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Conférence Mondiale du Scoutisme
المؤتمر الكشفي العالمي الـ

DOCUMENT

5A

Overview of the next Strategy for Scouting

Support document for Draft Resolution 2024-C

By the World Scout Committee



SCOUTS
Creating a Better World

Overview of the next Strategy for Scouting

This Conference Document provides an overview of the development of the next Strategy for Scouting, due to succeed Vision 2023 at the 43rd World Scout Conference. It also provides an explanation of the elements of how the strategy is structured and key considerations taken from inputs received. The proposed Strategy for Scouting itself can be found in [Conference Document 5B](#) and further background information of each element of the strategy can be found in [Conference Document 5C](#).

Conference proposal:	Draft Resolution 2024-C
Related document:	Conference Document 4A, 5B, 5C and 6A
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The proposed Strategy for Scouting, which is to be decided by the Conference, will define the long-term ambitions and direction of the Scout Movement, outlining key focus areas for Scouting to remain relevant, enhance impact, and foster growth.

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Languages

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

1. Introduction

World Scouting develops a new strategy roughly every nine years, to reflect new trends and respond to new opportunities and challenges for the Scout Movement. The current strategy, known as "Vision 2023", ends at the upcoming World Scout Conference. Work began in mid-2022 on developing the next Strategy for Scouting.

This forward-looking roadmap will enable us to bring Scouting to more young people and reach more communities by building on past successes and setting bold new goals that will drive Scouting forward for the next decade, clearly positioning it in the world, ensuring its continued relevance and impact for millions of young people worldwide.

2. Forging a new path forward together

The strategy will define the long-term ambitions and direction of travel for the Scout Movement, outlining key focus areas for Scouting to remain relevant, enhance impact, and foster growth. Adopting a collaborative approach to developing the strategy has helped ensure its relevance to the Scout Movement and a collective commitment to implementing it successfully. This collaborative process involved Member Organizations at all levels from young Scouts to leadership, WOSM volunteers, community members and partners.



Research *September to December 2022*

Data gathered from focus groups and academic papers on new trends, needs, and challenges facing young people and society, laying a solid foundation on which to build the next vision and Strategy for Scouting.



Prioritisation *January to June 2023*

A first draft of the strategy was developed following further discussion and a prioritisation workshop with stakeholder groups, including representatives from Member Organizations.



Validation *July to December 2023*

Stakeholders were given the opportunity to provide feedback on the draft strategy and resource assessments were conducted on the feasibility of implementation.



Approval *January to August 2024*

The draft strategy was fine tuned and will be presented for approval at the World Scout Conference in August 2024.



Implementation *September 2024 onwards*

World and Regional structures will work with and support Member Organizations to implement the strategy successfully across the Scout Movement.

Research phase

[In-depth research was conducted](#) using academic papers and international reports, as well as conversations with young people, adult leaders, Member Organisations and WOSM structures to understand better where the Scout Movement sits today, the challenges we will face tomorrow, and the direction we want it to take over the next decade. This insight formed the foundation of the draft strategy!

Youth Talks	Online research	Focus group discussions
<p>The global consultation started with young people aged 15 to 29 in partnership with the World Youth Observatory. Over five months, a total of 929,600 contributions were received to help us better understand young people's needs and realities today as well as the expected challenges of tomorrow.</p>	<p>Data was gathered and analysed - from within and outside Scouting - to develop a better understanding of the Scout Movement. This captured information on new trends, needs, and challenges facing young people, Member Organizations, and global society today and in the future.</p>	<p>Young Scouts, adult leaders, leaders in national roles, volunteers, and partners took part in 20 focus groups. To reflect the diversity of the Scout Movement, the groups represented different regions, genders, ages, roles, and levels of World Scouting.</p>

The world is undergoing rapid transformation, marked by growing complexity and uncertainty; as part of the global ecosystem, Scouting will be affected. The following [six mega-trends were identified through the research phase](#). Together, these mega-trends provide a comprehensive framework for understanding the complex dynamics shaping our future. They provide valuable insights into the changing environment and inform our strategic development process for the future of Scouting.

- | | | |
|---|---|---|
| 1. Climate impact and resource stress | 2. Demography and social changes | 3. Constantly encountered technology |
| 4. Economy, inequality and labour shifts | 5. Rapid urbanisation | 6. Interconnected politics and new forms of governance |

Prioritisation phase

The information gathered through the research on the six mega-trends formed the foundation for the elements of the strategy. More than 60 representatives from Member Organizations, Scouting's international structures, and partners [came together in May 2023](#) to discuss the impact of these mega-trends on the Scout Movement, young people and society. Based on these conversations they developed a shared understanding of the priorities to develop the very first draft of the Strategy for Scouting. The following phrases guided the prioritisation reflections during this workshop.

“ As a **movement**, we may need to integrate or consider the challenges and transformations of our societies and analyse the impact of technological developments on educational methods.

“ As an **organisation**, we may want to question ourselves and find a way to reflect on and transform our model in depth.

Validation phase

With the first draft made available to Member Organizations through a [Circular in July 2023](#). The validation phase began, allowing a larger number of people to get involved in the process. Getting input from a wide range of stakeholders was critical to the success of the strategy development and ensuring its relevance and ambitions to the Scout Movement and society.

Input was gathered through various channels from in-person events to online feedback. Stakeholders were encouraged to gather as groups, whether at the national level with their leadership or training teams, or at events involving volunteers and young people. Additionally, volunteer teams within World Scouting structures, sub-committees, project teams, and Regional Scout Committees were invited to review the draft.

The team extends its gratitude to all who engaged in this crucial phase and recognises that their contributions were instrumental in shaping a strategy for the entire Scout Movement.

“ Is the strategy on the right track?

90% agree

“ How relevant and ambitious is the strategy?

4.5 out of 5

MEMBER ORGANIZATIONS INVOLVED

92

Organisations

1,339

Individuals

40%

Under 30 years of age

EVENT PARTICIPANTS INVOLVED

6,000

World Scout Jamboree

2,500

JOTA-JOTI

480

World Scout Education Congress

PARTNERS INVOLVED

29

Individuals representing partners and World Scout Foundation

3. Strategic Framework

The Strategy for Scouting is inspired by the mission statement of the World Organization of the Scout Movement. The mission statement remains unchanged.

MISSION STATEMENT

Scouting's mission is to contribute to the education of young people through a value system based on the Scout Promise and Law. Through Scouting, we are building a better world where people are self-fulfilled as individuals and play a constructive role in society.

Considering the mission of Scouting and following the development phases mentioned for designing the new Strategy for Scouting, a proposed strategic framework was created. This framework comprises the following elements, explanation and intended audience.

ELEMENTS	HOW DOES IT WORK?	WHO IS THE AUDIENCE?
Vision statement	Expresses the future we want to see.	Leadership of Member Organizations, Regional and World level volunteers, external partners

Three Impact Statements	Responds to the mega-trends and highlights the impact we want to create in the world.	Leadership of Member Organizations, Regional and World level volunteers, World Scout Bureau, partners
Four Strategic priorities for the Scout Movement	Focuses on strengthening the delivery of our educational programme.	Leadership of Member Organizations, Regional and World level volunteers, World Scout Bureau
Three Strategic priorities for Scout organisations	Focuses on strengthening our Member Organizations, regional and world structures.	Leadership of Member Organizations, Regional and World level volunteers, World Scout Bureau

Each of these elements of the Strategy for Scouting comprises a core statement outlining the key ideas and change we want to achieve over the next nine years. This forms the strategy itself. It can be found in [Conference Document 5B](#).



In addition, background information that explains the core statements in more detail and clarifies concepts can be found in [Conference Document 5C](#).

Implementation of the strategy will be further supported by triennial plans at the World and Regional levels that prioritise objectives for a given three-year period. The proposed World Triennial Plan 2024-2027 will be provided in [Conference Document 6B](#) by July 2024.

4. Key choices made

During the development of the Strategy for Scouting, the following decisions were made to capture key considerations provided in the prioritisation phase.

Horizon until 2033

The strategy was developed with the intention of implementing it over three triennia, from 2024 to 2033. Based on our experience with the last strategy, implementation over three triennia allows for building the necessary momentum for successful implementation of the strategy across the Movement. This three triennia approach is consistent with the current Strategy for Scouting, Vision 2023, that was implemented from 2014 to now.

Framing the vision statement

The vision statement was developed from insights shared by various stakeholders, including young people and the leadership of Member Organizations, as well as in collaboration with WOSM's Brand Refresh process. It was framed as a unifying statement to connect the different elements of the strategic framework and is presented as a call to action for the Movement.

Introduction of the impact statements

The impact statements were introduced to better articulate WOSM's impact and positioning by defining what *playing a constructive role in society* means today and in the near future. The key topics respond to the mega-trends identified through the research and that were validated through engagement with

various stakeholders. It is recognised that the range of the “a peaceful and inclusive world” statement is wide, while that of “a sustainable world” is narrow. The total number was limited to three impact statements based on the collective inputs received during the prioritisation and validation phases.

Separation of priorities

It was noted that the number of strategic priorities should not be excessive but relatively easy to remember. Therefore, they were captured in two levels:

- a set of four priorities focusing on the change we want to bring to the **Scout Movement** and its educational offering over the next nine years,
- a set of three priorities focusing on supporting the Scout Movement through change in **Scout Organisations** at national, regional and world levels.

Focus on environmental sustainability

The “a sustainable world” impact statement focused specifically on environmental sustainability to prevent any confusion across statements and take account of the strategic focus expressed in Conference Resolution 2021-08. As a result, financial sustainability was integrated under the “A fit for purpose organisation” priority.

Inclusion of digital transformation

Digital transformation was divided into the “Innovating Education” priority to amplify digital opportunities that will enhance our educational offering to young people, and the “An adaptable organisation” priority to strengthen our digital infrastructure and data-rich environment as organisations.

Connection to refreshing the World Scout brand

In its latter phases, the strategy development process was closely aligned with the development of WOSM’s brand refresh. This refreshed brand will support the elements of the strategy to inspire and motivate the Scout Movement to work towards achieving its goals. Details on the refresh of the World Scout brand can be found in [Conference Document 9](#).

5. Approval phase

As the Strategy for Scouting moves to the approval phase, Member Organizations will be engaged before and during the World Scout Conference. Videos will be shared prior to the conference to provide greater clarity of the steps taken to reach the strategy proposal. Simultaneously, Member Organizations will receive guidance for the feedback process and have the opportunity to attend a webinar as a part of the conference pre-engagement. During the World Scout Conference, the Strategy for Scouting will be shared in plenary and breakout sessions where Member Organisations will be encouraged to continue contributing their inputs. There will also be a session to further explore the research methodology and findings that formed the basis of the strategy development.

Member Organizations can engage in the formal amendment process on Draft Resolution 2024-C Strategy for Scouting and the strategy itself found in [Conference Document 5B](#). Further information and guidance on the amendment process will be made available on scoutconference.org.

Draft Resolution 2024-C Strategy for Scouting is proposed by the World Scout Committee and will be considered by the Conference during the voting sessions on resolutions at the 43rd World Scout Conference.

6. Implementation phase

After the closure of the 43rd World Scout Conference, the implementation phase will start with the launch of a unified monitoring and evaluation framework focused on impact. It will include an impact framework with internal and external data sources being established for the three impact statements. The seven strategic priorities will each have one outcome-oriented key performance indicator. In addition, two

global progress-oriented key performance indicators are being set up per priority for the World Triennial Plan. More information can be found in [Conference Document 6A](#) on the WOSM planning framework.

Member Organizations will receive support to assist in the transition and successful adoption of the Strategy for Scouting into national strategies and plans. These resources and this support will be provided through the WOSM Services, including tailored support from WOSM Consultants, an updated Strategic Planning, Monitoring and Evaluation Toolkit, and other digital content.