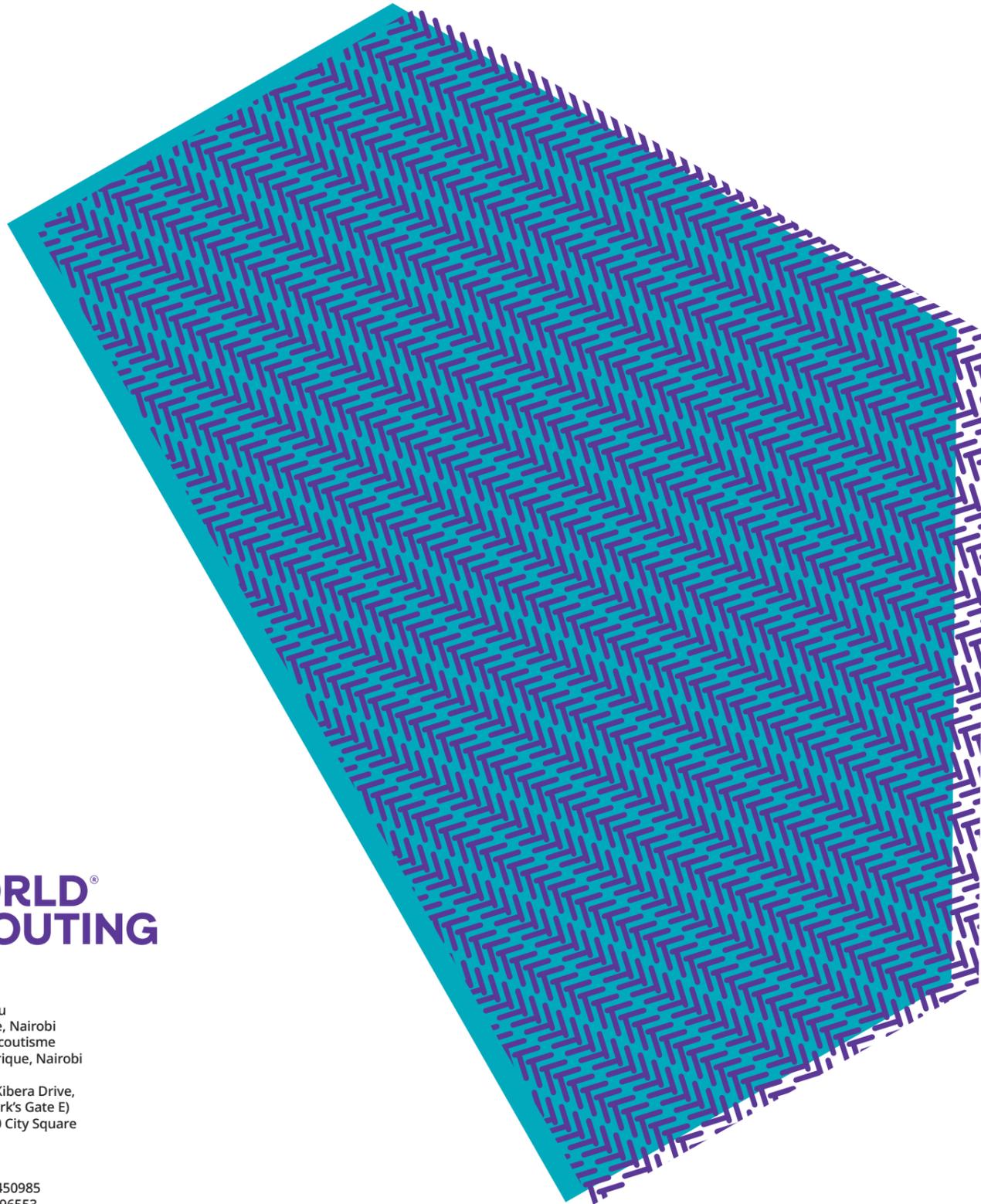




Africa Scout Region Triennial Plan

2025-2028





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FOREWORD

From the Regional Director and the Chairperson of the Africa Scout Committee

It is with great pride and a strong sense of responsibility that we present the Africa Scout Region Triennial Plan 2025–2028. This plan represents a collective commitment to strengthen Scouting's impact across the continent and to ensure that the Africa Scout Region continues to contribute meaningfully to the global Scout Movement.

The development of this Triennial Plan has been both inclusive and forward-looking. It builds on reflections from the 2022–2025 Triennial Plan and is firmly aligned with the WOSM Strategy for Scouting 2024–2033, as adopted at the 43rd World Scout Conference, as well as the World Triennial Plan 2024–2027. The plan also reflects the aspirations, priorities, and resolutions of the 19th Africa Scout Conference, ensuring strong ownership by National Scout Organizations across the Region.

We extend our sincere appreciation to the volunteers appointed by the Africa Scout Committee to lead the drafting process, as well as to the National Scout Organizations, youth leaders, Youth Advisors, regional volunteers, WOSM consultants, and members of the Africa Support Centre who contributed through surveys, consultations, and multilingual webinars. Their insights and experiences have shaped a plan that is both ambitious and realistic, grounded in the diverse realities of Scouting in Africa.

The Triennial Plan 2025–2028 articulates clear strategic priorities focused on innovative education, diversity and inclusion, safeguarding and well-being, valuing volunteering, organisational effectiveness, financial sustainability, and strengthening Scouting's influence and partnerships. Through these priorities, we seek to empower young people, strengthen National Scout Organizations, and position Scouting as a trusted and influential partner in addressing the challenges and opportunities facing the continent.

Successful implementation of this plan will require collective effort, shared leadership, and sustained commitment at all levels of the Scout Movement. We therefore call upon National Scout Organizations, volunteers, partners, and stakeholders to embrace this plan as a living framework that will guide our actions, inspire collaboration, and drive measurable impact over the next triennium.

Together, let us continue to build a Scout Movement in Africa that is inclusive, resilient, youth-led, and prepared to shape a peaceful, sustainable, and hopeful future.



Franck Ramanarivo
Chairperson
Africa Scout Committee



Frederic Kama-Kama
Regional Director
World Scout Bureau
Africa Support Centre



“Successful implementation of this plan will require collective effort, shared leadership, and sustained commitment at all levels of the Scout Movement.”

Vision

To be the world's most inspiring and inclusive youth movement, creating transformative learning experiences for every young person, everywhere.

Impact Statements

- **A peaceful and inclusive world** - Scouting will work to create a peaceful and inclusive world, eliminating discrimination and ensuring safe and equal opportunities for everyone.
- **A world shaped by youth** - Scouting will work to create a world shaped by youth who are barrierbreakers, bridge-builders, informed decision-makers and responsible active citizens, empowered by core competences and values developed through Scouting.
- **A sustainable world** - Scouting will work to build resilient communities by educating and empowering young people to adapt, mitigate, and take action on climate change. Scouting will lead by example and advocate for environmental sustainability, climate resilience, and positive impact, locally, and globally.



Strategic Priorities for the Organisation

- **A fit for purpose organisation**
Good governance and financial sustainability

As fit for purpose organisations we will champion democratic, transparent, accountable, efficient and innovative governance structures that reflect the reality, unity and diversity of our membership and a commitment to youth leadership.

We will be financially sustainable, enabling the Scout Movement to expand and serve its growing range of local communities worldwide. Our income sources will be ethical and diversified, built on strong financial management and resource mobilisation strategies with partners and donors.



- **An adaptable organisation**
Impact measurement and digital transformation

As adaptable organisations we will respond to the needs and interests of the young people and communities we serve. We will foster innovation and accelerate digital transformation across all levels of our organisation.

- **An influential organisation**
Communications, partnerships and advocacy

As influential organisations we will be a united, vocal and relevant actor defined by our values and clearly positioned as safe, impactful, and trusted.

We will be leaders for non-formal education working with a strong network of partners and organisations who share our vision to empower children and young people to take on the world's greatest challenges. Therefore, the regional strategic plan is articulated around World Scouting priorities as follows.

Strategic Priorities for the Movement

- **Innovate education** - Scouting will inspire children and young people and respond to their needs and interests by providing competency-based learning experiences and continuously innovating our educational programmes. We will implement these programmes by strengthening the use of the Scout Method through digital and real-world solutions, by embracing the diversity of the Scout Movement, and by ensuring that Scouting is accessible, fun, rewarding, and engaging.
- **Strengthen diversity and inclusion** - Scouting's membership will reflect the diversity of the societies it serves and lead the way to increase and broaden its reach into new communities. We will actively remove barriers, reimagine the Scouting programme, increase our reach, engage more diverse volunteers, and reshape our organisations to provide every young person with the opportunity to join Scouting.

- **Guarantee safeguarding and well-being** - Scouting will ensure young people feel free and confident to be themselves by providing a safe environment for adventure where children, young people and adults in Scouting are healthy, protected and supported to grow. We will adopt a zero tolerance mindset across the Scout Movement, to prevent harmful situations and work to strengthen safeguarding practices and all forms of well-being as essential elements to achieving Scouting's mission.
- **Value volunteering** - Scouting will actively recruit, train, and retain a growing and more diverse group of committed and motivated volunteers to support the delivery of safe quality programmes through fun, meaningful, and rewarding experiences.
- We will offer more flexible and accessible opportunities, providing relevant learning experiences for volunteers to develop their competencies, to be used and recognised inside and outside of Scouting.



▶ Innovate Education

Challenge

The world is changing rapidly, requiring educational approaches to continuously adapt to the evolving learning needs and interests of young people. In Africa, young people, particularly those in rural areas face numerous challenges, including limited access to quality training opportunities and digital technologies. As we reflect on the contribution of Scouting in addressing the myriad challenges facing the continent, National Scout Organizations (NSOs) need to embrace digital transformation, review Youth Programmes to align with emerging trends, and focus on delivering real-world solutions through Scouting's educational offerings.

Objective 1

To enhance the accessibility, relevance, and quality of Scout youth programmes by integrating technology to support innovative, flexible, and competency-based learning approaches.

KPIs :

- At least 12 NSOs introduce innovation within their Youth Programmes
- At least 12 NSOs integrate World Educational Initiatives in their Youth Programmes
- International Leadership Training (ILT) curriculum is revamped and implemented in at least 12 NSOs
- At least 30 youth-led community projects are implemented

Areas of work:

- Equipping Youth Programme and Adults in Scouting commissioners with skills and competencies required to design and deliver innovative Youth Programmes
- Strengthening youth competencies through regional and NSO level International Leadership Trainings (ILT).
- Dissemination and promotion of the World Educational Initiatives
- Implementation of innovative Education campaigns and promotional activities.
- Dissemination of Africa Union (AU) Youth Empowerment policies including the African Youth Charter, the Youth Decade plan for Action, and the Malabo Decision on Youth Empowerment, in alignment with Agenda 2063
- Dissemination and implementation of the Youth Leadership Framework and related initiatives.



Objective 2

To strengthen the competencies of young people in the Scout Movement to minimise environmental impact, promote sustainable living practices, and actively contribute as change-makers for environmental sustainability.

KPIs :

- At least 12 NSOs integrate Peace Education initiatives, including but not limited to Messengers of Peace, into their Youth Programmes
- At least 12 NSOs integrate Environmental Education initiatives (Earth Tribe) into their Youth Programmes.
- At least 6 NSOs integrate Skills for Life initiatives into their Youth Programmes
- At least 10 educational and informational resources are developed to promote youth competencies for environmental sustainability.

Areas of work:

- Supporting national campsites to achieve accreditation as Scout Centres of Excellence in Nature and Environment (SCENE)
- Supporting the transformation of campsites into sustainability hubs that contribute to climate change initiatives within their surrounding communities
- Scaling up and revitalising Food for Life (FFL) content
- Providing targeted, thematic programmatic support to NSO programme teams. (Education Summit)
- Development of educational and informational content to strengthen young people's competencies in environmental sustainability

▶ Strengthen Diversity and inclusion

Challenge

Africa is a highly diverse continent in terms of culture, language, and socio-economic contexts, a diversity that is also reflected within National Scout Organizations (NSOs) and their membership. In recent years, many NSOs have taken deliberate steps to promote diversity and inclusion through policy development, programme adaptations, and targeted initiatives. Despite this progress, significant segments of society remain unreached or underrepresented within Scouting. Scouting's reach remains limited in marginalised and hard-to-reach communities, including rural areas, informal settlements, refugee and humanitarian settings, as well as among young people with disabilities and other vulnerable groups. Additionally, barriers persist in ensuring equitable participation and representation, particularly for women and young people, within leadership and decision-making structures. Addressing these challenges requires sustained and coordinated efforts to review and adapt Youth Programmes, strengthen inclusive leadership, enhance humanitarian engagement, and embed diversity and inclusion across policies, systems, and practices at all levels of the Scout Movement.

Objective 1

To identify and reduce barriers to participation, enabling increased access to and engagement in Scouting for young people and adults at all levels.

KPIs :

- At least 12 NSOs implement actions to reach out to more vulnerable young people
- At least 3 NSOs implement the Scouting in Schools Programme
- A report produced on the financial, operational, and governance implications of adopting Portuguese as a Working Language of the Africa Scout Region, including its use in Africa Scout Conferences.

Areas of work:

- Reviewing Youth Programmes to enhance diversity, equity, and inclusion
- Implementation of the Ticket to Life project
- Establishment of Scout Groups in marginalised and hard-to-reach communities
- Specialised training for Scout Leaders supporting Scouts with disabilities or those in marginalised contexts
- Conducting awareness campaigns on inclusion,

- highlighting best practices and success stories
- Strengthening humanitarian action responses and engagement with Scouts in humanitarian settings
- Gender equality self-assessments and support for gender mainstreaming initiatives
- Development and implementation of Diversity and Inclusion (D&I) policies
- Promoting the representation of women in NSO leadership at all levels
- Promoting inclusion of young people with disabilities
- To undertake a financial analysis and sustainability assessment of adopting Portuguese as a Working Language; evaluate operational requirements and readiness; examine governance implications and policy requirements; conduct consultations with Lusophone countries; and produce a credible, decision-ready report for consideration by the Africa Scout Conference.
- Implementation of innovative Education campaigns and promotional activities.
- Dissemination of Africa Union (AU) Youth Empowerment policies including the African Youth Charter, the Youth Decade plan for Action, and the Malabo Decision on Youth Empowerment, in alignment with Agenda 2063
- Dissemination and implementation of the Youth Leadership Framework and related initiatives.



Objective 2

The world is changing rapidly, requiring educational approaches to continuously adapt to the evolving learning needs and interests of young people. In Africa, young people, particularly those in rural areas face numerous challenges, including limited access to quality training opportunities and digital technologies. As we reflect on the contribution of Scouting in addressing the myriad challenges facing the continent, National Scout Organizations (NSOs) need to embrace digital transformation, review Youth Programmes to align with emerging trends, and focus on delivering real-world solutions through Scouting's educational offerings.

KPIs :

- At least 20 NSOs adopt their Youth Programmes, Growth strategies and operational frameworks to include diversity and inclusion components
- The Africa Region records a 10% membership growth
- The Central African Republic attains WOSM membership

Areas of work:

- Supporting potential Member Organisations in progressing towards WOSM membership.
- Strengthening membership management systems within NSOs
- Supporting the development and expansion of Scouting in schools



Guarantee safeguarding and well-being

Challenge

National Scout Organizations have made notable progress in strengthening safeguarding frameworks, particularly through the development and review of Safe from Harm policies aligned with WOSM requirements. However, challenges remain in ensuring consistent and effective implementation across all levels of the Scout Movement. Gaps persist in safeguarding structures, capacity, and integration into events and organisational practices. In addition, well-being initiatives, covering physical, mental, and emotional health are not yet systematically embedded within Youth Programmes and adult training frameworks. Addressing these gaps requires strengthened coordination, capacity building, and a more holistic approach to safeguarding and well-being across the Region.

Objective 1

To establish and strengthen measures, mechanisms, and capacities that ensure the safety of all members at every level of the Scout Movement.

KPIs :

- All NSOs in the region are compliant with the constitutional obligations for Safe from Harm
- All hosts of WOSM events in the Region are supported to put in place mechanisms that ensure safe, fun, and meaningful events.

Areas of work:

- Submission of Safe from Harm self-assessments and review by the Regional Panel
- Provision of service support through in-person assessments and targeted capacity-building modules
- Implementation of Safe from Harm structures, programmes, and practices during regional and zonal events, in line with World and Regional Scout Event guidelines
- Strengthening and support of the Regional Safe from Harm Network
- Providing targeted, thematic programmatic support to National Scout Organization programme teams, including through Education Summits
- Design and implementation of Safe from Harm policies and related frameworks



Objective 2

To empower young people and adults to lead and promote well-being within Scouting and their wider communities.

KPIs :

- At least 6 NSOs implement health and wellbeing initiatives, including but not limited to Health Allies, integrated into their Youth Programmes

Areas of work:

- Implementation of health and well-being initiatives.

► Value Volunteering

Challenge

Volunteers are central to the achievement of the mission and vision of Scouting. While many National Scout Organizations (NSOs) recognise the vital role volunteers play in delivering quality programmes and supporting organisational sustainability, only a limited number have established robust systems, structures, and processes to effectively support volunteer development, recognition, and retention.

Many NSOs continue to rely on traditional approaches to Adult Training, which often require extended, in-person commitments that can exclude potential volunteers who are unable to dedicate long periods of time due to work, family, or other responsibilities. As a result, opportunities to attract, engage, and retain a more diverse pool of volunteers remain under-utilised. Addressing these challenges during this triennium is essential to ensure that all adults in Scouting are able to contribute meaningfully and enjoy rewarding volunteer experiences.

Objective 1

To increase the recruitment and retention of volunteers in order to deliver high-quality Scout programmes to a growing number of young people.

KPIs :

- Regional volunteer structures and networks are reviewed and implemented to enhance their effectiveness and impact
- At least 12 NSOs implement initiatives that result in the recruitment and/or retention of volunteers from diverse backgrounds and competencies

Areas of work:

- Review and strengthening of regional volunteer structures and networks
- Review and enhancement of honours and awards systems at the regional level and within selected NSOs
- Development of content to promote volunteerism, celebrate volunteers, and highlight volunteering opportunities
- Supporting NSOs to develop and implement volunteer recruitment strategies and policies.



Objective 2

To adopt flexible and inclusive volunteer frameworks that increase participation and expand volunteering opportunities at all levels of the Scout Movement.

KPIs :

- At least 12 NSOs adapt flexible, innovative, and inclusive adult training and support frameworks
- At least 9 NSOs introduce elements within their Adults in Scouting (AiS) management systems that facilitate new and flexible modes of volunteering

Areas of work:

- Review and implementation of the Adult in Scouting Policy
- Review and adaptation of adult training frameworks to make them more flexible, innovative, and inclusive
- Support youth and young adult volunteering and leadership development



A fit for Purpose organisation



Challenges

Despite ongoing efforts to strengthen governance and management practices within National Scout Organizations (NSOs) across the Africa Region, several organisations continue to face challenges related to prolonged leadership disputes, weak transition processes, and limited organisational capacity. These challenges, combined with unsustainable income streams, gaps in financial management skills, and underutilised assets such as national headquarters and campsites, limit the ability of some NSOs to effectively meet the needs and expectations of their members.

In addition, many NSOs face difficulties in positioning themselves for sustainable growth and long-term development. At the regional level, there is also a need for a comprehensive and dynamic financial sustainability approach to support ongoing operations and ensure effective service delivery. Without strengthened governance, management, and financial systems, the long-term viability of the organisation and its ability to consistently deliver on its mandate remain at risk.

A fit-for-purpose organisation therefore requires not only operational efficiency but also strong governance, strategic leadership, and sound financial planning to ensure resilience, continuity, and impact beyond short-term funding cycles.

Objective 1

To strengthen governance structures, organisational models, and decision-making processes to ensure the Scout Movement's capacity to deliver quality and relevant Scouting in the future.

KPIs :

- A reviewed Regional Operational Framework establishes effective and supportive volunteer structures that enhance service delivery
- At least 12 NSOs take action to review and improve their governance structures and practices as an outcome of GSAT assessments
- At least 12 NSOs strengthen their management and operations through the implementation of revamped On-the-Job Training (OJT) programmes

Areas of work:

- Implementation of GSAT self-assessments and WOSM assessments
- Tailored Capacity strengthening initiatives for NSOs
- Capacity strengthening of Board members through Induction programmes for Africa Scout Committee, zonal committees and NSO boards
- Support to National, zonal and Regional Youth Forums.
- Review and updating of constitutions, policies, and Policy and Organisation Rules (PORs)
- Capacity strengthening of NSOs executives through Regional On-the-Job Trainings (OJTs)
- Development and operationalisation of a consultative framework for the preparation of the 2028-2031 Regional Triennial Plan

Objective 2

To strengthen financial sustainability at all levels of the Scout Movement by diversifying income streams and ensuring efficient and responsible financial and resource management.

KPIs :

- At least 12 NSOs establish new income sources
- Africa Support Centre increases its income by 40% through diversified income streams supported by an implemented resource mobilisation strategy
- At least 90% funded projects (NSOs and WSB) are implemented on time while maintaining high quality standards.
- A comprehensive training program and toolkit are developed and successfully implemented to enhance the project management capabilities of 70% of National Scout Organizations, including adherence to agreed reporting frameworks and maintaining high standards of quality assurance.
- A revitalized Africa Scout Foundation spearheads fundraising initiatives across the region



Areas of work:

- Capacity strengthening of NSOs in resource mobilisation, asset management, financial management, and risk management
- Development and implementation of a toolkit for the sustainable management of assets
- Promotion of financial sustainability through social entrepreneurship and partnerships with environmental and development agencies
- Development of a franchising partnership strategy with at least 10 NSOs for World and Regional Scout Shop merchandise, to improve product accessibility and generate additional revenue

Objective 3

To strengthen organisational frameworks, accountability, risk management, and operational processes for World Scout events in the Region in order to ensure safe, high-quality, and positive learning experiences for participants.

KPIs :

- 100% of regional events are delivered in line with the WOSM Events Strategy
- WOSM events task force to develop and disseminate guidelines to support Member Organizations to support participation of young people in events.

Areas of work:

- Implementing the WOSM Events Strategy
- Planning and delivery of high-quality regional events
- Capacity development of NSOs to plan, manage, and deliver WOSM events
- Integration of sustainability initiatives into the planning and delivery of WOSM events
- Encourage NSOs to actively support youth participation in Zonal, Regional, and World Events by ensuring timely sharing of information, and by providing adequate financial and technical support to enable youth from their respective NSOs to be represented at these events.



Regional events during the Triennium

All the regional events to be held during the Triennium will be delivered in line with adherence to quality standards for hosting World Scout Events: These events include:

- The **2nd Africa Scout Moot**, to be held in **2026 in South Africa**, is delivered with a rich and high-quality programme that enables participants to strengthen their programmes and NSO initiatives. The event records a **10% increase in participant numbers** compared to the previous Moot.
- The **host of the 10th Africa Scout Jamboree in 2029** is supported to ensure that the event is delivered with a strong and engaging programme that enables participants to enhance their programmes and NSO initiatives.
- The **20th Africa Scout Conference** and the **11th Africa Scout Youth Forum** are delivered through innovative programmes, with **at least 70% of NSOs in the Region participating**.
- The **Africa Scout Days in 2026, 2027, and 2028** realise an increased participation from NSOs across the Region. The associated international camps provide participants with **safe, fun, and enriching learning experiences**.



An influential Organisation

Challenge

Greater effort is required to position Scouting in Africa as a leading and credible contributor to the development of the continent. While the Scout Movement continues to deliver meaningful impact at community level, its role and achievements are not always sufficiently visible or effectively communicated to key stakeholders, partners, and decision-makers. Opportunities such as Africa Scout Day and major regional and global platforms remain under-utilised in advancing the profile and influence of Scouting. During this triennium, there is a need to strengthen strategic communications, partnerships, and advocacy in order to support sustainable growth, enhance relevance, and consistently position Scouting as the world's leading educational youth movement. This requires a coordinated and intentional approach that amplifies the voice of young people, leverages partnerships, and aligns advocacy efforts with regional and global priorities.

Objective 1

To strengthen strategic partnerships in order to increase the Scout Movement's impact and recognition as a valuable partner in addressing the needs of its members and the wider community.

KPIs :

- Strengthened capacity of at least 15 NSOs to initiate and sustain national-level strategic partnerships that enhance programmes, initiatives, and impact, through improved support in partnership development and advocacy
- Development of at least 6 additional partnerships with relevant national, regional, and global strategic partners, including the African Union, regional economic blocs, civil society organisations, academia, and other like-minded institutions
- A report on the Standardization and recognition of Scouting's Non-Formal Education (NFE)

Areas of work:

- Engagement and collaboration with strategic partners at national, regional, and global levels
- Developing a blueprint document towards advancing the recognition of NFE in Scouting.



Objective 2

To position the Scout Movement as a leading advocate on contemporary issues affecting young people and as an influential contributor to societal change and education.

KPIs :

- At least 12 NSOs implement external communication plans or strategies aligned with global, regional, and national priorities and emerging challenges
- Representation of World Scouting at least 10 external events, contributing to relationship building and advocacy for the Movement's priorities

Areas of work:

- Effective implementation of the Youth Representatives model
- Development of a Policy, Advocacy, and Campaigns Strategy that defines clear priorities, agendas, and processes for meaningful engagement across the Africa Region, aligned with the Strategy for Scouting and the global policy and advocacy framework
- Development of a Scout Ambassador Programme to support young people actively engaged in policy and advocacy processes
- Coordination and oversight of Youth Representatives to ensure effective youth engagement in advocacy initiatives
- Development of position statements and policy briefs tailored to global, regional, and continental contexts
- Collaboration with the Communications Team to design and deliver at least five advocacy campaigns, including aligned communication products, that showcase Scouting's impact and contributions in line with World Scouting's values, mission, vision, and brand.



**WORLD[®]
SCOUTING**

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