



AZERBAIJAN 2017
41ST WORLD SCOUT
CONFERENCE



DOCUMENT

6A

Strategy for Scouting
Draft objectives for
World Triennial Plan 2017-2020

NSO Consultation Phase Version



SCOUTS
Creating a Better World

Languages

The official languages of the World Organization are English and French. The World Scout Bureau will make all Conference Documents available in both languages. When possible, it endeavours to make them available also in Arabic, Russian and Spanish - the three additional working languages of WOSM. In the event of a conflict arising out of the interpretation of this Conference Document or any other official document of the World Organization, the English text shall prevail.

Strategy for Scouting - Draft objectives for World Triennial Plan 2017-2020

This Conference Document starts with a brief overview of the Strategy for Scouting – “Vision 2023” as approved by the 2014 World Scout Conference and the initiatives taken in the past Triennium to measure progress achieved.

It then continues with outlining the process the World Scout Committee implemented to develop the next iteration of the Strategy for Scouting – the World Triennial Plan 2017-2020.

Subsequently the proposed objectives for the next Triennium are listed, with operational notes included to provide further insights to delegations. **This part of the document (Chapter 3.2) will be updated after the NSO consultation process is completed and the World Scout Committee approves, based on the feedback gathered, the final version it will move at the 2017 World Scout Conference (see Chapter 4.1 for details).**

The document concludes with explaining the feedback and approval process which has been put in place leading up and beyond the 2017 World Scout Conference.

Conference Document 6B will provide specific guidance on the “commitment of NSOs” towards the goals of “Vision 2023”. Each delegation at the 2017 World Scout Conference will, as part of the planning and monitoring process of Vision 2023, be requested to make commitments by 2020 in each of the 4 “key themes” of Vision 2023. More information can be found under Chapter 1.4 of this Conference Document.

Table of Contents

1.	The Strategy for Scouting	2
1.1.	“Vision 2023”	2
1.2.	Triennial Plans on WOSM World and Regional level.....	2
1.3.	Supporting strategic planning, monitoring and evaluation in NSOs.....	3
1.4.	The Strategy for Scouting & commitment of NSOs	3
2.	Measuring progress towards Vision 2023.....	3
2.1.	Biannual reports of the World Scout Committee and the World Scout Bureau	3
2.2.	Key Performance Indicators for the Triennial Plan 2014-2017	3
2.3.	Meta-indicators for measuring progress towards “Vision 2023”	4
3.	The 2017-2020 Triennial Plan	5
3.1.	The planning process so far	5
3.2.	“Emerging key priorities” for the Triennial Plan 2017-2020.....	6
3.3.	Proposed draft objectives for the Triennial Plan 2017-2020	6
3.4.	Resource check on the proposed objectives	10
4.	Feedback and approval process	11
4.1.	NSO Consultation phase.....	11
4.2.	Approval phase at the Conference.....	11
4.3.	Finalization phase by the World Scout Committee.....	12
5.	Further questions & closing remarks.....	13

1. The Strategy for Scouting

1.1. "Vision 2023"

"**Vision 2023**" is the current version of the Strategy for Scouting, as approved by the 2014 World Scout Conference. It includes 3 core elements:

- a **mission**, which has been in place since 1999 and which describes the purpose, business and values of the organization in a timeless fashion,
- a **vision**, which describes the aspirations, dreams and goals of the organization for the foreseeable future,
- 6 **strategic priorities**, which describe what the organization needs to focus on to achieve the goals set out in the vision.

STRATEGY FOR SCOUTING – "VISION 2023"

Mission	Vision	6 Strategic Priorities
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.	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.	<ul style="list-style-type: none"> • Youth Engagement • Educational Methods • Diversity & Inclusion • Social Impact • Communications & Relations • Governance

As you can read from the different elements, the Strategy for Scouting is **a strategy for the Movement as a whole**, which is implemented on different levels (NSOs, Regions, World). This means it requires a combined commitment of all Member Organizations as well as the different bodies of WOSM (Regions and World) to achieve the goals set out in Vision 2023.

During the 2017 World Scout Conference, delegations will have an opportunity to

- **learn about the progress achieved** throughout the Movement towards the Strategy,
- give guidance to the newly elected World Scout Committee for the next iteration of the implementation (2017-2020) and
- make a commitment as individual Member Organization for the next three years towards the four key themes of Vision 2023 – **Influence, Growth, Impact and Unity**.

More information on the Strategy for Scouting and each of its Strategic Priorities can be found on scout.org/mission.

1.2. Triennial Plans on WOSM World and Regional level

The Strategy for Scouting is within WOSM implemented on World and Regional level through an iteration of Triennial Plans. The current Strategy for Scouting is foreseen to be completed in three triennia, starting from its adoption in 2014:



As the Strategy is adopted by the World Scout Conference, the Triennial Plans on World level are fully aligned with the above implementation schedule. Conference Resolution 2014-06, which enacted the Strategy for Scouting, also required the Regions to align their plans with the Strategy for Scouting.

To take into account the different schedules of triennia in place in the Regions, as well as the need to address different needs and realities around the world, a "**Participative Strategy Concept**" was approved by the World Scout Committee in March 2013 which requires Regions to **align** their Triennial Plans with the 6 Strategic Priorities of "Vision 2023" and contribute to the overall **monitoring** effort of the strategy which is in turn regularly reviewed by the World Scout Committee.

Further alignment efforts happen through the **Yearly Operational Planning process** of the World Scout Bureau, which allows the Secretary General to steer the implementation of the Strategy on an operational level, based on the guidance from the World and Regional Scout Committees.

The WSC's Strategy Monitoring Group ran 3 Regional workshops in the 2014-2017 Triennium, specifically aimed at ensuring understanding and buy-in of the alignment and monitoring process of the Strategy for Scouting with Regional Committees and Regional Staff. It is foreseen that these efforts will continue in the next Triennium.

1.3. Supporting strategic planning, monitoring and evaluation in NSOs

Resolution 2014-06 also requested the World Scout Committee to "update and where relevant create new WOSM resources for National Scout Organizations to incorporate the new Strategy for Scouting". The WSC's Strategy Monitoring Group developed therefore a new "Strategic Planning, Monitoring and Evaluation Toolkit", which replaces the "[The Strategic Planning Kit](#)" from 2002. This new resource is currently being tested with 6 NSOs and will be made publicly available by the 41st World Scout Conference.

1.4. The Strategy for Scouting & commitment of NSOs

As mentioned earlier, the Strategy for Scouting is a strategy for the Movement as a whole. "Vision 2023" is not meant as "the Strategy of the World level" or "the Strategy of WOSM", but it is an expression of our common dreams and aspirations as 164 Member Organizations, representing more than 40 million Scouts worldwide.

Clear commitments are therefore required from all Member Organizations if we are together to achieve these ambitious goals. As the 2017 World Scout Conference will bring together the leadership of all 164 Member Organizations, the World Scout Committee has decided this is an excellent opportunity to map out the individual commitments of each Member, so that we can together see where our common efforts will lead us and which effort will still be required to "close the gap" towards the Vision 2023 goals.

It will also provide an opportunity to better understand where NSOs require support from WOSM in achieving their commitment in Vision 2023, so enabling the newly elected World Scout Committee to further tailor the objectives for supporting NSOs as effective as possible in the next Triennium.

Further details on how the "NSO Commitments towards Vision 2023" will be mapped out during the Conference will be shared through Conference Document 6b, which will be released in June 2017. Additional information will also be shared through WOSM's communication channels on World and Regional level.

2. Measuring progress towards Vision 2023

2.1. Biannual reports of the World Scout Committee and the World Scout Bureau

As part of its objectives laid out in the Triennial Plan 2014-2017 and the operational framework through which it was implemented, the World Scout Committee and the World Scout Bureau reported after each WSC meeting on the outputs and outcomes achieved in the past 6 months. These were made available to all NSOs through "Key Highlights of the WSC Meetings", "Letters of the Chairperson" and "World Scout Bureau biannual reports". You can review each of these through [the WSC's page on the scout.org Intranet](#).

2.2. Key Performance Indicators for the Triennial Plan 2014-2017

During the 2014-2017 triennium, the Strategy Monitoring Group (SMG) of the World Scout Committee established a monitoring system for the objectives laid out in the 2014-2017 Triennium Plan through 34 Key Performance Indicators (KPIs). These have been measured twice during the triennium: mid-way (published through the [Mid-Term Review Report](#) in early 2016) and at the end (published through the Triennial Plan, which will be made available in the course of July 2017).

2.3. Meta-indicators for measuring progress towards "Vision 2023"

Apart from these indicators, the SMG developed a set of "meta-indicators" for following up on progress with achieving the overall "key themes" of Vision 2023. These themes were defined as follows by the Committee in September 2015:

KEY THEMES OF VISION 2023	
INFLUENCE <i>"...the world's leading educational youth movement..."</i>	GROWTH <i>"...enabling 100 million young people..."</i>
SOCIAL IMPACT <i>"... to be active citizens creating positive change in their communities and in the world..."</i>	UNITY <i>"...based on shared values."</i>

For each of the 4 key themes, 4 meta-indicators were developed which aim to measure progress from different angles in each theme. The World Scout Committee approved these at its meeting in September 2016 and considers these as a realistic indication of overall progress towards the Strategy for Scouting.

Key theme	Meta-indicator
INFLUENCE <i>"...the world's leading educational youth movement..."</i>	Delivered 50 world and regional educational events that inspire NSOs to improve the quality and educational impact of their youth programmes.
	Built on 5 global partnerships that advance WOSM's mission.
	Been considered by decision makers as a key contributor in the development and implementation of education and youth policy in 20% of NSOs.
	Trained and supported 15 young representatives every year to take action to help promote WOSM to key stakeholders on a global level.
GROWTH <i>"...enabling 100 million young people..."</i>	Increased global market share by 2%.
	Supported 30% of all NSOs, following GSAT , in developing and implementing sustainable development plans.
	Supported 20% NSOs in diversifying their membership by reaching out and engaging with communities where Scouting has not existed before.
	Welcomed 15 new Member Organisations.
SOCIAL IMPACT <i>"... to be active citizens creating positive change in their communities and in the world..."</i>	Measured its social impact, involving 50 NSOs, as a basis for establishing a global analysis.
	Revived community service in 20% of NSOs where it was previously not a priority.
	Measured globally a statistically significant difference in development of skills, attitudes and behaviours between Scouts and non-Scouts.
	Contributed to raising 1 million USD based on evidence of our social impact.
UNITY <i>"...based on shared values."</i>	Confirmed that 100% of NSOs consider WOSM as a united movement based on shared values.
	Ensured 30% of NSOs add elements of peace education and intercultural understanding in their youth programmes (where previously non-existing).
	Engaged individuals from at least 5 regions in all global working groups annually and involved 50% of NSOs in inter-regional initiatives.
	Influenced 70% of NSOs to reference Vision 2023 when developing national strategies.

These indicators will for a first time be measured at the end of the 2014-2017 triennium, which will provide baseline results that will be summarised during a plenary update on the progress towards Vision 2023 during the Conference. It is then anticipated that a new measurement will be done every 18 months.

The good practices of monitoring and evaluation are foreseen to be continued in the 2017-20 Triennium, with an aim to develop KPIs for the new plan, as well as for yearly operational plans.

3. The 2017-2020 Triennial Plan

3.1. The planning process so far

The World Scout Committee approved the planning process towards the 2017-2020 Triennial Plan, proposed by its Strategy Monitoring Group, at its meeting in September 2016. Looking back at the 2014-2017 planning process it considered this to be well received by NSOs and a definite improvement over the post-Conference planning which had been the practice up until the 2011 Conference. The Committee agreed on the following key learnings for the new planning process:

- The use of video clips and other **easily accessible resource materials** greatly helped the understanding of the new concepts and proposals around the Strategy for Scouting
- The **analysis phase** needs to be done more thoroughly, with a stronger involvement from the **Regions** as well as **external stakeholders**
- Once the initial draft objectives are defined, a first **resource check** (finances, volunteer and staff) needs to be done to assess realism of the plan
- The **working methods** for debating the proposed objectives with NSOs before and **during the Youth Forum and Conference** need to ensure that proposed amendments are in line with **Vision 2023** and on a **strategic level**, appropriate for debate at a World Scout Conference.

Consequently, the World Scout Committee has implemented the following steps to develop the proposed objectives for the Triennial Plan 2017-2020:

Planning phase	Actions undertaken / planned
Analysis phase (Oct 2016 – Jan 2017)	<p>Internal situational analysis (including a Focus Group of 20 NSOs, a matrix analysis of the 6 ongoing Regional Triennial Plans vis-à-vis the Strategic Priorities, a preliminary evaluation of the 2014-2017 Triennial Plan, an analysis of GSAT data and a 7S exercise carried out with all Regional and World Committees as well as all WSB staff worldwide)</p> <p>External situational analysis (including a PESTEL exercise carried out with all Regional and World Committees as well as all WSB staff worldwide and a review of the 2013 WOSM Global Youth Trends Report. It was the ambition to also carry out an external stakeholder analysis but this was not completed due to lack of human resources.)</p>
Prioritisation phase (Feb 2017)	A 4-day Triennial Planning & Good Governance workshop was conducted with over 45 representatives from Regional and World level, including a requirement for each delegation to have a participant below the age of 30. One of the key objectives of the workshops was to crystallise out of the analysis phase data a rough set of draft objectives for the next Triennial Plan, which was achieved through a SWOT approach and different sessions focused on the Strategic Priorities.
“Reality check” phase (Feb-March 2017)	The World Scout Bureau assessed the outcomes of the workshop for required resources (volunteer, staff and operational expenditure) and cross-checked against the ongoing work being delivered (see 3.3.)
“Initial WSC approval” phase (March 2017)	During its meeting in March 2017, the World Scout Committee reviewed the outcomes of the workshop and the reality check. It approved, as a result of its discussion, a first version of the proposed objectives for the Triennial Plan 2017-2020 for consultation with NSOs.

3.2. “Emerging key priorities” for the Triennial Plan 2017-2020

The current World Scout Committee deems it important to highlight to the Conference those key priorities it has seen emerging on a high strategic level from the analysis phase:

- **Targeted and effective NSO support**
 - *Targeted* NSO support, meaning WOSM needs to increasingly provide tailored support to NSOs (for example where there is a high potential for growth, a chance to influence policy, or an opportunity to show the impact of our Youth Programme) instead of providing only generic resources. GSAT data was identified as one of the instruments to identify such tailored needs.
 - *Effective* NSO support, meaning WOSM needs to review its current support structures and systems, taking advantage of the more mobile and connected world we live in today. WOSM’s current support structure is largely based on a geographical approach created in the last century, and the analysis showed a need to review and experiment with other approaches.
- **Adults in Scouting**
 - The analysis showed that the key obstacle to achieve the Vision 2023 growth objective is to *recruit and retain sufficient adults* which are suitably trained to deliver the Youth Programme. Hence a key focus in the next Triennium should be on Adults in Scouting.
- **Proudly communicating our impact**
 - “Telling the story about Scouting” remains a challenge throughout the Movement. Substantial efforts have been done in the past triennium, including the development of a new *strategy for Communications & Strategic Engagements*. The next Triennium should ensure substantial steps forward in bringing this strategy to life and highlighting our unique selling proposition of “*creating the next generation of active citizens driving positive change*”.
- **Leverage strategic engagements & partnerships**
 - To position WOSM as the leading educational youth Movement, *a selective and focused approach on engagements and partnerships* is required, targeting those with the highest mutual benefit in the public and private sectors as well as in civil society.
 - A key priority in this context should be put on showcasing and measuring our contributions to the *Sustainable Development Goals* throughout the Movement.

3.3. Proposed draft objectives for the Triennial Plan 2017-2020

The tables with purple border in this part of the Conference Document include the proposed objectives for the 2017-2020 Triennial Plan. They are organised per Strategic Priority of “Vision 2023”.

To increase understanding of the thinking process behind each of the proposed objectives, explanatory points (in grey) have been added on an operational level. Simply put, the two columns can be explained as follows:

- A **strategic** level, with objectives providing guidance on **WHAT** needs to be done to contribute to the achievement of Vision 2023 during the 2017-20 triennium,
- An operational level, with explanatory points that provide guidance on **HOW** the strategic level **objectives** could be implemented.

It is important to note that a Triennial Plan describes, in the form of objectives, what **priorities** need to be achieved in the next triennium. **It does not aim to cover everything** World Scouting undertakes – for example it doesn’t list each individual World Scout Event, but rather puts a focus on two specific Events (the World Scout Jamboree and JOTA/JOTI) were specific work needs to be undertaken.

While reading, please keep in mind **these are proposed objectives** which will serve as strategic guidelines for the World Scout Committee **as to what needs to be implemented at World level** (by the World Scout Bureau and the operational volunteer structures put in place):

- Alignment with the **Regional Triennial Plans** will subsequently happen through the Participative Strategy Concept (see 1.2).
- During the Conference, we will also map out the commitments of **Member Organizations** from now until 2020 to contribute in achieving the goals of Vision 2023 (see 1.4).

WOSM, The Movement, & World Scouting

In the proposed objectives, the following is meant by...

- **The Movement:** NSOs, Regional & World level
- **World Scouting:** World and Regional level of WOSM
- **WOSM:** only used to refer to policies (e.g. WOSM’s World Youth Programme Policy)

Only the strategic level will be approved at the Conference (and can therefore be amended). Inputs to the operational level will be recorded throughout the consultation phase and during breakout sessions at the Conference, and will be reviewed by the newly elected World Scout Committee when agreeing on the final version of the 2017-2020 Triennial Plan.

	STRATEGIC (WHAT?)	OPERATIONAL (HOW?)
FOR CONFERENCE APPROVAL	YOUTH ENGAGEMENT	
	Act to increase youth engagement throughout the Movement by implementing the World Youth Involvement Policy .	<p>This can be done by:</p> <ul style="list-style-type: none"> • Providing more Youth Engagement learning opportunities (more engagement in decision making process, more engagement in sub structures operation, and any other form) • Supporting NSOs on further implementation of the World Scout Youth Involvement Policy and adopting it at national level, where young people are involved in the process • Supporting NSOs to create a space for intergenerational dialogue. • Merging the World Scout Youth Forum and the World Scout Conference in one event. • Continuous mentoring • Developing youth-friendly working methods • Ensuring financial support for more youth engagement • Studying all possibilities of introducing constitutional changes in World Scouting for increasing youth engagement. • Developing a framework for evaluating and monitoring youth engagement in World Scouting structures
	Progress Youth Engagement in the World Scout Committee and its substructures beyond the existing Youth Advisor system.	
	Ensure higher levels of young people involved in NSO delegations to the World Scout Conference and actively encourage NSOs to present young candidates for the World Scout Committee elections.	
FOR CONFERENCE APPROVAL	EDUCATIONAL METHODS	
	<i>General</i>	
	Increase the effectiveness of Youth Programme and Adults in Scouting systems in NSOs by supporting the implementation of world policies, world programmes, initiatives, frameworks and platforms.	Implement World Youth Programme Policy , World Youth Involvement Policy , World Adults in Scouting Policy , World Safe from Harm Policy and the Better World Framework (including Messengers of Peace programme, Scouts of the World Award , World Scout Environment Programme , Dialogue for Peace programme, etc.).
	<i>Youth Programme and Adults in Scouting</i>	
	Assist NSOs in designing and implementing youth programmes and adult training systems that include increased focus on developing critical life skills and competencies.	Examples of critical life skills: critical thinking, life skills, leadership, dialogue, etc.
	Develop a strategy and resources to improve the recruitment, retention, succession and recognition of Adults in Scouting , enabling further growth.	<p>This can be done by:</p> <ul style="list-style-type: none"> • Developing an increased understanding of the diversity of adults in the Movement and the need to be more inclusive. • Promoting an increased understanding of the needs of adults as enablers for the growth of Scouting.
	Implement the World Safe from Harm Policy in all Regions.	This can be done through the establishment of regional networks.
	Provide targeted support to NSOs where growth potential can be increased by high	

	quality youth programme, supported by adults in Scouting.
	Support NSOs to ensure that their youth programmes can contribute to the Sustainable Development Goals (SDGs) .
	Develop a framework for the senior leadership of NSOs and World Scouting to improve their management and leadership practices .
	Improve staff-volunteer relationships in World Scouting through the implementation of the Adults in Scouting policy
	<i>World Events</i>
	Increase participation in and benefit of young people from World Scout Jamborees by introducing innovative methods such as networked events and virtual engagement.
	Improve the educational content of JOTA-JOTI and increase youth participation.

This framework includes the following components:

- Volunteer Management
- Strategy
- Corporate Governance
- Operations

This can be done by:

- Further developing the induction process for volunteers and professional staff
- Developing a personal development framework for professional staff and volunteers
- Evaluating and improving the current performance management procedures of volunteers and professional staff, with a particular focus on strengthening the 'appraisal' component of adults in Scouting.
- Developing the necessary instruments to support such a framework (professional staff and volunteer policies, code of conduct and conflict resolution system process).

The size of Jamboree events as currently run has (probably) reached the limit. Enabling more young people to participate would be great and this could be done by having linked international events in e.g. each Region run by a group of NSOs.

	DIVERSITY AND INCLUSION
FOR CONFERENCE APPROVAL	Support NSOs to increase their membership by better reflecting the youth composition of local communities and society.
	Support NSOs with the development and implementation of national Diversity and Inclusion Strategies through existing frameworks and building effective partnerships.
	Identify and actively share best practices of diversity and inclusion in NSOs so that others can adapt and adopt these practices.
	Develop and implement effective assessment and evaluation processes to support inclusivity of programmes, events, support of adults and governance in NSOs and World Scouting.

The support should be provided through the regions.

The effective partnerships can be built through establish a consultative expert group on D&I with external partners.

Including best practices on:

- Intercultural and interreligious dialogue
- Supporting young people from disadvantaged socio-economic backgrounds and those affected by urban and rural migration
- Humanitarian response to the refugee/migrant crisis and its effect on young people
- Inclusion of young people with disabilities

	SOCIAL IMPACT
FOR CONFERENCE APPROVAL	<i>Increase impact by:</i>
	Increasing the quality and quantity of community development projects by supporting NSOs in addressing the needs of their local and national communities.
	Delivering Scouting to young people in areas affected by natural or human-induced disasters by providing support to concerned NSOs.

Special emphasis on implementing the Better World Framework

This can be done by:

- Supporting NSOs in adapting their programmes to the needs of those young people,
- Establishing strategic engagements with humanitarian organisations that enable Scouting to deliver its programme to young people in disaster areas.

<i>Measure the impact of:</i>
Scouting on individuals and communities by promoting and implementing social impact measurement tools in NSOs.
Scouting experience on alumni , with a focus on long-term impact.
Scouting's educational events on the personal development of participants.
Community development projects by establishing evaluation frameworks for NSOs.

Events such as national, regional and world Jamborees, and defining the participants as both youth and adults.

FOR CONFERENCE APPROVAL	COMMUNICATIONS AND RELATIONS
	<i>General</i>
	Implement WOSM's Strategy on Communications & Strategic Engagements (CSE).
	Promote and document the impact of Scouting in local communities and worldwide.
	Update and maintain guidelines to better cover and ensure the broad concept and usage of World Scouting's Brand .
	<i>External communications</i>
	Strengthen focus on increasing capacity of NSOs to effectively communicate about Scouting through targeted support and collaboration.
	<i>Strategic Engagements</i>
	Engage with key entities to: <ul style="list-style-type: none"> • Attract support for Scouting • Create positive change through advocacy on core issues affecting Scouting based on the CSE Strategy • Promote Scouting's contribution to the Sustainable Development Goals (SDGs)
	Establish strategic partnerships , including with the private sector and donors , that advance the Mission of and maximise support for Scouting.
	Diversify the funding sources of the World Scout Bureau , including exploring self-sufficiency in partnership with the World Scout Foundation.
	<i>Internal Communications</i>
Boost relevant communication between World Scouting and NSOs (and among NSOs) by creating an optimal internal communication environment .	

Support Regions and NSOs on the development of their CSE Plans in alignment with the WOSM CSE Strategy

- By leveraging the Better World Framework (including [MoP](#), [SWA](#), [WSEP](#))
- By showcasing new WOSM members
- By featuring international events
- By updating communication resources and audio-visual assets of WSB

Reinforce the usage of WOSM's visual identity.

This can be done through:

- Developing a media management support framework for NSOs to work with their local media channels
- Reviewing and further developing/improving World Scouting's digital engagement channels
- Leveraging World Scout events and (non-Scouting) international events to improve global and local recognition of Scouting
- Amplifying/resonating our key messages better via social media

GOVERNANCE	
FOR CONFERENCE APPROVAL	<i>Capacity Strengthening</i>
	Review World Scouting's approach to support for NSOs to enable increased achievement of the Strategy for Scouting / Vision 2023.
	Further integrate the Global Support Cycle as World Scouting's capacity strengthening process for NSOs throughout all Regions by increasing awareness, commitment, implementation and usability of the four steps of the Cycle.
	Increase capacity in all Regions to provide direct support to NSOs in Strategic Planning, Monitoring and Evaluation , promoting alignment with the Strategy for Scouting / Vision 2023 .
	Support NSOs in strengthening their financial management structures and procedures.
	<i>Good Governance</i>
	Promote best practices on good governance with key leadership throughout the Movement.
	Increase transparency in World Scouting and develop shared best practices with NSOs on: decision-making, internal communication and financial management and reporting.
	Develop a comprehensive system to better capture, document and archive knowledge, experiences and best practices which are useful in improving the impact and governance of NSOs and World Scouting.

These best practices include: Board/Committee and volunteers' inductions and management training, performance review, meetings evaluation, Conflict of Interest policy development and implementation. In particular:

- Decision-making
 - Develop a WOSM position on Transparency, along with a checklist/standard to be applied in World Scouting
 - Ensure decisions are fact-based
- Internal communication
 - Supporting the CSE Strategy related objective
- Financial management and reporting
 - Continue strengthening World Scouting's financial management
 - Develop more user-friendly reporting from WSB to NSOs

3.4. Resource check on the proposed objectives

A "resource and reality check" was undertaken by the World Scout Bureau to the proposed objectives for the World Triennial Plan 2017-2020. The following approach was used during the resource and reality check:

- a resource evaluation was carried out for the 2014-2017 Triennial Plan in three areas: volunteer (expressed in number of volunteers involved), staff (expressed in [full-time equivalent](#)) and operational expenditure (expressed in USD). The WSB looked back at the resources invested in the implementation of the 2014-2017 Triennial Plan versus the original objectives and achieved results.
- The evaluation showed that the WSB was quite stretched in terms of available resources to achieve the objectives set out for 2014-2017. The actual resources required for full achievement of all objectives of the 2014-2017 plan would be substantially higher.
- This finding in turn informed the new resource check for the draft 2017-2020 Triennial Plan. Similarly, as for the 2014-2017 evaluation, the World Scout Bureau made an **estimation** of the required **staff, volunteers** and **operational expenditure** required to successfully carry out each of the proposed objectives.
- it is estimated that full implementation of the proposed objectives of the 2017-2020 Triennial Plan will require additional resources vis-à-vis what was allocated in the 2014-2017 Triennial Plan:

	Staff estimate	Volunteer estimate	Operational expenditure estimate
2014-2017	19,65 FTE	122 volunteers	1,189,000 USD
2017-2020	27,55 FTE	195 volunteers	1,873,500 USD
% difference	+40%	+60%	+37%

- It should be noted that the above estimates include **only World level resources**, and do not consider Regional allocations and resources towards the proposed objectives.
- The proposed objectives for the 2017-2020 Triennial Plan will be taken into consideration by the World Scout Committee together with the **Resolutions** adopted as well as any work **“left on the table”** from the previous Triennium. Out of this the World Scout Committee will **approve a final Triennial Plan**, which will require prioritisation of objectives to match the available resources (see 4.3).

4. Feedback and approval process

4.1. NSO Consultation phase

Between April and early June, all Member Organizations will have the opportunity to **provide feedback to the proposed objectives** outlined in this document. At the end of the consultation phase, the WSC’s Strategy Monitoring Group will consolidate all feedback and based on those recommend changes to the proposed objectives for consideration to the World Scout Committee.

The World Scout Committee will consider the proposed changes through virtual means and approve in the second half of June the **final set of proposed objectives it will move at the 2017 World Scout Conference**. These will be released as an update to this Conference Document in early July 2017 to all Member Organizations.

During the NSO consultation phase, two means will be available to Member Organizations to provide feedback:

- By **(electronic) post** to the World Scout Bureau (dberg@scout.org), clearly outlining which proposed objective you would like to change/remove/add, including a short rationale. Inputs can be sent in any of the 5 WOSM languages (English, French, Arabic, Spanish, Russian).
- Through **online interaction**, which will provide for two methods for Member Organizations to engage:
 - Commenting through an online Google Doc (which will include all the proposed objectives outlined in this document)
 - Participating in an online Q&A session (Crowdcast), which will enable you to directly ask questions and clarifications about specific objectives
- Details of the online interaction schedule will be shared towards the end of April with all Member Organizations.

4.2. Approval phase at the Conference

Once the updated version of this Conference Document with the final proposed objectives is released to all Member Organizations (estimated by early July 2017), the **formal phase of consideration** of the proposal will start:

- **Amendments** on the strategic level of the plan will be welcomed on resolutions@scout.org until Wednesday 16 August, 14h00 local time. Each amendment must be proposed and seconded by separate Member Organizations. Amendments will be posted on the designated Conference page on scout.org as they become available, after a review by the Resolutions Committee.
- **Discussion sessions** on the Triennial Plan will be organized in **breakouts** to further inform delegates. These will be held both during the World Scout Youth Forum and World Scout Conference, with the one at the Conference planned the day before the amendment deadline. This should allow delegations ample time to understand proposed amendments, consolidate new proposals and decide on their position.
- Any inputs during breakout sessions on the Triennial Plan which are of an operational nature will be recorded and will be provided to the World Scout Committee when it finalizes the plan.
- The proposed objectives of the Triennial Plan (and any filed amendments) will be reviewed during the consideration of Draft Resolution 2017-C, with the Rules of Procedure being applicable for each duly filed amendment.

The Conference,

- recalling Conference Resolution 2014-06, which approved "Vision 2023" as the new Strategy for Scouting,
 - recalling Conference Resolution 2014-07, which approved the overall strategic guidelines for the World Triennial Plan 2014-2017 as the first iteration of three to achieve the targets set out,
 - commending the World Scout Committee's Strategy Monitoring Group in the training and resources produced to assist Regions and Member Organizations to align themselves with the Strategy for Scouting,
 - expressing its appreciation on the diligent reporting of the World Scout Committee including the use of Key Performance Indicators,
 - considering the outcomes of the discussions between Member Organizations on the World Triennial Plan 2017-2020 during the related session at this Conference,
- approves the proposed objectives of the World Triennial Plan 2017-2020 (as amended), included in Chapter 3 of Conference Document 6, as the overall strategic guidelines for the work to be carried out during the next Triennium;
 - requests the World Scout Committee,
 - to make a final reality assessment of the proposed objectives of the World Triennial Plan 2017-2020 in terms of available resources;
 - to align the proposed objectives of the World Triennial Plan 2017-2020 (as amended) with the Resolutions taken by the Conference;
 - to approve the final version of the World Triennial Plan 2017-2020, an operational framework to implement it and a subsequent translation into yearly operational plans;
 - to share the final version of the World Triennial Plan 2017-2020 with all Member Organizations no later than 31 December 2017;
 - to share regular progress reports with Member Organizations;
 - to develop the World Triennial Plan 2020-2023 using a similar approach, incorporating lessons learned during this process;
 - requests the World Scout Bureau,
 - to further elaborate the concept of "meta-indicators" to assess overall progress of the Scout Movement in achieving the targets set out in Vision 2023;
 - to make these measurements regularly available to the World Scout Committee, enabling it to guide the implementation of the Strategy for Scouting across its Regions and Member Organizations.

Proposed by: The World Scout Committee

4.3. Finalization phase by the World Scout Committee

After the closure of the 2017 World Scout Conference, the following steps will be implemented to finalize the 2017-2020 World Triennial Plan:

- The World Scout Bureau will
 - consolidate the **final version of the proposed objectives as amended** during the Conference, together with those **Resolutions** adopted. Annotations with operational inputs recorded throughout the process will be inserted.
 - prepare two additional documents, which will enable the newly elected World Scout Committee to acquire a full understanding of the remaining areas of work:
 - **"what's left on the table"**, detailing those pieces of work not completed by the 2014-2017 Committee or left for consideration of the 2017-2020 Committee
 - **"ongoing work"**, detailing those projects not included in the proposed objectives but currently being undertaken by the World Scout Bureau
- The newly elected World Scout Committee will consider these three documents (proposed objectives as approved by the Conference, "what's left on the table" and "ongoing work") and develop a final version through a facilitated process during its induction meeting in October and its first business meeting in November 2017. The final Triennial Plan 2017-2020 will be published to all Member Organizations no later than 31st December 2017.
- Once the Triennial Plan is approved by the World Scout Committee, work will be initiated to define KPIs and an operational framework to ensure implementation.

5. Further questions & closing remarks

Should your delegation have **any further questions** on this Conference Document or the Strategy for Scouting, please do not hesitate to contact David Berg, Global Director - Organizational Development at the World Scout Bureau (dberg@scout.org).

The Strategy Monitoring Group wishes to express its sincere gratitude to NSOs and Regions which contributed greatly to the realisation of its tasks, as set out by the World Scout Committee. It also thanks all volunteers on World level for the countless hours spend on developing, measuring and reporting on KPIs and subsequently taking those into account for further fine-tuning the progress towards Vision 2023.

The Strategy Monitoring Group was composed of the following members in the 2014-2017 Triennium:

- Luis Aguayo
- Nargiz Balakishiyeva
- Fernando Brodeschi
- Jo Deman
- Leonardo Morales
- Nicholas Tang
- Craig Turpie (chair)

Staff support was provided throughout the Triennium by Kristin Frilund, Sebastian Meitz, Hana Pasic and David Berg.

"Hope is not a strategy"
-Anonymous