

DOCUMENT

# 6A

## Strategy for Scouting - Draft World Triennial Plan 2021-2024

Support document for Draft Resolution 2021-C

by World Scout Committee



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



**SCOUTS**  
Creating a Better World



# Strategy for Scouting - Draft World Triennial Plan 2021-2024

by World Scout Committee

This Conference Document provides an overview of the Strategy for Scouting – Vision 2023 and the initiatives taken in the past triennia to measure the progress that has been achieved, outlines the process used to develop the proposed World Triennial Plan 2021-2024, and concludes by explaining the feedback and approval process leading up to and beyond the 42<sup>nd</sup> World Scout Conference (2021).

<b>Conference proposal:</b>	Draft Resolution 2021-C
<b>Related document:</b>	Conference Document 4A Conference Document 6B
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The proposed draft objectives of the World Triennial Plan 2021-2024 in Conference Document 6B which are to be decided by the Conference will guide the remaining work to achieve Vision 2023 and support NSOs to recover from the effects of the global pandemic.

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### **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.*

# 1. The Strategy for Scouting

## 1.1. Vision 2023

“**Vision 2023**” is the current version of the Strategy for Scouting as approved by the 40<sup>th</sup> World Scout Conference (2014). The strategy provides three core elements:

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

### STRATEGY FOR SCOUTING – VISION 2023

Mission	Vision	Six 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"> <li>• Youth Engagement</li> <li>• Educational Methods</li> <li>• Diversity &amp; Inclusion</li> <li>• Social Impact</li> <li>• Communications &amp; Relations</li> <li>• Governance</li> </ul>

The Strategy for Scouting is **a strategy for the Movement as a whole**, implemented across different levels of the Movement (National, Regional, World). This means it requires a combined commitment of all National Scout Organizations (NSOs) as well as the different bodies of WOSM (Regions and World) to achieve the goals set out in “Vision 2023”.

During the 42<sup>nd</sup> World Scout Conference (2021), delegations will have an opportunity to

- **learn about the progress made** throughout the Movement towards achieving the Strategy,
- give guidance to the newly elected World Scout Committee for the next iteration of the implementation (2021-2024) and
- make a commitment as individual NSOs for the next three years on how they will contribute to 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 at [scout.org/vision](https://scout.org/vision).

## 1.2. Triennial Plans at WOSM’s World and Regional levels

WOSM’s Strategy for Scouting is implemented at World and Regional level through a series of consecutive triennial plans. The current Strategy for Scouting was designed to be completed in three triennia. When the COVID-19 global pandemic led to the postponement of the 42<sup>nd</sup> World Scout Conference, a one year plan was developed to bridge the gap between triennial plans. The proposed World Triennial Plan 2021-2024 continues the work to achieve Vision 2023 until a new Strategy for Scouting is approved by the 43<sup>rd</sup> World Scout Conference (2024).



Through Conference Resolution 2014-06, which enacted the Strategy for Scouting, the World Scout Conference required Regions to align their plans with the six strategic priorities of the Strategy for Scouting, while allowing the necessary flexibility to address the needs and realities of their respective regional contexts.

The WSC’s Growth and Strategy Coordination Group provided regular support to Regions throughout the triennium on their respective triennial planning processes and facilitated alignment with the World

Triennial Plans and the Strategy for Scouting. It is expected that these efforts will continue in the next triennium.

Further alignment is achieved through the **Master Operational Plan** and the **Yearly Operational Planning process** of the World Scout Bureau (WSB). This allows the Secretary General to steer the implementation of the Strategy at operational level, incorporating the priorities from World and Regional Triennial Plans and the strategic guidance from World and Regional Scout Committees.

### 1.3. Commitment of National Scout Organizations

“Vision 2023” is not meant to be “the Strategy of the World level” but an expression of our common dreams and aspirations as 171 NSOs, representing more than 54 million Scouts worldwide.

Clear commitments are therefore required from all NSOs if we are to achieve these ambitious goals together. The 42<sup>nd</sup> World Scout Conference is an excellent opportunity to map out these individual commitments with the leadership of all 171 NSOs, so that together we can see where our common efforts will lead us and what efforts will still be required to “close the gap” towards achieving “Vision 2023”.

Additionally, an updated toolkit for planning, monitoring and evaluating NSO strategic plans has been released this triennium and can be found on the [WOSM Good Governance Service](#). Further specific consultancy support can be requested by NSOs through the WOSM Services.

## 2. Measuring progress towards Vision 2023

During the Triennium 2017-2020, the WSC’s Growth and Strategy Coordination Group established a monitoring system for the objectives laid out in the World Triennial Plan 2017-2020 through 33 Key Performance Indicators (KPIs). Apart from the KPIs, WOSM uses a set of “meta-indicators” for following up on progress in achieving the overall “key themes” of “Vision 2023”.

These indicators have been measured regularly during the triennium to inform strategic oversight of the WSC; and will have been shared with NSOs twice during the triennium: through the [Mid-Term Review Report](#) published in early 2019 and at the end through the final Triennial Report, planned for July 2021.

Key theme	Meta-indicator
<b>INFLUENCE</b> <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 15 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 triennium to take action to help promote WOSM to key stakeholders on a global level.
<b>GROWTH</b> <i>“...enabling 100 million young people...”</i>	Increased global market share by 2%.
	Supported 30% of all NSOs, following <a href="#">GSAT</a> , 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.
<b>SOCIAL IMPACT</b> <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.
	Raised 1 million USD from new funding sources to support community development projects
<b>UNITY</b> <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 absent).
	1) Engaged individuals from at least five Regions, ensured increase gender balance, and counted at least 40% young people below the age of 30 in all global working groups 2) 50% of NSOs involved in inter-regional initiatives.
	Inspired 70% of NSOs to reference Vision 2023 when developing national strategies.

### 3. World Triennial Plan 2021-2024

The context in which the Scout Movement operates has significantly changed due to the impact of the global COVID-19 pandemic. As such, this triennial plan brings together two important elements, the long term core areas connected to **reaching Vision 2023** and supporting NSOs to **recover from the effects of the global pandemic**.

#### 3.1. Key Highlights

The World Scout Committee wishes to highlight to the Conference the key priorities which emerged from the analysis phase of developing the draft objectives for the triennial plan and which are critical to achieving Vision 2023:

- Membership retention, recovery and growth
- NSO financial stability and recovery
- Diversity and inclusion
- Safe from Harm

#### 3.2. Implementation

Given the current volatility, unpredictability and evolving nature of the global COVID-19 pandemic and uncertainty about the post-pandemic context, World Scouting will continue to use an **agile and flexible** approach to implementing the triennial plan. Building on the practice established during the one-year plan, **implementation will be reviewed on a regular basis** to ensure continued relevance in our response to the possibly changing and evolving needs of NSOs.

WOSM Service will continue to provide **tailored support** to NSOs upon request. Any objectives of the triennial plan focusing on providing support and strengthening the capacity of NSOs will mainly be delivered through these services. This creates the flexibility and agility to support NSOs based on their reality and specific needs.

#### 3.3. Proposed draft objectives of the World Triennial Plan 2021-2024

The proposed draft objectives can be found in Conference Document 6B.

#### 3.4. Resource check on the proposed objectives

A “**resource check**” of the proposed objectives for the World Triennial Plan 2021-2024 was undertaken by the World Scout Bureau. The following approach was used:

- Review of the resources used to deliver the World Triennial Plan 2017-2020 across the following three areas: volunteers (expressed in number of volunteers involved), staff (expressed in [full-time equivalent](#) [FTE]) and operational expenditure (expressed in USD).
- Review the initial resource assessment of the World Triennial Plan 2017-2020 against the actual resources used in its implementation of the objectives and achieved results.

It is estimated that full implementation of the proposed objectives of the World Triennial Plan 2021-2024 will require the following resources:

	Staff	Volunteers	Operational expenditure
<b>2017-2020</b> actuals	39 FTE	120 volunteers 198 WOSM Consultants	USD 4,400,000
<b>2021-2024</b> estimate	40.45 FTE	186 volunteers 198 WOSM Consultants	USD 4,500,000

- It should be noted that the above estimates include **only World level resources**, and does not include Regional allocations and resources towards the proposed objectives.
- The estimated resources reflect an increased need for providing services to NSOs on sustainability, Safe from Harm, fundraising and others.
- The WSC will **approve a final triennial plan**, which will require prioritisation of objectives to match the available resources (see 4.3).
- Given the evolving nature of the pandemic and the post-pandemic situation **the implementation of the triennial plan will be reviewed on a regular basis** to ensure continued relevance and response to the possibly changing needs of the NSOs.

## 4. Triennial plan development process

The World Scout Committee first approved the original triennial planning process developed by its Growth and Strategy Coordination Group at its meeting in September 2019. The outcome of this process was an initial draft World Triennial Plan 2020-2023. With the arrival of the global COVID-19 pandemic and the subsequent postponement of the 42<sup>nd</sup> World Scout Conference, this was put on hold. After the launch of the 100 days immediate COVID-19 response initiative and WOSM's one year plan, the new triennial planning approach was confirmed in December 2020.

This updated approach is built on two principles:

1. That the extensive original internal and external analysis was sound and the resulting outcome, the draft objectives of the World Triennial Plan 2020-2023, provided a solid foundation to serve as a starting point.
2. The original draft objectives of the triennial plan needed to be updated to reflect the changed environment and context of the (post) COVID-19 reality, in order to better respond to the critical needs of our NSOs and take into account regional diversity.

### 4.1. Planning phase

Planning phases	Timeframe	Actions undertaken
<b>Analysis</b>	October 2019 – January 2020	<ul style="list-style-type: none"> <li>• <b>Internal situational analysis</b> – based on an extensive analysis of Regional Triennial Plans vis-à-vis the strategic priorities, evaluation of the World Triennial Plan 2017-2020, bilateral meetings held by WSC Members with NSOs during Regional Conferences, GSAT data and a <a href="#">7S</a> exercise with Regional and World Committees, World level volunteers and WSB staff.</li> <li>• <b>External situational analysis</b> – based on a <a href="#">PESTEL exercise</a> carried out with Regional and World Committees and WSB staff, including a review of global youth trends.</li> <li>• <b>External stakeholder analysis</b> – based on in-depth interviews with key WOSM partners about their perception of the Scout Movements strengths and weaknesses and consideration of the outcomes of the World Non-Formal Education Forum.</li> </ul>
<b>Prioritisation</b>	February 2020	<ul style="list-style-type: none"> <li>• <b>Triennial Planning workshop</b> - conducted with over 45 representatives from Regional and World level, including participants below the age of 30. The key purpose of the workshop was to create the initial draft objectives based on data from the analysis phase.</li> </ul>
<b>Updated Situational Analysis (COVID-19 reality check)</b>	November 2020 – February 2021	<ul style="list-style-type: none"> <li>• <b>State of the Movement survey</b> – conducted to understand the impact of the global pandemic on NSOs and their changing needs and priorities.</li> <li>• <b>Internal situational analysis</b> – based on an analysis of the changing needs of young people and NSOs captured through 15 workshops with Regional Committees, World level volunteers, and WSB staff.</li> </ul>
<b>Updated Prioritisation</b>	February – March 2021	<ul style="list-style-type: none"> <li>• <b>Review and reality check</b> of the original draft Triennial plan against the new COVID-19 and Post pandemic realities as informed by the updated situational analysis.</li> </ul>
<b>Resource check</b>	March 2021	<ul style="list-style-type: none"> <li>• <b>Resource check</b> – assessment of the required <b>resources</b> (volunteer, staff and operational expenditure) to deliver on the draft objectives and cross-checked against the <b>ongoing work</b> (see section 3.4).</li> </ul>
<b>Initial WSC approval</b>	March 2021	<ul style="list-style-type: none"> <li>• After reviewing changes to the initial draft objectives, the proposed draft objectives for the World Triennial Plan 2021-2024 were approved by the WSC for consultation with NSOs.</li> </ul>

## 4.2. NSO consultation phase

All NSOs will be given the opportunity to provide feedback on the proposed draft objectives of the World Triennial Plan 2021-2024 through a participative process that will be communicated to NSOs to help support the consultation phase.

NSO consultation phases	Timeframe	Actions undertaken
<b>NSO consultation</b>	April – early June 2021	<ul style="list-style-type: none"> <li>• <b>Feedback</b> –all NSOs will have the opportunity to provide feedback on the proposed draft objectives outlined in Conference Document 6B through a participative process</li> <li>• <b>Webinars</b> – to acquire in-depth understanding of the proposal, ask questions and provide feedback</li> </ul>
<b>Consolidation of feedback</b>	June 2021	<ul style="list-style-type: none"> <li>• The WSC’s Growth and Strategy Coordination Group will consolidate all feedback and recommend any changes to the proposed objectives.</li> </ul>
<b>Final WSC approval</b>	July 2021	<ul style="list-style-type: none"> <li>• The WSC will consider the proposed changes and approve the final set of proposed objectives it moves to the 42<sup>nd</sup> World Scout Conference.</li> </ul>

## 4.3. Approval phase

Once the updated version of Conference Document 6B is released to all NSOs (estimated by early July 2021), the **formal phase of consideration** of the proposal will start:

- **Amendments** on the strategic level of the plan will be welcomed through [resolutions@scout.org](mailto:resolutions@scout.org) until 36 hours before the first voting session on Conference Resolutions.
- **Discussion sessions** on the Triennial Plan will be organized in **breakout sessions** to further inform delegates. These will be held both during the World Scout Youth Forum and World Scout Conference. This should allow delegations sufficient time to understand proposed amendments, consolidate new proposals and decide on their position before the designated voting session.
- Any inputs during breakout sessions on the Triennial Plan which are of an operational nature will be recorded and will be provided to the WSC when it finalises the plan.
- The proposed objectives of the Triennial Plan (and any filed amendments) will be reviewed during the consideration of Draft Resolution 2021-C at the Conference.

## 4.4. Finalisation phase

After the closure of the 42<sup>nd</sup> World Scout Conference, the following steps will be implemented to finalize the 2021-2024 Triennial Plan:

- The World Scout Bureau will,
  - Consolidate the **final version of the proposed objectives as amended** during the Conference, together with the adopted **Conference Resolutions**. Annotations with operational inputs recorded throughout the process will be inserted.
  - Prepare two additional documents, which will include the following to enable the newly elected WSC to acquire a full understanding of the remaining areas of work:
    - **“what’s left on the table”**, detailing those pieces of work not brought to a final decision by the outgoing WSC or left for consideration of the incoming WSC,
    - **“ongoing work”**, detailing those projects not included in the proposed objectives, but currently being undertaken by the WSB,
    - **“key considerations”** within World Scouting that the WSB deems important for the WSC to consider when finalizing the Triennial Plan.
- The newly elected WSC will,
  - Consider the above documents and develop a final version of the World Triennial Plan 2021-2024 after the Conference,
  - Publish the final World Triennial Plan 2021-2024 and circulate to all NSOs and other stakeholders, no later than 31 December 2021.