

DOCUMENT

6B

Draft Objectives of the World Triennial Plan 2021-2024

Support document for Draft Resolution 2021-C

by World Scout Committee



**World Scout
Conference**
**42nd Conférence Mondiale
du Scoutisme**
2021



SCOUTS
Creating a Better World

Draft Objectives of the World Triennial Plan 2021-2024

by World Scout Committee

Version: August 2021

This Conference Document contains an introduction and the draft objectives of the World Triennial Plan 2021-2024. Operational notes are also included to provide further insight to delegations. For further information on the Strategy for Scouting and the development process for the World Triennial Plan 2021-2024 can be found in Conference Document 6A.

Conference proposal:	Draft Resolution 2021-C
Related document:	Conference Document 4A Conference Document 6A
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The proposed draft objectives of the World Triennial Plan 2021-2024 which are to be decided by the Conference will guide the remaining work to reach 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. Introduction

The tables with the **purple** border contain the draft objectives for the World Triennial Plan 2021-2024. They are organised by strategic priority of the Strategy for Scouting - "Vision 2023".

To increase understanding of the thinking process behind each of the proposed objectives, explanatory operational points (in grey) have been added.

- **Strategic objectives**, provide guidance on **WHAT** needs to be done to contribute to the achievement of Vision 2023 during the 2021-2024 Triennium,
- Operational explanatory points, provide guidance on **HOW** the strategic **objectives** are planned to be implemented.

Only the strategic objectives will be approved at the Conference (and can therefore be amended). Inputs to the operational points 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 World Triennial Plan 2021-2024.

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.

This is not just a plan for World Scouting, but a plan for the **Scout Movement**, meaning that we will work in **cooperation with NSOs** and in **partnership** with the Regions and the **World Scout Foundation** to achieve it.

It does not aim to cover everything World Scouting undertakes – for example it does not list each individual World Scout Event, nor does the plan include all work done in WOSM from an institutional or administrative perspective.

While reading, please keep in mind **these are draft objectives** that 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 **Regional Triennial Plans** will happen subsequently.
- During the Conference, sessions will be dedicated to assisting **Member Organizations** in their contributions to the outcomes of the World Triennial Plan 2021-2024 and Vision 2023 in general.

Terminology

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

- **The Scout Movement:** NSOs, Regions & World level
- **World Scouting:** World & Regional level
- **WOSM:** only used to refer to policies (eg WOSM's World Scout Youth Programme Policy)

2. Draft objectives of the World Triennial Plan 2021-2024

Recognising the significant and fundamental impact of the global COVID-19 pandemic on the Scout Movement, a dedicated cross-cutting COVID-19 pandemic recovery and resilience objective is being introduced to the triennial plan. This objective aims at providing NSOs with critical support while reflecting a number of key initiatives from across the triennial plan's existing six strategic priorities. By delivering this support through WOSM Services, we are able to cater to the different speeds and needs for recovery that will be faced by Regions and NSOs.

FOR APPROVAL OF THE CONFERENCE	COVID-19 PANDEMIC RECOVERY & RESILIENCE	<p>OPERATIONAL (HOW)</p> <ul style="list-style-type: none"> • Pro-actively reach out to NSOs through the Regions to assess the need for support • Develop tailor-made recovery plans using WOSM Services to respond to the needs identified • Support NSOs in the safe re-opening of Scouting, by providing guidance, protocol templates, and checklists • Support NSOs to run Membership recruitment campaigns to recover lost membership • Provide guidance and training to strengthen the fundraising capacity and diversification of income
	<p>Support NSOs in their post COVID-19 pandemic recovery efforts by creating targeted NSO recovery plans with key focus on:</p> <ul style="list-style-type: none"> • membership retention, recruitment and growth; • adapting the Youth Programme to post COVID-19 realities and increasing financial resilience and fundraising capacity. 	

FOR APPROVAL OF THE CONFERENCE	STRATEGIC OBJECTIVES (WHAT)	<p>OPERATIONAL (HOW)</p> <ul style="list-style-type: none"> • Encourage NSOs to engage with National Youth Councils in their respective countries and take a leading role in youth policy development • Support NSOs in developing and implementing youth leadership development trainings • Develop practical resources to help youth members in NSOs to advocate for projects and campaigns related to the Sustainable Development Goals (SDGs) • Deliver the Global Youth Mobilization for Generation Disrupted project together with the Big 6 Youth Organizations • Review all existing structures and mechanisms at National, Regional and World levels and discontinue ineffective practices • Promote opportunities for involvement and learning for young people at all levels and in all aspects of Scouting • Develop practical tools, training and capacity-building opportunities for Adults in Scouting as a necessary preparatory step for the holistic implementation of youth engagement in decision-making • Review and promote the Youth Involvement Self-Assessment Tool • Strengthen intercultural and intergenerational dialogue to eliminate barriers to youth engagement in organisational structures at all levels • Review the World Youth Involvement Policy based on the Youth Involvement Strategy 2011-2020 report's findings • Strengthen NSOs' capacity to implement youth engagement practices • Strengthen the GSAT criteria on youth involvement • Support NSOs in developing resources and practices on youth engagement • Publish and promote best practices and innovative tools for youth engagement • Support NSOs to develop and implement youth leadership development training • Encourage NSOs to open their youth engagement and youth leadership training to beneficiaries
	YOUTH ENGAGEMENT	
	<p>1.1. Reinforce Scouting as a leading provider of non-formal education, equipping young people with competencies to contribute to the resolution of issues in their local and global communities.</p>	
	<p>1.2. Ensure that youth participation and engagement is structurally and effectively embedded in decision-making processes at all levels.</p>	
	<p>1.3. Evaluate the effectiveness of the World Scout Youth Involvement Policy and update it based on the findings.</p>	
<p>1.4. Support NSOs to develop and implement youth engagement programmes that strengthen the capacity of young people, both Scouts and beneficiaries, to become active citizens.</p>		

STRATEGIC OBJECTIVES (WHAT)

EDUCATIONAL METHODS

2.1 Support NSOs to adopt an integrated approach when implementing the Youth Programme, Adults in Scouting lifecycle and other areas of educational methods, emphasising its importance for sustainable growth.

2.2 Reinforce the Scout Movement’s position, participation and engagement in external educational and youth related initiatives.

2.3 Support NSOs to be innovative in designing and implementing their Youth Programme to ensure Scouting’s relevance and ability to respond to the key needs of young people today, whilst building competencies for the future.

2.4 Support NSOs to integrate the four thematic areas of the Better World Framework in their Youth Programme to equip young people with the necessary competencies to contribute to the achievement of the Sustainable Development Goals in their communities.

2.5 Promote and provide guidance to NSOs to foster the resilience, well-being and mental health of their youth members and Adults in Scouting.

2.6 Support NSOs to equip young people with the necessary competencies and attitudes to be active citizens in increasingly polarised societies, manage misinformation and foster democratic values and tolerance.

2.7 Support NSOs to implement the Scout Method in delivering the youth programme across different settings and contexts including: community-based, school-based, virtual (Scouting at Home) and hybrid Scouting (virtual/in-person).

2.8 Continue the expansion and development of technological opportunities available to young people, Adults in Scouting and NSOs to

OPERATIONAL (HOW)

- Support NSOs through WOSM Services to implement the World Scout Youth Programme Policy and Adults in Scouting World Policy
- Promote existing Educational Methods resources and tools

- Strengthen our presence and engagement in educational policy and academic debates on the national and international stage
- Participate in key educational fora including the World Skills Forum, EDxED, the World Congress on Education, etc.
- Showcase our ‘thought leadership’ in global educational conversations and debates
- Encourage NSOs to join these conversations at National level
- Promote the Rio Declaration from the Non Formal Educational Forum

- Support NSOs to innovate and adjust their youth programme to a post-COVID reality, leveraging opportunities for improvement that come out of this situation
- Strengthen the implementation of the World Scout Youth Programme Policy in NSOs by using the Guide to Youth Programme in Scouting (GPS)
- Review the World Scout Youth Programme Policy
- Strengthen GSAT’s criteria for Youth Programme
- Implement the leadership model resources developed by World Scouting in previous triennia

- Finalise the creation of the four thematic areas (Peacebuilding, Environment, Health and Wellbeing, Life skills) providing long term approach to NSO’s youth programmes, including developing NSO-oriented initiatives together with partners.
- Provide guidance to help NSOs map, monitor and communicate their work and impact on each of the thematic areas, ensuring the priorities of the Scout Movement are reflected
- Increase the awareness and implementation of the SDGs through World Scouting’s communications and with support of WOSM Consultants
- Document and communicate the Scout Movement’s contribution to the achievement of the SDGs

- Develop educational materials about well-being and mental health
- Develop distance learning courses, guidelines, assessment tools and other related resources for well-being and mental health
- Update the Safe from Harm resources to make them more relevant to young people

- Provide guidance on how to develop young people’s capacity to critically evaluate published information and foster more responsible use of online media
- Create distance learning courses on strengthening and reimagining digital literacy in the context of fake news to make young people less susceptible to intentional misinformation and able to identify ‘fake news’
- Share best practices from NSOs and partners on developing active, digital citizenship competencies fostering greater social cohesion and educating against intolerance

- Continue to provide support on the Scout Method adjusted to each age section and contexts where Scouting is implemented
- Review and promote the use of the Youth Programme Self-Assessment Tool to improve the implementation of the Scout Method in different settings and contexts
- Support NSOs to create solutions or tools for virtual participation in the youth programme
- Build capacity in adults and NSOs’ leadership in blended opportunities for Scouting and community development

- Support NSOs to digitalise their resources, tools and youth programme opportunities
- Support NSOs to include STEAM elements (science, technology, engineering, the arts, and mathematics) in their educational program

	<p>experience Scouting in new ways, including through digital engagement.</p>	
	<p>2.9 Support NSOs in strengthening the implementation of Adults in Scouting policies with a key focus on recruitment, retention and succession strategies.</p>	<ul style="list-style-type: none"> • Promote the use of Scoutship and the Volunteer Integration Package (VIP) to strengthen the implementation of the World Adults in Scouting and Youth Programme Policies within NSOs • Support NSOs in adjusting their support for Adults in Scouting to reflect post COVID-19 realities • Develop support to NSOs on retention and succession strategies
	<p>2.10 Support NSOs in exploring and implementing innovative and flexible forms of volunteering.</p>	<ul style="list-style-type: none"> • Increase the focus on flexible volunteering • Further develop implementation of a flexible Adults in Scouting lifecycle • Further develop the partnership with UN Volunteers on innovative and flexible volunteering
	<p>2.11 Support NSOs to strengthen the implementation of the World Safe from Harm policy through its educational framework and strengthening compliance mechanisms.</p>	<ul style="list-style-type: none"> • Strengthen WOSM's Safe from Harm support to NSOs through WOSM Services to assist implementation of policies and procedures at the National level • Create a support and monitoring mechanism, process and tools to bring all NSOs into compliance with the World Safe from Harm Policy • Strengthen partnerships with relevant international organisations on Safe from Harm/child protection to learn from international best practices • Further strengthen Safe from Harm criteria in WOSM assessment tools, including GSAT • Further develop the Safe from Harm Framework for the Youth Programme and develop components to ensure Safe from Harm between adults • Support NSOs with messaging and crisis communication to respond to and speak out on Safe from Harm issues
	<p>2.12 Ensure the safety of participants in all World and Regional Scout events by creating safe environments and putting in place Safe from Harm procedures.</p>	<ul style="list-style-type: none"> • Continue to implement Safe from Harm policies and procedures in World Scouting • Support event hosts through training, guidelines and tools to build a safe environment at events
	<p>2.13 Review and innovate all World Scout Events, with a strong involvement of NSOs, to ensure they are designed and implemented for access, accessibility, impact, inclusion, and participation of all young people.</p> <ul style="list-style-type: none"> • Review the formats of World and Regional Scout events in relationship to cost effectiveness. • Review the format of World Scout Events to increase accessibility. • Review the design and implementation of World Scout Events to strengthen (environmental) sustainability. • Innovate on inclusion of all young people and the positive impact this can have on Scout members. 	<ul style="list-style-type: none"> • Encourage NSOs to make better use of established events as means to exchange ideas, learn and collaborate • Exchange ideas on frameworks and experience on events between Regions without creating new World level events • Further develop our expertise and approach in carrying out post-event impact assessments of our World Events
	<p>2.14 Provide support and oversight to Hosts of World Scout Events in the 2021-2024 Triennium and beyond.</p>	<p>Support the following events:</p> <ul style="list-style-type: none"> • 16th World Scout Moot (2022) • 25th World Scout Jamboree (2023) • 43rd World Scout Conference and 15th World Scout Youth Forum (2024) • 17th World Scout Moot (2025) • 26th World Scout Jamboree (2027) • Jamboree-on-the-Air and Jamboree-on-the-Internet (JOTA-JOTI) - annually • Support the centenary of Kandersteg International Scout Centre (KISC), 2023

	STRATEGIC OBJECTIVES (WHAT)	OPERATIONAL (HOW)
FOR APPROVAL OF THE CONFERENCE	DIVERSITY & INCLUSION	
	3.1 Increase our understanding of where we stand as a Scout Movement in terms of diversity and inclusion in our membership.	<ul style="list-style-type: none"> • Conduct impact studies, internal inclusion audits, and gender audits to assess where and how we exclude individuals • Understand how diverse the current membership is within NSOs • Support NSOs to assess their situation, identify barriers and obstacles to join Scouting (especially at local level) and develop action-plans to address those barriers to increase diversity and inclusion • Leverage existing census and data collection systems • Assess the inclusivity or exclusivity of our current organisational culture, structures, and working methods • Strengthen GSAT criteria on diversity and inclusion
	3.2 Significantly increase support to NSOs to actively reach out to and include communities that do not have equal access to or which we currently do not engage through Scouting.	<ul style="list-style-type: none"> • Develop and promote World Scouting resources to support NSOs to become more inclusive through targeted events such as workshops and training • Support NSOs in membership growth through diversification of their membership • Support the implementation of large scale targeted initiatives which reach out to more young people, such as Ticket to Life • Identify and promote best practices of NSOs and partners
	3.3 Support the review and adaptation of NSOs' Youth Programmes and their delivery to fit different contexts and target audiences.	<ul style="list-style-type: none"> • Support NSOs in mapping and understanding their own and their communities index of diversity and inclusion • Leverage collaborative relationships with external partners and experts
	3.4 Actively seek the involvement of adult volunteers reflecting the composition of their local communities and ensure the necessary intercultural training to be able and confident to provide an inclusive Youth Programme reflective of the diversity of the local community.	<ul style="list-style-type: none"> • Align WOSM Services on Youth Programme, Adults in Scouting and Diversity & Inclusion • Train WOSM Consultants on the need to assure the local context of intercultural training at local level. • Provide guidance to NSOs on how to raise awareness on attracting and recruiting members (young people and adults) from specific segments of society (ie minorities and migrants) • Support NSOs to create action plans on reaching out to all and ensure that its membership reflects the composition of each of the local communities, based on the Diversity and Inclusion guidelines
	3.5 Strengthen our gender equality and gender mainstreaming work throughout all levels and structures of the Scout Movement.	<ul style="list-style-type: none"> • Create a training course on gender equality and gender mainstreaming • Develop tools for NSOs to assess their situation and develop a plan of action to increase their gender equality • Strengthen GSAT criteria on gender equality • Identify the direction we want to go as a Scout Movement by developing a gender mainstreaming strategy • Provide the infrastructure to deliver on gender mainstreaming actions throughout the Scout Movement • Enhance support to NSOs on gender-specific and co-ed programming • Explore targeted recruitment of women for leadership roles
3.6 Mainstream diversity and inclusion as a transversal focus across the Scout Movement, ensuring more inclusive policies and structures to embrace diversity as key to the unity of the Scout Movement.	<ul style="list-style-type: none"> • Conduct impact studies, internal inclusion audits and gender audits, to identify where and how we exclude • Integrate diversity and inclusion across all governance structures of World Scouting, such as board inductions and organisational management. • Support NSOs to develop and implement mechanisms to ensure broader diversity in their membership and organisation • Monitor and evaluate the quality and effectiveness of these measures to ensure continuous improvement of practices • Support NSOs through WOSM Services 	

FOR APPROVAL OF THE CONFERENCE	STRATEGIC OBJECTIVES (WHAT)	OPERATIONAL (HOW)
	<p data-bbox="252 237 472 264">SOCIAL IMPACT</p> <p data-bbox="252 293 775 409">4.1 Support NSOs to understand their role in engaging and working with beneficiaries as a key to increase the impact of Scouting.</p> <p data-bbox="252 427 746 544">4.2 Reduce the impact of humanitarian disasters on young people by supporting NSOs to become responsible actors in humanitarian action.</p> <p data-bbox="252 607 772 723">4.3 Increase work on Scouts for SDGs to strengthen its impact, continue developing partnerships and strengthen resource mobilisation.</p> <p data-bbox="252 757 772 873">4.4 Develop tools to assist NSOs and World Scouting in monitoring and evaluating the effectiveness and impact of the NSO's Youth Programme.</p> <p data-bbox="252 936 746 1052">4.5 Support NSOs in evaluating and measuring Scouting's impact on individuals (members and beneficiaries), communities and institutions.</p>	<ul style="list-style-type: none"> <li data-bbox="807 293 1390 338">• Explore the creation of a WOSM Service on social impact to support NSOs <li data-bbox="807 427 1406 472">• Strengthen the capacity of NSOs through WOSM Service and promotion of available resources <li data-bbox="807 472 1414 539">• Increase the capacity of NSOs to assess humanitarian risks in their local context and adopt appropriate Scouting activities that are designed to do no harm (neutral/positive response) <li data-bbox="807 539 1302 584">• Evaluate the effectiveness of Scouting activities in humanitarian settings <li data-bbox="807 607 1334 651">• Continue supporting NSOs to work with the SDGs and reporting service hours <li data-bbox="807 651 1422 696">• Develop partnerships based on the SDGs and the Better World Framework <li data-bbox="807 696 1390 741">• Address inequalities through supporting local initiatives and advocating for SDG Goal 10 <li data-bbox="807 757 1366 801">• Ensure organizational learning, continuous improvement, relevance and growth <li data-bbox="807 801 1398 846">• Use GSAT, assessment tools and satisfaction surveys to help monitor quality <li data-bbox="807 846 1334 913">• Support NSOs in developing quality and effectiveness assessment methodologies and tools for their youth programme <li data-bbox="807 936 1398 981">• Improve the beneficiary measurement and recording culture <li data-bbox="807 981 1382 1025">• Support NSOs on implementing membership management systems to improve data measurement across the Scout Movement <li data-bbox="807 1025 1334 1070">• Empower and encourage NSOs to use data effectively <li data-bbox="807 1070 1422 1137">• Communicate the benefits of using data measurement to enhance strategic decision-making in NSOs (analysing membership trends to improve retention, identifying untapped market potential, or creating age-level strategies)

FOR APPROVAL OF THE CONFERENCE	STRATEGIC OBJECTIVES (WHAT)	OPERATIONAL (HOW)
	COMMUNICATIONS & EXTERNAL RELATIONS	
	5.1 Review and refresh WOSM's branding and messaging to position itself as the leading educational youth movement through a refreshed visual brand, messaging and adaptation for digital use.	<ul style="list-style-type: none"> • Unify WOSM's brand and messaging across the Regions when communicating internally and externally • Research Scouting's brand-awareness and affinity • Strengthen the branding and packaging of World Scouting's educational programmes and initiatives • Review and refresh the Communications and Strategic Engagements Strategy (CSE Strategy)
	5.2. Strengthen the capacity of NSOs in external communications by providing stronger support in branding, storytelling, media relations, crisis communications and reputation management.	<ul style="list-style-type: none"> • Mobilise the Global Communications Network to collectively implement campaigns and offer learning opportunities to its members • Provide training and capacity strengthening sessions for NSOs on crisis communications and media relations • Monitor and evaluate communication efforts better, using data and analytics to make insight-driven decisions • Engage influencers and ambassadors to promote Scouting and establish partnerships • Improve the content, social media and channel strategy for external communications
	5.3 Increase the recognition, support and impact of Scouting by strengthening the advocacy capacity of the Scout Movement, and leverage youth representatives across the Scout Movement to support advocacy.	<ul style="list-style-type: none"> • Reflect WOSM's advocacy plan at Regional and National levels by providing advocacy tools, resources, and campaign material • Improve NSO capacity to influence government policies, youth policies and advance non-formal education agendas • Support NSOs to understand how to effectively promote global citizenship education in line with the Essential Characteristics of Scouting while remaining a voluntary, non-partisan educational movement • Develop new partnerships and advocacy beyond the United Nations and Big 6 Youth Organizations • Demonstrate WOSM's thought leadership in youth development globally and identify global advocacy platforms of relevance • Leverage the Rio Declaration and outputs of the 2019 World Non-Formal Education Forum to build partnerships with key collaborators, including academia, UNESCO, OECD, bi-lateral partners, businesses, and philanthropy
	5.4. Disseminate and activate WOSM's strategic partnerships for the benefit of the Scout Movement by operationalising new and existing partnerships and supporting NSOs to develop and manage partnerships.	<ul style="list-style-type: none"> • Partner with institutions and NGOs to grow Scouting and engage communities that do not have equal access to Scouting • Develop and implement guidelines for developing new partnerships • Collaborate with other global youth and education organizations where relevant • Connect NSOs with partner focal points at regional or national level • Develop and leverage academic partnerships to validate and recognise our educational offering, particularly at world level
	5.5. Review and implement a resource mobilisation strategy to increase and diversify World Scouting's resources with a focus on institutional, philanthropic and private sector partnerships.	<ul style="list-style-type: none"> • Work in close collaboration with the World Scout Foundation • Develop procedures for due diligence and ethical considerations with donors to NSOs and World Scouting • Integrate fundraising as part of the World Scout Bureau's Business Development Unit strategy • Conduct outreach to new and existing donor prospects
	5.6 Evolve the internal communications strategy for World Scouting using impact-driven communications that reflect the unity and diversity of the Scout Movement, and which embrace digital transformation in our work.	<ul style="list-style-type: none"> • Implement the global internal communication strategy using content and channels that effectively reach internal audiences and stakeholders • Leverage scout.org and the Members Portal to communicate internally • Support Regions to develop communications plans that engage volunteers • Develop and implement a digital transformation strategy for WOSM
	5.7. Significantly improve the usage and accessibility of existing resources by ensuring they are understandable for NSOs and available in multiple languages.	<ul style="list-style-type: none"> • Improve impact-driven storytelling to promote the WOSM Services and key resources to NSOs and Adults in Scouting • Support the translation of key resources

STRATEGIC OBJECTIVES (WHAT)**OPERATIONAL (HOW)****GOVERNANCE**

6.1 Support NSOs to strengthen their capacity by increasing and improving targeted support across all priority areas of WOSM Services.

- Support NSOs in creating recovery plans and provide WOSM Services where needed
- Innovate the WOSM Service platform for NSOs
- Innovate and develop impact measurement within the WOSM Services
- Strengthen the mapping of NSO's needs and alignment of those needs across WOSM Services

6.2 Support NSOs to build their organisational capacity and implement action plans through a revised WOSM capacity strengthening cycle.

- Innovate and review the GSAT standard
- Launch the new GSAT standard with guidance and support for GSAT Facilitators and WOSM Assessors
- Innovate the implementation and monitoring of GSAT action plans and their link to WOSM services
- Continue developing good governance resources and support in areas identified as a need
- Develop support for NSOs in managing their projects using project management principles

6.3 Ensure the sustainability of NSOs by supporting them to diversify their income streams, increase their financial stability and improve their management of funded projects.

- Provide guidance and support to NSOs on fundraising and diversifying income
- Develop and improve the financial capacity building support available through WOSM Services
- Engage with external partners to find best practices in fundraising and financial security for non-profits and share guidance with NSO's
- Support and strengthen the project management of project funds
- Train WOSM Consultants to provide support in financial management and management of funded projects

6.4 Ensure NSOs can thrive in shifting realities, supporting organisational resilience through innovation and robust change, crisis and risk management.

- Develop new support areas within the WOSM Good Governance Service including change, crisis and risk management
- Train WOSM Consultants to support NSOs in these new support areas

6.5 Ensure more sustainable growth by building a stronger understanding among NSOs of the impact and importance of adopting a long-term, strategic and holistic approach to growth involving all strategic priorities.

- Position growth as a transversal theme and a sustainable outcome of high quality, well supported Scouting
- Support NSOs to better monitor and track their membership through their membership management systems, enabling increased accuracy in measuring and reporting membership growth
- Ensure integration of growth in all WOSM resources for NSOs as a holistic goal for sustainable and impactful Scouting
- Review and renew the Global Growth Agenda providing strategic guidance and systematic actions including bringing Scouting to new communities and supporting NSOs for membership growth

6.6 Welcome more young people into Scouting by supporting NSOs to develop, implement and monitor their growth and recovery strategies.

- Further strengthen the capacity of the Regions to support the implementation of the WOSM Growth Service and the Global Growth Agenda
- Support Regions in developing growth and recovery initiatives which support interested NSOs through a joint growth journey based on needs and plans
- Support NSOs in resource mobilisation and facilitating partnerships for membership growth and recovery

6.7 Support NSOs to leverage the expected increased interest in Scouting following the pandemic by helping them understand, prepare and work on growth, recovery and retention of youth members.

- Support NSOs in mapping and understanding the post COVID-19 pandemic environment in their communities and the opportunities for Scouting.
- Support NSOs to access and utilise the post COVID-19 pandemic opportunities coming from national governments and other stakeholders as a tool for community recovery
- Support the implementation of recovery plans for NSOs

6.8 Strengthen flexible access to Scouting by supporting NSOs to innovate how we reach out to and recruit more young people to participate in Scouting and support NSOs to actively engage their beneficiaries.

- Support NSOs in the development of flexible volunteering
- Innovate the Scout Method and the understanding of membership to offer flexible access to Scouting
- Provide guidance on hybrid volunteering and youth programme
- Support NSOs in delivering Scouting to beneficiaries and engaging non-Scouts

6.9 Deliver support and materials in the most impactful way for NSOs, based on identified needs and data-driven decision-making.

- Use data to inform choices on the added value we can deliver as World Scouting
- Implement mechanisms to increase the submission of annual reporting from NSOs to WOSM
- Implement data analytics across World Scouting’s digital platforms to inform decisions on priority support areas
- Review resources and support available through scout.org
- Strengthen the use of GSAT data to identify in which areas NSOs need further tailored support and resources
- Ensure an agile and project-based approach is used to implement the triennial plan, so that it is reviewed and prioritised regularly according to need

6.10 Be a role model of our own policies and ethical standards within World Scouting’s structures and its affiliated institutions, including the proactive management and procedures to deal with Safe from Harm issues.

- Implement the Adults in Scouting World Policy across World Scouting, including inductions and evaluations of volunteers
- Ensure the further implementation of the World Safe from Harm Policy across World Scouting, embedding the necessary procedures and training for all staff and volunteers
- Create training for all World Scouting volunteers and staff in areas such as diversity and inclusion
- Strengthen knowledge management in the World Scout Bureau to improve learning and support continuous improvement
- Undertake an externally led audit of the World Scout Bureau to benchmark its practices and identify areas of improvement
- Engage with external organisations to identify and implement best practices in ethical standards and values-based practices and policies

6.11 Bring the Scout Movement closer together by encouraging and enabling self-facilitated NSO-to-NSO support and partnerships to promote exchanges of best practices, sharing of innovative ideas and creation of joint initiatives and projects.

- Engage NSOs’ leadership in events to strengthen collaboration and learning
- Provide a digital space, such as global networks, for NSOs to self-facilitate peer to peer support
- Maintain existing global networks and identify potential new networks to foster collaboration

6.12 Foster collaboration and strategic coordination across Regions to strengthen the unity of the Scout Movement.

- Build more cross-regional and intra-regional networking of the volunteer structures
- Continue coordination between the world and regional levels through the Senior Management Team of the World Scout Bureau, thematic teams of World Scout Bureau staff, cross regional project teams, etc.

6.13 Continue supporting Regions in the development of their Regional Triennial Plans, ensuring strategic cohesion with the World Triennial Plan 2021-2024 and Vision 2023.

- Strengthen support and share best practices for regional planning processes
- Provide continued guidance and support through the WOSM Services to ensure NSO strategic planning processes are aligned with Vision 2023