidelines for how the VIB can ask for different types of support and on the coaching cycle. 	
Support		
Provides direct and adequate support to enable the VIB to perform their role well. This is complementary to the support provided by WSGOs and primarily concerns access to MSdS resources and networks where needed (e.g. preparing a survey inside MSdS or a marketplace at the delegates assembly).	 Have a clear scope of the support being provided, it's conditions and priorities. Have clear processes and responsibilities for how support can be requested. Make sure the VIB is aware of how the support system works. 	
Coaching		
Coaching builds upon the mutual agreement and ensures that both sides uphold their side of the agreement. It further ensures that the VIB get's the support they need, that they stay connected to MSdS and develop a long-term perspective for their volunteer career.	 Train coaches in the "GROW" model, to ensure good quality coaching for the VIBs Set clear goals for the coach Have a conflict resolution procedure in case there is a break of the agreement 	
Operation		
Here the VIB perform their given task or assignment.	This has been included for completeness. The measures to be taken by MSdS are included above.	



3.5 Decisions for the Future



After the VIB has concluded their role, it's up to the VIB and coach to decide on next steps.

Description	Potential Measures taken by MSdS
Decision	
Based on the needs and requirements of the adult as well as the evaluation of the adult's performance through the coach via the "Mutual agreement", a decision for the Future is to be made.	 Ensure that both parties can share their opinions about the future. Train the coach to conduct the appraisal and evaluation of the VIBs performance based on the mutual agreement Have a simple process for archiving decisions made
Renewal	
This means that the VIB has gotten positive feedback from both the WSGO and their MSdS coach and that they are willing to reapply to a VIB position.	 Ensure that a new mutual agreement is crafted based on past experience. Recognition
Reassignment	
The VIB decides, to step back from international volunteering but changes into a role in MSdS.	 Develop / Request a short summary of the VIBs work at the WSGO as a reference for positions in MSdS Have the coach support the VIB in achieving a suitable position in MSdS
Retirement	
Is the decision, where one party decides to end the mutual agreement and retire from scouting activities.	 Ensure recognition inside MSdS for the VIBs activities Have an Offboarding process in place



3.6 Recognition

Recognition can take many forms and is a permanent process of acknowledging an adult's contribution and progress, based on demonstrated performance and personal progression.

So far a VIBs work has rarely been acknowledged inside MSdS. It will be necessary to change that, because volunteering in international bodies is valuable for MSdS as well. (as discussed in Chapter 1 and 2). Especially if the adult brings some of their knowledge back into the organization.

Core responsibility for this should lay with the coach of the VIB. Recognition can range from giving exposure to the work of the VIB at national events and small presents to an official "Honouring" (Tison or others). The current rules for honouring via a Tison might be too restrictive though.

Measures to be taken:

- Have a small budget for recognitions of VIBs
- Make sure the coach is aware of their responsibilities in ensuring recognition for the VIB

3.7 Conclusion

The above elaborations have showcased a variety of potential measures. While many of these might be desirable, a prioritization and lean design of these processes will be pivotal, as to not overburden the VIB and coach. The core recommendations from the above can be extracted as follows:

- Define a target group and have a transparent and effective marketing strategy in place.
- Have resources in place, that allow to prepare and train the applicants and translate their achievements into a WSGO-language.
- Establish a coach system for VIBs that is based on a mutual agreement.
- Clearly define the infrastructure and support system that the VIB will have access to.



4. ASSESMENT OF NEEDS

Why does MSdS want VIBs? Why does one become a VIB? And what do WSGOs expect of them? Below we want to provide an assessment of needs for these different stakeholders in international volunteering.

Assessing the needs of **MSdS** will help us to better define our target group and give a decision-making guideline regarding investments per volunteer profile. It will further allow us to define clear expectations in the form of a "Mutual Agreement" and a coaching framework. Understanding the needs of **Volunteers** will ensure better coaching and support systems, give insight into the motivation of VIBs and how to help them succeed in their role. Finally, the needs of **WSGOs** will be essential to further refine our target group and understand how we can make skills acquired in MSdS transferable and recognizable for WSGOs.

These assessments will then be condensed into an approximate calculation on reproduction rates and resource requirements associated with those.

4.1 Needs of MSdS

Based on discussions with various stakeholders inside MSdS as well as the elaborations of Chapter 2, the following list of needs has been put together. With each need, we associate certain roles that can fulfil this need, drawn from the "Impact of Role" assessment.

Need	Potential Role(s)
Give national volunteers other / new paths for personal development	Teams (or higher)
Learn from WSGOs and other NSGOs and bring this knowledge back	Teams or Consultant
Volunteers that have developed knowledge of international bodies are important for roles in MSdS partnering institution (e.g. KISC, ESF, Pfadiheim Stiftung)	Team lead or higher
Have a support network for the ICs or other, newly appointed VIBs	Team lead or higher
Gather insight into WSGOs to better understand decisions and processes and allow to quickly react to misconduct or political change	Coordinators or higher
Influence decisions in WSGOs with the vision and values of MSdS	Board Member of higher



Well-trained and motivated VIBs will strengthen the image of MSdS as a professional and vibrant movement.	All

Some of these needs can also be sated through other measures than being a VIB. Specifically, knowledge of international bodies can be gained from being part in a conference delegation and learning from WSGOs or NSGOs or "other paths of personal development" can be achieved in various IV positions.

We can thus group these priorities into high and low regarding VIBs.

High	Low
Gather InsightInfluence DecisionsSupport Network	 New Paths for Development Knowledge of International Bodies Learn from others Strengthen Image

Not surprisingly, we find that roles higher up in the hierarchy are of more importance to MSdS. But because these roles often require experience and renown as a VIB, we'll find that building-up volunteers for these positions will require a holistic approach to empowering and supporting VIBs.

4.2 Needs of Volunteers in international bodies

Originally it was planned to conduct interviews with VIBs for this section. Unfortunately, due to time restrictions, this was not possible. We therefore present here a short list of needs that volunteers usually have for their work based on the research of others.⁴

Reasons for why someone might become a VIB include:

- · Give something back to the Scout and Guide movement
- Make a difference for your NSGO, your community or the people around you.
- Help the environment or another social cause
- Feel valued and part of a team
- Developing new skills and gaining access to training opportunities
- Expand existing experience and knowledge
- Gain confidence and self-esteem
- Enhance CV or open new job opportunities
- Meet new people and build an international network
- Travel and get to know other countries and cities

⁴ The Scoutship.(2020)



The needs of volunteers in scouting and guiding have been surveyed, analyzed and subsequently put into a model by Willems⁵. It includes the following five types of satisfaction:

- 1. **Task:** Result from Day-to-Day activities of a volunteers responsibilities
- 2. Social: Gained by being an active volunteer together with other people
- **3. Recognition:** Gained from feeling rewarded and recognized for their volunteer efforts, both from inside and outside the organization.
- 4. **Learning:** When feeling positive about the opportunity to develop new insights and skills through volunteering.
- Aspiration: When looking forward to the achievement of a certain event or project. (Important: Relates to the "looking forward to", i.e. the ambition of the volunteer).

These satisfactions are understood to give a general picture, and it is possible to have different degrees of satisfaction in each of these categories. At the same time, the numerical hierarchy indicated here relates to two parallel criteria by which these categories have been rated.

1) The "extent to which a personalized approach is necessary to enhance each satisfaction type, and (2) the potential impact that high or low levels of satisfaction for each type might have

In our case, the higher something is on the list (with 1. the highest), the higher it's impact on the commitment of volunteers and the lower the need for a personalized approach. E.g. for learning satisfaction, one cannot implement a general learning strategy that applies to all volunteers, because the prior knowledge and experience of volunteers varies greatly. At the same time, a volunteer might very well be interested in a volunteer task even though they may learn nothing new

It will be necessary to translate these things into the way we design the coaching system for our VIBs. Though the VIB life cycle already tries to cover a variety of these needs, we hope that better awareness will help with implementation.

4.3 Needs of WSGOs

on volunteer commitment."6

WSGOs and RSGOs have clear requirements and processes for the recruitment of their volunteers. Here we gather information on these requirements and the qualities that WSGOs are looking for in their volunteers. We further give a short overview of the number of positions available.

In general, the application to a SGO is a two-step process. First a general application to be included in the volunteer pool followed by a second application on a specific opportunity that may require additional proofs of competency. Here we will primarily look at the first step, as the second one can change year by year and is hard to generalize.

⁶ Willems, J. (2013)



⁵ Willems, J. (2013) The Volunteer Satisfaction Model: A Practical Framework to Improve Volunteer Management Practices.

WOSM World

The "World Scouting Volunteer Competency Framework" by WOSM World gives a clear list of qualities and competencies that they are looking for in volunteers. From reports by VIBs we know that the full application process is structured along the lines of these competencies, where applicants must declare their level in a competency and how they achieved and consistently improve this competency. The key competencies are the following⁷:

- 1. Communication and Writing Abilities
 - a. Effective written Communication
 - b. Resource Development
 - c. Organising and Presenting Information
 - d. Critical Thinking and Analytical Reasoning
 - e. Facilitation Proficiency
- 2. Analytical and Technical Abilities
 - a. Data Analysis and Research
 - b. Project Management
 - c. Digital Literacy
 - d. Innovation and Problem-Solving
- 3. Personal and Interpersonal Qualities
 - a. Self-Motivation and Time Management
 - b. Adaptability to Change
 - c. Teamwork and Communication
 - d. Cultural Awareness and Respect
- 4. Understanding of World Scouting
 - a. Understanding of World Scouting Structure and Functioning
 - b. Engagement with World Scouting Concepts

It will be important for MSdS to showcase how our own trainings relate to these competencies. Furthermore, this will significantly impact the role description and target group. Filling out this application can take between 4-8 hours.

WOSM Europe

In general, regional levels do not have as high requirements as the world level and the application process is a lot shorter. We could not find any competency framework akin to the one on world level. Applicants for the last volunteer pool had to declare their interest in the following areas though:⁸

- Communications
- Events Support
- Advocacy and External Relations
- Finance and Fundraising

- Sustainability and Environment
- Growth
- Management, Monitoring and Evaluation
- Strategic Planning

⁸ World Scout Bureau Inc. (2022). Application Form. https://www.scout.org/european-region-open-call#:~:text=The%20European%20Scout%20Region%20Volun-teer%20Pool%20is%20a%20group%20of,a%20number%20of%20different%20ways.



⁷ World Scout Bureau Inc. (2024), World Scouting Volunteer Competency Framework. https://learn.scout.org/re-source/world-scouting-volunteer-competency-framework

- Diversity and Inclusion
- Impact of Scouting
- Adults in Scouting, Volunteer Management
- Graphic Design, Web Design and Information Architecture
- Good Governance
- Youth Programme, Education in Scouting, Youth Empowerment
- Photography and Video making

And express potential skills in the following areas:

- Leadership / Management
- Project Management
- Environmental Advocacy
- Data Analysis
- Graphic Design
- Public Speaking

- NGO Management
- Training
- Volunteer Management
- Social Media
- Communications
- Non-formal Education

It should be clear that the "areas of interest" are heavily shaped by the triennial plan and strategy of the region. The application can take up to 20 minutes.

WAGGGS World

The most important information on the WAGGGS volunteer pool is found in their terms of reference. The application requires the NSGO to write at least 200 words on why the volunteer is being recommended to the volunteer pool. It's unclear from the resources found, which skills WAGGGS is looking for though they ask the applicant to declare if they have any advanced or professional skills in capacity building regarding:

- Organisational Identity
- Organisational Structure and Strategy
- Quality Girl Guide and Girl Scout Experience
- Leadership Practice
- Recruitment and Retention

- Organisational Management
- Finance
- Fundraising and Resource mobilization
- Image and visibility
- Influence

WAGGGS Europe

Here there is even less information available but from a "Call for volunteers" we find that the skills are heavily tied to the specific working groups and it seems that there is no "volunteer pool". (Or it may be, that the Europe region uses the volunteer pool of the world level).

Skills that appear in multiple profiles pertain to facilitation, research and knowledge of WAGGGS programme and values.

⁹ Can be found here: https://www.wagggs.org/en/what-we-do/volunteer-with-us/



Number of Volunteers

From past triennials we can deduce the approximate number of volunteers in each (sub)organisation. From this we can then conclude the average number of volunteers that an NSGO may provide to a WSGO / RSGO. Unfortunately, the information is hard to gather.

Organisation	Total # of Volun- teers	# of NSGOs that send volunteers	Average # of volun- teers per NSGO
WOSM World ¹⁰	227	120 - 160	1.41 - 1.81
WOSM Consultants ¹¹	285	120 - 160	1.75 - 2.35
WOSM Europe ¹²	~150	47	3.19
WAGGGS ¹³	840	114	7.3
Total	1502	-	13.65 - 14.65

We split the consultant roles and other VIB roles in WOSM to give a better account of the areas of work. Furthermore, we'd like to add, that 30% of the WOSM World volunteers come from the Europe region. We could not find any specific numbers for the WAGGGS Europe region but assume that the number given in the WAGGGS global update is a sum over all volunteers in both world and regional level. It may seem perplexing that WOSM seems to have less volunteers than WAGGGS. This is most likely due to the above-mentioned aggregation of all regional volunteers in the WAGGGS numbers, while the WOSM numbers only count the World level and Europe Region. Nevertheless, there may be differences in how these number are aggregated, and we do not have enough insight to say more about this.

We believe that the above average total number of VIBs per NSGO should be the minimal number of volunteers that MSdS has in international bodies. (Excluding foundations). Considering our high level of education (as a country), strong training and support of volunteers and good infrastructure (e.g. access to a stable internet connection), we should be able to provide more than an average number of excellent volunteers.

4.4 Conclusion

We'd like to finish this section with the following insights:

Regional level volunteering is in general less demanding regarding the application process and the chances of face-to-face meetings are higher.

¹³ https://www.wagggs.org/en/resources/wagggs-global-update/



¹⁰ World Scout Committee 2021 – 2024 Triennial Report. https://learn.scout.org/resource/world-scout-committee-2021-2024-triennial-report P.99

¹¹ World Scout Committee 2021 – 2024 Triennial Report. https://learn.scout.org/resource/world-scout-committee-2021-2024-triennial-report P.70

¹² European Scout Region Midterm Report 2022 – 2025, https://learn.scout.org/resource/european-scout-region-mid-term-report-2022-2025

We added 30% to the number, assuming that there will be more volunteers during the rest of the triennium.

- Skills required to become a VIB are alike to skills acquired in national level positions and trainings (i.e. Spektrumkurs) and skills acquired with a university degree.
- MSdS has an interest in finding people with the skill set and vision for a long-term VIB career.
- With six VIBs, MSdS is beneath the conservative estimate of the average number of VIBs per NSGO.

In the next section, we'd like to translate these things into a role profile.



5. VIB ROLE DESCRIPTION

From all of the above we want to extract role requirements that align with the needs of MSdS and WSGOs as well as our general strategy in this regard.

In the following we'll define "hard requirements", which are what we consider to be minimal standards. For MSdS to put effort and ressources into an applicant, they should bring a certain skillset, motivation and experience with them.

The soft requirements are understood as "nice-to-have", they can enhance an applicant's chances and their long-term success in their career. (Though not necessarily).

For every requirement we try to give a short explanation of what and why.

5.1 Hard requirements

English B2-ish

This is the common language of WSGOs and a good command is necessary to be able to communicate and work in this environment.

Solid Communication Skills

Be it in writing, presenting, facilitating or public speech, VIBs need to be able to communicate with a variety of audiences for different purposes. For a VIB to have any chance at long-term success, this is vital.

Panorama Training

As the first non-mandatory training, finishing this training is a strong indicator for one's commitment and motivation in Scouting and Guiding. It is also the first training where participants learn about MSdS structures, our pedagogical foundation and international scouting and guiding. For a VIB to act according to the vision and values of MSdS, they should have at least this degree of understanding of them. Furthermore, this makes them more likely to become successful in their application, as they can showcase a solid amount of training in their scout / guide career. This also formally then gives an age minimum for VIBs. (Which is the age minimum for participating in the Panorama training).

Experience in Cantonal or National Level Working Group

1) This ensures that the person is familiar with paper scouting and has inkling of what it means to work as a VIB. 2) It gives a second point of reference for judging their performance and potential regarding VIB-ing. The number of positions are limited and may require a substantial investment from MSdS. This makes sure we have a solid foundation to decide on whether we want to support someone or not.

Self-driven and okay to work in an online environment



VIBs spend most of their time in online meetings and at home on their desk. A degree of digital literacy and enough drive to thrive in this work environment is necessary.

Be willing to bring back knowledge

MSdS would like to learn from other NSGOs and WSGOs. VIBs should be okay with bringing their knowledge and expertise back into MSdS, giving back to the movement. (The specifics of this should be defined in the mutual agreement).

No Safe-from-Harm Issues

We do not want to take any risks with regard to our reputation.

Represent MSdS values

A VIB always represents their country of origin to a degree. We therefore require VIBs to adhere to principles of transparency, fairness, democratic decision-making and goodwill as well as the scout and guide values. (To name a few).

5.2 Soft Requirements (Nice-To-Have)

Spektrum-Training

The spektrum training concludes the woodbage framework and gives insight into project management and NGO management and provides the participant thereby with a skill set that is ideal for the profile expected by WSGOs. Furthermore, the Spektrum training gives participants a good understanding of MSdS and builds their network in the movement.

University Degree

This is an uncomfortable one. In general, we'd like for volunteering positions to be socially inclusive. But looking at the expectations of WSGOs and RSGOs for their volunteers, we often find points pertaining to research or data-analysis. Competencies pertaining to these areas are hard to acquire outside of university and proving them without a degree is even harder. Ideally, the degree would be in an area that is important to the current operational framework of the WSGO/RSGO.

Long-Term Perspective

For MSdS to achieve it's goal to have VIBs with a solid amount of insight and influence, we need people with a long-term vision for their career in international scouting and guiding. A strong motivation and development plan are an integral part to this.

From a minority perspective

With the current EDI measures of WSGOs and RSGOs, underrepresented minorities will have better chances to land a spot in international scouting and guiding. Furthermore, the D&I position paper by MSdS requires us to empower and build-up volunteers from discriminated minorities. The authors believe that this should also pertain to VIBs.

Solid experience in Project management

Ideally on national level and in a project who's content relates to the current operational



framework of the WSGO/RSGO. Project management and leadership are core skills that appear in every competency framework presented above.

5.3 Conclusion

We do not believe that this is a final list, but we tried to capture the most important aspects of what it takes to succeed as a Swiss VIB without setting expectations at a completely unrealistic level.

The next step will be, to condense this into a mutual agreement and a recruitment strategy.



6. CONCLUSION

In this ticket we've shown that international volunteering is important to MSdS and that changes to the way we recruit and facilitate VIBs are necessary. We've presented an analysis of the hierarchy and structure of VIBs, their insight and influence and what WSGOs / RSGOs expect of people that want to become a VIB. We hope that we can address the deficiencies of the current system with the VIB life cycle introduced in chapter 3, where we support a VIB from recruitment, through the application process to their performance. Finally combining needs of MSdS and WSGOs/RSGOs we showcase the ideal profile of a potential VIB.

Summarizing this ticket, we recommend that MSdS:

- 1. Drafts a mutual agreement that acts as a baseline for the cooperation between MSdS and a VIB.
- Defines it's target group and creates a recruitment strategy (including ways for members to learn about volunteering in international bodies) to find and motivate suitable scouts and guides within our movement.
- 3. Creates a coaching and support system for VIBs, prioritizing support during the application process and including resources to allow for training / networking of potential VIBs.
- 4. Have a feedback system in place to learn and continuously improve our coach and support system.

First steps in this direction have already been taken:

- The new strategy of MSdS will most likely contain an objective, that aims to have more active VIBs. This will allow to allocate resources to realize the above recommendations.
- At the generally assembly, the two ICs presented the map of international volunteering and talked with cantonal representatives about the upsides of becoming a VIB.

We hope that this ticket paves the way for a new generation of Swiss Scouts and Guides that volunteer for WOSM and WAGGGS and help us connect MSdS with the world.



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APPENDIX A

DELEGATIONSMITGLIED

3 Months Intense

We are looking for interested Kantonsleiter*innen or volunteers at MSdS to become members of the delegation to the Joint Conference of WAGGGS and WOSM Europe. This Conference is the main decision-making body of these two European Guide and Scout Organizations and a gathering of Guides and Scouts from all over the European Region, reaching from Iceland to Azerbaijan.

What does this mean for you?

An intense 5-days of working on the future of our movement with Scouts and Guides from all over Europe. From smaller workshops to large plenary sessions, the days will be filled with talks, discussions and decision-making on Youth programme, governance, strategic planning and new ideas for pan-European projects.

When and where?

The conference takes place from the 19th of July to the 23rd of July in Vienna, Austria. (Keep in mind that we will arrive a day earlier and travel by night train).

As a member of our delegation, you will be expected to:

- · Represent the Swiss Guide and Scout movement (MSdS).
- Participate for the duration of the full conference and two full-day preparation meetings in spring.
- Participate at a short online meeting in March and maybe additional online meetings during June and July.
- Read through the conference documents and be well prepared for our meetings.
- Manage and take ownership of your own political topic for the conference together with a partner.



Your participation, travels and meals will all be covered by MSdS. Participating in this unique event will give you the opportunity to:

- - Have an impact on the future of the European Guide and Scout movement.
- · Build a network of European friends in scouting and guiding.
- - Gather Insights and knowledge about the inner workings of the European Guide and Scout movement.
- - Expand your knowledge of governance, strategic planning and youth education.

For more information you can approach us using: international@pbs.ch



TEAM MEMBER AT A WORKING GROUP FOR WOSM OR WAGGGS

6 months to 3 years.

A member of a team usually belongs to a group not larger than 6 scouts (as scout patrol). As a member, you will deliver on agreed tasks individually or together with your fellow team members in a given timeframe. To do this, you will attend and actively participate in team meetings, both face-to-face and online. Being a member of such a team means you will get to know scouts whom you would work closely with for a period of time and build strong experiences together!

All teams have specific objectives to work on and usually specialise in a field such as sustainability, growth, external relations, youth programme or others. The usual outcomes of the teams in their support to Member Organisations are events, toolkits, guidelines, online sessions, elearnings and others. Some teams may have a shorter timeframe to achieve their goals, these teams are called task forces or project teams. Being a member of a task force may require more intense work on one specific project in a shorter period of time.

At least 20 years old, Panorama-training done, speaking fluent English.

How?

You apply to the European Region / World Volunteer Pool and if you are accepted you will receive requests to join a Team.

Let us know if you could imagine yourself doing something like this and we will put you onto our list.



VOLUNTEER (SHORT TERM OR LONG TERM) AT A SCOUT CENTER:

3 Weeks, 3 Months, up to 9 Months.

Full-time volunteer (small financial compensation + board & lodging covered)

All of our jobs are vitally important to what we do - from our Helper and High Season Staff to our Short and Long Term Staff. You could find yourself in catering, hospitality, outdoor education, communications or management! Whatever your role is, you can be confident you are making a positive contribution to international Scouting and making a difference in the lives of young people worldwide.

This is a great opportunity to get to know Scouts and Guides from all over the world and build a strong connection with them.

- At least 18 years old when your season starts
- A Scout or Guide with an active membership of an Association recognized by WOSM/WAGGGS
- · Able to communicate well in written and spoken English
- Physically and mentally able to volunteer and commit to the full length of your season (3 months).

Example Locations:

- Our Chalet (Switzerland) Minimum 1 Week
- - Kandersteg International Scout Center (Switzerland) Minimum 3 Months
- - Vässarö (Sweden) One summer
- · Our Cabana (Mexico) Minimum 3 Months
- Pax Lodge (England) Minimum 3 Months
- - Sangam (India) Minimum 1 Month



COMMITTEE MEMBER

3 years, very intense

The European Scout Region is strategically led by the Regional Scout Committee, which is elected by the Regional Scout Conference - the general assembly of the Region.

Comprising six volunteer members, the Committee is elected for a three-year term. Ex-officio members of the Committee are the Regional Director and Regional Treasurer. The implementation of the Conference resolutions, providing financial and oversight, acting as advisory body to the World Scout Committee and supporting Member organisations in the Region are the main functions of the Committee. Being a member of the Regional Committee may introduce many differences in relation to the other volunteer roles available which are operational in their nature.

Essentially, the Committee steers the work of Region on behalf of the Conference and ensures that the Region runs smoothly and is on track including all possible dimensions (financial, legal, social and others). This requires strategic decisions, oversight skills, knowledge, and practice of good governance principles as well as advocacy and representation skills. The role may also involve specific agreed responsibilities such as representing the Region at the KISC Committee, at the Board of the European Scout Foundation, overseeing our joint work with WAGGGS, supporting specific Member Organisations, providing governance oversight of projects or initiatives, overseeing the Regional Scout Plan implementation and others.

It is a fulfilling role to further the Scout Movement by promoting the spirit of a worldwide family, of co-operation and mutual assistance amongst Scout organisations within the Region!

How?

Get elected by the European or World Conference. (Not so easy)



YOUTH DELEGATE (DE)

2 Years, low intensity with short (3-months), high intensity periods

Needs to be between 18 and 25 years.

Möchtest du mehr über die Arbeit der PBS auf internationaler Ebene erfahren und die Stimme junger Pfadis der Schweiz einbringen? Dann werde der oder die nächste "Youth Delegate»!

Um die Teilnahme junger Pfadis an den Entscheidungen auf nationaler und internationaler Ebene zu fördern, haben die PBS und ihre Kommission für Internationales beschlossen, ein "Youth Delegate"-Programm für die PBS einzurichten. Ziel dieses Programms ist es besonders:

- erste Erfahrungen auf nationaler und internationaler Ebene anzubieten
- die Entwicklung von Fähigkeiten im Zusammenhang mit der Wahrnehmung der Bürgerrechte zu ermöglichen und die allgemeine Entwicklung der Person zu fördern
- eine Weise vorzuschlagen, um die kulturelle Vielfalt zu erleben und sich als Weltbürger/in zu engagieren (Global Citizen)
- die Möglichkeit geben, den Verband und die Stimme der Jugendlichen, welche in der Pfadibewegung Schweiz engagiert sind zu vertreten

Als « Youth Delegate» verpflichtest du dich für zwei Jahre. Während dieser Zeit wirst du der/die Vertreter/Vertreterin der jungen Pfadis des Verbands sein. Deine Aufgabe besteht im Allgemeinen darin:

- die Stimme der aktiven Mitglieder der Pfadibewegung Schweiz zu sein
- an bestimmten Aktivitäten der Kommission für Internationales teilzunehmen, um die Funktion der nationalen und internationalen Ebene zu entdecken
- an Vorbereitungssitzungen der Europa- und Weltkonferenzen teilzunehmen
- an Delegationen zu den Europa- und Weltkonferenzen teilzunehmen

How?

The application usually opens in July and runs till September on the MSdS website.



YOUTH DELEGATE (FR)

2 Years, low intensity with short (3-months), high intensity periods

Needs to be between 18 and 25 years.

Envie de découvrir le travail du MSdS au niveau international et de porter la voix des jeunes scout·e·s de Suisse ? Alors deviens le·la prochain·e Youth Delegate!

Afin d'encourager la participation des jeunes scout·e·s dans les décisions qui se prennent au niveau national et international, le Mouvement Scout de Suisse et ses commissaires internationaux ont décidé de reconduire le programme *Youth Delegate*. Le but de ce programme est notamment de :

- Vivre une première expérience nationale et internationale
- Découvrir différents organes du niveau national de manière concrète
- Mieux comprendre et connaître le niveau international du scoutisme
- Développer des compétences en termes d'argumentation, de transmission d'un message et de défense d'une opinion
- Faire l'expérience de la diversité culturelle et s'engager en tant que citoyen ne du monde (Global Citizen)
- Représenter le Mouvement Scout de Suisse et la voix des jeunes qui s'y engagent

En tant que *Youth Delegate*, tu t'engages pour une durée de deux ans. Durant cette période, tu es le·la représentant·e des jeunes scout·e·s de l'association au niveau international. D'une manière générale, ton rôle sera de :

- Être la voix des membres actif·ve·s du Mouvement Scout de Suisse
- Aller à la rencontre de scout·e·s impliqué·e·s au niveau national afin d'en comprendre le fonctionnement et participer aux temps forts de l'association suisse
- Prendre connaissance du fonctionnement du niveau international à travers des rencontres/discussions avec les commissaires internationaux du MSdS et la participation à un ou plusieurs événements internationaux
- Participer activement aux événements internationaux qui te seront attribués (p. ex. conférence européenne, conférence mondiale, autre), séances de préparation comprises.

L'implication demandée pour ce rôle est importante. Toutefois, elle ne doit pas t'empêcher de continuer tes activités dans ton groupe ou dans ton canton.

How?

The application usually opens in July and runs till September on the MSdS website.



HEAD OF CONTINGENT

3 years, very intense

Good CV, at least 22 years

As a Head of Contingent (HoC), your role involves overseeing all delegation operations by ensuring transparency of information, tailored to different hierarchical levels, and managing essential tools effectively, such as cloud platforms and email addresses. This role also includes developing and supporting members, fostering their growth and efficiency. HoCs organize and coordinate meetings with the CMT and plan preparation, gathering, and teambuilding activities, which are essential for strengthening team cohesion. They review and approve projects from various departments to guide strategic direction and supervise control processes to ensure operational mastery. By attending meetings with MoJaVe, they represent the delegation's interests and manage the MiData system, ensuring data access and security to facilitate decision-making. This role requires strong skills in management, communication, and organization to maintain efficiency and harmony within the delegation.

How?

Apply via the MSdS website.



CONTINGENT MANAGEMENT TEAM (CMT)

Up to 3 years, intensity can vary depending on function

As a member of the CMT you support the Head of Contingents in managing the affairs of the Contingent of Swiss Guide and Scouts travelling to an international event (like the Jamboree or Moot). This may include work on finance, communication and visual identity, coaching ISTs, travel or safety and health.

The specifics depend on the type of event you will be attending.

For this function you are expected to be older than 22, have participated in a Panorama-training and speak fluent English. The positions are usually posted on the website of the contingent.

How?

Apply via the Contingent website.



MEMBER OF THE ORGANISATIONAL TEAM OF A SMALL INTERNATIONAL EVENT

3 - 6 months, low intensity

From time to time, MSdS hosts small-scale international events in Switzerland. (Between 40 – 150 attendees). These usually address a European audience. As a member of the organisational team, you will be in charge of facilitation, catering or additional program (like a city tour, visit to some interesting location or organizing a dinner). The main part of the program is usually organized by the volunteers and staff of the Organization requesting the event. (Like WOSM Europe or WAGGGS Europe).

This offers an opportunity to get in touch with scouts and guides from all over Europe and get insight into decision-making processes on the European level.

How?

As these are usually short-term projects, things need to move quickly. If you would like to be informed about opportunities, let us add you to the list!

