



**GROWING STRONGER  
TOGETHER - WOSM'S PLAN  
FOR 2020-2021**  
WORLD SCOUT COMMITTEE



**SCOUTS**<sup>®</sup>  
Creating a Better World



**SCOUTS**<sup>®</sup>  
Creating a Better World

© World Scout Bureau Inc.  
STRATEGY  
July 2020

World Scout Bureau  
Global Support Centre  
Kuala Lumpur

Suite 3, Level 17  
Menara Sentral Vista  
150 Jalan Sultan Abdul Samad  
Brickfields  
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000  
Fax: + 60 3 2276 9089

[worldbureau@scout.org](mailto:worldbureau@scout.org)  
[scout.org](http://scout.org)

Reproduction is authorised to National Scout Organizations and Associations which are members of the World Organization of the Scout Movement. Credit for the source must be given.

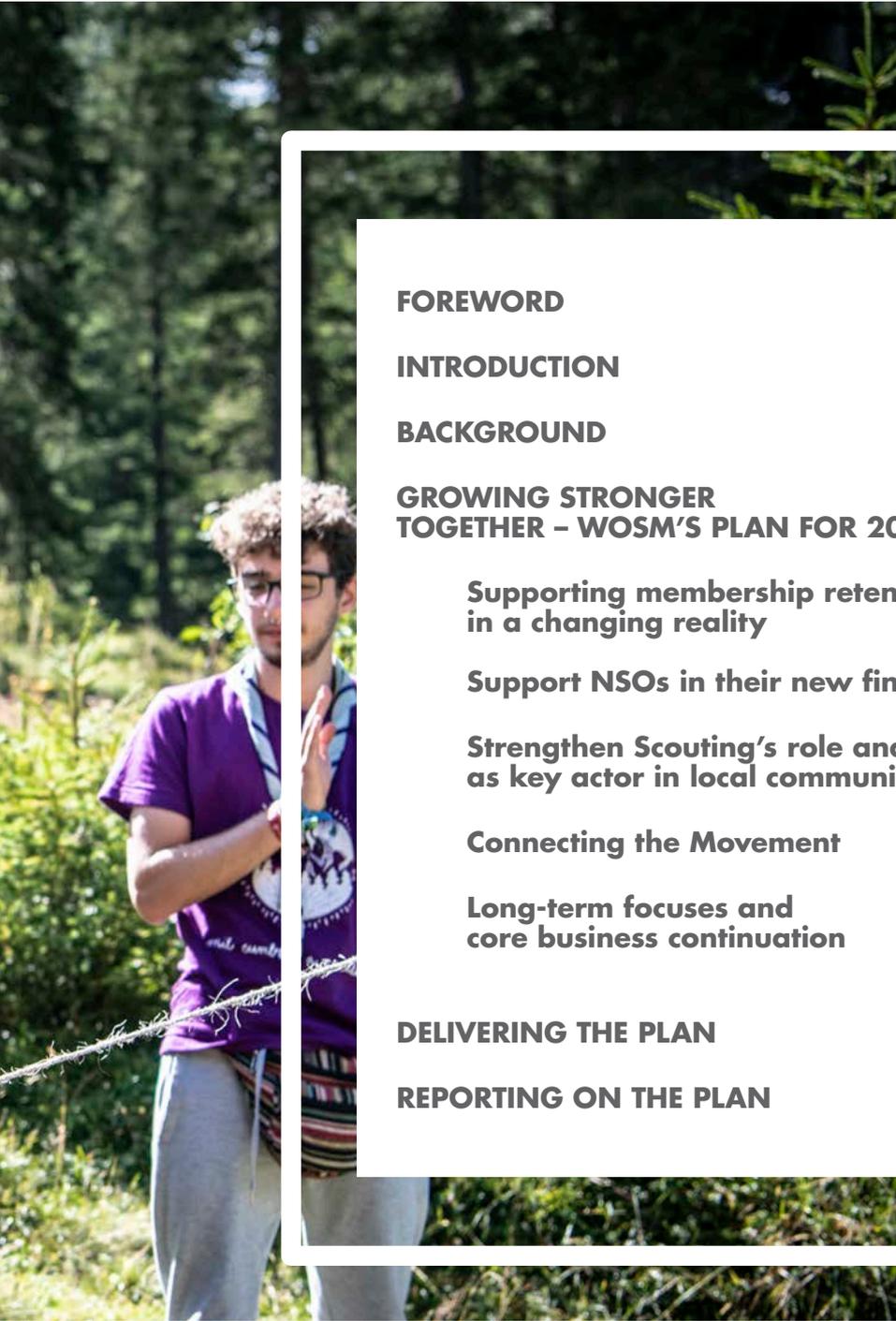
We extend acknowledgement to Scouts worldwide for the photos of Scouting in our communities during the COVID-19 pandemic.

**GROWING STRONGER  
TOGETHER - WOSM'S PLAN  
FOR 2020-2021**

WORLD SCOUT COMMITTEE

# CONTENTS





<b>FOREWORD</b>	<b>6</b>
<b>INTRODUCTION</b>	<b>8</b>
<b>BACKGROUND</b>	<b>10</b>
<b>GROWING STRONGER TOGETHER – WOSM’S PLAN FOR 2020-2021</b>	<b>12</b>
<b>Supporting membership retention     in a changing reality</b>	<b>14</b>
<b>Support NSOs in their new financial reality</b>	<b>16</b>
<b>Strengthen Scouting’s role and impact     as key actor in local communities</b>	<b>18</b>
<b>Connecting the Movement</b>	<b>20</b>
<b>Long-term focuses and     core business continuation</b>	<b>24</b>
<b>DELIVERING THE PLAN</b>	<b>28</b>
<b>REPORTING ON THE PLAN</b>	<b>30</b>

# FOREWORD



## Dear friends,

Since the start of 2020, our world and Scouting itself has been faced with unprecedented challenges and great uncertainties caused by the global COVID-19 pandemic. We have been overwhelmed by the inspiring stories of how Scouting has reacted, putting enormous effort into supporting local communities and adapting the delivery of Scouting so our programmes could continue to be a safe space for young people to develop as active citizens. We thank all National Scout Organizations (NSOs) for their courage, innovation, and resilience to keep our Movement active and relevant during these challenging times. It will continue to be a long journey ahead, but we believe that Scouting will emerge a much stronger Movement.

It is crucial for WOSM that we all continue to work together towards Vision 2023, but in a post-COVID-19 reality. It is our moment to demonstrate the success of Scouting as an agile and resilient movement, one that has learned from this period and taken great strides to ensure our programmes remain relevant for more than 54 million Scouts worldwide, empowering them to respond to their changing realities, and providing them with hope where there may have been fear.

Building on our initial plans for the 2020-2023 Triennium, our learnings from WOSM's 100-day COVID-19 emergency response plan and an understanding of the realities faced by many of our 171 NSOs, we are pleased to present our plan for 2020-2021 entitled: "Growing Stronger Together". This plan will lead our path to the next World Scout Conference, with its key focus being providing valuable support to NSOs, gaining a deeper understanding on emerging priorities of post-COVID-19 and laying the foundation for the next triennium.

We are excited to see the incredible impact that Scouting will have as we achieve these priorities together. We thank you for your continued support and perseverance through this period and look forward to the next opportunity to see you online at a virtual Scouting activity or the next time we can all convene together in-person.

Yours sincerely,



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

**Craig Turpie**  
Chairperson, World Scout Committee

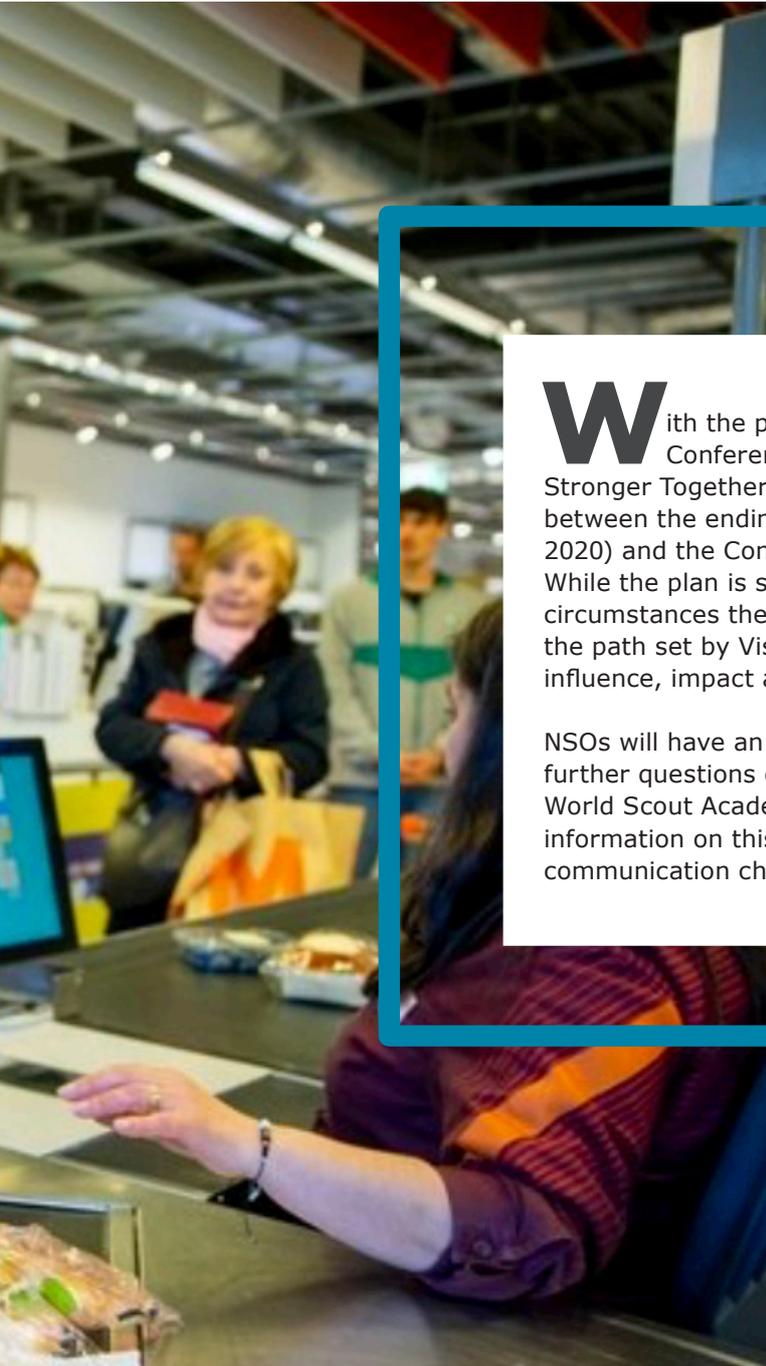


A handwritten signature in black ink that reads "Ahmad Alhendawi".

**Ahmad Alhendawi**  
Secretary General, WOSM

# INTRODUCTION





**W**ith the postponement of the 42nd World Scout Conference, WOSM has developed the Growing Stronger Together plan for 2020-2021 to bridge the period between the ending of the 2017-2020 Triennial Plan (August 2020) and the Conference (by August 2021 at the latest). While the plan is specifically adapted to the unique circumstances the world is currently facing, it also continues the path set by Vision 2023 towards increasing the growth, influence, impact and unity of the Scout Movement.

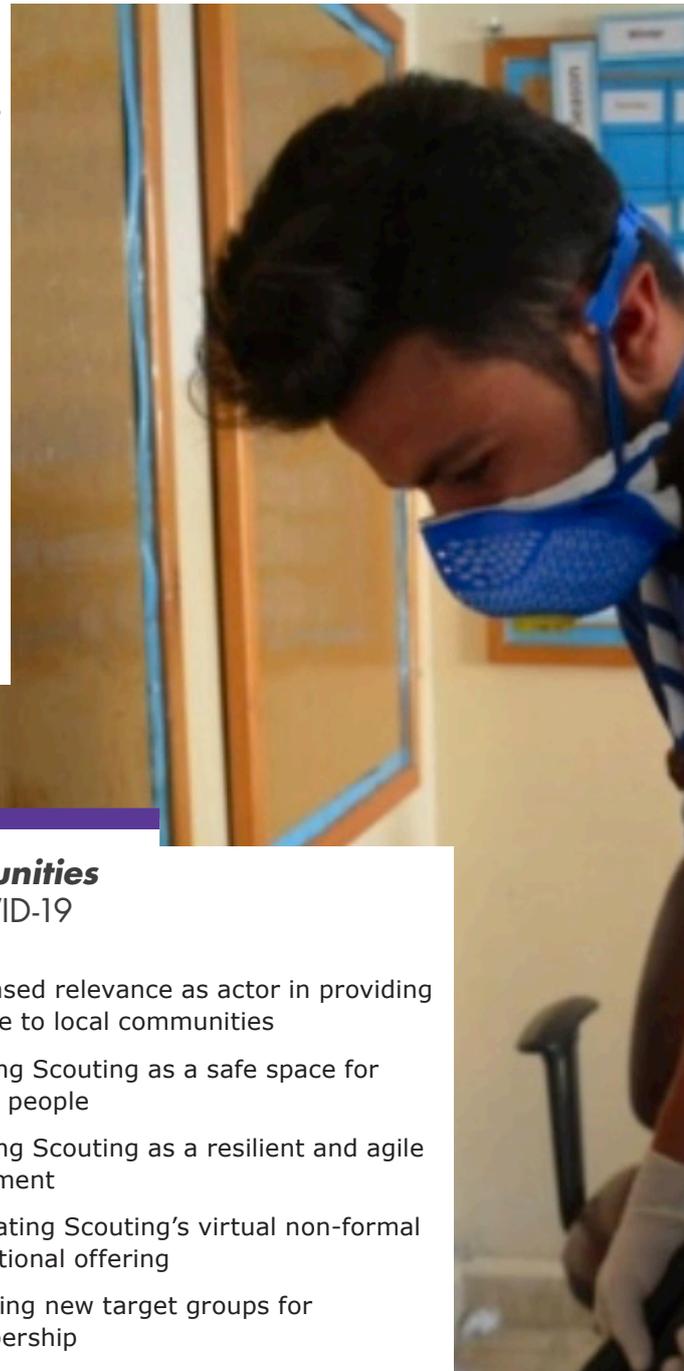
NSOs will have an opportunity to provide feedback and ask further questions on the plan during the closing session of the World Scout Academy, scheduled for August 15, 2020. More information on this will be shared through WOSM's regular communication channels.

# BACKGROUND

Over this recent period, NSOs have been doing truly inspiring work to keep Scouting strong in their communities, adapting to the volatile and challenging circumstances resulting from the global COVID-19 pandemic. Throughout this period WOSM has been delivering focused support to NSOs through its 100-day COVID-19 emergency response initiatives.

As the world is preparing to transition into the post-COVID-19 phase, it is now time for the Scout Movement to look towards the future to continue making Scouting relevant in these new realities. In developing this one-year plan, a close look was taken at potential threats and opportunities which WOSM and NSOs might face over the next months through the post-COVID-19 context.

This plan strives to address these threats and opportunities to lay a strong foundation together for Scouting, guided by our Mission and our ambition to achieve Scouting's Vision 2023.



## **Threats and Challenges** post-COVID-19

- Reduced financial means
- Decline in volunteers and youth members
- Staff layoffs
- Reduction of operations
- Barriers to in-person Scout meetings, trainings and events

## **Opportunities** post-COVID-19

- Increased relevance as actor in providing service to local communities
- Profiling Scouting as a safe space for young people
- Profiling Scouting as a resilient and agile movement
- Innovating Scouting's virtual non-formal educational offering
- Reaching new target groups for membership
- Leveraging post COVID-19 interest in outdoor activities and Scouting



1

***Provide value and support to our NSOs***

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.

2

***Address emerging priorities of the post-COVID-19 reality***

Through this plan, NSOs and WOSM's staff and volunteers will need to work together to understand and address the emerging priorities of the post-COVID-19 reality. Increasing our know-how and expertise will be important to adapting Scouting for the future and supporting NSOs effectively.

3

***Lay foundation for the next Triennium***

This one-year plan will also lay the foundation for the next Triennium. Key priorities identified through consultations in the development of the draft objectives for the next Triennial Plan have been incorporated and will help get our future work started.

# GROWING STRONGER TOGETHER – WOSM’S PLAN FOR 2020-2021



Five key priority clusters have been identified based on the background information listed previously. Each priority cluster links with clear projects to be delivered as part of the one-year plan.



- 1** Supporting membership retention in a changing reality
- 2** Supporting NSOs in their new financial reality
- 3** Strengthening Scouting's role and impact as key actor in local communities
- 4** Connecting the Movement
- 5** Long-term focuses and core business continuation

# PRIORITY CLUSTER

## Supporting membership retention in a changing reality



# PROJECTS

## **Support NSOs to develop, implement and monitor their growth strategy with an increased focus on retention of both youth members and adult volunteers.**

### **Retention** project:

- Map existing research and best practices from NSOs and other non-governmental organisations (NGOs) on retention of members and adult volunteers.
- Provide guidance on support mechanisms for Adults in Scouting to improve retention, including digital engagement and mobilisation of volunteers.
- Provide guidance and best practices on flexible volunteering.

### **Recruitment** project:

- Support NSOs in organising membership recruitment campaigns.
- Support NSOs in leveraging post-COVID-19 interest in Scouting.
- Use webinars and the exchange of best practices to support NSOs in establishing local groups in new growth areas.

## **Prioritise the strengthening of Safe from Harm implementation and compliance in NSOs**

- Strengthen Safe from Harm capacity through targeted support to NSOs.
- Develop a Safe from Harm Framework for the Youth Programme.
- Establish a Safe from Harm modular e-learning framework for different audiences (i.e. WOSM volunteers, staff, adults, young people and other stakeholders).
- Deliver internal communications focusing on being Safe from Harm compliant through highlighting good practices, hosting webinars, etc.
- Prepare a Safe from Harm online refresher training for WOSM Consultants and WOSM Volunteers.
- Create a common action plan on violence against children for 2021-2022 in partnership with the UN Special Representative of the Secretary General (UN SRSG).

## **Support NSOs to enrich their Youth Programme to ensure the relevance of Scouting in a post-COVID-19 context**

- Develop a ready to implement workshop to promote GPS, the Guide of Programme in Scouting.
- Promote the use of the Youth Programme Self-Assessment Tool.

## PRIORITY CLUSTER

### Support NSOs in their new financial reality



## **Strengthen NSOs in their fundraising capacity**

- Map the financial reality and budget implications which NSOs are facing as a consequence of the COVID-19 pandemic.
- Support NSOs in developing and implementing a fundraising strategy.
- Provide guidance to NSOs on identifying and accessing funding opportunities, and in developing successful grant applications.
- Strengthen the capacity of NSOs in managing grants and reporting, as well as understanding how to best leverage their existing financial and physical resources.

## **Profile Scouting externally by showcasing our impact**

- Publish impact stories of Scouting, featuring voices of young people on scout.org and the Scouts for SDGs hub.
- Provide support to NSOs around external communications and engage the Movement in coordinated storytelling and campaigning.
- Research and develop an advocacy plan to advance the mission of Scouting and the Rio Declaration, involving youth representatives in the process, for implementation in the next triennium.
- Develop engaging communication materials for WOSM and NSOs to use in showcasing our existing impact research to targeted audiences (i.e. government actors, foundations, donors, etc.).

## PRIORITY CLUSTER

**Strengthen Scouting's role and impact as key actor in local communities**



## **Further develop and streamline the Better World Framework and its contribution to the SDGs, ensuring it answers to the challenges young people face today**

- Promote the Earth Tribe and Messengers of Peace initiatives.
- Develop programmatic elements in the area of health and well-being.
- Identify new and leverage existing partnerships in the area of health and well-being.

## **Humanitarian Action**

- Promote and implement the Humanitarian Action Capacity Building Toolkit, with an additional focus on the post-COVID-19 realities.
- Support NSOs to strengthen their capacity in Humanitarian Action and implementing projects.
- Align Humanitarian Action strategies with partners, with the added context of post-COVID-19 realities.
- Contribute to the support of vulnerable young people from refugee camps during COVID-19 response and recovery, in collaboration with partners.

## **Strengthen the implementation and understanding of Diversity and Inclusion within NSOs**

- Use the Ticket to Life project as inspiration to expand and scale up our programme for reaching out to vulnerable groups in the community (i.e. refugees, street children, migrant communities, etc.).
- Research and develop a diversity and inclusion reality-check methodology for NSOs, enabling us to develop an action plan to roll this out in the next triennium.

# PRIORITY CLUSTER

## Connecting the Movement



## **Enhance digital transformation and engagement across World Scouting**

- Share best practices to support NSOs in strengthening their digital capacity for delivery of their Youth Programme, support to their local groups and running their governance.
- Provide NSOs with guidance and lessons learned based on a mapping of experiences of NSOs and other youth NGOs in providing digital and virtual non-formal educational activities for young people.
- Offer capacity building opportunities on communications and educational technology to strengthen general digital literacy of WOSM's staff, volunteers and consultants.
- Design and develop a digital platform for World Scouting's educational programmes and the Better World Framework initiatives.

## **Implement an internal communications strategy for World Scouting**

- Strengthen internal communication with NSOs through the creation of monthly newsletters.
- Develop the Members Portal as a space for membership news and information about key initiatives and partnerships.
- Promote the WOSM Services across our communication channels through telling the story of service deliveries.
- Operationalise the WOSM Languages Team to optimise translations of communication content and resources.

# PROJECTS

## **Create global networks of NSOs on specific topics to facilitate peer-to-peer support, share materials and capture good practices**

- Provide a programme of professional development and peer-to-peer learning opportunities for the Global Communications Network.
- Explore the setup of future networks for:
  - Growth
  - Fundraising
  - Safe from Harm

---

## **Plan and deliver JOTA-JOTI 2020**

- Leverage learnings of the JOTI Special Edition to profile JOTA-JOTI as a digital World Event, providing innovative ways of Scouting and engaging a global audience of Scouts and other young people.



# PROJECTS

## Plan and deliver the 42nd World Scout Conference and 14th World Scout Youth Forum

- Ensure the preparations and delivery of the 42nd World Scout Conference and 14th World Scout Youth Forum, incorporating guidance from the Task Force on the evolution of both events.

## Support the hosts of World Events happening after the 42nd World Scout Conference, in line with the guidelines of these events

- 16th World Scout Moot 2022
- 25th World Scout Jamboree 2023
- Review the World Event guidelines with a specific focus on Safe from Harm, diversity and inclusion and sustainability.



# PRIORITY CLUSTER

## Long-term focuses and core business continuation



## **Further advance the WOSM Services, with a focus on digital delivery**

- Develop training for WOSM Consultants to increase their competences in delivering services through virtual means.
- Develop training for WOSM Consultants to deliver on key priority areas outlined in WOSM's plan for 2020-2021.
- Develop guidance to ensure that any new resource and training uses gender balanced and inclusive language, focuses on growth and fits the different modalities of Scouting.
- Develop trainings to continue upskilling WOSM Consultants on new resources and advancements across their service areas.

## **Ensure the continuity of operations for WOSM to sustain support to NSOs**

- Continue to strengthen WOSM's fundraising capacity, including jointly working with the World Scout Foundation and identifying other sources in order to diversify our income.
- Strengthen collaboration and coordination across the World Scout Bureau to ensure efficient and effective use of time and resources.
- Ensure a continued focus on gender mainstreaming throughout WOSM's operations.

# PROJECTS

## Initiate developing a new Youth Engagement Strategy

- Evaluate the effectiveness of the Framework for a Strategy on Youth Involvement 2011-2020.
- Undertake an analysis on the impact of the World Scout Youth Involvement Policy from 2014-2020.
- Develop National Scout Youth Forum guidelines.
- Create webinar on leadership development in the Youth Programme.

## Continue liaising with our World Scouting partners:

Organisations with Consultative Status with the World Scout Committee, Kandersteg International Scout Centre (KISC), World Scout Foundation and World Scout Shop.



# PROJECTS

## Support strategic coordination and alignment

- Provide guidance and support to Regions for continued alignment within the new context, including finalising guidelines for Regional triennial planning processes.
- Monitor implementation of WOSM's plan for 2020-2021 and ensure coordination across project teams, including guidance and support on agile project management.
- Coordinate **2021-2024 Triennial Plan development process**
  - Update the draft plan and objectives based on the post-COVID-19 reality and the progress made during this plan.
  - Ensure engagement with NSOs ahead of the World Scout Youth Forum and World Scout Conference.



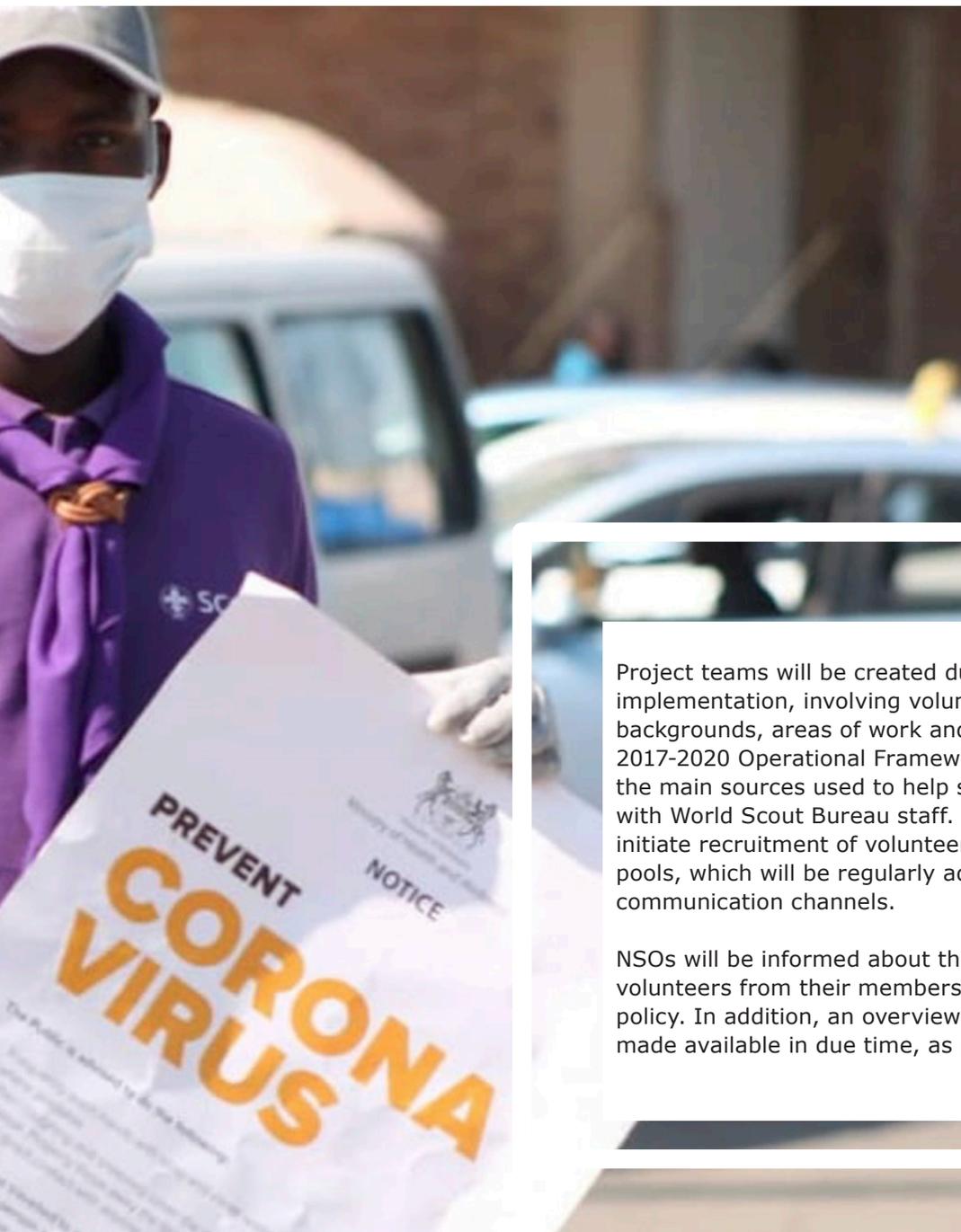
# DELIVERING THE PLAN

The continuing uncertainty and changing dynamics of the post-COVID-19 context requires increased flexibility to adapt to changing needs and circumstances. The World Scout Committee will therefore implement the following measures to ensure the plan is realised with the necessary flexibility and agility:

- An agile project management approach tailored to a volunteer-staff partnership in a global context.
- Working towards getting resources delivered to NSOs in short timeframes, enabling quick turnaround of feedback as the projects take shape.
- A strategic review of the objectives of the plan every three months vis-a-vis the reality that NSOs are facing; and, if necessary, make changes to the plan as needed.

In order to deliver on this plan with the above measures in mind, all projects will be sequenced, time-limited and task-focused. They will also be designed with the default presumption of full virtual delivery, i.e. without in-person meetings.





Project teams will be created during the initial phases of the plan's implementation, involving volunteers and staff from diverse backgrounds, areas of work and expertise. Volunteers from the 2017-2020 Operational Framework and WOSM's Consultants will be the main sources used to help support this work, in partnership with World Scout Bureau staff. Where necessary, we will also initiate recruitment of volunteers and specialists outside of these pools, which will be regularly advertised through WOSM's communication channels.

NSOs will be informed about the appointment process of volunteers from their membership in line with WOSM's established policy. In addition, an overview of all appointments will also be made available in due time, as per normal practice.

# REPORTING ON THE PLAN

WOSM aims to provide regular updates to NSOs on progress in the delivery of the plan, through:

- Regular newsletters using WOSM's communication channels and announcements on our social media.
- Smaller focus groups of NSOs which will be requested to provide feedback on specific projects as they mature.
- A full formal report on the 2020-2021 plan, together with the final report of the 2017-2020 Triennium, which will be presented in the run-up to the 42nd World Scout Conference.







**SCOUTS**<sup>®</sup>  
Creating a Better World

© World Scout Bureau Inc.  
STRATEGY  
July 2020

World Scout Bureau  
Global Support Centre  
Kuala Lumpur

Suite 3, Level 17  
Menara Sentral Vista  
150 Jalan Sultan Abdul Samad  
Brickfields  
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000  
Fax: + 60 3 2276 9089

worldbureau@scout.org  
scout.org

We extend acknowledgement to Scouts worldwide  
for the photos of Scouting in our communities during  
the COVID-19 pandemic.

