



WORLD TRIENNIAL PLAN 2021-2024
WORLD SCOUT COMMITTEE
RECOVERY. SUSTAINABILITY. IMPACT.



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MANAGEMENT
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WORLD TRIENNIAL PLAN 2021-2024
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FOREWORD



Dear friends,

This is a unique moment in the history of the Scout Movement as we look to build on the work carried out over the past two trienniums and embark on a journey over the next three years to achieve the ambitions of Vision 2023, our current Strategy for Scouting.

During the 42nd World Scout Conference in August 2021, Member Organizations voted to adopt the draft objectives of the World Triennial Plan alongside several important Conference Resolutions and an Amendment to the Constitution of the World Organization of the Scout Movement (WOSM). Since then, the World Scout Committee has been working hard to define how we will operationalise the World Triennial Plan in this triennium, and translate the Conference decisions into tangible outcomes and impact.

Together we have an ambitious goal to be the world's leading educational youth movement and to enable more than 100 million young people as global citizens to create change in their communities and around the world. To reach this aim by the end of this triennium we must continue to expand Scouting in places where it does not currently exist, and support Member Organizations to deliver a modern and attractive educational programme that speaks to the needs and aspirations of this generation of young people.

This World Triennial Plan 2021-2024 entitled "Recovery. Sustainability. Impact." is the result of an ongoing and participatory process which took place before and during the 42nd World Scout Conference, and was approved following a final review and reality check by the 2021-2024 World Scout Committee.

The plan puts forward an innovative set of objectives and targets, including stronger compliance and support around child and youth safeguarding, taking action to address the global climate crisis and developing a climate impact strategy for the Movement, widening our influence by working closely with partners, and strengthening youth engagement at all levels of Scouting. Perhaps most critically, the plan also outlines a path towards growth by supporting National Scout Organizations with their membership expansion and retention efforts, including a focus on those who have been hardest hit by the impacts of the COVID-19 pandemic.

Lastly, in this final triennium, we must also look beyond Vision 2023 and begin the process to design and develop a new Strategy for Scouting that will last us well into the future. We look forward to this exciting journey ahead and working with our 172 National Scout Organizations to deliver on this ambitious plan together with your trusted guidance and support.

Yours in Scouting,



Andy Chapman
Chairperson, World Scout Committee

A handwritten signature in black ink that reads "Andy Chapman".



Ahmad Alhendawi
Secretary General, WOSM

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

INTRODUCTION



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This last period from 2017-2021 marked the mid-point of the Strategy for Scouting, Vision 2023, and saw a united and resilient Scout Movement as it faced the global pandemic. This strategy was approved by the 40th World Scout Conference in 2014 and is centred around three core elements: WOSM's Mission, Vision and six strategic priorities which outline the purpose, aspirations and focus of the Movement.

In August 2021, the 42nd World Scout Conference adopted the draft objectives of the World Triennial Plan 2021-2024, which were developed through a participatory process with key stakeholders and where NSOs had an opportunity to engage in online discussions before and during the event. Afterwards, the World Scout Committee reviewed the outcomes of the Conference to develop this final version of the plan.

This document highlights the priorities for the triennium which have been identified as critical for achieving Vision 2023 in the current context of Scouting. These priorities are further outlined in detail through the objectives of the Triennial Plan for 2021-2024.

The successful delivery of the World Triennial Plan requires a collective effort at all levels of Scouting. As such each area of work provides guidance about what NSOs can do to help achieve the objectives and details the direct benefits for Member Organizations. Lastly, an overview of the Operational Framework explains how the plan will be implemented and supported by a diverse group of volunteers and staff around the world using agile and project-based approaches for the majority of the work.

Maintaining our strong sense of unity across the Movement will be crucial to ensuring sustained collaboration across all levels of Scouting to achieve Vision 2023 as we manage the realities of a post-pandemic world together. This is a triennium of innovation and looking to the future as we assess the impact we want to reach around the world and plan for the next Strategy for Scouting beyond 2024.

WOSM'S STRATEGY FOR SCOUTING - VISION



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".

KEY THEMES FOR THE TRIENNIUM

The World Scout Committee wishes to highlight the following key themes for this triennium which emerged from analysing the decisions and outcomes of the [42nd World Scout Conference](#). These priorities are critical to achieving Vision 2023 and the World Scout Committee is committed to achieving them by the end of the triennium in 2024. The key themes include:



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Growth and Pandemic Recovery

We will support all NSOs to recover from the pandemic, strengthen their financial resilience, improve the relevance of their educational programme and continue our growth journey.

Safe from Harm

We will support NSOs to implement the World Safe from Harm Policy and become compliant with the Constitution of WOSM.

Youth Engagement

We will develop a strategy and implement actions to ensure youth engagement in decision-making at all levels of Scouting. We will improve our decision-making processes to be more inclusive and empowering for young people, including through a new event.

Diversity and Inclusion

We will improve our understanding of how diverse our Movement currently is, identify barriers and means to better reflect the local communities where we operate and support NSOs to diversify their membership.

Positioning Scouting

We will position Scouting as the world's leading educational youth movement and as a key provider of non-formal education with the impact data to support it.

Sustainability

We will lead by example and empower young people to take action in the fight against climate change.

Governance

We will further strengthen WOSM as an effectively governed and financially stable organisation, acting as a role model for Regions and NSOs. We will support NSOs to strengthen their governance practices.

Strategy for Scouting

We will successfully deliver on Vision 2023 and align the Movement around a new strategy for Scouting.



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WORLD TRIENNIAL PLAN 2021-2024

The Strategy for Scouting was designed to be completed in three triennia and is implemented at the World and Regional level through a series of consecutive Triennial Plans. The first two World Triennial Plans of the Strategy for Scouting span the years from 2014-2017 and 2017-2020. When the global COVID-19 pandemic led to the postponement of the 42nd World Scout Conference, a one-year plan was developed from 2020-2021 to bridge the gap between the Triennial Plans.

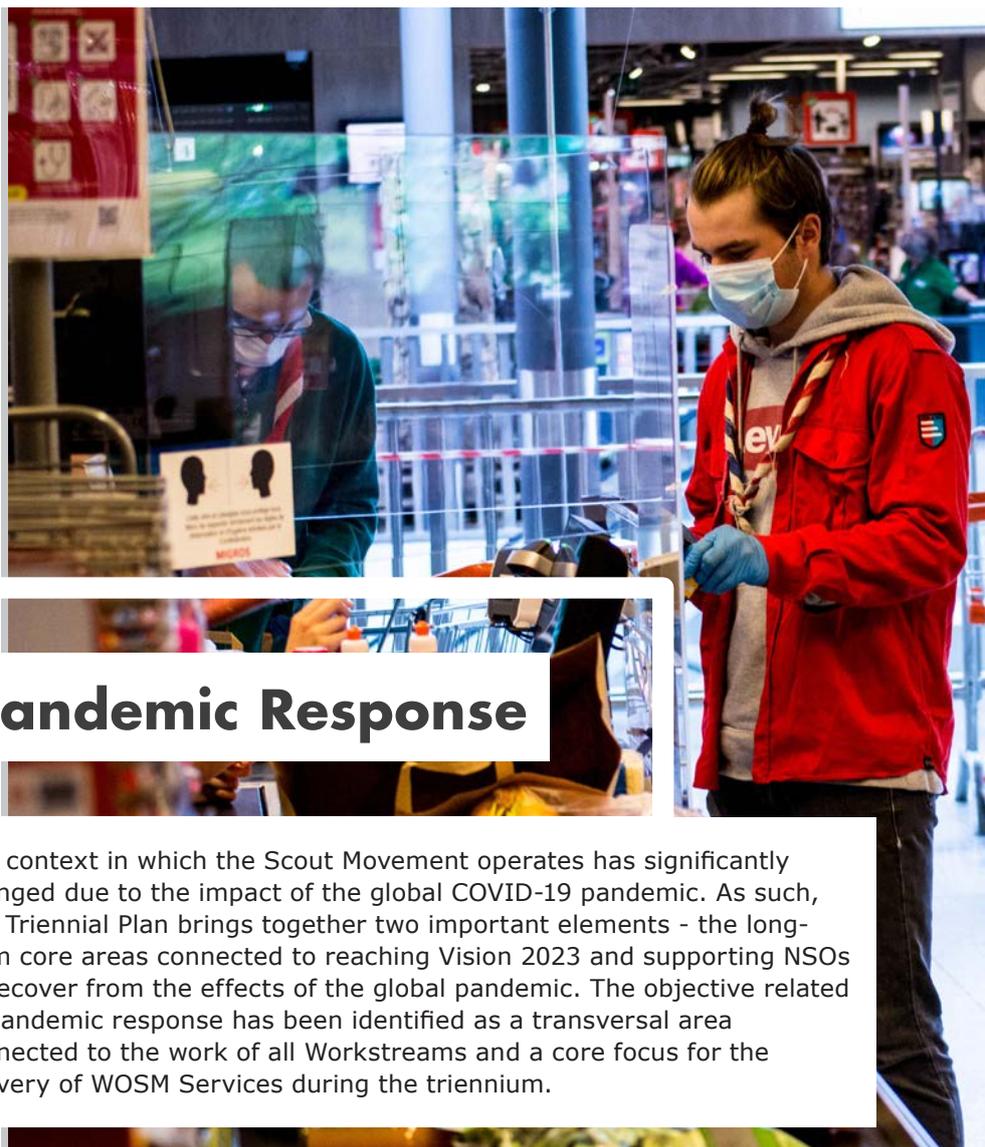
The World Triennial Plan 2021-2024 describes what WOSM will focus on in this triennium. The objectives of the plan were created based on input and consultations with Member Organizations and Regions, and the decisions made during the 42nd World Scout Conference in 2021. It continues the work to achieve Vision 2023 alongside the development of a new Strategy for Scouting to be approved by the 43rd World Scout Conference in 2024.

The Triennial Plan has been divided into four Workstreams, plus two additional areas of work to be conducted by Task Forces along with a working group to establish the next Strategy for Scouting. Each Workstream will implement a number of projects leading to the delivery of the Triennial Plan objectives. More details about the structure of the Workstreams and Task Forces are available in the "How" section of the plan.

NSOs are provided with some guidance and inspiration for each area of work on how they can contribute to the objectives set out in the plan. Networking and sharing of best practices between NSOs will be important to leverage the collective knowledge and innovative solutions from around the world.

To measure progress on achieving the objectives of the Triennial Plan, key performance indicators (KPIs) will be developed for each priority area have been developed. These KPIs will be used for ongoing monitoring and measuring of progress during the triennium, ensuring an outcome-orientated approach following the SMART goal concept (specific, measurable, attainable, realistic and timely).





Pandemic Response

The context in which the Scout Movement operates has significantly changed due to the impact of the global COVID-19 pandemic. As such, this Triennial Plan brings together two important elements - the long-term core areas connected to reaching Vision 2023 and supporting NSOs to recover from the effects of the global pandemic. The objective related to pandemic response has been identified as a transversal area connected to the work of all Workstreams and a core focus for the delivery of WOSM Services during the triennium.

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Objectives

Support NSOs in their post-pandemic recovery efforts by creating targeted NSO recovery plans with key focus on:

- Membership retention, recruitment and growth.
- Adapting the Youth Programme to post-pandemic realities, including innovative design to ensure Scouting's relevance and ability to respond to the key needs of young people today by:
 - Building competencies for the future;
 - Focusing on aspects such as mental health, well-being and resilience;
- Increasing financial resilience and fundraising capacity.
- Emergency response to local communities.

What this means for NSOs

Assessing the realities of NSOs is an important first step to establishing a recovery plan due to the diverse ways in which organisations have been impacted.

NSOs are given an opportunity to innovate their offerings in order to adapt to the current realities of young people and communities.

NSOs can access resources and request targeted support in post-pandemic response and recovery through the [WOSM Services](#).

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“The pandemic presented us with the challenge of maintaining our unity as a Movement and ensuring the relevance of Scouting for young people. We, as a Movement, proved our resilience in adapting to the changing circumstances through innovating our approach to deliver Scouting via hybrid and virtual means and maintaining the safety and well-being of Scouts, all while keeping our shared values at the core of our activities.”



The pandemic might have created a setback for everyone in relation to their goals, however, as Scouts, we transform our difficulties into positive experiences. The challenges resulting from the pandemic provide us with an opportunity for growth, both in quality and quantity. In this recovery period, we aim together to retain and increase our membership, diversify our funding sources, respond actively to humanitarian needs and look critically at our educational proposal. This work will benefit from WOSM Services and using resources such as the GPS and Scoutship. In order to provide quality Scouting in a safe environment and be the leading educational youth movement, we need to reinforce the capacities of NSOs in education, governance, communication and Scout events.”

Sarah Rita Kattan
Vice-Chairperson of the World Scout Committee
Pandemic Response



Educational Methods

The Educational Methods Workstream works to achieve the objectives within the areas of Youth Engagement, Youth Programme, Adults in Scouting, Diversity and Inclusion, as well as Social Impact.

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Youth Engagement

Objectives

Support Regions and NSOs to develop and implement youth engagement programmes and youth leadership development trainings and frameworks that:

- Strengthen the understanding of meaningful youth leadership and engagement at all levels of the Movement (Scouts, volunteers, staff and beneficiaries);
- Enable them to become active citizens and take on leadership positions in their local units, communities and within Scouting's structures at national and international levels.

Youth Engagement Strategy and Youth Involvement Policy - Further develop the Youth Engagement Strategy for young people across the Scout Movement and in all aspects of Scouting (at the unit, institutional and community level), in line with approved main goals and key objectives as described in the 2021 Conference Document 10, noting specific goals are required for:

- Youth engagement in decision-making;
- Providing equal opportunities through diversity and inclusion in youth engagement (gender, age, race, ethnicity, religious beliefs, socio-economic background, disabilities, sexual orientation, gender expression or any other basis of discrimination);
- Advocacy for Youth Engagement on national and international level;
- Evaluate the effectiveness of the World Scout Youth Involvement Policy and update it based on the findings.



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Educational Methods

Objectives

Support NSOs to adopt an integrated approach when implementing the Youth Programme, Adults in Scouting lifecycle and other areas of Educational Methods, emphasising its importance for sustainable growth and membership recovery post-pandemic.

Reinforce the Scout Movement's participation and engagement in external educational and youth-related initiatives.

Support NSOs to be innovative in designing and implementing their Youth Programme to ensure Scouting's relevance and ability to respond to the key needs of young people today, while building competencies for the future.

Support NSOs to integrate the four thematic areas of the Better World Framework in their Youth Programme to:

- Equip young people with the necessary competencies to contribute to the achievement of the Sustainable Development Goals in their communities;
- Increase the Scout Movement's contribution to the Sustainable Development Goals (Scouts for SDGs);
- Develop tools in cooperation with partners, or independently, for implementing the relevant elements of the UN Youth, Peace and Security Agenda at a local and national level to strengthen Scouting's role as champions for peace and youth participation in society;
- Ensure that World Scouting's environmental content and programmes are developed and undergo continuous improvement with support from academic and environmental experts.



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Promote and provide guidance to NSOs to foster the resilience, well-being and mental health of young people, Adults in Scouting and local communities, linked with our overall Safe from Harm priority.

Support NSOs to equip young people with the necessary competencies and attitudes to be active citizens in increasingly polarised societies, manage misinformation and foster democratic values and tolerance.

Support NSOs to implement the Scout Method in delivering the Youth Programme across different settings and contexts including:

- Community-based, school-based, virtual (Scouting at Home) and hybrid Scouting (virtual or in-person);
- Expansion and development of technological opportunities available to young people, Adults in Scouting and NSOs to experience Scouting in new ways, including through digital engagement.

Support NSOs in strengthening the implementation of Adults in Scouting policies through:

- A key focus on recruitment, retention and succession strategies;
- Exploring and implementing innovative and flexible forms of volunteering.



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Diversity and Inclusion

Objectives

Evaluate where we stand as a Scout Movement in terms of diversity and inclusion in our membership, and identify areas for improvement to be a more diverse and inclusive Scout Movement.

Significantly increase support to NSOs to actively reach out to and include communities that do not have equal access to or which we currently do not engage through Scouting, and work to reduce systematic barriers for accessibility and participation.

Actively seek the involvement of adult volunteers reflecting the composition of their local communities and ensure the necessary intercultural training to be able and confident to provide an inclusive Youth Programme reflective of the diversity of the local community.

Support the review and adaptation of NSO Youth Programmes and their delivery to fit different contexts and target audiences.

Mainstream gender equality throughout all levels and structures of the Scout Movement, including by progressively implementing co-education.

Mainstream diversity and inclusion as a transversal focus across the Scout Movement, ensuring equity and more inclusive policies and structures to embrace diversity as key to the unity of the Scout Movement.



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Social Impact

Objectives

Support NSOs to become responsible actors in humanitarian action, mitigating the impact of disasters on young people, including:

- Develop resources and training through the WOSM Services, focused on developing national action response plans and long-term projects, in response to natural disasters.

Support NSOs to understand their role in engaging and working with beneficiaries as a key to increase the impact of Scouting.

Develop tools to assist NSOs and World Scouting in monitoring and evaluating the effectiveness and impact of NSO Youth Programmes.

Support NSOs in evaluating and measuring Scouting's impact on individuals (members and beneficiaries), communities and institutions, including:

- Strengthening our understanding of the Movement's contribution to peace and the creation of peaceful communities through partnerships with academia, non-governmental organisations and intergovernmental institutions.



© WSB Inc. / Patricia Bodnár

What this means for NSOs

NSOs are asked to implement world policies and guidelines to ensure effective delivery of Scouting around the world.

Continuous improvement is key for NSOs in providing a relevant Youth Programme and maintaining organisational structures that successfully support the Adults in Scouting lifecycle.

NSOs can implement the Better World Framework into their Youth Programme, providing Scouts more opportunities to contribute to the Sustainable Development Goals through impactful community development actions and projects with service hours being reported on sdgs.scout.org to see the worldwide contribution.

NSOs can receive support to ensure their youth programme is inclusive and reaches all young people in the community without distinction.

NSOs can measure the social impact of Scouting on individuals and in the community.

NSOs can access resources and request targeted support in the areas of Educational Methods through the following WOSM Services: [Youth Programme](#), [Youth Engagement](#), [Adults in Scouting](#), [Diversity and Inclusion](#), [Better World Framework](#), [Safe from Harm](#), [Spiritual Development](#), and [Humanitarian Action](#).



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“Despite the impacts of the COVID-19, Scouts worldwide have continued to pursue Vision 2023 and support their communities to mitigate the impact of the global pandemic. This triennium, the Educational Method Workstream will focus on applying the lessons learned to help Scouts at all levels to recover and grow by capitalising on Scouting’s ability to adapt and thrive under demanding circumstances. This in turn will expand and solidify the Movement’s position in the education sector.”

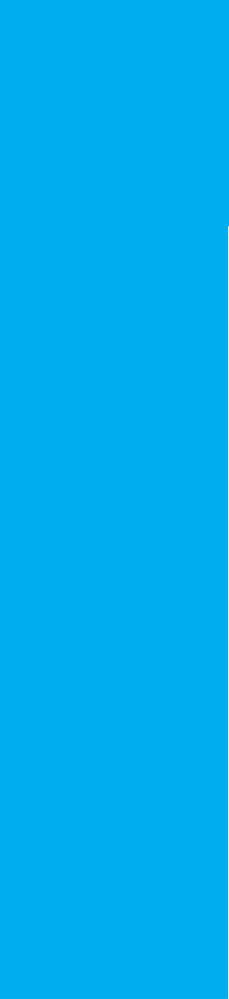


Education for sustainable development and youth engagement will also be focus areas of work.

The Educational Method Workstream will implement the Triennial Plan in collaboration with other Workstreams, Regions and NSOs by fostering the tools we need to achieve our key priorities. Together we celebrate the lasting impact Scouts are making in their communities.”

Dr. Wayne A. Davis

Member of the World Scout Committee
Educational Methods Strategic Oversight



World Events

The World Events Workstream supports the development and delivery of World events.

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Objectives

Review and innovate all World Scout Events, with a strong involvement of NSOs, to ensure they are designed and implemented for access, accessibility, impact, inclusion, and participation of all young people.

- Review the format of World and Regional Scout Events in relationship to cost effectiveness;
- Review the format of World Scout Events to increase accessibility;
- Review the design and implementation of World Scout Events to strengthen (environmental) sustainability, making the WOSM guidelines for organising sustainable events an integral part of the Guidelines for event bidders, being mindful of national context;
- Innovate on the inclusion of all young people and the positive impact this can have on Scout members;
- Explore ways to use digital technologies and learnings from the pandemic to allow for a greater number of young people around the world to participate in international events in the future;
- Review the format of World Scout Events to strengthen the role of Scouting in peace-building;
- Alignment with Regional Scout Events through content, timing, format, and support.

Provide support and oversight to Hosts of World Scout Events in the 2021-2024 Triennium and beyond, including:

- Working with existing Hosts to strengthen the environmental sustainability of their events;
- Reviewing solidarity operations to ensure they are adapted to the post-pandemic context.



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Evolve the World Scout Youth Forum and World Scout Conference to a “new event” as outlined in the 2021 [Conference Document 11](#) to achieve a more inclusive, diverse and engaging World Scout Conference by using innovative methods with a clear focus on youth participation in decision-making.

- Ensure youth participation in the “new event” by defining a transitory and realistic percentage of participants under a defined age in each delegation. This measure will be re-evaluated and discussed each triennium in its entirety with the Conference;
- Ensure that these principles are used as the basis for delivering the “new event” in 2024, which will transform the current format of the World Scout Youth Forum to build upon and consolidate it into an enhanced and youth empowering experience of the World Scout Conference;
- Guarantee sufficient mechanisms and space for effective and meaningful youth engagement and greater representation of young people in the governance processes, as well as the leadership, programmatic planning, delivery, evaluation and educational elements of the “new event” to ensure intergenerational mix;
- Ensure the same experience before, during and after the Conference for both delegates and observers in order to rely on the delegation’s collective strength to enrich Conference debates and decision making;
- Explore lowering young people’s registration fees to ensure youth participation in the “new event”;
- Monitor and evaluate the quality, effectiveness and impact of these measures to ensure continuous improvement of practices for the expansion and protection of young people’s spaces in the “new event” within its governance functions.

Review the World Scout Event guidelines and support to event Hosts from a risk management and resilience perspective, in line with Conference Resolution 2021-09, including:

- Supporting the Hosts of World Scout Events in developing a holistic risk mitigation strategy for the event, including financial management, insurance guidance and contingency planning both from a Host and participant perspective.



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What this means for NSOs

NSOs can participate in the following World Scout Events in this triennium: JOTA-JOTI (2021, 2022 and 2023), 25th World Scout Jamboree, Republic of Korea (2023), and 43rd World Scout Conference, Egypt (2024).

NSOs are invited to participate in an in-depth review of the format of World Scout Events, aimed to strengthen their sustainability, accessibility, and inclusion.

NSOs as Scout event Hosts will be able to receive guidance and have access to a set of tools to manage risks in event planning and execution related to major disruptions.

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“Innovating our World events means improving how we experience the global community of Scouting. This triennium, together with the Regions and NSOs, we will take a comprehensive look at all our World Scout Events to ensure they are designed and delivered for access, accessibility, impact, inclusion, health and well-being, participation, and sustainability. This comprehensive review will also encompass establishing support and tools for Scout event Hosts in managing the risks of unexpected major disruptions. Beyond looking into content, structure, logistics and contexts of event planning within today’s realities, we will explore ways to use digital technologies and learnings from the pandemic to rethink our events - all while preserving the Scout spirit at their core.”

In the upcoming years, we will have several opportunities to trial, implement and improve these ideas, providing support and oversight to the Hosts of the upcoming World Scout Events such as the World Scout Jamboree 2023 in the Republic of Korea or the World Scout Moot 2025 in Portugal. Sustainability, solidarity operations, and holistic risk management are key dimensions we will focus on here.

Notably, this area of work will also support the evolution of the World Scout Youth Forum and the World Scout Conference into a new and improved event that centres around inclusion, diversity, and engagement with a clear focus on meaningful youth participation in decision-making.”



Chrissy Pollithy

Member of the World Scout Committee
World Events Strategic Oversight



Communications and Partnerships

The Communications and Partnerships Workstream works to achieve objectives in the areas of internal and external communications, branding, partnerships, advocacy, resource mobilisation and strengthening the position of Scouting.

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Objectives

Review and refresh WOSM's branding and messaging to position itself as the leading educational youth movement through a refreshed visual brand, messaging and adaptation for digital use.

Strengthen the capacity of NSOs in external communications by providing stronger support in branding, storytelling, media relations, crisis communications and reputation management.

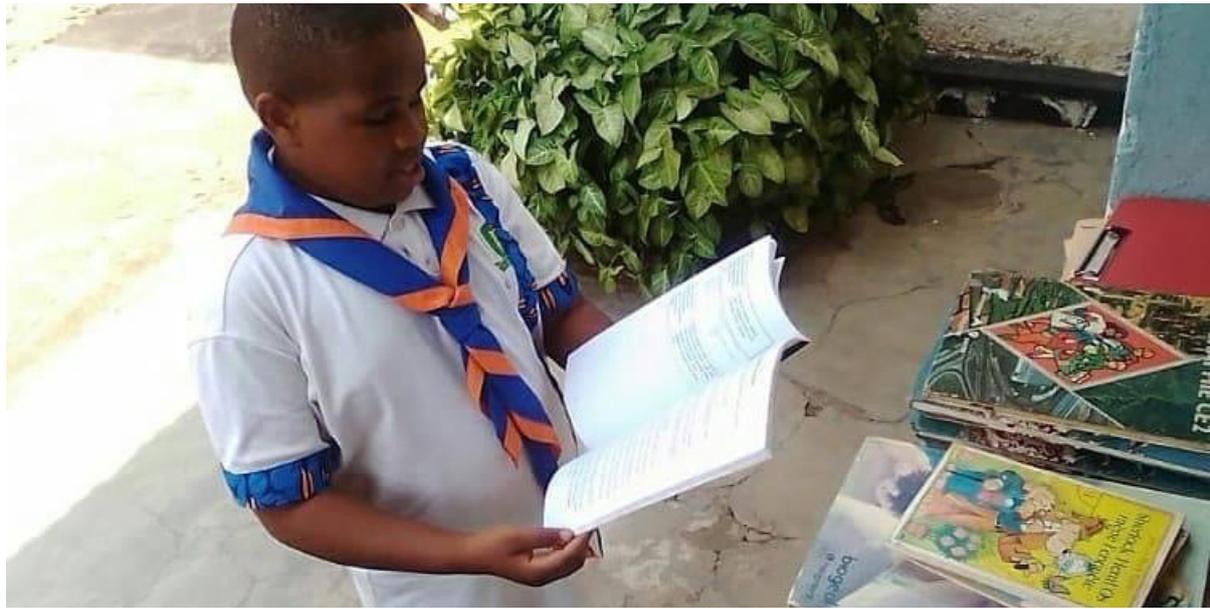
Increase the recognition, support and impact of Scouting by strengthening the advocacy capacity of the Scout Movement by:

- Leveraging youth representatives across the Scout Movement to support advocacy;
- Showcasing the reach and impact of Scouts for SDGs to continue developing partnerships and strengthen resource mobilisation;
- Providing guidance to NSOs to strengthen their efforts related to the UN Youth, Peace and Security Agenda and actively engaging in policy processes on Youth, Peace and Security.

Disseminate and activate WOSM's strategic partnerships for the benefit of the Scout Movement by operationalising new and existing partnerships, supporting NSOs to develop and manage partnerships and linking NSOs and partners.

- Strengthen existing World and Regional partner collaborations and create new relationships with external partners to ensure synergy in our approaches to mitigating climate change, and improving our climate protection and humanitarian response policy.

Review and implement a resource mobilisation strategy to increase and diversify World Scouting's resources with a focus on institutional, philanthropic and private sector partnerships.



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Evolve the internal communications strategy for World Scouting using impact-driven communications that reflect the unity and diversity of the Scout Movement, and which embrace digital transformation in our work.

Significantly improve the usage and accessibility of existing resources by ensuring they are understandable for NSOs and available in multiple languages.

Ensure consistency in providing timely official communications in both official languages to allow for effective participation of NSOs.

What this means for NSOs

NSOs can benefit from capacity-strengthening workshops and participation in global campaigns and storytelling opportunities as members of the Global Scouting Communications Network.

NSOs will receive timely updates and communications from the World Scout Bureau and World Scout Committee and are invited to provide feedback to improve WOSM's internal communications.

NSOs can review their own internal and external communications strategies and receive direct support to enhance operations in these areas.

NSOs can take advantage of WOSM's brand refresh to update their own visual brands and messaging adapted for digital use.

NSOs are invited to engage with WOSM's World and Regional partners to establish and strengthen relationships at the national and local level.

NSOs can expand their influence and strengthen advocacy efforts by working with youth representatives.

NSOs can benefit from new and existing funding opportunities resulting from the implementation of WOSM's resource mobilisation strategy.

NSOs can access resources and request targeted support through the WOSM Services areas of [Communications and Partnerships](#).



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“Our focus in this triennium is on digital marketing and advocacy, evolving our internal communications strategy using impact-driven communications, reflecting the Movement’s unity and diversity through storytelling, exploring new opportunities for partnerships and resource mobilisation, and embracing digital transformation in our work. A refreshed visual brand, messaging and adaptation for digital use will strengthen WOSM’s position as the leading educational youth movement.”



Through WOSM Services we will continue working with NSOs to improve the usage and accessibility of our existing resources, and strengthening the capacity of NSOs by providing stronger support in the areas of branding, storytelling, media relations, crisis communications, advocacy, partnerships and fundraising.

New and existing global partners will be activated at Regional and national levels, and NSOs will be supported in developing and managing their own partnerships, which in turn will help diversify World Scouting’s resources.”

Nika Gorovska

Member of the World Scout Committee
Communications and Partnerships
Strategic Oversight

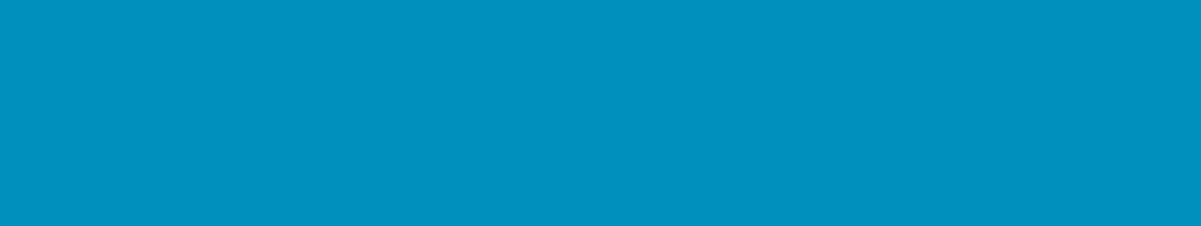


Good Governance

The Good Governance Workstream works to achieve the objectives related to WOSM Services, capacity-strengthening of NSOs, good governance, growth and Safe from Harm. The Good Governance Workstream also supports the governance of WOSM.



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Objectives

Support NSOs to strengthen their capacity by increasing and improving targeted support across all priority areas of WOSM Services.



Support NSOs to build their organisational capacity and implement action plans through a revised WOSM capacity strengthening cycle.



Ensure the sustainability of NSOs by supporting them to diversify their income streams, increase their financial stability and improve their management of funded projects.



Ensure NSOs can thrive in shifting realities, supporting organisational resilience through innovation and robust change, crisis and risk management.



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Safe from Harm

Objectives

Support NSOs to strengthen the implementation of the World Safe from Harm Policy through its educational framework and by creating, testing and deploying a regular assessment mechanism during the 2021-2024 Triennium to monitor compliance of Member Organisations with the World Safe from Harm Policy, including:

- Exploring how enforcement of compliance with the World Safe from Harm Policy as of 2025 can best be achieved while being mindful of national regulations and requirements;
- Enhancing coordination and sharing of best practices between Member Organizations;
- Investigating ways in which Member Organizations and the World Scout Bureau can work together to prevent unsuitable adults from volunteering within the Scout Movement.

Strengthen the Safe from Harm culture across all NSOs through education of its leadership, adults and young people by:

- Ensuring Safe from Harm is a core part of adult leadership training as well as the Youth Programme;
- Ensuring NSO leadership is mindful of the risk of systemic negligence and abuse resulting from power structures;
- Providing support to NSOs dealing with current and historic cases in ensuring they keep the interest of victims at the forefront and that learnings are taken;
- Collaborating with partners to leverage their expertise and support, and positioning Scouting as a leading organisation in this area.

Ensure the safety of participants in all World and Regional Scout Events ensuring full integration and implementation of the Safe from Harm guidelines in the events, communications and resources, and establishing a culture of learning to reduce risk of future incidents.



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Growth

Objectives

Ensure more sustainable growth by building a stronger understanding among NSOs of the impact and importance of adopting a long-term, strategic and holistic approach to growth involving all strategic priorities.

Welcome more young people into Scouting by supporting NSOs to develop, implement and monitor their growth and recovery strategies.

Support NSOs to leverage the expected increased interest in Scouting following the pandemic by helping them understand, prepare and work on growth, recovery and retention of youth members.

Strengthen flexible access to Scouting by supporting NSOs to innovate how we reach out to and recruit more young people to participate in Scouting and support NSOs to actively engage their beneficiaries.



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Governance

Objectives

Deliver support and materials in the most impactful way for NSOs, based on identified needs and data-driven decision-making.

Be a role model of our own policies and ethical standards within World Scouting's structures and its affiliated institutions, including the significant reduction of the environmental impact of its operations as well as the proactive management and procedures to deal with Safe from Harm issues.

Bring the Scout Movement closer together by encouraging and enabling self-facilitated NSO-to-NSO support and partnerships to promote exchanges of best practices, sharing of innovative ideas and creation of joint initiatives and projects.

Foster collaboration and strategic coordination across Regions to strengthen the unity of the Scout Movement.

Continue supporting Regions in the development of their Regional Triennial Plans, ensuring strategic cohesion with the World Triennial Plan 2021-2024 and Vision 2023.

What this means for NSOs

NSOs are requested to implement the World Safe from Harm Policy and become compliant with the WOSM Constitution.

NSOs are invited to conduct a GSAT assessment to understand their strengths and areas for improvement as an organisation, and follow up with action plans that will enable them to strengthen their capacity.

NSOs should capitalise on implementing good governance principles to ensure a strong foundation for their organisation to be able to thrive in shifting realities.

NSOs can increase the sustainability of their organisation through strengthening their financial management practices.

NSOs can actively explore opportunities for expanding Scouting by recruiting new members and ensuring a focus on retention of their existing members.

NSOs can access resources and request targeted support through the WOSM Services areas of [Global Support Assessment Tool \(GSAT\)](#), [Safe from Harm](#), [Good Governance](#) and [Growth](#)



“In this triennium, a key focus area will be supporting NSOs in their capacity building and supporting them in post-pandemic recovery.

Capacity building covers all aspects from growth, strategic planning and monitoring to financial resilience. We will continue to strengthen GSAT as a tool to ensure a strong focus on reviewing and baselining, creating specific action plans and ensure

continuous improvement. WOSM Services will be further developed and continue to be the way for us to support all NSOs.

Supporting NSOs in implementing the World Safe From Harm Policy will also be a key priority to ensure we provide a safe environment for all in Scouting and bring all NSOs into compliance with the WOSM Constitution.”

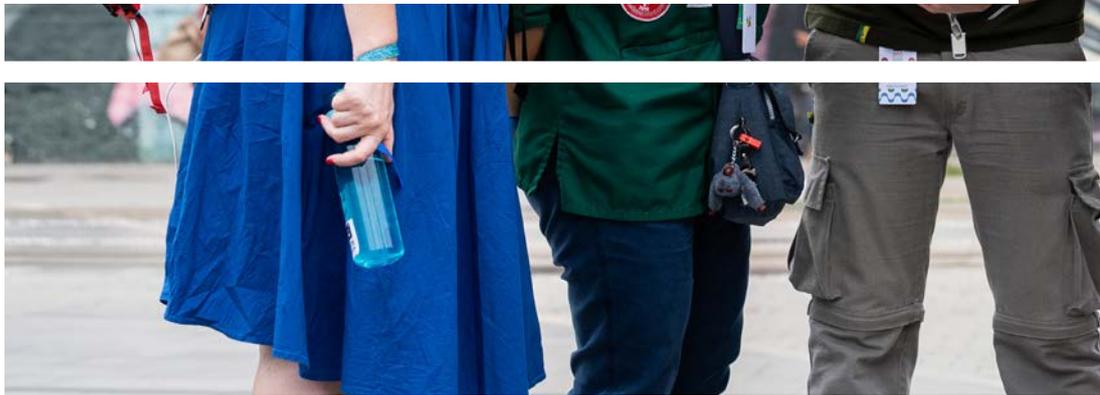


Pia Melin Graasbøll

Member of the World Scout Committee
Good Governance Strategic Oversight



Task Forces & working groups



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Task Force on Youth Engagement in Decision-making

This Task Force is focused on delivering the Triennial Plan objectives related to strengthening youth engagement in WOSM’s decision-making which stems from [Conference Resolution 2021-07](#) Youth Advisor system and youth involvement in decision-making.

This Task Force will also keep a transversal focus on the overall objectives related to youth engagement, in particular the development of the new Youth Engagement Strategy and review of the World Youth Involvement Policy carried by the Educational Methods Workstream.

Objectives

Ensure that youth participation and engagement is structurally and effectively embedded in decision-making processes at all levels in WOSM:

- Encourages that existing transitional Youth Advisor systems at the Regional level continue until such time that its goals are achieved;
- Continue to include young people under the age of 30 in all of its Standing Committees and its Operational Framework;
- Present a report identifying institutional, structural and cultural barriers to meaningful youth participation in WOSM’s decision-making processes, as well as opportunities and recommendations to overcome these barriers:
 - Propose potential alternative measures to replace the current Youth Advisor system and to ensure the representation, as well as effective and meaningful participation, of young people in the World Scout Committee;
 - Consult on this with, amongst other stakeholders, Member Organizations, young members, subject matter experts on youth participation and former Youth Advisors;
 - Deliver the conclusions to the Member Organizations by the end of October 2023 to allow adequate time for the membership to consider any organisational or constitutional changes.
- Requests the World Scout Committee to monitor the youth involvement situation in decision-making and to take further actions as outlined in section 3.3 of [Conference Document 10](#), if the results are unsatisfactory.



“Effective youth engagement is one of World Scouting’s strategic priorities. In this triennium, we want to leverage opportunities for youth engagement by ensuring that young people have the tools and mechanisms to participate and contribute in an effective intergenerational environment at all levels of our Movement. Together with stakeholders, we

seek to identify institutional, structural and cultural barriers for decision-making processes, as well as opportunities and recommendations to overcome these barriers for creating a truly intergenerational lead organisation.”



Juan Reig
Member of the World Scout Committee
Co-Chairperson, Task Force on Youth
Engagement in Decision-making



Melissa Wilm
Youth Advisor to the World Scout Committee
Co-Chairperson, Task Force on Youth
Engagement in Decision-making

Task Force on Sustainability

This Task Force is focused on delivering the Triennial Plan objective pertaining to developing a climate impact strategy for WOSM, aiming to achieve climate neutrality of its operations by 2033, as well as a monitoring system to measure WOSM's current environmental impact. This Task Force will also keep a transversal focus on the overall objectives related to sustainability being implemented in the Workstreams.

Objectives

Further strengthen the efforts made on sustainability, through the development of a WOSM climate impact strategy during the next triennium. Including clear and shared action plans and measurable goals which aim to significantly strengthen environmental sustainability practices towards achieving climate neutrality of WOSM's operations at the latest by the 46th World Scout Conference in 2033.

Create a system to monitor the environmental impact of World Scouting's operations and ensure a reporting mechanism is designed to give Member Organizations strategic information to be actively involved in world level decision-making.

Supporting NSOs to become responsible actors and take the lead in local action to mitigate the consequences of the climate change and actively be engaged in the natural disasters and to ensure environmental sustainability is mainstreamed across the Scout Movement by:

- Strengthening the existing framework and mechanisms and create new resources;
- Ensuring that World Scouting's environmental content and programs are promoted, implemented and continuously updated;
- Examining the possibility of developing a WOSM Service focusing on environmental sustainability.



"The 2030 Agenda for Sustainable Development is on top of many young people's minds. With nature as a core part of our Scout Method and with the Sustainable Development Goals integrated into everything we do, it is natural that sustainability is a key priority for World Scouting. In the coming triennium, we will focus our efforts on sustainability

by implementing a Climate Impact Strategy and ensuring that nature, environment and sustainability remain as a priority in our programme offerings.

It is important that WOSM leads by example and continues to empower young people to take action in the fight against climate change."



Pia Melin Graasbøll
Member of the World Scout Committee
Co-Chairperson, Task Force on
Sustainability



Alhassan Soltan
Youth Advisor to the World Scout Committee
Co-Chairperson, Task Force on
Sustainability



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World Scout Committee working groups

Two small groups of WSC members will be assigned to follow up on specific items within the triennium.

- **WSC Continuous Improvement Group:** To develop and propose continuous improvement measures in the working methods of the WSC, building on the foundations created by the Continuous Improvement Unit in 2017-2021.
- **WOSM Fees Contact Group:** To review the economic situation of NSOs based on WSB data, as well as the registration fee situation from April 2022 onwards, and provide a proposal to the WSC by September 2022 after which further actions will be decided by the WSC.

Objectives

Closely monitor the evolution of the economic and Scout membership situation of Member Organizations and:

- Further tailor and assess the WOSM registration fee system developed in the 2017-2020 Triennium;
- Assess a revised WOSM registration fee system proposal can be considered at the 43rd World Scout Conference (2024);
- Review the solidarity component of World Scout Event fees to see if this meets the needs in a post-pandemic context.

Next Strategy for Scouting

A working group will develop a proposal on the process to create a new Strategy for Scouting. Once the process is designed, a specific body will embark on an innovative and inclusive process to develop the new Strategy for Scouting for beyond Vision 2023.

Objectives

Develop the next Strategy for Scouting (post Vision 2023) through a participatory process which engages the Scout Movement and takes into account emerging priorities for young people globally, ensuring a final proposal is put forward for consideration to the 43rd World Scout Conference (2024).

Develop the World Triennial Plan 2024-2027 to start implementing the next Strategy for Scouting using a similar approach, incorporating lessons learned during this process.

“

“Today, through the World Triennial Plan 2021-2024, we embark on the third and final triennium of Vision 2023, our current Strategy for Scouting. It is clear that Vision 2023 has enabled the Movement to adopt a more long-term approach to our strategic planning and provided an unprecedented focus around the four key pillars of Growth, Unity, Impact and Influence.

Vision 2023 has allowed the Movement to rally behind bigger, shared goals, reduce distraction, and ensure continuity in pursuing impact for its initiatives beyond a single triennium.

As we start planning-forward beyond 2023 and begin to develop our future Strategy for Scouting, we are working to create an inclusive process that allows all NSOs, young people and other stakeholders to help shape the next vision for our Movement.

We aim to develop an engaging and inspiring journey and spark a global conversation to draft a bold new vision for our shared future. A vision capturing our ambition as a Movement, reflecting our values and ensuring Scouting remains relevant and responsive to the needs of young people as we enter the next chapter of Scouting.”



Jo Deman

Vice-Chairperson of the World Scout Committee Strategy for Scouting working group



Operational Framework



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The World Scout Committee sees itself as one team consisting of 27 individuals including 12 voting members from different countries elected by the World Scout Conference, 9 ex-officio non-voting members being the 6 Regional Chairpersons, the Treasurer, WOSM’s Secretary General and a member of the Board of the World Scout Foundation, along with 6 Youth Advisors from different countries elected by the World Scout Youth Forum.

To deliver on the ambitious objectives set out in the Triennial Plan, the WSC has established an Operational Framework comprised of different working groups. These groups will be made up of WSC members, volunteers recruited through WOSM’s open call and WSB staff, and will work jointly towards delivering on the objectives for the triennium.



The Operational Framework will implement the Triennial Plan through a sequenced project-based approach over the course of the triennium. This will support the WSC’s commitment to remaining agile in being relevant to the needs of the Movement. The WSC has agreed to the following structure for **the 2021-2024 Operational Framework**.



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Four Work Streams:

- Educational Methods
- World Events
- Communications and Partnerships
- Good Governance

These Workstreams will establish multiple projects to operationalise the Triennial Plan and deliver on the objectives related to each area of work. Each Workstream has a core group that coordinates the projects, and also ensures adequate follow up and reporting to the WSC. The Workstreams are established for the full duration of the triennium, but projects can have a shorter timeline depending on the deliverables and tasks.

One Workstream Coordination Group

This group will have the responsibility of coordinating and monitoring progress towards achieving Vision 2023, as well as the objectives of the Triennial Plan. This group also ensures a transversal coordination between the Workstreams.

Three support units for the Workstreams

Teams will be established to support the following aspects of managing the Operational Framework in their work towards achieving the objectives of the plan.

- **Project management support:** Strengthening the methodology used and setting up a resource pool of expert individuals on change management and creative thinking.
- **Volunteer management support:** Facilitating the Adults in Scouting lifecycle for volunteers, including the management of open calls, on-boarding, inductions, support and off-boarding.
- **Monitoring and evaluation support:** Using effective knowledge management approaches for incorporating learnings and monitoring the key performance indicators.

Two Task Forces

- Youth Engagement in Decision-making
- Sustainability

Task Forces are established by the World Scout Committee to deliver on specific objectives that are strategically sensitive, time-bound and require direct inputs from World Scout Committee members, Regions or Regional Scout Committees, or direct NSO engagement. The Tasks Forces will share the outcomes of their work with the WSC to take decisions on certain items and ultimately bring forward proposals to the 43rd World Scout Conference for consideration.

WSC working groups

A small group of WSC Members, combined with volunteer experts in strategic planning and appropriate WSB staff support, will be tasked with developing a proposal on the process to create a new Strategy for Scouting. This will be followed by establishing a specific body to embark on an inclusive process of developing the new strategy which will be brought forward to the 43rd World Scout Conference.

Two small working groups comprising WSC Members will be created, reporting directly to the WSC. One will focus on the WOSM registration fee situation, the second one will focus on proposing continuous improvement measures for the functioning of the WSC.

Six Standing Committees:

● **Steering Committee**

Provides leadership to the WSC, ensures preparation of its meetings and support to the WSC Chairperson.

● **Constitutions Committee**

Provides support to the WSC on reviewing and approving amendments to NSO Constitutions as well as advice on constitutional and institutional matters.

● **Finance Committee**

Provides support to the WSC on oversight and review of the World Scout Bureau budgeting process, registration fee policy, accounts and treasure management.

● **Audit Committee**

Provides support to the WSC on oversight of the internal and external World Scout Bureau audit process, risk management and internal control systems.

● **Ethics Committee**

Provides support to the WSC on matters pertaining to the WOSM Complaints Policy and the WOSM Codes of Conduct.

● **Honours and Awards Committee**

Provides support to the WSC in recommending recognition of outstanding service by individuals to World Scouting.

These Standing Committees support the constitutional and governance functions of the WSC. The Standing Committees work on a long-term basis and report directly to the WSC. These committees are comprised of volunteers recruited, where possible, through WOSM's open call, and are supported by WSB staff. Each of the Standing Committees has a defined Terms of Reference that can be consulted on [scout.org](https://www.scout.org) which outlines the scope of their work.



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Collaboration with key Scouting partners

The WSC looks forward to strengthen its strategic collaboration with the [World Scout Foundation](#) and its new leadership on the board and executive level. During the triennium will also see the renewal of the [Messengers of Peace Initiative](#) for the next decade. This opportunity, along with ambitious new strategies being developed both within WOSM and the World Scout Foundation, will be key ingredients as we together strive to ensure solid financial means to support Scouting around the world.

As the impact of the pandemic hopefully recedes throughout the triennium, the WSC also looks forward to reconnect in person with the World Scout Centre in Kandersteg ([KISC](#)), [WAGGGS](#) and [Organisations with Consultative Status](#), as well as to reinvigorate the commercial collaboration with World Scout Shops.



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Agile approach and project-based delivery

Given the current unpredictability and evolving nature of the global COVID-19 pandemic, as well as uncertainty about the future in a post-pandemic context, World Scouting will continue to use an **agile and flexible approach** to implementing the Triennial Plan. As such, the work in the Workstreams will be delivered through several projects, sequenced over the triennium. Building on good practices in project management and evaluation established during the one-year plan, **the implementation of the Triennial Plan will be reviewed on a regular basis** to ensure World Scouting’s response continues to be relevant to the changing and evolving needs of NSOs.

WOSM Services will continue to provide **tailored support** to NSOs upon request. Any objectives of the Triennial Plan focusing on providing support and strengthening the capacity of NSOs will mainly be delivered through WOSM Services. This creates the flexibility and agility to support NSOs based on their reality and specific needs, leveraging the full capacity of the organisation through the World and Regional levels.

“

“We are continuously looking at how to improve our ways of working to better support the NSOs and to create a stronger impact. In light of the experiences we had from the past triennium, the Operational Framework for this triennium will operate through a project-based approach. We strive to be agile in our mind set, to adapt to the fast-changing needs of our Movement, and to provide more tailored support to our NSOs.”

To strengthen our support to the Workstreams, we have established support units for project management as well as volunteer management. We have also put together a team working on monitoring and evaluation to help us monitor the progress of the projects and the impact created during the triennium.”

Mori Cheng

Member of the World Scout Committee
Co-Lead, Workstream Coordination Group





Key Performance Indicators

The World Triennial Plan 2021-2024 contains 55 objectives across 6 strategic priority areas. To monitor progress over the triennium, WOSM has established a number of key performance indicators (KPIs). These KPIs help keep the focus on progress in each area of the Triennial Plan without losing sight of the overall vision. On the following pages you can find the approved KPIs which highlights the commitment made by the World Scout Committee.

The KPI measurement system has been recently improved to better serve our needs. In the 2021-2024 triennium we will monitor our progress using three sets of indicators:

- **Meta indicators:** Measures progress towards Vision 2023. Monitored by the World Scout Committee and reported to the World Scout Conference.
- **Key performance indicators (KPIs):** Measures progress of the World Triennial Plan 2021-2024. Monitored by the World Scout Committee and reported to the World Scout Conference.
- **Operational progress indicators (OPIs):** The tracking system on specific objectives in the Triennial Plan. Monitored and followed up at an operational level by the Workstreams.

The **meta indicators** have guided our Movement towards achieving Vision 2023 since 2014. They consist of 15 overarching indicators that help us monitor our progress towards each element of our vision: Influence, Growth, Social Impact and Unity.



The **key performance indicators (KPIs)** refer to measurable values that shows the organisation's progress towards achieving our strategic objectives. We use these KPIs to track the objectives of the World Triennial Plan and monitoring whether they are on track, behind, ahead of schedule, or have been achieved. A range of 3 to 6 KPIs have been developed per each strategic priority (6) to ensure a variety of measures are used without adding too many indicators. The KPIs are outcome oriented. To strengthen alignment between Regional and World Triennial Plans, Regions are invited to align their KPIs to contribute to the KPIs on a global level.

Operational progress indicators (OPIs) are developed for each objective in the World Triennial Plan. All OPIs are time-bound, aiming to be achieved by the 43rd World Scout Conference. The Workstream Coordination Group will monitor progress at an operational level and will develop the OPIs together with the Workstreams. The OPIs are output oriented.

The main sources of measurement will be through **existing sources of data** such as WOSM Services, NSO Data Portal, GSAT and census data. When necessary, other sources of data, for example NSO surveys, may be used. However, collecting new data requires more resources and will therefore only be done when existing data is insufficient.



SP- 1: Youth Engagement

Key Performance Indicators:

A new framework to ensure inclusive participation of young people in decision-making processes is implemented for the World Scout Conference in 2024.

Over 70% of NSO national boards include at least 30% young people.

The GSAT score across the Youth Involvement dimension is 10% higher compared to the previous triennium, including the educational elements of Youth Involvement.

70% of young people involved in governance or operational bodies of World Scouting express that inputs of young people were taken into account and contributed to the decision-making process.

SP-2: Educational Methods

Key Performance Indicators:

60% of NSOs who have not updated their Youth Programme in the past five years have reviewed or innovated their educational proposals.

20% more NSOs have adopted new thematic areas of the Better World Framework as complementary offerings to their Youth Programme.

World Scout Conference 2024 with 40% of participants below the age of 30.

100% of NSOs have achieved compliance in Safe from Harm.

Adult volunteer retention in NSOs has increased globally by 10%.

100% of World Scout Events have an improved and updated event framework to better reflect World Scouting's considerations on programme, sustainability, risk mitigation, inclusiveness, accessibility, and youth participation.

SP-3: Diversity & Inclusion

Key Performance Indicators:

A minimum of 18 NSOs will have implemented a comprehensive methodology to measure their membership diversity and identify potential barriers to inclusion as a basis for establishing a global state of the Movement analysis.

30% of NSOs improved their membership gender balance by 5%.

50% of NSOs scored above 50% in all seven areas identified in World Scouting's Self-Assessment for Diversity and Inclusion.

40% of NSOs are reaching out to new communities with members not typically served by Scouting.

SP-4: Social Impact

Key Performance Indicators:

40% of NSOs have measured their social impact by 2024.

70% of NSOs have developed a plan to map and actively reach out to and engage their beneficiaries by 2024.

40% of NSOs are active or have plans in place to be prepared for and respond to humanitarian disasters.

SP-5: Communications and Partnerships

Key Performance Indicators:

The GSAT score across the Communication, Advocacy and Public Image dimension increased by 10% compared to the previous triennium.

NSOs report a 10% improvement in the accessibility, relevance, timeliness and clarity of World Scouting's resources and communications.

20% of NSOs have implemented new or existing Global or Regional partnerships at the national level.

Global and Regional partners and other key stakeholders in the youth development, non-formal education and international development sectors see WOSM as a leading and influential educational youth movement.

WOSM has diversified and increased its number of funding sources by 20% through new institutional, philanthropic and private sector partnerships.

SP-6: Governance

Key Performance Indicators:

50% of NSOs increased their membership between 2021 and 2024.

WOSM membership growth by 10% between 2021 and 2024.

80% of the NSOs that lost membership as a result of the COVID-19 pandemic have fully recovered their membership numbers.

The average GSAT score across the dimensions of Governance is 10% higher than in the previous triennium.

90% of NSOs which have received a WOSM Service are satisfied and would recommend the service to others.



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