

# AFRICA SCOUT REGION



## TRIENNIAL PLAN 2015 - 2018

Supporting Growth and Delivery of  
Quality Assured Scouting in Africa



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Management



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# INTRODUCTION



At the 16th Africa Scout Conference in Uganda, a new Strategy for the Africa Scout Region was adopted. The strategy has been aligned with global strategy for Scouting - Vision 2023. The Triennial Plan 2015-2018 is the first step towards mainstreaming Africa Region's contribution towards the achievement of the Vision. The plan will guide the Africa Scout Committee over the next three years

This document explains how the Africa Scout Committee will work to deliver on the plan. It also calls upon National Scout Organizations (NSOs) in the region to become involved and contribute to its successful implementation. Through close cooperation and a commitment to developing the Movement, Scouting will achieve greater impact in "Creating a Better World".

The Africa Scout Committee, working with the Africa Support Centre team of staff will deliver a tailored reporting and feedback session, based on a framework of key milestones, for each of the Zonal Conferences during the Triennium, ensuring that NSOs are kept abreast of the ongoing work and are able to monitor progress at regional and world level.

# ABOUT SCOUTING

The Scout Movement is a voluntary non-political educational movement for young people, open to all without distinction of gender, origin, race or creed. Scouting offers young people the opportunity to develop their full emotional, intellectual, physical, social and spiritual potentials as individuals, as responsible global citizens, and as members of their local, national and international communities.

## The Scout Promise and Law

The Scout Movement is based on the following principles:

Duty to God - a person's relationship with the spiritual values of life, the fundamental belief in a force above mankind.

Duty to others – a person's relationship with, and responsibility within, society in the broadest sense of the term: his or her family, local community, country and the world at large, as well as respect for others and for the natural world.

Duty to self – a person's responsibility to develop his or her own potential, to the best of that person's ability.

## The Scout Method

The Scout Method is a system of progressive non-formal self-education. It is a key part of Scouting, and is made up of seven different elements, which work together to provide a rich, active and fun learning environment.

The Scout Method includes:

- Scout Law and Promise
- Learning by Doing
- The Patrol (or Team) System
- Symbolic Framework
- Personal Progression
- Nature
- Adult Support



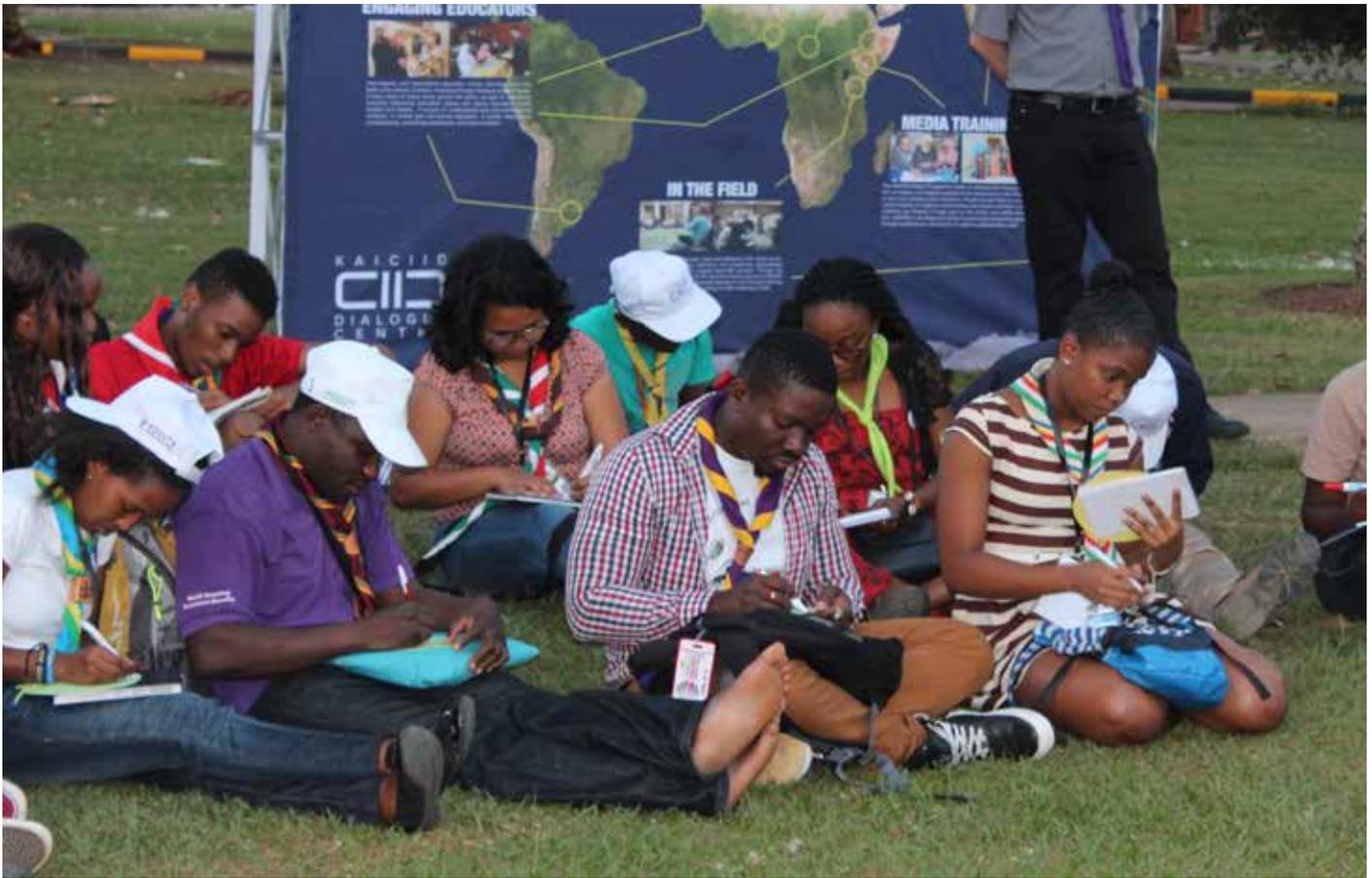
## OUR MISSION

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

## OUR VISION

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

# STRATEGIC PRIORITIES



## **Youth Engagement**

Scouting should give young people the opportunity to develop the skills and knowledge, empowering them to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.

## **Educational Methods**

The Youth Programme should provide a non-formal learning environment, strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.

## **Diversity & Inclusion**

Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.

## **Social Impact**

Every Scout should be involved in community service and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.

## **Communications & External Relations**

Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognised as the world's leading youth movement.

## **Governance**

The governance of WOSM should be transparent, accountable, efficient and clearly linked to its overall strategy, and focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organisation should be clearly defined and understood, ensuring a customer-focused approach. In doing so, we ensure high synergy across all levels of WOSM with a high "return on investment".

# TRIENNIAL PLAN 2015 - 2018



## **AFRICA SCOUT COMMITTEE AMBITION FOR 2015-2018**

Driven by our strategy,

- We develop and innovate Scouting
- We increase our social impact, reaching out to more young people
- We strengthen our image, partnerships and communications

And in doing so support growth and delivery of Quality Assured Scouting in Africa.

The Triennial Plan has been divided into four Work Streams, covering the six global Strategic Priorities of the Strategy for Scouting/Vision 2023. On the following pages each regional Work Stream and corresponding actions are presented.

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*Quality Assured Scouting is a regional programme that is aimed at supporting selected NSOs to meet internationally accepted standards of management as defined in the Global Support Assessment Tool (GSAT)*

# INNOVATING SCOUTING

Through innovative events, programmes and frameworks we will ensure effective implementation of policies that help prepare Scouts to be active citizens.

What this means for...

## **Our Region**

Will support NSOs in implementing programmes and initiatives that lead to further social impact, support diversity projects in the Region and identify NSO projects that can inspire others.

## **Our NSOs**

Will work to implement the Keeping Scouts Safe from Harm policy, WOSM's Youth Leadership Model, World Youth Programme Policy, World Youth Involvement Policy and Adults in Scouting Policy. You will be invited to send participants to Regional and World Events including the 2nd World Scout Education Congress.

## **EDUCATIONAL METHODS**

The Youth Programme should provide a non-formal learning environment strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.

### **The Challenge**

A significant number of NSOs have weak leadership and programme management structures and capacities that hampers the delivery of Quality Assured Scouting. This coupled with the existence of outdated and neglected youth programmes has contributed to inconsistent growth and development of Scouting in Africa.

### **Our Ambition**

By 2018, at least 9 more NSOs will have been trained in youth programme cycle management that will have resulted in more effective Adult Leader support structures and systems supporting the delivery of Quality Assured Scouting.

### **Focus Area 1: Youth Programme**

- Key NSOs leaders will be supported to develop and implement homegrown Youth Programmes that are relevant and aligned to the unique realities and needs of their respective Countries.
- Global programmes will be disseminated in each NSO and their leaders supported to integrate these innovations into their national programmes in order to enrich the Scouting experience for youth members and create more opportunities for greater positive impact in their respective communities.
- Key leaders in each NSO will be supported to develop and implement growth strategies to contribute to their NSO's quantitative and qualitative growth. Additionally atleast 5 potential members are supported to attain WOSM membership.

### **Focus Area 2: Adults in Scouting**

- Key leaders in each NSO will be supported to develop and implement national Adults in Scouting Policy in line with the World Adults in Scouting Policy.
- Key leaders in each NSO will be supported to develop and implement training content that best addresses emerging trends and needs of young people.

### **Focus Area 3: World Events**

- Key NSOs leaders in the region will be supported to prepare for and effectively participate in the 15th World Scout Moot.
- Key NSOs leaders in the region will be supported to prepare for and have an improved presence and active participation in the 2nd World Scout Education Congress.
- Key NSOs leaders in the region will be supported to prepare for and actively participate in the 41st World Scout Conference and 13th World Scout Youth Forum.

### **Focus Area 4: Regional Events**

- The host of the 7th Africa Scout Jamboree will be supported in the planning for the event to ensure successful hosting of a quality jamboree of international standards that will attract improved regional participation.
- The host of the 17th Africa Scout Conference and the 8th Africa Scout Youth Forum will be supported in the planning for and hosting a quality event that will attract improved regional participation.
- The hosts of the 2016, 2017 and 2018 Africa Scout Day will be supported in planning for quality events that will attract improved regional participation.

## **YOUTH ENGAGEMENT**

Scouting should give young people the opportunity to develop the skills and knowledge empowering them to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.

### **The Challenge**

In a significant number of NSOs, youth involvement at the unit, community, and institutional levels continues to be restricted. Some of these NSOs have limited the engagement of young people to tokenism without clear roles and responsibilities being assigned to them. This tendency, if left unchallenged, will hamper both overall growth of Scouting in the Region, and the positioning Scouting as an organization that develops young and innovative leaders who are pro-active global citizens.

### **Our Ambition**

By 2018, at least 9 more NSOs will have been supported to develop youth involvement strategies that establish national frameworks and structures supporting active involvement of youth at all levels of decision making, favouring youth led interventions that create positive impact in their respective communities.

- The success and lessons learnt from the Developing Leadership in Young People in Africa project will be used to support key NSO leaders to develop and implement youth involvement initiatives in NSOs to create more positive impact in their communities.
- Regional Youth Advisors and other young people will be fully involved as equal partners in the work of the Africa Scout Committee as well as National Scout Committees.

# REACHING OUT TO ALL

Through the development of resources, tools and sharing of knowledge we will support NSOs to increasingly reflect the rich diversity of their communities and improve their social impact.

What this means for...

## **Our Region**

Will support NSOs in implementing programmes and initiatives that lead to further social impact, support diversity projects in the Region and identify NSO projects that can inspire others.

## **Our NSOs**

Will work to increase social impact and diversity by implementing programmes and sharing projects and best practices with other NSOs. You will be asked to provide information and data so that we can measure and increase the social impact of Scouting.

## **SOCIAL IMPACT / DIVERSITY & INCLUSION**

Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.

Every Scout should be involved in community service, and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.

### **The First Challenge**

There exists a lack of sufficient project management capacity to deliver quality projects that can generate the necessary resources to have a causal and sustainable effect on growth.

### **Our Ambition**

By 2018, a minimum of 12 NSOs will have developed sufficient capacity to manage projects professionally and will have attracted new funding. The quality of the implementation of the funded programmes will have demonstrated increased effectiveness in their execution, overseen by improved NSO governance and leadership, resulting in:

- An increase in functional capacity and provision of relevant tools;
- An increase in implementation capacity demonstrated by the number of successfully completed quality projects;
- An increase in the number of funded projects created, resulting in a measurably increased outreach to young people.

### **The Second Challenge**

The lack of a properly configured and comprehensive social impact management tool makes it difficult to collect, analyze and retain accurate data gathered across the full range of projects and programmes implemented at regional and national levels, which is required to measure and inform our organization on our social impact.

### **Our Ambition**

By 2018, the Africa Scout Region and its member organizations will be able to maintain up-to-date relevant data with which to conduct reliable annual assessments of the measurable and visible impact of Scouting's programmes, using a single integrated platform in which to identify, document, share and retain best practices, in order to:

- Inform the development process in our policies and programmes.
- Guide a better informed-decision making process.
- Increase use of evidence-based communications promoting verifiable impact of our programmes and interventions.

## **The Third Challenge**

Due to the various social, political and economic situations some young people are marginalized and hence there are segments of the society that we are currently not able to reach adequately. We need to reach out to more of these young people.

### **Our Ambition**

By 2018, with targeted actions we would like to make Scouting available to all young people through our various programmes in schools, rural places and youth living in special situations. Besides the previously identified activities, we intend to;

- Promote the Scouting Global programmes: Scout of the World, Safe from Harm, Environment Programme
- Develop and promote projects that address the local realities
- Promote Scouting in Schools, Rural areas as well as Scouts with special needs.

# STRENGTHENING SCOUTING'S PROFILE

We will tell Scouting's story, develop effective partnerships and advocate for the change that we want to see in the world.

What this means for...

## **Our Region**

Will support NSOs in communicating their Scouting stories, work together with other WOSM bodies to further improve communication within and about the Movement, and develop effective partnerships with external stakeholders

## **Our NSOs**

Will continue to share your Scouting stories in different channels and take part of information from World and Regional Level. You will be encouraged to engage in constructive external partnerships in your local communities, and be invited to nominate representatives for advocacy and external relations activities and events.

## **COMMUNICATIONS & EXTERNAL RELATIONS**

Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. Using the most impactful methods of communication, and engaging in strategically relevant partnerships should recognize Scouting recognized as the world's leading youth movement.

### **The First Challenge**

Scouting in Africa is faced with increasing competition from other youth organizations. This is compounded by the low capacity of many NSOs to document and tell stories about the impact of Scouting in their countries. This shortcoming coupled with an attractive brand, places the Movement at risk of potential reputational misuse. In order to strengthen the image of Scouting in Africa, we need to reach out to stakeholders more effectively with accurate and inspiring messages to show Scouting's relevance and attraction to as many young people and stakeholders as possible.

### **Our Ambition**

By 2018, Scouting will be the most visible and attractive educational youth movement in Africa, as will be evidenced by growth in membership, the active involvement of Scouts in their communities, the proper and effective use of its global brand, and highest performance standards within the NSOs.

- Develop a Regional Communications and External Relations strategy to support implementation of the regional plan in line with global communications plan.
- Review and develop innovative communication channels to better reach out to all stakeholders with efficient and timely communication.
- Support NSOs in telling their story and documenting best practices through capacity building for NSOs and key volunteers.
- Increase the awareness in NSOs and the appropriate use of the World Scout Brand and the Africa Scouting brand, providing an effective and consistent visual impact.

## **The Second Challenge**

Over the years, Scouting in Africa has not effectively utilized existing and potential partnerships to drive growth and development. Consequently, the impact of Scouting has not been fully felt by communities and partners. Effective partnerships are vital in supporting the achievement of the vision by positioning Scouting as the leading youth movement in Africa with a strong case for potential partners and investors.

### **Our Ambition**

By 2018 Scouting in Africa will develop 5 new key strategic partnerships and strengthen 5 existing ones for mutual support to position Scouting in Africa as a credible partner, leverage additional resources, increase the visibility and impact of Scouting in the community, promote the culture of dialogue and tolerance as well as increase relevance and recognition by stakeholders and investors

- Build an investment case for Scouting in Africa
- Engage key regional partners (e.g. Governments, African Union, regional blocs, corporates, UN agencies, investors, NGOs and Civil Society Organizations etc) through targeted communication messages and develop strategic engagements with a focus on key priorities and the Sustainable Development Goals
- Define and promote regional initiatives such as Quality Assured Scouting, Food For Life, U-Report, Unguvu, Messengers of Peace and Africa Scout Foundation
- Promotion of Scouting in various platforms on Youth Work
- Professional management of partnerships.

# GOVERNANCE & NSO SUPPORT

Together with NSOs we will strengthen our unity and develop capacity to help grow Scouting around the world.

What this means for...

## **Our Region**

Will continue to support NSOs in assessing and improving their capacity, and also play an important role in further improving the governance of WOSM.

## **Our NSOs**

Will be invited to take part in assessments of NSO capacity, and offered support in addressing challenges. You will be supported to accurately record and report membership figures.

## **GOVERNANCE**

The governance of WOSM should be transparent, accountable, efficient and clearly linked to its overall strategy, focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organization should be clearly defined and understood, ensuring a customer-focused approach. In doing so we ensure high synergy across all levels of WOSM with a high "return on investment".

### **The Challenge**

National Scout Organizations and the Africa Regional Support Centre are not able to meet all needs in the field due to the lack of adequate resources, since the current sources of funding are limited in number, range and means.

### **Our Ambition**

By 2018, ARSC will be contributing more to its own sustainability by increasing additional revenue from current levels by 30%.

By 2018, ARSC will have supported at least 6 NSOs in developing and implementing their own resource mobilization strategies.

This will have been achieved through

- Identification of additional sources of revenue
- ARSC generating an income stream from the occupation of its own new premises
- All NSOs in the region become members of the Africa Scout Foundation and continuously contribute to it
- At least 6 NSOs are effectively mobilizing resources towards supporting Scouting programmes

## **NSO SUPPORT**

### **The Challenge**

A significant number of NSOs in Africa have not adopted best management practices which inhibits them in the delivery of Quality Assured Scouting

### **Our Ambition**

By 2018, an additional 9 NSOs will have adopted best management practices, as measured by application of the Global Support Assessment Tool criteria, which should prove effective for at least 5 years.

- ARSC finalizes and distributes the NSO management manual
- At least 10 NSOs have undertaken GSAT first-time assessments.
- Capacity building assistance has been provided to those NSOs that have undertaken GSAT on the basis of the needs revealed.

# ASC OPERATIONAL FRAMEWORK



## Strategic Priority Service Areas

With Innovating Scouting divided into 2 main sub areas (Education Methods and Youth Programme) and the Messengers of Peace (MoP) and other special projects also considered as an important aspect of the work of the ASC, we have thus 6 strategic priority service areas:

1. Innovating Scouting – Educational Methods: Kikas Machado & Dr. Davis
2. Innovating Scouting – Youth Engagement: Victor Atipaga & Pamela Akplogan
3. Reaching Out to All: Mathias Wanyela
4. Strengthening Scouting's Profile (Communications & External Relations): Danielo Ramsamy
5. Governance & NSOs Support: Winston Adams
6. MoP and Other Special Projects: Jeremy Naivasha, Ayim Palamwé & Sanda Rasoamahenina

Each strategic priority service area is led by a member of the ASC, with support from another member or regional youth advisor, at least a member of staff of the WSB-Africa, and volunteer/paid consultants (as required).

This approach aims at a lean, more flexible and efficient organisational structure for service delivery. It also aims at showing strategic priority service areas as the primary operational structure of the ASC, responsible for realising the specific actions that together contribute to the strategy or Regional Triennial Plan.

## Strategic Priority Projects

Each strategic priority service area is expected to identify specific project(s) that would help meet the target(s) specified in the Regional Triennial Plan.

Keeping in mind resources available to the Region, a strategic priority service area will establish as many strategic projects as necessary, but not more than 4 projects in the same financial year (October to September).

As with strategic priority service areas, strategic priority projects should aim at a lean, more flexible and efficient organisational structure for service delivery. To this end, the composition of strategic priority project groups is envisaged.

## Project Based Approach

The Africa Scout Committee is keen to make best use of human and financial resources, and therefore, the Regional Triennial Plan has been developed to give particular focus to specific strategic priorities or core service actions. This creates the potential for new ways of working including adopting a project based approach for time limited tasks, and avoiding the unnecessary creation of standing structures with associated overheads.



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