

# World Scout Committee 2017 - 2021 Triennial Report

## EXECUTIVE SUMMARY



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



World Scout Committee  
2017 - 2021 Triennial Report

EXECUTIVE SUMMARY

# GROWING STRONGER TOGETHER



World Scout  
Conference  
**42<sup>nd</sup>** Conférence Mondiale  
du Scoutisme  
2021

“ It is a movement, because it moves forward. As soon as it stops moving, it becomes an organisation and is no longer Scouting.

*Robert Baden-Powell*

”



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# FOREWORD

## BY THE CHAIRPERSON



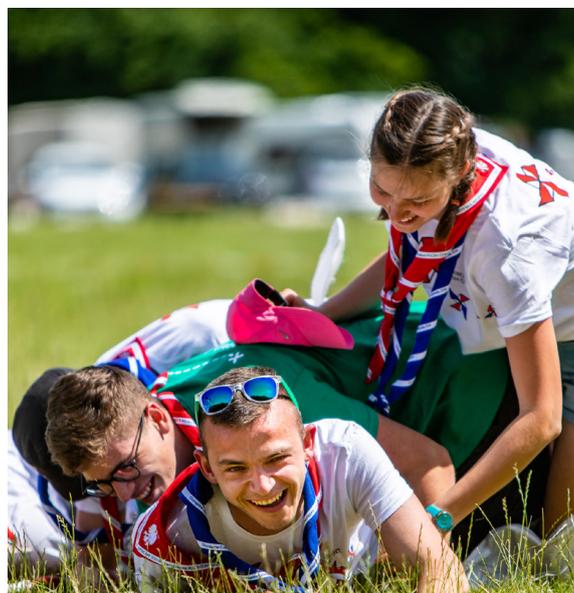
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Foreword by the Chairperson

Dear friends,

In 2017, the World Organization of the Scout Movement (WOSM) set out on an ambitious course following the 41st World Scout Conference in Baku, Azerbaijan with an aim to accelerate our efforts towards achieving Vision 2023, our [Strategy for Scouting](#), to be the world's leading educational youth movement. Over the course of the triennium, our global Movement stepped forward in extraordinary ways to demonstrate our collective strength, unity, resilience and impact.

This Triennial Report shows the progress we have made towards implementing the shared objectives of our [World Triennial Plan](#), and we are proud to highlight the many successes that have enabled us to grow stronger together during the triennium. The report continues with the story of how the Scout Movement adapted during the COVID-19 pandemic, one of the most extraordinary challenges of our times. We look back at the achievements [during WOSM's 100-day emergency response](#) at the onset of the pandemic, followed by the [2020-2021 WOSM Plan to support](#) our 172 National Scout Organizations as they ensured Scouting continued to support young people and their communities around the world.



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### Widening our influence and impact

You will also find an overview of the various initiatives we undertook during the extended triennium, including a concerted effort to implement a global [Growth Initiative](#) enabling our Movement to reach a record number of 57 million Scouts and millions more beneficiaries, the culmination of 10 years of grassroots impact through the [Messengers of Peace initiative](#), as well as the convening of the World Non-Formal Education Forum and the adoption of a [Rio Declaration on Non-Formal Education](#). We also increased global recognition of our Movement as the leading educational youth movement through enhanced communications and a wide network of partnerships, and launched [Scouts for SDGs](#) as the world's largest coordinated youth contribution towards the UN 2030 Agenda for Sustainable Development.



## Foreword by the Chairperson



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### Committing to good governance and ethic

Not only are we pleased to report the progress made towards Vision 2023, but we are equally proud to note the progress in ensuring that the governance and management of WOSM are conducted to the highest standards with a commitment to continuous improvement. We focused on solidifying good governance principles and enhanced the engagement of volunteers, we adopted modern project management approaches to our work and acted with agility to the unexpected challenges presented by the pandemic, and we stepped up our support to World Scout Events, including a successful World Scout Jamboree and a reimagined JOTA-JOTI. In addition, we built the capacity to observe the highest ethical standards in our work, including by establishing a WOSM Ethics Committee for the first time, and we built [WOSM Services](#) to streamline support to Member Organizations resulting in over 500 services delivered to our members.



Years of Shaping Leaders  
Wood Badge Centenary



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## Delivering on Vision 2023

This has also been an extraordinary extended triennium full of major milestones and celebrations, including the 100th anniversaries of the Rover age section, World Scout Jamboree, World Scout Conference and World Scout Bureau.

Through it all we made great strides in delivering on Vision 2023 and came together as a strong and united global Movement. As we look forward, we now have an opportunity to build on these remarkable efforts as we continue to enable even more young people and volunteers to be a force for good in their communities.

Yours in Scouting

**Craig Turpie**

Chairperson  
World Scout Committee



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

Foreword by the Secretary General



# FOREWORD

## BY THE SECRETARY GENERAL

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Foreword by the Secretary General

Dear friends,

**F**our years ago we gathered in Baku to renew our collective commitment to advance our Movement towards Vision 2023. As we get ready for the 42nd World Scout Conference and 14th World Scout Youth Forum, we are pleased to share with you this report highlighting the breadth and depth of the work and impact achieved over the past period.

We can all be proud of the many ways we have served the mission of Scouting and overcome a number of challenges along the way. Our report offers you an overview of this extended triennium and adds an exciting second chapter on our three triennium journey to achieve the current Strategy for Scouting - Vision 2023.

Guided by the overarching pillars of Vision 2023 - Unity, Growth, Influence and Impact - you will note how we have increased our influence and impact, both internally and externally, while growing the Movement and solidifying its unity. Together, we did not shy away from tackling critical issues and we embraced opportunities for innovation and improvement in all aspects of our work.

**Providing cutting-edge support to our Membership**

We embarked on a journey to fully revamp our support to NSOs by providing a cutting-edge WOSM Services powered by a team of trained Consultants. WOSM Services features accessible resources and e-learning courses to provide our membership with necessary support and promote good practices across the Movement. Our digital transformation efforts led to a suite of digital solutions, including an upgraded membership portal and directory, learning zone library, educational initiatives platform and donation platform. During the triennium we delivered over 500 services, including services to potential new members to help them achieve WOSM membership and improve recruitment.



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## Foreword by the Secretary General

### Developing norms, policies and quality resources to advance Scouting

The triennium saw the redesign of a number of flagship products that set the standards, norms and policies for our Movement. We released an updated version of the Essential Characteristics of Scouting, one of Scouting's most foundational educational resources, and we refreshed the Guide to Youth Programme in Scouting (GPS) to assist NSOs in the development and renewal of their national Youth Programmes. We also released the Scoutship marking a significant upgrade in how we support Adults in Scouting and updated the Wood Badge Framework. Together we increased our outreach through Regions to promote these new resources.

### Coordinating educational initiatives and global projects

Our Messengers of Peace initiative celebrated its 10-year anniversary in 2021 and we delivered an incredible 2.3 billion hours of community service towards peace and sustainable development. We also launched Scouts for SDGs to mobilise 57 million young people in making the world's largest coordinated youth contribution towards the Sustainable Development Goals (SDGs). In addition, we increased our focus on diversity and inclusion, advanced our work on gender equality, and launched the Earth Tribe as a new educational offering focused on environmental action.

### Building stronger partnership and influencing positive change

We continued to widen our impact and increase global recognition of Scouting as the world's leading educational youth Movement. Among the various initiatives and partnerships developed, we co-convoked the first World Non-Formal Education Forum in Rio De Janeiro, Brazil and led the way on a new Global Youth Mobilization in collaboration with the Big 6 Youth Organizations and the World Health Organization to address the negative impact of the COVID-19 pandemic on young people, and support them to build back better.

### Organising World and Regional events

WOSM continues to deliver some of the largest and most engaging World, Regional and national events for young people. In addition to the unforgettable 24th World Scout Jamboree in North America, we also worked to re-imagine JOTA-JOTI into the world's largest digital Scout event promoting friendship and global citizenship education. During the triennium and across all Regions we delivered over 700 events and opportunities for engagement at all levels.



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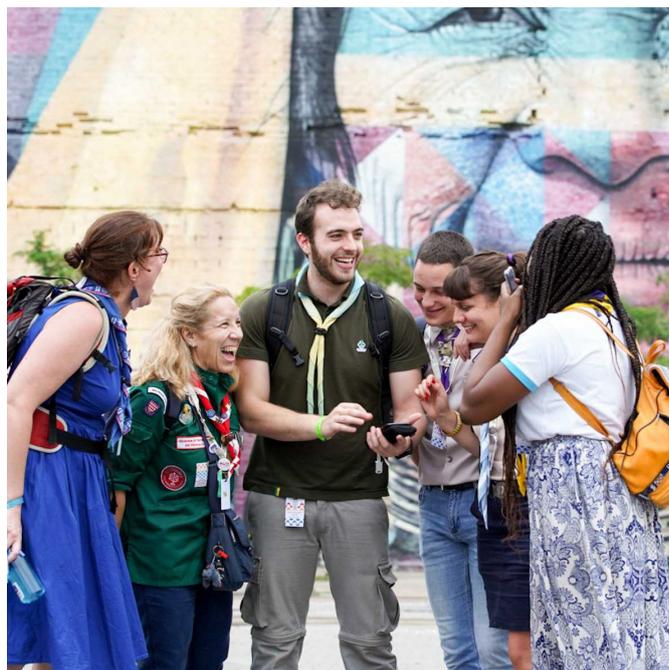
Foreword by the Secretary General

## Good governance and professional management

This triennium saw an overhaul of WOSM’s internal operations, driven by the World Scout Committee’s commitment to strategic governance and the World Scout Bureau’s revitalisation agenda. We rewired the Bureau, adopting Thematic Teams across Regions, and pioneered a more modern and agile approach to project management, working together with volunteers and putting a clear focus on serving the needs of NSOs. We also made a commitment to diversity and inclusion across our global workforce.

We moved to a more representative Senior Management Team and significantly increased the number of women in leadership positions. We also provided more opportunities for young people to join the Bureau by expanding our internship programme. Looking at our financial management, for the first time we developed a fully integrated approach across Regions to our budgeting process through a three-year Master Operational Plan. The reform made sure we better aligned priorities across our Regions and made more efficient use of our financial resources.

Despite the financial challenges caused by the pandemic, WOSM with the support of the World Scout Foundation provided provisions to support NSOs financially, and we reported balanced budgets throughout the triennium. And as part of prudent financial management, we made the necessary budget cuts to weather the income shortfalls and impacts of the COVID-19 pandemic.



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## On track towards Vision 2023 and beyond

In conclusion, we can confidently report that our Movement is on track towards Vision 2023 and beyond. Our unity is stronger, our impact is evident, our influence is making a difference, and our growth is a reminder that the world needs more Scouts. As we transition to the last triennium of Vision 2023, let us build on this momentum to create the much needed positive change that the world so urgently needs

Yours in Scouting,

**Ahmad Alhendawi**

Secretary General  
World Organization of the Scout Movement.

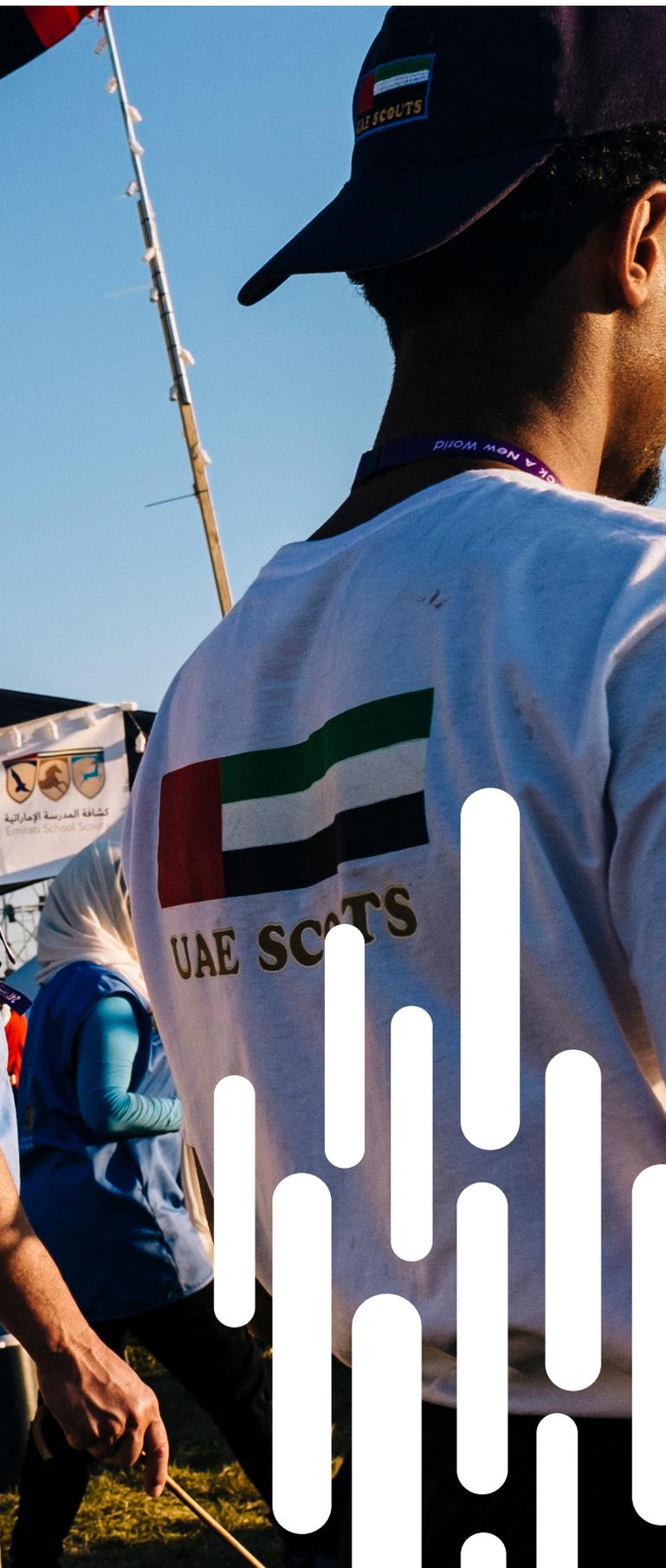


# EXECUTIVE SUMMARY



World Scout  
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2021





**T**he 2017-2020 Triennium marked the “middle” triennium of Vision 2023, our Strategy for Scouting. The overall goal the World Scout Committee (WSC) set for itself at the outset was to significantly strengthen WOSM’s strategic focus on achieving sustainable growth and deepening Scouting’s impact and influence – within and outside of the Movement.

This triennium also saw an overhaul of WOSM’s internal operations and processes, driven by the WSC’s commitment to strategic governance and the World Scout Bureau revitalisation agenda, resulting in initiatives such as WOSM Services, an agile project-driven approach with a clear focus on serving the needs of National Scout Organizations (NSOs).

## Growing Stronger Together



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### Growing stronger together as a Movement

WOSM experienced strong growth throughout the triennium, adding new youth members and volunteers at all levels of Scouting, and providing an opportunity for even more young people to experience Scouting's transformative non-formal educational Youth Programme. We welcomed three new Members Organizations to the Movement this triennium, bringing our membership to a total of 172 NSOs, representing over 57 million Scouts in more than 220 countries and territories worldwide.

This is excellent progress in spite of the COVID-19 pandemic which had a significant impact on Scouting's membership around the world. As a consequence we enhanced our support on membership retention and recovery, boosting local efforts through the [Re-Energising Scouting Fund](#). Our priority remains on reaching our goal of growing the impact of the Movement to 100 million by 2023, as we anticipate a heightened interest of young people in outdoor activities post-pandemic. We are committed to maintaining a strong focus on growth as we work together to offer better Scouting to more young people.

## Strengthening the Programme for young people and the volunteers support

The 2017-2021 extended triennium saw key resources developed and renewed to strengthen our core educational support to NSOs. An updated version of our foundational educational resource the [Essential Characteristics of Scouting](#) was released, as well as the [Guide to Youth Programme in Scouting \(GPS\)](#), which now serves as World Scouting's core toolkit to assist NSOs in the development and renewal of their national Youth Programmes.

In the Adults in Scouting area, the release of [Scoutship](#) represents a significant upgrade in bringing all our resources available to support volunteers in Scouting under one easy to navigate micro-site. [The World Scout Academy](#), our continuous learning opportunity for Adults in Scouting run over the course of eight weeks in July and August 2020, proved to be an excellent ground to test many new formats of training and learning for adults.

## Educational initiatives to create a better world

A series of educational initiatives were released, providing NSOs with programme offerings to equip young people with the life and leadership skills to tackle some of the most world's most pressing social, economic and environmental challenges.

Through the [Better World Framework](#), [Scouts for SDGs](#), [Earth Tribe](#), and other key global, regional and local initiatives, we mobilised millions of Scouts in delivering community service projects and actions to make the world's largest youth contribution to the Sustainable Development Goals (SDGs) - improving the sustainability of our planet, promoting peace and tackling inequality along the way.



### Messengers of Peace

The [Messengers of Peace](#) initiative celebrated its [10-year anniversary](#) in 2021. Over the past decade, Messengers of Peace has involved nearly all NSOs, and inspired more than 16 million projects and actions totalling over 2 billion hours of community service towards the SDGs. This incredible impact has been made possible thanks to the generous support of a \$27 million grant from the Kingdom of Saudi Arabia to fund Messengers of Peace, which has helped to transform Scouting at all levels across the Movement.



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## Growing Stronger Together

### Acting in times of emergency

Scouts and NSOs were also active as global citizens in responding where their communities needed them most - mobilising in the aftermath of natural disasters, acting as first responders during humanitarian crises, engaging with refugees and internally displaced persons, and leading local activities and dialogue to promote peace.

This past year also saw millions of Scouts and volunteers worldwide going above and beyond to serve their communities as part of local COVID-19 pandemic response and recovery efforts. Young people led initiatives to coordinate health and safety campaigns, sew face masks, deliver necessities to those in need, and install hand washing stations across cities.

### Ensuring Scouting is Safe from Harm

Following the adoption of the [World Safe from Harm Policy](#), support in this area increased significantly resulting in more than 50 trained WOSM Consultants and dedicated services delivered to over 100 NSOs. A series of [Safe from Harm resources](#) and e-learning courses were launched, both for use within WOSM at World and Regional events, as well as easy-to-use materials for Scout Leaders to adopt within the Youth Programme and a [self-assessment tool for NSOs](#).



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This triennium saw also the establishment of the [WOSM Code of Conduct](#), with ancillary codes for conduct during [elections](#) and [bidding for Scouting events](#). We further established an Ethics Committee and updated our complaints policy to ensure an impartial handling of any complaints and infringements of our Codes, adhering to the highest ethical standards befitting for a world organisation.

Given the critical importance of this area of work, the WSC also moved Safe from Harm as a key priority for the next triennium through the [Draft 2021-2024 Triennial Plan](#), a dedicated [Draft Resolution](#), and a proposal for [Constitutional Amendment](#).

Growing Stronger Together

## Connecting young people together during events

This triennium our Movement came together in so many ways through good times as well as challenging moments. One of the unforgettable highlights was the [24th World Scout Jamboree](#), a world-class event hosted by the United States, Canada and Mexico that united over 45,000 young people and volunteers from more than 150 countries. Portions of the programme were streamed live online to increase the reach and participation in the Jamboree around the world.

The format of [JOTA-JOTI](#), our largest World Scout event, was also significantly upgraded over the past triennium, with a full new programme overhaul, live-streaming of sessions and a host of new partner content. Both a [Special Edition of JOTI in April 2020](#) at the onset of the pandemic, as well as the annual 2020 edition cemented JOTA-JOTI as the world's largest digital Scouting event promoting friendship and global citizenship education, with over three million young people from more than 200 countries and territories participating.



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Significant work was also carried this triennium through the Task Force on Evolving the World Scout Conference and Youth Forum, resulting in a [detailed proposal](#) being put forward for consideration at the 42nd World Scout Conference to evolve the current events with a new integrated Conference format that aims to strengthen youth involvement and diversity throughout its approach.



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## Growing Stronger Together

### Collaboration with global and regional partners

World Scouting continued to enhance its external partnerships through a number of different ways. We teamed up with UN Environment to support action in the fight against plastic pollution through the [Earth Tribe's new Tide Turners Plastic Challenge](#). The World Scout Bureau and WWF also launched the [Champions for Nature Challenge](#) designed to inspire Scouts to connect with nature and take action for the environment.

We continued to explore other partnerships and collaborations with organisations such as UNHCR, UNFPA, KAICIID, UN Volunteers, Office of the Secretary-General's Envoy on Youth and UN Special Representative of the Secretary-General on Violence against Children.

Finally, we continued to maintain strong relationships with other key WOSM partners such as the World Association of Girl Guides and Girl Scouts, [Kandersteg International Scout Centre](#), as well as organisations that hold [Consultative Status with the WSC](#), and provided mutual support to each other during the pandemic.

### Widening our influence and impact

Further increasing the visibility and influence of Scouting on the world stage was also a highlight of the triennium. From the Nairobi Summit on ICPD25 focused on population and development to the 2019 Web Summit in Lisbon, WOSM was active in new spaces to increase the profile of Scouting as the world's leading educational youth movement.

World Scouting built a global network of 12 trained youth representatives to be the face of our Movement and advance WOSM's advocacy efforts through participation in global events. We also welcomed Bear Grylls as Chief Ambassador of World Scouting who helped boost Scouting's public image and inspired more young people and volunteers to get involved in Scouting.

In 2019, WOSM held the first [World Non-Formal Education Forum](#) bringing the non-formal education sector together and launching an ambitious agenda to invest and innovate in non-formal education solutions for youth development. Building on this success, a new [Global Youth Mobilization](#) led by WOSM and the [Big 6 Youth Organizations](#) in collaboration with the World Health Organization, also convened young people together through a [Global Youth Summit](#) in 2021, and is investing in scaling up youth-led solutions to the COVID-19 pandemic.



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Growing Stronger Together



## Transforming operations through WOSM Services

We are also transforming the way we operate as a global Movement by strengthening connections between our Regional Support Centres and pioneering a fresh, service-oriented approach to the way we serve and support NSOs through [WOSM Services](#).

Since the launch of WOSM Services in 2018, a total of 518 Services have been delivered across 13 support areas to more than 125 NSOs, equipping them with the necessary tools and resources to develop growth strategies, implement Safe from Harm policies and practices, leverage partnership opportunities, and innovate their Youth Programmes.

More than 200 WOSM Consultants across all Regions were trained to offer capacity-strengthening services to Member Organizations, and a library of more than 700 resources, best practices, publications, guides, toolkits and e-learning courses in multiple languages are available online to support the delivery of Scouting at all levels.

## Growing Stronger Together

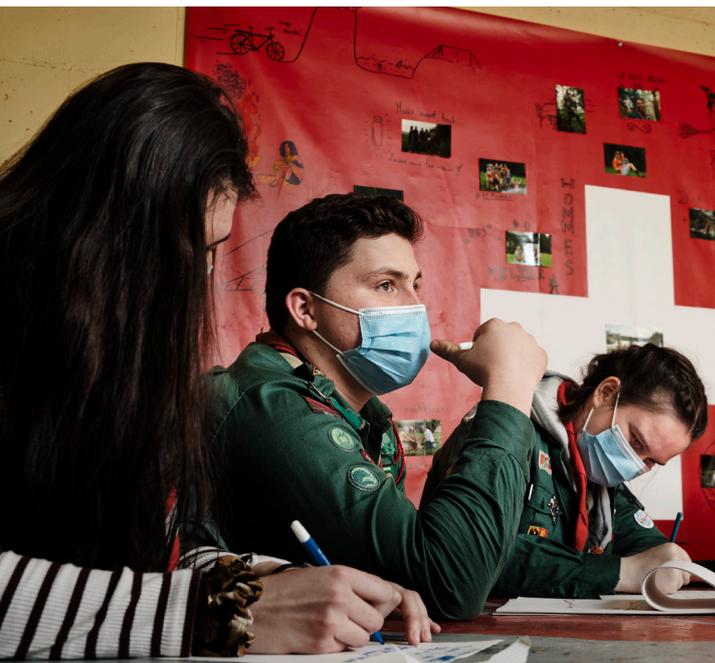
### Strengthening the capacity of NSOs

Our approach to strengthen the capacity of NSOs over the past triennium focused on championing an agenda for growth and providing direct tailored support to over 30 high-potential NSOs over an extended period of time.

In addition, hundreds of workshops, seminars and trainings took place at World and Regional levels since the last World Scout Conference in Azerbaijan. Through [GSAT](#), WOSM's Quality Standard, over 120 NSOs are now assessed providing WOSM with a very detailed picture of capacity across the Movement enabling targeted support.



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### Responding during the COVID-19 pandemic

Amidst the global COVID-19 pandemic, our Movement also stepped forward in a time of great need to lead community response and recovery efforts. Around the world, NSOs demonstrated incredible leadership and innovation by adapting their educational programming to continue to engage young people safely in Scouting activities at home and online.

WOSM also responded swiftly, rolling out a [100-day emergency response plan](#) to support NSOs and Scout Leaders by organising learning opportunities through the [World Scout Academy](#), supporting [Scouting at home activities](#), and sharing stories of community-led action from across the Movement. During a time of need, WOSM established the Emergency

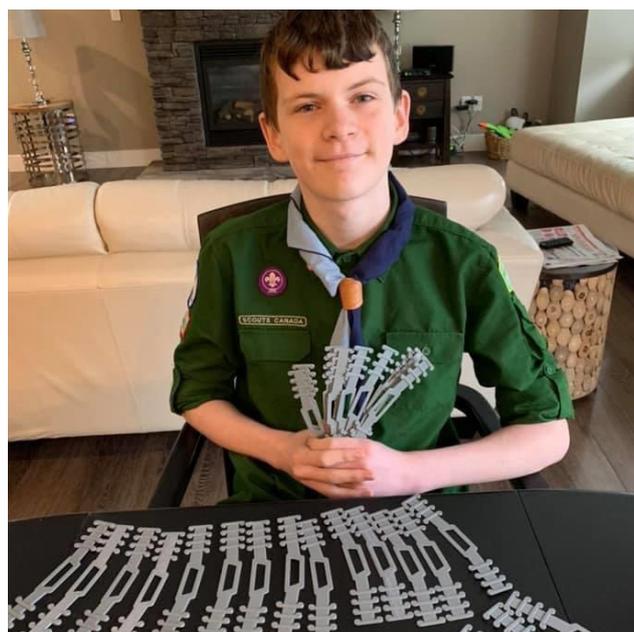
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Fund for COVID-19 through the Scout Donation Platform to support volunteers worldwide in responding to the pandemic, and launched a crowdfunding appeal raising more than \$120,000 USD towards emergency relief efforts in 25 countries around the world.

A Special Edition of JOTI was also organised by WOSM to offer young people who were isolated under lockdown during the COVID-19 pandemic the opportunity to connect, showcase their creative talents, and experience a dynamic educational programme featuring special guests, partners and high-profile speakers.



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## Growing Stronger Together

### Institutional progress since the last Conference

Several Task Forces completed their work this triennium, providing follow-up on key institutional requests from the World Scout Conference and WSC. The Fees and Voting Task Force proposed a new fee system in March 2018 that was endorsed by the Committee and promoted during Regional Conferences.



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The WSC Size and Effectiveness Task Force consulted with over 60 NSOs and produced an exhaustive report for the Committee, resulting in several changes to its Standing Orders, Terms of Reference and role descriptions to ensure strengthened efficiency of our governance clearly focused on strategic oversight.

The WOSM Languages Task Force resulted in significant operational capacity for addressing the use of languages throughout WOSM, including the [setup of volunteer language pools](#) in each of the five WOSM languages.

### Mobilising financial resources for local impact

WOSM budgeted and reported on balanced budgets throughout the triennium, noting though that the COVID-19 pandemic required significant budget cuts during the financial years of 2019-2020 and 2020-2021 to ensure we were able to cope with unexpected shortfalls in income. This triennium, we also established a fully integrated approach to our budgeting process through a Master Operational Plan, ensuring better alignment of priorities across our offices and moving towards a higher financial and resource efficiency.

[The Scout Donation Platform](#), launched at the 41st World Scout Conference, yielded more than \$367,000 USD in crowdfunding donations, which enabled us to support almost a 100 community-based projects from over 40 NSOs. The Scout Donation Platform yielded a considerable following on social media thanks to the many stories of project leaders in the field showcasing the impact of their initiatives.

Thanks to the [Messengers of Peace Support Fund](#) and significant support from other donors through the World Scout Foundation, we continued to strengthen our sub-granting process to NSOs, directing funds and other resources to have an impact through countless local Scouting projects. A total of \$4,619,653 USD was granted directly to NSOs in the 2017-2021 period.

The WSC also wishes to acknowledge its appreciation to the continuous efforts of the [World Scout Foundation](#) for the financial support to WOSM and its tremendous efforts in identifying funding sources for global, regional and national projects.

Growing Stronger Together

- **Influence**  
("By 2023 Scouting will be the world's leading educational youth movement,")
- **Growth**  
("enabling 100 million young people")
- **Impact**  
("to be active citizens creating positive change in their communities and in the world")
- **Unity**  
("based on shared values.")



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### Looking ahead to the next triennium

This extended triennium of our Strategy for Scouting resulted in a period of unprecedented adaptation and innovation as we continued to make Scouting more relevant for even more young people around the world, and led urgent emergency response efforts during a global health crisis to support each other and our communities.

Through it all we extended Scouting's reach to millions of young people around the world, provided relevant and timely support to NSOs worldwide, and accelerated our collective efforts to be the world's leading educational youth movement. While we still have work to do in the next triennium to achieve our ambitious aims, this triennium was a reminder of the incredible strength and resilience of our Movement. We were prepared to meet the challenges of today, and are now even more ready to focus on the future!



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**READ THE  
FULL REPORT AT**  
[scout.org/triennialreport](https://scout.org/triennialreport)

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UTS  
OGS



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The writing of this report is the result of the collective effort of the teams of the World Scout Bureau and the World Scout Committee.



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We would like to thank the many National Scout Organizations and photographers that have contributed images from around the world during the past triennium.





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