

**DOCUMENT**

**14**



---

**Draft Africa Regional  
Triennial Plan  
2022-2025**

---

## AFRICA SCOUT REGION

### PROPOSALS FOR TRIENNIAL PLAN 2022 –2025 (Draft 3 for further review by NSOs)

\*\*\*\*\*

#### **Foreword**

*-Message from the Regional Director and the Chairperson of the Africa Scout Committee (Elected at the 18<sup>th</sup> Africa Scout Conference)*

#### **Introduction**

The triennial plan dubbed “Growing together” was for the period 2018 to 2021. However, due to COVID-19 outbreak, some of the activities and important regional events such as the Africa Scout Conference could not take place as planned in 2021. In line with decisions made at the global level, the Africa Scout Committee conducted a referendum that effectively postponed the Africa Scout Conference to 2022. This created a one-year gap that necessitated the development of a bridging plan.

The COVID-19 pandemic led to development and implementation of innovative and adaptive programmes and initiatives to support NSOs to build resilience, recover and continue offering educational programmes and support their communities.

In February 2022, the region initiated a process of developing a new triennial plan for the year 2022-2025. This process included: evaluation of the regional triennium plan 2018-2021, collecting views from NSOs through a survey, holding a caucus with key volunteers in the region and collecting inputs from members of Africa Scout Committee and thematic teams.

In August 2022, the 18<sup>th</sup> Africa Scout Conference will consider the draft Regional Triennial Plan 2022-2025. Afterwards, the Africa Scout Committee will review the outcomes of the Conference including the conference resolutions to develop a final version of this plan.

This document highlights the priorities for the triennium which have been identified as critical for growing Scouting in Africa and positioning the Movement as a key partner and contributor to the achievement of the Africa Union Agenda 2063 and Sustainable Development Goals. Strategically, these priorities also draw from WOSM triennial plan 2021-2024.

The successful delivery of this plan will require concerted efforts by all stakeholders in the Region including NSOs, Africa Scout Committee, Africa Support Centre, regional workstreams, WOSM Consultants and all partners of Scouting in Africa. Key to the achievement of this plan is the centrality of the needs and aspirations of young people in the region who hold the key to the sustainable growth and development of Scouting and achievement of the vision of creating a better world. This is the triennium that we reaffirm our commitment to remain innovative and spread our impact in the communities we exist.

#### **Key themes for the triennium**

Within the triennium, the Africa Scout Committee wishes to underscore the six themes. These have been largely drawn from the inputs received from the NSOs in the region and other key stakeholders in the development of the plan. They are aligned to the global themes for the triennium 2021-2024.

##### **1. Educational Methods**

We will continue to improve the relevance of our educational programmes and develop the capacities of our adults to deliver the programmes.

## **2. Good Governance**

We will support NSOs to strengthen their governance practices and strive towards financial sustainability.

## **3. Safe from Harm**

We will support NSOs to implement the World Safe from Harm Policy and become compliant with the Constitution of WOSM.

## **4. Communications & Partnerships**

We will position Scouting as the world's leading educational youth movement providing non-formal education and attract strategic partnerships to support the mission of Scouting.

## **5. Growth and Pandemic Recovery**

We will support all NSOs to recover from the pandemic, strengthen their structures and continue realizing growth.

## **6. Sustainability**

We will continue to act in the fight against climate change and make our Scout camps and centres key environmental management hubs.

### **Workstreams:**

The Africa Scout Committee will work together with 6 workstreams to achieve the goals set for this triennium. The Workstreams are as follows:

1. Educational Methods
2. Youth Engagement
3. Good Governance and NSOs Support
4. Communications & Strategic Partnerships
5. Resource Mobilization and
6. Growth and Pandemic Recovery

### **Strategy Coordination Group:**

A strategy coordination group composed of; The Chairperson of the Africa Scout Committee, Vice Chairperson of the Africa Scout Committee and the Regional Director of the Africa Support Centre will ensure the smooth implementation, monitoring, and evaluation of the plan.

## **EDUCATIONAL METHODS**

*The Youth Programme should provide a non-formal learning environment strengthening the capacity of young people to face the challenges of tomorrow. The Youth Programme should continue to be relevant to inspire growth. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.*

### **Youth Programme (YP)**

#### **Challenge**

Youth programme delivery was greatly disrupted by the Covid-19 pandemic because of containment measures which included lockdowns and suspension of physical activities in many countries. Many NSOs are slowly navigating out of this challenge that also disrupted effective implementation of the educational programmes. Without a doubt, the lack of attractive and relevant Youth Programmes hampers growth prospects in the affected NSOs. The Triennium presents an opportunity to explore creative and adaptable ways of delivering the Youth Programme in our NSOs.

## Objectives

1. NSOs design and implement innovative, vibrant, adaptive and attractive educational programmes that respond to the needs and aspirations of young people and communities
2. NSOs support in the achievement of SDGs through vibrant Scouts for SDGs initiatives in local and national communities
3. NSOs measure the social impact of Scouting and adapt evidence-based programme development
4. NSOs adapt initiatives and programmes that add value to Scout camps and centres transforming them into educational and environmental conservation hubs

## Goal 1

Support NSOs in designing and implementing innovative, vibrant, adaptable and attractive Youth Programmes to ensure Scouting's relevance and ability to respond to the key needs of young people today, while building competencies for the future.

### KPIs

- 9 NSOs improve their Youth Programmes to address current needs of young people in their communities in line with the Guide to Youth Programme in Scouting (GPS)
- 9 NSOs integrate Sustainable Development Goals (SDGs) in their Youth Programmes equipping the young people with necessary competencies to contribute to the achievement of the SDGs in their communities
- 9 NSOs integrate Health and Wellbeing thematic area in their Youth Programmes equipping the young people with necessary competencies to address emerging health and wellbeing challenges in their communities
- 6 NSOs improve the Spiritual development aspects in their Youth Programmes creating more awareness on this area of personal development.
- 9 NSOs align their Youth Programme with the Earth Tribe initiative and either of the three environmental challenges creating positive environmental impact in their local, national and international communities
- 3 regional trainings under the Better World Framework initiatives are conducted equipping BWF volunteers and consultants in the region with competencies to support the delivery of WOSM services in the region
- At least 9 NSOs integrate Food for Life Programme (FFL) in their Youth Programmes contributing to food security in their respective communities
- Evidence based Youth Programme development in at least 9 NSOs based on outcomes of social impact assessment of Scouting in the NSOs.
- At least 12 NSOs in the region are supported to align their YP with the global YP Policy
- Revamping the Cub Scout section programme in at least 9 NSOs through at least 3 regional webinars for Cub Scout Commissioners

## Goal 2

Scout camps are centres of excellence in nature and environment and offer quality educational programmes to young people while preserving the local biodiversity.

### KPIs

- At least 2 national campsites accredited to be Scouts Centers of Excellence in Nature and Environment (SCENEs)
- At least 15 National Campsite Managers are supported to align their Scouts centers to make a long-term commitment to protect the environment and promote environmental understanding
- 2 tailor made trainings are conducted for at least 20 camp managers/wardens on Youth Programme implementation and evaluation positioning Scout camps and centres as permanent Scout academies

### Goal 3

Support NSOs' Youth Programme Developers and key volunteers in designing and implementing innovative, vibrant, adaptable and attractive Youth Programmes to ensure Scouting's relevance in responding to the needs of young people and their communities.

#### KPIs

- At least 30 NSOs leaders responsible for Youth Programmes are supported to build their capacities as Youth Programme Developers through 2 Regional YP Developers Workshops.
- At least 6 NSOs are directly supported to build the capacities of their core Youth Programme leaders to develop and review their Youth Programmes through in-country Youth Programme Developers workshops.
- At least 6 Scout Method seminars held to support in the effective implementation of the Youth Programme in at least 12 NSOs

### Adults in Scouting (AiS)

*All the adults supporting Scouting in any position need to be willing and able to perform their functions in contributing to the fulfillment of the mission of Scouting. Proper Adults in Scouting life cycle management ensures that adults are supported and motivated at every stage of the performance of their role and that every NSO can attract and retain the caliber of adults it needs to achieve its set priorities.*

#### Challenge:

The majority of the NSOs in the Region have reviewed their Adults in Scouting (AiS) policies in line with the World Adults in Scouting guidelines, however, NSOs still face challenges with the implementation process. The region has some NSOs with limited capacity to develop and conduct adult training courses (Wood badge (WB), & Training of Trainers). The recently revised Wood badge framework has introduced new concepts for awarding 3 & 4 Beads.

#### Objectives

1. NSOs adapt an integrated approach in the management of Youth Programme and Adults in Scouting life cycles towards sustainable growth and development of educational programmes
2. NSOs develop training strategies to address emerging needs in respective communities
3. NSOs design courses that address training needs and respond to the needs and aspirations of young people

### Goal 1

NSOs adopt an integrated approach when implementing the Youth Programme, Adults in Scouting lifecycle, and other areas of Educational Methods, emphasizing its importance for sustainable growth and membership recovery post-pandemic

#### KPIs

- At least 30 NSOs are implementing the AiS policy as per the world AiS policy guidelines
- At least 9 NSOs develop the capacity and organize the AIS policy implementation workshops.
- At least 60 AiS & YP Commissioners are actively sharing best practices through an enhanced Educational Methods (EM) Regional Network
- A pilot study involving at least 3 NSOs on the implementation of new concept for awarding of WB3 & WB4 is completed
- At least 60 trainers and resource persons improve their competencies in training through at least 2 regional trainers academies
- At least 150 Trainers from 40 NSO/NSAs are providing support in the development of adult training strategies guiding the NSO's Adult training processes & policy through a Regional AiS/Trainer's summit

## Goal 2

NSOs transform adult volunteers' development, by reviewing the current adult training structures and awarding systems aligning to the current WB framework, strengthening the capacity of the AiS national teams

### KPIs

- At least 18 NSOs have the capacity to plan & conduct the WB/ Assistant Leader Trainers (ALT)/Leader Trainers (LT) courses in line with the revised WB framework.
- At least 120 Course designers are developing courses that address the needs of the Volunteers in their respective NSO/NSAs
- At least 120 ALTs & 90 LTs are supporting the organizing and conducting of adult training courses in their NSO/NSAs through at least 3 regional ALT and 3 LT courses
- At least 300 Trainers from 40 NSO/NSAs have developed adult training strategies to guide the NSO training process.

## Safe from Harm

### Challenge

Some of the NSOs have completed the review of the child protection guidelines, in line with the World Safe from Harm policy. The main challenge is the overall implementation in Adults in Scouting, the local events, and in the Youth Program. In many cases, the reporting structure is not clearly defined and shared with members. The policy has not been linked to other policies for ease of implementation. Some NSOs do not have a clear strategy for the implementation of the SfH policy and may be caught off guard if SfH issues emerge. All NSOs need support to implement the World Safe from Harm Policy and become compliant with the Constitution of WOSM.

### Objectives

1. Support NSOs to strengthen the implementation of World Safe from Harm policy and attain compliance with the policy
2. Strengthen the Safe from Harm culture across all NSOs through education of its leadership, adults and young people
3. Ensure the safety of participants in all Regional and zonal Scout Events ensuring full integration and implementation of the Safe from Harm guidelines in the events

## Goal 1

Support NSOs to fully implement their National Safe from Harm Policies in line with the Constitutional requirement of WOSM.

### KPI

- At least 30 NSOs have achieved compliance in Safe from Harm

## Goal 2

Strengthen the Safe from Harm culture across all NSOs through education of its leadership, adults, and young people.

### KPIs

- At least 20 NSOs have embedded Safe from Harm training modules at all levels of their Adults in Scouting Training scheme.
- At least 20 NSOs incorporate Safe from Harm child-friendly structures and procedures in their Youth Programme

- At least 30 National SfH Coordinators are actively sharing best practices through the SfH regional network

### **Goal 3**

Implement the Safe from Harm policy and procedures during Regional and Zonal Scout events

#### **KPIs**

- All Regional and Zonal Events have implemented the necessary Safe from Harm guidelines and procedures

### **Goal 4**

Promote and provide guidance to NSOs to foster the resilience, well-being, and mental health of young people, Adults in Scouting, and local communities, linked with our overall Safe from Harm priority.

#### **KPIs**

- At least 9 NSOs are implementing the Listening Ear concept
- At least 5 NSOs have used the Mental Health Toolkit to promote wellbeing towards their Scouts

### **Youth Engagement (YE)**

*Scouting should give young people the opportunity to develop the skills and knowledge empowering them to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.*

#### **Challenge**

Some work still needs to be done to promote a clear understanding of the role of meaningful youth participation, youth involvement, Youth Engagement and, Youth Empowerment in several NSOs in the region. We are yet to reach all NSOs in Africa to attain good governance because the critical point of youth engagement is not attained yet. Youth engagement at the Scout unit level needs to be enhanced to contribute towards better consumption of the educational programmes offered and contribute towards growth and retention of young people in Scouting.

#### **Objectives**

1. Strengthen the understanding of meaningful youth leadership and engagement at all levels of the Movement
2. Support youth to become active citizens and take leadership positions at all levels of their NSOs and communities
3. Youth become active citizens playing an active role in addressing challenges facing their respective communities through spearheading youth led projects and initiatives and becoming active mobilisers for community causes

### **Goal 1**

Strengthen the understanding of meaningful youth leadership and engagement through supporting NSOs to develop and implement youth engagement at all levels of the movement

#### **KPIs**

- 9 NSOs include and actively engage Youth members in their NSO boards.
- 9 NSOs are supported to hold National Youth Forums.
- 9 NSOs review Youth Involvement strategies/ National Youth Forum guidelines.

- 4 zones supported to hold their Zonal Youth Forums.
- Conduct at least 12 Youth Speak series to provide a platform for Scouts and young leaders to share their inspirational stories with fellow youth on pertinent issues

## Goal 2

Equip the young people with capacity and knowledge through youth leadership development to take on youth led initiatives solving grassroots challenges

### KPIs

- Young people actively engage in the positive transformation of their communities through the implementation of at least 30 youth led community projects.
- Leadership capacities of at least 90 youth leaders from different NSOs is developed through 3 International Leadership Trainings (ILT).
- 5 NSOs are supported to equip its youth and young leaders with leadership skills and competencies through tailor made ILTs.

### Quality Scouting events

*Scouting events should provide a Safe and dynamic environment where learning takes place, enrichment through exchange is achieved, lifelong experiences are acquired, and communities are positively transformed through actions and initiatives that inspire social impact.tp 2018*

### Challenge

NSOs in the Region miss opportunities to participate and benefit from different events due to reasons like poor preparations, high cost of travel, visa challenges. In some instances, there is failure to disseminate the lessons learnt or give formal feedback inhibiting enrichment through exchange. Against the backdrop of Covid-19 pandemic, different ways of delivering events such as virtual and hybrid methods need to be explored at all levels to ensure events are availed to more participants.

### Objectives

1. Increased access to more young people from Africa to participate in global and regional events
2. NSOs actively engage in the development of agenda for and participation in global, regional, and zonal events
3. Hosts of future regional events are supported to stage high level events that meet WOSM Standards
4. Explore ways to use digital technologies and learnings to allow for a greater number of young people from Africa to participate in international events in the future

### Goal 1:

Improved and quality participation in global events.

### KPIs:

- At least 5 additional NSOs participate in JOTA-JOTI annually and submit their reports.
- At least 60% of NSOs from the region attend the 25<sup>th</sup> World Scout Jamboree in Korea in 2023
- At least 15 NSOs attend the 17<sup>th</sup> World Scout Moot in Portugal in 2025
- NSOs in the region are supported to contribute to the agenda of and actively participate in the 43<sup>rd</sup> World Scout Conference in Egypt in 2024. At least 20 NSOs from the region disseminate the conference resolutions within their structures and incorporate them in their programmes

### Goal 2:

Improved and quality participation in regional events.

### **KPIs:**

- The 1<sup>st</sup> Africa Rover Moot in 2023 in Kenya is conducted based on international standards of hosting Scout events and the content is rich and enables the Moot participants to improve on their programmes and NSOs initiatives.
- The 9<sup>th</sup> Africa Scout Jamboree 2024 is conducted based on international standards of hosting Scout Jamborees and the content is rich and enables the Jamboree participants to improve on their programmes and NSOs initiatives.
- 10% increase in the number of participants to the 9<sup>th</sup> Africa Scout Jamboree
- The 19<sup>th</sup> Africa Scout Conference and the 10<sup>th</sup> Africa Scout Youth Forum are held and characterised by effective delivery and innovative programme with at least 70% of NSOs in the Region participating.
- The 2023, 2024 and 2025 Africa Scout Days are held with an increase in participation from NSOs in the region and the international camps are used to disseminate global and regional programmes including Sustainable Development Goals (SDGs).
- The second regional Youth Summit attracts at least 15 NSOs in collaboration with the Global Youth Mobilisation and summit participants actively contribute to address challenges facing youth and their respective communities
- Sustainability initiatives implemented in all regional and zonal Scout events

### **Goal 3**

Improved capacities of NSOs in managing events

#### **KPIs**

- At least 3 events management workshops are held with the participation of at least 30 NSOs in the region
- Events management toolkit is developed and disseminated in at least 20 NSOs
- At least 1 regional training is conducted on Sustainability during Scout events
- A sustainability toolkit is developed and disseminated in at least 20 NSOs

### **Diversity and Inclusion (DI)**

*Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.*

#### **Challenge:**

The membership of Scouting in Africa is very diverse with different backgrounds and more NSOs have put in efforts to ensure their membership is diverse and inclusive. However, most NSOs in the region have not yet reached out to all segments of society. Scouting's penetration especially for the vulnerable and marginalized populations such as people living with disabilities, rural areas and refugee camps among others is very low against the increasing call for a diverse and inclusive membership.

#### **Objectives**

1. To strengthen NSOs understanding of how diverse the movement currently is
2. Identify barriers and means to better reflect the local communities where we operate
3. Support NSOs to diversify their membership

### **Goal 1**

Support NSOs in Africa to diversify their membership

#### **KPIs**

- Support at least 15 NSOs review or develop their national Diversity and Inclusion policies
- Support at least 9 NSOs programme reviews and adaptation to be more inclusive and to fit different contexts and target audiences

- Support at least 9 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, and work to reduce systematic barriers for accessibility and participation (form at least 18 new Scout groups)
- Actively support the implementation of Ticket to Life project ensuring at least 5000 young people are recruited into Scouting
- Conduct at least 3 regional trainings on Diversity and Inclusion

## Goal 2

Mainstream gender equality throughout all levels and structures in the Region

### KPIs

- Support at least 30 NSOs to conduct their gender equality self-assessment
- 12 NSOs improve gender equality in their NSO and local communities by providing education and training for youth members and adults in Scouting.

## Goal 3

Evaluate where we stand in terms of D&I and identify areas of improvement to be a more diverse and inclusive movement

### KPIs

- Develop a D&I self-assessment tool for NSOs
- Conduct at least 2 regional surveys to evaluate where we stand as a region in terms of diversity and inclusion in our membership and identify areas of improvement

## Humanitarian Action

*The unprecedented impacts of multiple natural disasters across Africa results to threatening humanitarian emergencies in a region already impacted by cumulative shocks of Covid19 pandemic and prolonged humanitarian crisis characterized by conflicts and climate-related shocks. These humanitarian crises threaten the health, safety, well-being, and livelihoods of Scouts in Africa.*

### Challenge:

Many NSOs in Africa do not have the capacity to respond to various disasters that may affect them directly or indirectly. This results into Scouts offering help without the necessary skills or requisite knowledge therefore risking their lives.

### Objectives:

1. To support NSOs to become responsible actors in humanitarian action, mitigating the impact of disasters on young people by developing resources and training through the WOSM Services
2. To support NSOs to develop national action response plans and long-term projects, in response to natural disasters.

## Goal 1

Develop the capacity of NSOs to monitor actively and effectively, report, mitigate, and respond to disasters

### KPIs

- Support 9 NSOs develop and adopt contingency plans to increase emergency response to local communities.
- Support 9 NSOs to actively implement projects on disaster preparedness and response.

- Support capacity building of Scouts from 9 NSOs to increase competencies and capacity to effectively respond to disasters.
- Conduct at least 3 regional trainings on Disaster preparedness and response

## **GOVERNANCE AND NSO SUPPORT**

*Good governance is crucial for the growth and sustainability of the Movement at all levels. With good governance, NSOs remain accountable to themselves first and foremost and to their stakeholders, proper structures and procedures are put in place and there's adherence to the code of conduct and integrity at all levels. With good governance, NSOs remain accountable, transparent and efficient in their operations.*

### **Challenge**

NSOs highlighted financial management skills, enhancing sustainability through good leadership transitions as well as proper management of resources, membership management, strengthening the capacities of NSOs- not just of volunteers but also the executives as priorities/needs in this triennium. Additionally, strategic planning as well as being able to monitor and evaluate progress consistently was highlighted. Looking at these needs identified, the region has identified the following objectives in governance.

### **Objectives:**

- To strengthen the capacities of NSOs through the WOSM's capacity strengthening life cycle and targeted NSO support through the implementation of the WOSM Services
- Ensure sustainability of the Region and the NSOs by focusing on building good governance structures, financial management and building the capacities of leaders.

### **Goal 1:**

Strengthening NSOs through GSAT assessments and developing their capacities through implementing their action plans.

### **KPIs**

- Identify the needs of at least 12 NSOs through GSAT self-assessments and develop action plans to support NSOs in developing their capacities.
- Track the progress of NSOs being supported in their capacity strengthening through WOSM assessments in at least 9 NSOs to assess the progress post their self-assessment
- Capacity strengthening in at least 12 NSOs including those that have undergone GSAT assessment and potential members towards attaining their WOSM membership.

### **Goal 2**

Build the competencies of regional and NSO leaders through board inductions to effectively deliver on their mandates.

### **KPIs**

- Strengthen the capacities of the Africa Scout Committee members through an induction training after the election of new members during the 18<sup>th</sup> Africa Scout Conference.
- Build the capacities of at least 3 Zonal Committees through inductions.
- Build the competencies of NSO National Boards in at least 10 NSOs through board inductions to equip them with skills to effectively lead their NSOs.
- Continuous improvement of the capacities for the regional workstream members through capacity strengthening workshops for workstreams on project management and agile working methods.
- All the regional workstreams are supported to achieve at least 80% of their objectives

### **Goal 3**

Promote strategic thinking towards growth and sustainability of the Region and the NSOs.

## KPIs

- Support the implementation, Monitoring and Evaluation of the Regional Triennial plan 2022-2025 with an achievement of at least 85%.
- Spearhead the development of the next Regional Triennial Plan 2025-2028.
- Encourage strategic thinking in NSOs by supporting at least 9 NSOs to develop/review their strategic plans.
- Engage NSOs in the Region to be part of the development of the new Strategy of Scouting
- Support at least 6 NSOs to build the capacities of their National Scout organizations in financial and risk management.
- At least 9 NSOs are supported to review and update their constitutions and PORs to conform with their current needs and realities.
- At least 10 NSOs executives are equipped with skills and competencies to deliver on their mandate through regional On the Job Trainings (OJTs)

## Goal 4

Support the implementation of WOSM services across the region

### KPI's

- Deliver at least 120 WOSM services during the triennium.
- Maintain an up-to-date pool of consultants
- Further improve on the delivery of WOSM services by ensuring a smooth transition within the different stages of implementation
- Further promotion/awareness creation on WOSM services in NSOs that have still not requested a service, potential members getting WOSM membership or those that undergo leadership transitions.

## **GROWTH AND POST PANDEMIC RECOVERY**

*Africa has quite a young population with about 60% of the population being young people below 25 years old. This provides a growth opportunity for Scouting in the Region to be able to reach out to more young people and create a positive impact in the continent. This, however, was challenged by the COVID pandemic since 2020 which greatly hampered Scout activities in the Region. However, with the COVID rates declining as well as a better vaccine outreach, in person Scouting activities are slowly resuming.*

### Challenge

Scouts in the region displayed strong resilience in battling the COVID pandemic by taking individual and group actions to sensitize the community on the pandemic. However, a lot their activities were affected by lockdowns including Scouting activities, lockdowns that greatly affected school calendars which in return was greatly affected Scouting based in schools. The loss of jobs for parents and guardians during the pandemic and loss of lives means that more young people are affected and are still battling with the effects of the pandemic. There was a decline in the number of Scouts in some NSOs. However, in this triennium, the focus would be to build on the resilience of Scouts, resumption of scouting activities, building growth strategies and projects to support the initiatives of Scouts. Additionally, there is need to invest in better measurement of our membership for consistent and up to date numbers and offer better support and ushering in new members to WOSM

### Objectives

- Targeted support to NSOs post pandemic recovery efforts with a keen focus on membership growth, retention and membership management systems
- Promote emergency response to issues in local communities
- A targeted outreach to more communities including refugee camps, prisons

## Focus area: Growth

### Goal 1

To strengthen and grow the capacities of NSOs on membership management and to consistently submit their reporting packages including their census data on the WOSM membership portal.

#### KPIs:

- Create awareness and build capacities of NSOs by conducting 1 regional training on WOSM Membership Portal, Membership management and requirements
- Monitor the membership growth in the region by conducting 2 shadow censuses
- To support NSOs to accurately capture their membership data, 6 NSOs will be supported to establish membership management system established

### Goal 2

To drive the growth agenda in the Region

#### KPIs:

- A 10% growth is realized within the triennium.
- 1 Regional capacity strengthening workshop on growth for least 50% of NSOs.
- To spearhead the growth agenda in the Region, growth champions will be trained in at least 50% of NSOs

### Goal 3

To encourage sharing of best practices within NSOs and to inspire each other

#### KPIs:

- Encourage NSOs to share best practices in at least 1 zone annually
- Organise 2 growth forums within the triennium
- Recognition of NSOs that will have achieved the highest growth in the Region.

### Goal 4

To deliver targeted support to NSOs with high growth potential.

#### KPIs:

- At least 5 new NSOs identified and supported through special projects to achieve their growth vision.
- Targeted support to the 5 NSOs to develop and implement growth strategies.

### Goal 5

Support to potential NSOs towards WOSM recognition.

#### KPIs

- At least 2 potential NSOs attain WOSM membership

## Social Impact

*Every Scout should be involved in community service and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.*

### Challenge

Despite Scouts undertaking a lot of projects in their communities, largely, they are not able to fully understand and measure the outreach and impact of Scouting in the Region. Their inability to measure the social impact of Scouting coupled with limited skills and competencies in project planning and management disadvantages the NSOs' ability to compete for the limited resources and contribute towards the sustainable development of the society.

### Objectives

- Increase capacity for NSOs for efficient project management processes through the provision of resources, knowledge and best practices sharing on MoP
- Develop tools to assist NSOs in monitoring and evaluating the impact of Scouting Programme
- Improved sharing of stories to showcase Scouting impacts in the community

### Focus area: MoP Project/Grant processes

#### Objectives

1. NSOs have received increased capacity to manage projects efficiently developed; hence sustained increased social impact through improved goal setting, planning, monitoring, controls, storytelling and impact measurement.
2. Promote the role of Scouting in creating a culture of peace through implementing the Messengers of Peace programme initiative & Scouting for SDGs

#### Goal 1

Multiply the impact of Scouting through supporting special community service projects, the expansion of MoP network and programme and ensure recognition for impact grassroots initiatives.

#### KPIs:

- Enhance Scouting's impact at the grassroots level by ensuring that to least 12 new quality MoP funded projects are implemented per year
- Create a stronger regional MoP network and national focal points in at least 20 NSOs
- Enhance impact and inspire communities through the annual National MoP Coordinators training on the "Messengers of Peace" programme.
- Recognize the exceptional work by young people at the grassroots level through the annual MoP Hero recognition and celebrations.
- Production of promotional and recognition materials on MoP in the region
- A regional annual newsletter produced on impact stories from selected community development local projects.
- Strengthen and consistently grow the MoP coordinators through at least 2 workshops for national MoP Coordinators
- Tell the story of the impact of the MoP projects by ensuring at least 15 service projects featured on scout.org during the triennium
- Promote exchange and experience sharing through conducting a regional virtual MoP Campfires
- Strengthen zonal MoP Networks.

#### Goal 2

To enhance NSOs' capacity on project monitoring, evaluation and impact assessment

### **KPIs:**

- Strengthen the capacities of NSOs through 2 regional sessions to promote WOSM's grant management processes and holistic monitoring and evaluation framework for funded projects
- Enhance the capacities of NSO leaders on project management by conducting 1 regional training.
- Enhance tracking of projects implemented at the NSO level by conducting a training on project monitoring and evaluation in at least 10 NSOs.
- Consistently track the implementation of MoP projects in the Region by conducting at least 15 Monitoring and Evaluation Missions to MoP projects within the Triennium.

## **COMMUNICATIONS & PARTNERSHIPS**

*Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognized as the world's leading youth movement.*

### **Challenge**

Scouting in Africa still faces the challenge of adequately packaging the movement to demonstrate its impact and influence. The limited capacity and resources of National Scout Organizations further compounds the situation. Over this triennium, efforts will be focused on strengthening the region's work in communications, partnerships, advocacy, and resource mobilization to drive pandemic recovery, growth, and sustainability in National Scout Organizations, while positioning Scouting as the world's leading educational youth movement.

### **Objectives**

1. Achieve more visibility and recognition for the work and impact of Scouting at national and regional levels
2. Develop more and stronger strategic partnerships supporting the delivery of Scouting nationally and regionally
3. Position Scouting as a more influential movement impacting key youth policy matters in Africa
4. Develop more resilient and financially sustainable region and National Scout Organizations

### **Goal 1: Communications**

Continuously leverage advancing technology to deliver timely and impactful strategic and organizational communications and storytelling to the Africa Scout Region's internal and external audiences in multiple languages while providing capacity building and direct support to National Scout Organizations.

### **KPIs:**

- Strengthen the capacity of 15 NSOs in their communications efforts by providing stronger support in branding, storytelling, media relations, event communications, crisis communications and reputation management via WOSM Services
- Review internal communication plan to streamline, digitize and integrate internal communication methods and channels with NSOs, regional and zonal structures and Scouts to enhance timely access to information, resources, opportunities, direct contact with NSOs and two-way feedback in multiple languages reflecting the unity and diversity of the Scout Movement
- Showcase the reach and impact of Scouts for SDGs to support continued partnerships development and strengthening of resource mobilisation through 3 annual impact reports and 12 thematic case studies.
- Produce 12 high quality thematic video documentaries, 12 live TV shows, and 12 episodes of the Africa Scout Radio podcasts for regional channels and mainstream media through strategic partnerships with the local and international media and influencers for greater visibility and promotion of Scouting
- Enhance WSB Africa's ICT infrastructure and capacity to deliver high quality virtual and hybrid regional Scout events and provide technical support to 9 NSOs to enable young people and adults experience Scouting in new ways, including through digital engagement.
- Leverage existing social media channels, roll-out an ambassadors and influencers programme to promote inspirational youth-led NSO content and run 3 educative digital communication campaigns to connect young people from different countries to allow for sharing of experiences,

discussion, and development of solutions to social, economic, environmental, and political issues affecting their communities.

- Ensure consistency in providing timely official communications and resources in the official languages (English and French) and Portuguese to allow for effective participation of NSOs.
- Develop 3 support resources for NSOs on communications and use them to train 180 young people, board members and communication leaders on public speaking, storytelling, and digital transformation.
- Provide communication support for 30 key world, regional and zonal Scouting events

## Goal 2: Partnerships

Strengthen existing and develop new strategic project-based collaborations and relations with partners of the Africa Scout Region and support National Scout Organizations to enhance their capacities to unlock and effectively manage local-level engagements with partners and other NSOs.

### KPIs:

- Strengthen the capacity of 15 NSOs in their partnerships efforts by providing stronger support in partnerships development, advocacy, and resource mobilization via WOSM Services
- Develop, in collaboration with strategic partners, 5 viable and innovative regional programmes on environment and sustainability peace and community engagement, skills for life, health and well-being, safe from harm that NSOs can adopt locally and mobilize resources to support their implementation
- Bring the Scout Movement closer together by encouraging and enabling 9 NSO-to-NSO support and partnerships to promote exchanges of best practices, sharing of innovative ideas and creation of joint initiatives and projects.
- Strengthen understanding of the Scouting in Africa's contribution to youth development, community transformation and sustainable development through 3 research partnerships with academia, non-governmental organisations, and intergovernmental institutions.

## Goal 3: Advocacy

Develop and execute a youth-led regional advocacy strategy to position Scouting as the world's leading educational youth movement and as a key provider of non-formal education with an influential voice and impact on key policy matters relating to young people in Africa and its sub-regions.

### KPIs:

- Develop and implement a regional advocacy strategy targeting engagements with various United Nations and African Union agencies and other international CSOs
- Leverage the 8 regional youth representatives to support advocacy through capacity building, direct support, and access to 15 advocacy opportunities
- Position Scouting as the world's leading educational youth movement and as a key provider of non-formal education by establishing clarity on Scouting's stance on key public policy topics through 8 position papers and advocacy briefs with the impact data to support them.
- Improve the capacity of 15 NSOs to influence government policies on youth and advance non-formal education agenda at country level.
- Conceptualize and execute 6 youth-led digital advocacy campaigns on selected SDGs to increase the recognition of the impact of Scouting.

## Goal 4: Resource Mobilisation

Refresh the Africa Scout Region's resource mobilization strategy with a focus on long-term financial sustainability in collaboration with the Africa Scout Foundation and support to National Scout Organizations to build fundraising capacity and resilience.

### KPIs:

- Work with the Africa Scout Foundation to review and implement a resource mobilisation strategy to increase and diversify the region's resources with a focus on institutional, philanthropic, and private sector partnerships.

- Rejuvenate the Africa Scout Foundation’s role in spearheading fundraising initiatives in the region with a target to recruit 100 new and upgrading members, mobilize USD 100,000 into the capital fund of the Foundation and support 15 grassroots community projects.
- Mobilize USD 1,000,000 additional funding and USD 100,000 in in-kind support for existing and new regional initiatives, programmes, and activities using a project-based approach
- Support 15 NSOs to develop ambitious new strategies to achieve solid financial sustainability including by unlocking physical assets, developing strategic partnerships, establishing commercial ventures, and creating National Scout Foundations as avenues for resource mobilization to support Scouting activities.
- Build capacity of leaders (Board, Executives and Key Volunteers) from 15 NSOs to increase their financial resilience and fundraising skills in partnerships, resource mobilization and management of funded projects.