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TRIENNIAL PLAN 2017-2020 WORLD SCOUT COMMITTEE GROWING TOGETHER



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MANAGEMENT
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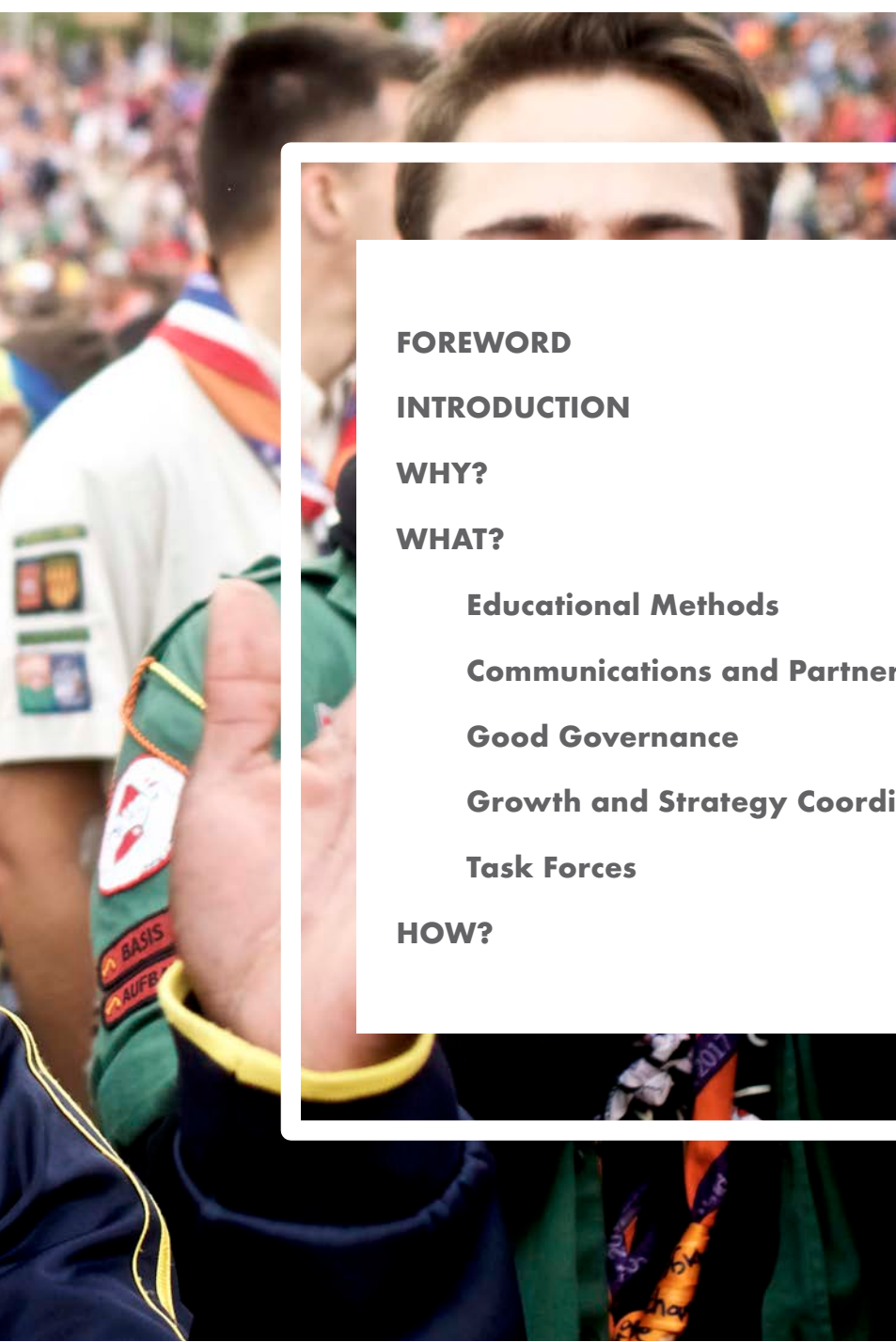
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TRIENNIAL PLAN 2017-2020
WORLD SCOUT COMMITTEE
GROWING TOGETHER

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FOREWORD



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Dear friends,

We are now one-third into our Vision 2023. This “middle-triennium”, 2017-2020, is an opportunity for us to take stock of the excellent work developed in the past triennium, and to use this as a foundation to go even further. This triennium comes with an ambitious goal of growing our Movement even more, expanding into new communities where Scouting has not existed before, and enabling our National Scout Organisations to excel and deliver high-quality programmes to millions of Scouts worldwide.

Since we met in Baku, Azerbaijan in August 2017, the World Scout Committee and World Scout Bureau have worked hard on reviewing the resolutions adopted by the Conference, and developing the blueprint for our contribution to Vision 2023 in this triennium. The plan you see in front of you is the result of a participative consultation process that started in early 2017, culminated in August 2017, and is now coming to a close with the publishing of this document.

But this is just the beginning of our work! You will see that we have set out ambitious objectives and targets for World Scouting in the coming three years – from organising events that are greater and larger in the number of young people engaged and participation methods used, over strengthening capacities of NSOs by delivering enhanced services to expanding global partnerships and ensuring NSOs’ benefit from them.

However, a key focus we have for this triennium is growth because we believe that our world needs, more than ever, young people with the values and skills of Scouting. If we are to achieve our Vision 2023, this triennium is a crucial time for progressing our growth agenda, and engage in strengthening our NSOs and supporting them in developing action plans towards achieving quality growth. We will work with you to expand Scouting in communities where it has not existed before by strengthening our programmes from a diversity and inclusion perspective, and also supporting the development and growth of Scouting in countries where it is currently non-existent.

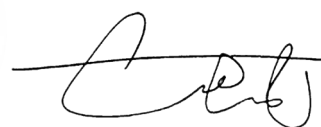
To achieve this, we count on working closely with you. Each and every one of our 169 NSOs can take actions in tandem with the Triennial Plan to contribute to better Scouting for even more young people.

We count on the unity of our Movement to enable us to reach out to each other for support, learn from each other, and *grow together*.

Yours sincerely,

A handwritten signature in black ink that reads "Craig Turpie".

Craig Turpie
Chairperson, World Scout Committee

A handwritten signature in black ink that reads "Ahmad Alhendawi".

Ahmad Alhendawi
Secretary General, WOSM

INTRODUCTION



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The 2014-2017 triennium marked the beginning of the implementation of a new Strategy for Scouting - Vision 2023. Throughout the triennium, several important achievements were realised – from a record number of new Member Organisations being admitted to WOSM, the settling in of the Kuala Lumpur Global Support Centre of the World Scout Bureau, to the successful delivery of several world events, and many more including the continued growth in membership.

The 13th World Scout Youth Forum and 41st World Scout Conference, held in Azerbaijan in August 2017, were opportunities to celebrate these successes, analyse the challenges faced during the triennium, as well as plan for the next three years and beyond. The 41st World Conference adopted the objectives of the Triennial Plan 2017-2020, which were developed through a participatory process where NSOs had an opportunity to engage in online discussions prior to the 41st World Scout Conference and at the event itself where feedback was sought.

Afterwards, the World Scout Committee reviewed the Triennial Plan Objectives and Resolutions adopted at the World Scout Conference, as well as the outputs from the World Scout Youth Forum, to develop a more elaborate version of the Triennial Plan, along with key performance indicators (KPIs) for each of the objectives.

This document outlines the Objectives and performance indicators set for each of them, and also provides a description of how the World Scout Committee intends to deliver the work needed to achieve them (through the Operational Framework). Regular reporting on these targets to NSOs will enable shared understanding of the progress being made throughout the triennium.

This document also provides an overview of the Operational Framework that the World Scout Committee has established to deliver the Triennial Plan. The World Scout Committee is committed to going further than before in seeking to ensure that any working groups that are established are representative of our diverse Movement. This includes seeking full gender balance, and at least 40% of each group being below 30 years of age at time of appointment.

It is the strong conviction of the World Scout Committee that the unity of the Movement and joint progress towards achieving Vision 2023 can only be sustained and strengthened through increasingly intensive collaboration and alignment with NSOs and Regions. That is why this document also outlines some ideas and guidance on the role they can play in contributing to the achievement of this plan.

This plan is a product of much deliberation and discussion at all levels of the Movement. With the aim of contributing to Vision 2023, it is ambitious in the targets it sets forward, and it will require a united effort in reaching them. Scouting worldwide will deliver high quality programmes delivering real impact to millions of young people, bringing us a step closer to achieving Vision 2023.

WHY?

The Triennial Plan is guided by our Mission, and reflects our ambition of achieving Vision 2023:

Our Mission – why we exist

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 – where we want to go

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.

Our Strategic Priorities – how we will get there

In addition, the development of the Triennial Plan has been informed by the six strategic priorities adopted as part of Vision 2023:

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- **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 and 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 and 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 recognized as the world's leading youth movement.

- **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".

WHAT?



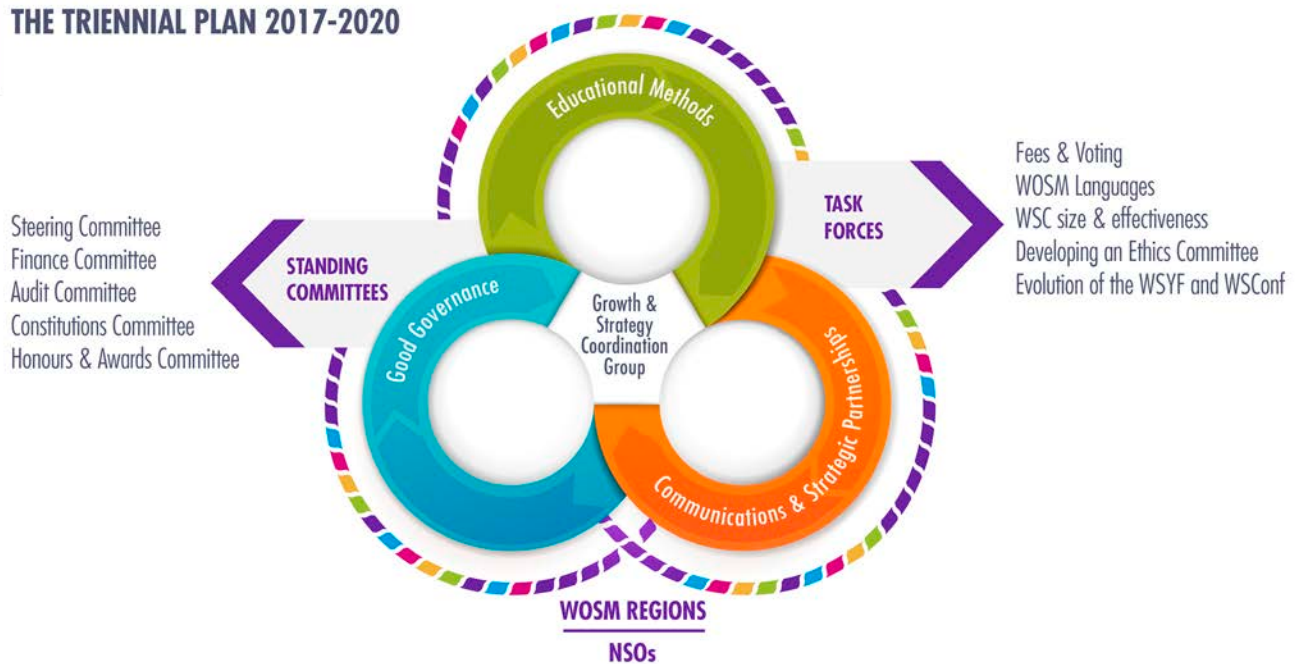
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The Triennial Plan has been divided into three Work Streams, covering the six Strategic Priorities of the Strategy for Scouting – Vision 2023. On the following pages each Work Stream and corresponding Objectives and Key Performance Indicators (KPIs) are presented.

All KPIs are time-bound, with the aim of achieving them by the 42nd World Scout Conference.

Guidance notes are provided for NSOs for each group of objectives on how they could contribute to the targets set out in the plan. These are only the beginning: NSOs are encouraged to explore other inspiring ways of contributing to the objectives – and share them with others.

OPERATIONAL FRAMEWORK OF THE TRIENNIAL PLAN 2017-2020



In order to determine the progress being made in this triennium towards achieving Vision 2023, a meta-indicator for the triennium has been established: By 2020, 75 million young people will be enabled through Scouting to become active citizens creating positive change in their communities and in the world based on shared values.



Educational Methods

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Youth Programme

- **Improve the quality of youth programmes in NSOs, based on the World Scout Youth Programme Policy.**
 - KPI: 55 NSOs will improve their youth programmes, in line with the needs of young people.

- **Develop a model of integrating Sustainable Development Goals (SDGs) into the youth programme.**
 - KPI: 60 NSOs will incorporate the SDGs framework in their youth programmes through their own national initiatives.

- **Increase the quality and quantity of community development projects.**
 - KPI: 30 NSOs will inspire community development projects as a result of implementing the SDGs and Better World Framework.

- **Empower more young people to have a positive impact on their environment.**
 - KPI: 65 NSOs will provide learning opportunities to their members about environment protection and sustainability through using WOSM's educational resources.

- **Improve the spiritual development aspect of the youth programme.**
 - KPI: 15 NSOs will improve the spiritual development aspect in their youth programmes by using WOSM's educational resources.



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Adults in Scouting

- **Strengthen the implementation of all aspects of the life cycle of Adults in Scouting (including recruitment, training and retention), in accordance with the World Adults in Scouting (AiS) Policy.**
 - *KPI: 80 NSOs will improve their internal processes for recruiting, training and retaining adult leaders, in accordance with the World AiS policy.*
-
- **Ensure the safety of Scouts from harm.**
 - *KPI: 35 additional NSOs will incorporate a Safe from Harm policy in their national policies and practices, inspired by the WOSM Safe from Harm policy.*



World Events

- **Deliver the 3rd World Scout Education Congress with an outward-looking focus, aimed at informing participants about important external trends that could contribute to Scouting's Mission and Vision 2023.**

- o *KPI: WOSM will deliver the 3rd WSEC with at least 30% of sessions focused on external trends impacting Vision 2023.*

- **Revitalise JOTA-JOTI and deliver high quality activities to Scouts worldwide.**

- o *KPI: WOSM will increase reach of JOTA-JOTI to 3 million participants annually.*

- **Increase participation at the 24th World Scout Jamboree through innovative participation methods.**

- o *KPI: WOSM will engage 100,000 Scouts in World Scout Jamboree activities both online and off-line (at distance from the World Scout Jamboree site).*

Ongoing work in this area will include support to future event hosts and preparations for upcoming events (not only the ones taking place during this triennium).



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Diversity and Inclusion

- **Ensure greater youth engagement in NSO decision-making bodies at all levels.**
 - *KPI: 30 NSOs will have a young person under 30 as a voting member on their national board.*
- **Ensure that WOSM's membership reflects the diversity of local communities where Scouting exists and is accessible to all.**
 - *KPI: 50 NSOs will develop a national diversity and inclusion strategy making Scouting available to all and actively reaching out to underrepresented communities.*
- **Ensure gender equality at all levels in Scouting through:**
 - **Offering gender equality education to members**
 - **Providing training opportunities for Adults in Scouting on gender equality**
 - **Benefiting from partnerships on gender equality**
 - *KPI: 35 NSOs will improve gender equality in their NSO and local communities by providing education and training for youth members and Adults in Scouting.*
- **Investigate programmes and partnerships to assist and integrate refugees and migrants in local communities through Scouting.**
 - *KPI: 15 NSOs will develop a major project on the integration of migrant and refugee young people and adults.*

WHAT THIS MEANS FOR NSOS

NSOs are encouraged to implement world policies, as well as review their youth programmes in order to allow their members more opportunities to contribute to the SDGs through community development projects. In addition, NSOs are encouraged to devote special attention to the management of Adults in Scouting, as well as keeping Scouts safe from harm. Finally, they are encouraged to contribute to discussions on how to make world events more innovative, and to explore opportunities for expanding Scouting in new communities where it was previously non-existent.

“

“Implementation of policies and guidelines is a key priority this triennium. Through continuous support, we will provide NSOs with the resources needed to deliver the youth programme in its totality to their Scouts. We will put a strong emphasis on strengthening NSOs’ capacities in the management of Adults in Scouting, in order to ensure we have more competent adults ready to deliver high-quality

programmes to more young people. Scouting’s contribution to creating positive impact in local communities will be amplified by incorporating the Sustainable Development Goals in our youth programmes. We will innovate our events with the aim of enabling higher participation for youth (both on and off site). And finally, we see our work in diversity and inclusion as one of the main paths towards achieving sustainable growth.”



Sarah Rita Kattan

Member, World Scout Committee
Educational Methods, Governance
Oversight



Communications and Partnerships

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Communications

- **Increase capacity of NSOs in internal and external communications.**
 - *KPI: 50% of NSOs in each Region will report improved internal and external communications, based on implementing WOSM's resources and receiving WOSM support.*
-
- **Improve relevant communication between World Scout Bureau/World Scout Committee and NSOs.**
 - *KPI: 80% of NSOs will note an improvement in communications with WSB/WSC at the end of the triennium.*



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Advocacy and Partnerships

- **Improve financial stability by diversifying WOSM's funding sources.**

- o KPI: WOSM will identify and access three new funding sources.*

- **Advance Scouting's Mission and Vision through establishing strategic partnerships on global level and supporting NSOs in establishing partnerships on national level.**

- o KPI: 50 NSOs will benefit from partnerships established on global level.*

- o KPI: 30 NSOs will develop partnerships on national level with WOSM's support.*

- **Advance WOSM's position and contribute significantly to discussions on education and youth-related issues in various national and international settings.**

- o KPI: 17 NSOs will contribute to the development and implementation of educational and youth policies in their countries in line with key WOSM positions.*

WHAT THIS MEANS FOR NSOS

NSOs are invited to give feedback on communication with the WSB and WSC, and support efforts on improving it. They are invited to review their own communication strategies in light of the world Communications and Strategic Engagements strategy.

When it comes to partnerships, they are invited to benefit from those established on global level, but are also invited to reach out to national actors to strengthen Scouting's image by engaging with new partners. Finally, they are encouraged to engage in discussions at national level in youth councils and similar organisations, in order to contribute to discussions on education and youth-related issues.

“

“This triennium is one focused on action: we now have a Communications and Strategic Engagements strategy, and will work towards implementing it at all levels in Scouting. We will work with NSOs on strengthening their capacities in this area, but also improving the way World Scouting communicates with member organisations. New strategic partnerships will open up

opportunities on national, regional and global level to enrich the Scouting experience for millions of members worldwide. NSOs will be supported in their efforts of influencing national discourse on youth and education policies, with the aim of raising the profile of Scouting.”

Mehdi Ben Khelil

Member, World Scout Committee
Communications and Partnerships,
Governance Oversight





Good Governance

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- **Strengthen support to NSOs in Strategic Planning, Monitoring and Evaluation.**

- *KPI: 50 NSOs will improve their capacities in the areas of Strategic Planning, Monitoring and Evaluation.*

- **Strengthen support to NSOs in Financial Management.**

- *KPI: 25 NSOs will improve their capacities in the area of Financial Management.*

- **Continue the implementation and further development of Global Support Assessment Tool as WOSM's standard for NSOs and ensure follow-up on its results.**

- *KPI: 75% of NSOs will complete a GSAT assessment.*

- **Measure the impact of Scouting and use the information for continuous improvement.**

- *KPI: 25 NSOs will strengthen their capacity and have implemented a process to measure their impact.*

WHAT THIS MEANS FOR NSOS

NSOs are encouraged to use the WOSM Strategic Planning, Monitoring and Evaluation toolkit, as well as to contribute to the development of future resources in financial management and impact measurement by volunteering to pilot them.

Moreover, NSOs are invited to conduct a GSAT assessment and follow up with action plans that will enable them to strengthen their capacities.

“

“Strong and sustainable NSOs are our goal: The Good Governance work stream will work towards supporting NSOs in the areas of strategic planning, monitoring and evaluation, financial management and impact measurement. We will continue to

deliver GSAT assessments, offering a holistic review of the capacities of NSOs with a strong commitment of following up on their action plans and providing the necessary support to ensure continuous improvement.”

Leonardo Morales

Member, World Scout Committee
Good Governance, Governance Oversight





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Growth and Strategy Coordination

- **Ensure progress towards achieving Vision 2023, and oversee growth initiatives across the Movement.**
 - o *KPI: Regional Triennial Plans will reflect 80% of the World Triennial Plan's objectives.*
 - o *KPI: 20 NSOs with high growth potential will develop and implement strategic action plans towards sustainable growth.*
 - o *KPI: WOSM will establish five feasibility studies and from them develop strategies for expanding Scouting in countries where it is currently non-existent (or where there is no registered NSO).*

WHAT THIS MEANS FOR NSOS

NSOs are invited to develop and implement growth action plans, in order to reach and even exceed their growth commitments for 2020.

In addition, they are encouraged to support WOSM's effort in expanding Scouting to countries where it is currently non-existent through their own networks.

“

“Our goal is to coordinate the work of the regions and work streams to support the successful implementation of the Triennial Plan and make sure we are all aligned towards achieving vision 2023.

Further fostering the alignment of the work streams, taskforces and regions within our movement will be crucial to achieve this and to ensure we provide a coherent and integrated approach to the support we deliver to our NSOs. Growth

will be a key focus this triennium: we will work to ensure all work streams and all regions integrate this priority in their plans and activities. We are mobilising our efforts this triennium to provide the best possible support to NSOs to develop growth action plans, as well as exploring possibilities for initiating Scouting in communities where it has not previously existed. We aim at growing our Movement with new member organisations and ensuring organic growth in our existing NSOs.”



Jo Deman

Member, World Scout Committee
Growth and Strategy Coordination Group,
Lead



Task Forces

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WOSM Fees

- **Improve the fee collection process in WOSM, with NSOs satisfied with the level of their contributions.**
 - *KPI: The Task Force will deliver a report and proposal for decision to the World Scout Committee prior to the 42nd World Scout Conference.*

Establishing an Ethics Committee

- **Establish an Ethics Committee and developed policies where needed.**
 - *KPI: An Ethics Committee will be established and up and running in line with international best practices.*

Evolution of the World Scout Youth Forum and World Scout Conference

- **Ensure greater youth engagement and more innovative working methods in key world-level WOSM statutory decision-making bodies.**
 - *KPI: The Task Force will deliver a report and proposal for decision to the World Scout Committee for evolving the World Scout Conference and World Scout Youth Forum into one event by 2023 in consultation with NSOs.*

World Scout Committee Size and Effectiveness

- **Evaluate the size, structure and effectiveness of the World Scout Committee.**
 - *KPI: The Task Force will deliver a report and proposal for decision to the World Scout Committee on World Scout Committee size, structure and effectiveness prior to the 42nd World Scout Conference.*

WOSM Languages

- **Evaluate the use of WOSM working and official languages and provide recommendations for improvements in the use of languages in WOSM.**
 - *KPI: The Task Force will deliver a report and proposal for decision to the World Scout Committee on WOSM Languages prior to the 42nd World Scout Conference.*

HOW?



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The World Scout Committee sees itself as one team, consisting of 27 individuals (twelve elected members, six regional Chairs, Treasurer, WSF representative, WOSM Secretary General and six Youth Advisors). It aims to work closely with Regions, NSOs and work in partnership with World Scout Bureau to ensure a successful triennium.

To deliver on the ambitious objectives set out in the Triennial Plan, the World Scout Committee has established an Operational Framework composed of different working groups. These groups will be composed of World Scout Committee members, volunteers recruited through WOSM's Open Call and World Scout Bureau staff, and will work jointly towards delivering the work planned for the triennium.

In addition, the World Scout Committee is seeking to strengthen governance oversight and performance management during the triennium, in order to maintain focus on achieving the Objectives set out in this Triennial Plan.



THE WORLD SCOUT COMMITTEE HAS AGREED THE FOLLOWING STRUCTURE:

THE ENTIRE WORLD SCOUT COMMITTEE, INCLUDING ALL 27, WILL PLAY A FULL AND ACTIVE ROLE IN THE REALISATION OF THE WOSM 2017-20 TRIENNIAL PLAN

Three *Work Streams*:

- Educational Methods
- Communications and Partnerships
- Good Governance

These Work Streams will have multiple smaller units established to deal with concrete, operational work and deliver the objectives assigned to them from the Triennial Plan. Each Work Stream has a Core Group that coordinates the work of all of its Units, and also ensures adequate follow up and reporting to the World Scout Committee. The Work Streams are established for the full duration of the triennium, but their Units may have a more short-term character, depending on the assigned tasks.

One overarching *Growth and Strategic Coordination Group*

This group has the responsibility of coordinating and monitoring progress towards achieving Vision 2023, as well as the objectives of the Triennial Plan, and in addition, overseeing all growth initiatives throughout WOSM.

Five Task Forces:

- WOSM Fees
- Establishing an Ethics Committee
- Evolution of the World Scout Youth Forum and World Scout Conference
- World Scout Committee Size and Effectiveness
- WOSM Languages

These Task Forces are assigned specific objectives that are mostly of a short-term nature, therefore it is likely they will only operate for a certain period during the triennium. They will feed in the outcomes of their work to the World Scout Committee for taking decisions on certain items and ultimately bringing forward proposals to the 42nd World Scout Conference for consideration.

Five Standing Committees:

- Steering Committee
 - *Steers the work between meetings of the World Scout Committee*
- Constitutions Committee
 - *Ensures that NSOs meet criteria for membership and provides support in constitutional matters*
- Finance Committee
 - *Oversees budgeting, income and expenditure*
- Audit Committee
 - *Provides oversight of accounting practices, compliance and risk management*
- Honours and Awards Committee
 - *Recommends recognition of outstanding service by individuals to World Scouting*

These Standing Committees support the constitutional and governance functions of the World Scout Committee. The Standing Committees work on a more long-term basis, also reporting directly to the World Scout Committee. These committees are composed of volunteers recruited, where possible, through WOSM's Open Call, and supported by World Scout Bureau staff. Each of them has a defined Terms of Reference where the scope of their work is outlined.

Apart from these established structures, the WSC intends to benefit from the many volunteers expressing interest in contributing to Scouting on world level by engaging them in short-term **"innovation groups"** that would be assembled to tackle certain challenges by contributing with creative, out-of-the-box solutions. These groups will be contributing directly to the work of one or more of the already established structures, with a clearly defined goal and scope of work.



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