



CSE STRATEGY

Strategy for
Communications
and Strategic
Engagements





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Creating a Better World

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Communications
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Executive Summary

The purpose of the WOSM Strategy for Communications and Strategic Engagements is to support the achievement of the Strategy for Scouting, including Vision 2023. **Consequently, the focus of WOSM Communications and Strategic Engagements (CSE) activities is to build the recognition and brand of Scouting as a global Movement, rather than WOSM as an organisation.**

The Strategy provides a consistent framework for the World Organization, including World and Regional levels as well as National Scout Organizations, in terms of objectives, brand, and core messages. **For ease of reading, throughout the document the term “WOSM” will be used to denote WOSM bodies at Regional and World levels¹, and the term “NSO” will be used to refer to National Scout Organizations.** The starting point is that WOSM will provide a consistent, clear and unified approach to the brand of World Scouting and the support provided to NSOs.

The core brand message of Scouting is **non-formal education of young people for active citizenship**, supporting goal #4 of the Sustainable Development Goals and summarised as “Education for life”. All communications regardless of topic should refer back to this core purpose in order to consistently support the brand of Scouting. In particular, youthful imagery and young representatives should be used whenever possible to maintain the image of Scouting as focused on young people.

The **overall objectives** of the CSE strategy are **to inform and inspire all WOSM’s stakeholders** to:

- Recognise the value and relevance of Scouting;
- Speak positively and accurately about Scouting;
- Work in mutually beneficial partnerships to:
 - Support Scouting (by providing time, funding, educational resources, political support, or other resources);
 - Create positive social change in line with the Mission of Scouting.²

¹ The exact split of responsibilities, ways of working, and intra-communication between WOSM World and Regional is defined in further documents on operations.

² 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’.



WOSM CSE has three operating areas – Internal Communications, External Communications, and Strategic Engagements – that are of equal importance. These are linked by one common brand and profile for World Scouting as outlined in the CSE strategy, but may be operationally executed separately as required. The operating approach to each area can be summarised as follows:

- **Internal Communications:** NSOs are the priority stakeholders. The vast majority of WOSM efforts and resources in this area will be focused on facilitating active global dialogue with and between NSOs through a Global Communications Network. WOSM will provide a platform for Scouts to engage and share good practices with each other, however communication with individual members is primarily the role of NSOs;
- **External Communications:** the majority of WOSM (World and Regional) efforts and resources will be focused on supporting NSOs to work with relevant media outlets (local broadcast/print media, social media, etc.) in order to reach the general public within that geography. WOSM CSE will promote NSO and partner stories to assist this process but, in general, will seek to engage with media outlets directly in a highly targeted fashion;
- **Strategic Engagements:** the primary purpose of WOSM Strategic Engagements activities is to identify, develop and maintain Regional and global partnerships and relationships with key international organisations that can support the Mission and Strategy of Scouting, either on an international level or by enabling NSOs to engage with partners nationally.

In summary, the main focus of WOSM’s CSE strategy is to position Scouting as the leading educational youth Movement, through supporting NSOs and building strategic partnerships to further advance the objectives of the Movement.

The key implications for NSOs of the CSE strategy are:

- Benefits
 - Easier and quicker access to internal information, and being able to engage in dialogue with WOSM and other NSOs more frequently;
 - Direct support to improve local media relations activities and the promotion of Scouting, with focus on amplifying the impact nationally;
 - Additional support from any relationships established between strategic partners and WOSM.

- Implications
 - Align with the WOSM CSE strategy and its objectives, including key messages, tone, and visual style³;
 - In particular, adopt the key focus of positioning Scouting as non-formal education of young people for active citizenship;
 - Work in partnership with WOSM on Strategic Engagements matters in order to maximise their impact;
 - Nominate contact person(s), ideally the communication lead in the NSO, to join the WOSM Global Communication Network and with whom WOSM can communicate on CSE matters.

³ For operational guidance on branding including slogans, please see the detailed WOSM brand guidelines.

INTRODUCTION

In August 2014, the 40th World Scout Conference approved the updated Strategy for Scouting, including Vision 2023, as the Strategy and Vision for WOSM until 2023, with Communications and Strategic Engagements (CSE)⁴ named as one of the six strategic priorities. Following these events, the World Scout Committee (WSC) identified the need to review WOSM's approach to CSE, in order to ensure that WOSM's CSE objectives, activities, and messages are optimally aligned for supporting the fulfilment of the Vision.

The review provides good opportunity for revisiting current CSE activities and policies within WOSM. For example, in recent years, Resolutions 2008-28, 2011-10 and 2014-14 have called for WOSM to reconsider its approach to advocacy, whilst Resolutions 2011-12, 2011-13 and 2011-14 from the World Scout Conference in Brazil stressed the value of strengthening World Scouting's communications to enhance the profile of Scouting and to explore innovative ways to do so.

The WOSM CSE strategy is a step forward to ensure implementation of CSE strategic priority within Strategy for Scouting (2023). It aims to provide a clear, consistent framework for World Scouting (including both WOSM World and Regional bodies, and NSOs) to carry out their respective CSE activities. The intention is not to impose detailed guidance but to support and align the overall direction of CSE within World Scouting, and hence amplify the impact of all collective efforts. With key priority areas being identified, attention and resources can be focussed on these priorities.

⁴ Formerly stated as 'Communications and External Relations (CER)'. The change in terminology was made to better reflect the spirit of the Strategy with regard to working with partners in a strategic and mutually-beneficial manner.

A. Purpose of the WOSM Strategy for Communications & Strategic Engagements

The WOSM CSE strategy aims to **support the fulfilment of the Strategy for Scouting**, including Vision 2023, by aligning WOSM's CSE objectives, messages, and activities accordingly. The CSE strategy provides a **holistic framework for WOSM World and Regional bodies as well as NSOs**, within which to carry out their CSE activities in a manner that is consistent (though not identical) across WOSM.

The strategy document provides clarity on the priorities and purposes of WOSM (World and Regional) CSE activities. It also aims to provide a framework for NSOs on core issues such as a brand, core messages and key activities that will maximise impact with limited resources.

B. Objectives of WOSM work on Communications & Strategic Engagements

Vision 2023 states:

*"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.**"*

This impacts CSE in several ways:

- "world's leading educational youth movement": to build the recognition of Scouting among the general public and influential external parties as the world's leading educational movement that enables young people to meaningfully participate at the decision-making process;
- "enabling [...] young people": provide platforms for young people to speak up and engage as active citizens, advocate for the importance of non-formal education and enabling young people to be active citizens;
- "shared values": to enable effective internal communication and dialogue that promotes shared values and the unity of the Scout Movement;
- "100 million": support the growth of Scouting by positively and accurately promoting Scouting and supporting and enabling NSOs to do the same;
- "creating positive change in their communities": bringing positive social impact and contributing to a sustainable development is the ultimate goal of all Scouting activities.

Consequently, the **overall objective of WOSM CSE is to inform and inspire all WOSM's stakeholders** to

- Recognise the value and relevance of Scouting;
 - Speak positively and accurately about Scouting;
 - Work in mutually beneficial partnerships to:
 - Support Scouting (by providing time, funding, educational resources, or other resources);
 - Create positive social impact in line with the Mission of Scouting;
- while building effective internal communication that promotes shared values and the unity of the Scout Movement.

C. Profile and branding for World Scouting

The focus of WOSM CSE is to build the recognition and brand of Scouting as a global Movement, rather than of WOSM as an organisation. The focus of Scouting is the **non-formal education of young people for active citizenship** so as to create a better world, especially as relates to goal #4 of the Sustainable Development Goals. The Scout programme engages young people in a range of social issues as catalysts for learning and the promotion of active citizenship. Current examples are environmental issues, dialogue and peace education, work with refugees and disaster relief support. However, whatever the method or issue being explored, in order to strengthen Scouting's profile accurately **all communications should link back to the core focus of Scouting**, in other words, highlight the educational mission of Scouting within context of the topic under discussion. In summary, Scouting should be known primarily for **non-formal education for active citizenship**, secondarily for the **social impact** created through Scouting activities.

Table 1 summarises the brand for World Scouting (note: the word 'brand' is here used to describe the overall profile and 'feel' of Scouting that results from Scouting's activities and the way Scouting is portrayed by individual members, NSOs and WOSM – it is thus a much broader concept than visual imagery only). The brand statement offers guidance on the core brand promise of Scouting, as well as the tone and style of communications in order to consistently profile Scouting as non-formal education of young people. In line with Scouting's educational mission, the brand statement is based on the key principles of the Youth Programme: youth-centric; education-relevant; developing active citizenship; locally adapted and globally united; up-to-date and relevant; open to all; attractive, challenging, and meaningful. It does not offer detailed operational guidance such as slogans or logos etc., since such items are the responsibility of NSOs and WOSM bodies based on local and situational realities.

TABLE 1

**WHAT IS THE SCOUT BRAND?
HOW DO WE TALK ABOUT IT
AND SHOW IT?**

What we offer our youth members:

A values based, non-formal education programme that enables them to develop the skills to become active citizens and create a positive change (social impact) in their communities and in the world.



How?

We achieve this by using the Scout Method to help young people engage in a range of non-formal learning opportunities with their friends. This includes (but not limited to) engaging on issues that are chosen locally based on geographical and local needs and according to the needs of young people, e.g. (list in no particular order and examples only).

- Education
- Employment
- Youth empowerment
- Volunteering
- Sustainable Development/Environment
- Peace and dialogue
- Emergency preparedness/ Disaster relief
- Refugees
- Gender
- Leadership

Tone of written or spoken word

Youthful	Inspiring
Challenging	Confident
Positive	Engaging
Authentic	Caring

Style of Images/Video

Youthful
Outdoors
Happy
Diverse (culture, gender, geography, religion, etc.)
In action
Entrepreneurial
Collective

D. Operating Areas

WOSM CSE includes three operating areas that are of equal importance for fulfilling the objectives above – Internal Communications, External Communications and Strategic Engagements. These are linked by one common brand and profile for World Scouting as outlined in the CSE strategy, but may be operationally executed separately as required. The sections below summarise detailed objectives, core stakeholders and key success factors for each.

Internal Communications

WOSM internal communications includes all communications activities and interactions occurring between stakeholders within WOSM. *The priority stakeholders of WOSM (World and Regional) are the NSOs.* The vast majority of WOSM World and Regional efforts and resources in this area will be focused on facilitating active global dialogue with and between NSOs. WOSM will also provide platforms for individual Scouts and adult volunteers to engage and share good practices, but this will be a considerably lesser priority.

Purpose of WOSM Internal Communications:

1. Inspire the development and unity of the Scout Movement by consistent messaging, e.g. on WOSM policy matters, and open and transparent communication;
2. Prioritise active global dialogue with and between NSOs, sharing good practice and talking accurately and transparently about activities in a timely manner;
3. Through WOSM's platforms, enable individual Scouts and adult volunteers to engage with each other (Scout to Scout), be inspired and to 'tell their stories' both virtually and in person.

Key success factors for how this will be achieved - WOSM will:

1. Provide effective platforms ([scout.org](https://www.scout.org), social media, mobile app, intranet, etc.) for sharing accurate and timely information that promotes transparent dialogue between WOSM and NSOs, and encourages dialogue and sharing between NSOs;
2. Regularly establish core messages aligned with WOSM strategic objectives, that will be clearly and consistently communicated with NSOs;
3. Also provide platforms and channels to enable individual Scouts to access information about WOSM and promote dialogue between them.

Key stakeholders: NSOs (main priority), individual members (secondary focus)

External Communications

External Communications refers to all communications and interactions occurring between WOSM stakeholders (including individual Scouts and adult volunteers, NSOs, Regional or World bodies) and external parties with which WOSM does not have an institutional relationship. Notably, this includes crisis communication towards external audiences. *The majority of WOSM global resources will be focused on supporting NSOs to work with relevant media outlets (local broadcast/print media, social media etc) in order to reach the general public and portray Scouting in an accurate and positive way.*

Purpose of WOSM External Communications:

1. Support NSOs to speak positively and accurately about Scouting to and through their local media (including social media), so that media representatives and the general public recognise the value of Scouting and strengthen their support for Scouting (main priority);
2. Maintain and strengthen the Scout brand by using the outcome of NSO's media work to identify, aggregate and highlight good and timely stories about Scouting from around the world and share it through WOSM channels (secondary focus);
3. Maintaining the Scout brand by engaging with and supporting NSOs to engage with external media outlets during times of crisis (as required).

Key success factors for how WOSM will globally support NSOs:

- Clarifying the Scout brand, visual identity and core messages of Scouting so they can be used by NSOs to maximise the recognition of Scouting;
- Providing access to practical support, resources (e.g. pictures, video material), tools and a programme of events likely to attract media attention (e.g. World Scout Jamborees);
- Providing education, training and support to NSO media contact people with whom WOSM can communicate on CSE matters;
- Encouraging peer support and sharing good practice between NSOs;
- Keeping NSOs up to date with latest media developments so they are better able to maximise media impact;
- Providing procedures and guidance to better enable NSOs to strategically respond to and manage crisis situations so as to manage the Scout brand.

WOSM will:

- Establish a well-functioning Global Communications Network facilitated by WOSM to ensure a smooth flow of news and information between NSOs, coordinate global campaigns, and amplify global messages;
- Provide spokesperson training for all WOSM global representatives to make sure they are aware of agreed messages and are able to use them in their roles⁵ and contexts;
- Support NSOs to train young spokespersons to be prepared to talk to media;
- Promote high quality stories from NSO and external partners through WOSM channels;
- Develop and provide a crisis communications procedure designed to manage the brand damage of a crisis situation on WOSM and its stakeholders.

Key stakeholders: NSOs (main priority), general public (secondary priority)

⁵ The role of a WOSM global representative is specifically to represent the Movement at World level. However, they may (under the request of a Region and/or NSO) also serve as a Regional or national representative as long as their additional position aligns with that of the CSE strategy.

Strategic Engagements

Strategic Engagements includes the establishment and maintenance of all WOSM's (NSO, Regional or World level) institutional relationships with external parties. This includes (for instance) inter-governmental organisations, non-governmental organisations, private corporations, foundations, governments and donors.

Advocacy and engagement in a WOSM context are defined as follows:

- **Advocacy:** actively influencing external stakeholders to take decisions in a certain direction consistent with Scouting's values and Mission.
- **Engagement:** the establishment of a collaborative relationship to achieve mutually beneficial outcomes between two or more entities by exchanging, supporting, sharing and working together on a specific issue (*Ref: The Marrakech Charter, Bangalore Revised Edition*).

Purpose of WOSM Strategic Engagements:

The primary purpose of WOSM Strategic Engagements activities is to identify, develop and maintain *mutually beneficial partnerships and relationships with key international organisations; to either attract support for Scouting and/or create positive change through advocacy*. At world level this will be done through select strategic partnerships and relationships. In addition to this, Regional partnerships are made at the discretion of the Regions. The secondary role is to support, where appropriate, NSO-driven Strategic Engagements activities. WOSM provides a supporting service through (for instance) visits of WOSM officials to NSOs, and guidance on relevant CSE-related issues as they arise.

WOSM's approach to advocacy:

Why – WOSM has an institutional responsibility to advocate as a way to (in order of importance):

- Position WOSM as the world's leading non-formal educational youth movement so as to contribute to the fulfilment of Vision 2023;
- Enable young people to be active citizens and create positive social impact, thus contributing to the Mission of Scouting.

What – WOSM directly advocates for:

- Recognition and support of non-formal education;
- Young people, as active citizens, to have the opportunity to take part in decision-making processes related to issues that affect them.

WOSM may choose to engage on adjacent topics if an opportunity arises that enables WOSM to achieve one or more of the advocacy objectives above – however WOSM’s advocacy message will always link back to promoting non-formal education and enabling young people to be active citizens. Such adjacent topics may include but are not limited to employment, volunteering, environment, peace and dialogue, refugees, disaster relief, etc.

Key success factors - WOSM globally will:

- Primarily use the voice and views of young people when speaking externally;
- Capitalise on the Movement’s diversity, multi-cultural membership and inclusiveness in external representation;
- Consult widely among WOSM membership, especially with NSOs young people, and show flexibility in defining advocacy positions, priorities and topics;
- Offer educational and training opportunities in the field of Strategic Engagements to those representing WOSM globally;
- Build the capacities of Regions and/or NSOs to offer training opportunities to individual members;
- Establish assertive, mutually beneficial partnerships with selected organisations and coalitions which can support the non-formal educational mission of Scouting;
- Be recognised by relevant regional and global institutions as the leading youth Movement;
- Ensure and be able to demonstrate benefit to NSOs of the partnerships established by WOSM.

Key stakeholders: international partner organisations

E. Key Stakeholders of WOSM CSE

Based on the above, the key stakeholders for WOSM are NSOs and selected global strategic partners:

- By supporting the work of NSOs, WOSM maximises and multiplies the impact of CSE activities. By increasing the quality of NSO CSE, WOSM is able to both directly support the mission of NSOs individually but also accelerate the achievement of WOSM's CSE aims globally so as to achieve common objectives at all levels;
- WOSM engages in partnerships and relationships with global and regional organisations that are beyond the means or reach of individual NSOs. By working with partners, WOSM can not only gather direct support for Scouting, but also enable additional partnership opportunities for NSOs locally as well as supporting the recognition of NSOs as members of the leading global youth Movement.

Specifically, by operating area,

For **Internal Communications** the key stakeholders can be defined as follows:

- The majority of WOSM's CSE effort and resources should be focused on NSOs;
- A secondary focus of resources is on individual members, both young people and adult volunteers, as the aim of WOSM's work should be to simply amplify and reinforce messages from NSOs. It is the role of NSOs (not WOSM) to communicate directly with individual members.

For **External Communications** the key stakeholders can be defined as follows:

- The majority of WOSM's effort will be focused on supporting NSOs to maximise their external communications. This will be done in a variety of ways as described above but the expectation is that the key "stories" of interest to external audiences will come via NSOs (with potential WOSM support where appropriate) rather than be produced directly by WOSM;
- A lesser amount of WOSM's effort will be on focused messages for the general external audience. WOSM should be a source of general, high level, accurate information about World Scouting that provides an overview for (for instance) those doing research on Scouting from the media, potential partners and donors and those who may come across WOSM channels whilst looking for information on Scouting in their country.

For **Strategic Engagements** the key stakeholders can be defined as follows:

- International organisations which may be able to support the Mission of Scouting. These may be commercial and non-commercial organisations and coalitions with whom WOSM may be able to partner, for example INGOs and IGOs able to support WOSM's non-formal educational mission. WOSM will seek to focus on a select number of strategic key partners with which WOSM will build active, mutually beneficial partnerships. WOSM will maintain relationships with a wide variety of other organisations in order to maintain its profile as the world's leading youth Movement, depending on the issues and priorities of WOSM;
- At the request of NSOs, WOSM will provide support for NSOs to maintain relationships with their governments and other bodies that may be able to support Scouting within the area. For example, this may be done by providing delegations of WOSM officials that will advocate in partnership with the national leadership of an NSO, in order to strengthen the NSO's image as a member of a worldwide Movement.

F. Implementation of the WOSM CSE Strategy

Operating principles

The WOSM CSE strategy as described above will be achieved by the adherence to a number of operating principles – WOSM will:

1. Maintain a consistent brand

- Provide training and support to all those called upon to represent WOSM both internally and externally at World and Regional levels, subject to available resources;
- Directly support NSOs to enable them to comply with the WOSM CSE strategy and to achieve effective CSE actions by providing training, strategy, resources, digital assets and other support;
- For external communication and strategic engagements, wherever possible, be represented by young people who are trained and supported to carry out their role.

2. Tell stories

- Focus on telling Scout stories to support and amplify Scout brand values;
- Use the voices and images of young people wherever possible as the primary image of WOSM;
- Use user-generated content that is managed and curated to accurately present the Scout brand.

3. Collaborate

- Work in partnership with NSOs and other bodies to deliver the WOSM CSE strategy;
- Work in partnership with volunteers and professional staff across the CSE field to inform, critique and assist in the further development and delivery of the WOSM CSE strategy;
- Have a core team of volunteers and professional staff that will work with a wider team of trained and supported representatives who will be primarily but not exclusively young people;
- Build and maintain a Global Communication Network within WOSM to ensure smooth flow of news and amplify WOSM's messages and campaigns;
- Develop a clear plan of action, including human, financial, and technical resources required, for the short, medium, and long term, that is flexible to respond to opportunities and emerging issues.

Roles and responsibilities

This section lays out the split of responsibilities between:

- CSE functions and other functional areas (e.g. Educational Methods, Organisational Development)
- WOSM World and Regional levels
- WOSM and the World Scout Foundation

CSE function and other functional areas

- CSE as functional areas are responsible for laying out WOSM's CSE strategy for approval by the World Scout Committee, overseeing and coordinating WOSM's CSE activities, and monitoring progress made on profiling WOSM in support of the Strategy for Scouting. CSE also carries direct responsibility for implementing selected parts of the CSE activity portfolio (e.g. WOSM online communications, selected external partnerships).
- *Other functions* (e.g. Scouting Development, Organisational Development, World and Regional leadership) hold joint responsibility for implementation of the activity portfolio (e.g. external partnerships related to Educational Methods/Organisational Development, etc.), and are expected to comply with the CSE strategy in their approach and messaging, as well as coordinate with the CSE function about on-going activities and partnerships to enable CSE to maintain a holistic overview of WOSM's strategic engagements and impact on profile.

WOSM World and Regional level

- *WOSM World level* oversees implementation of the WOSM CSE strategy across WOSM. It also carries responsibility for interactions with institutional and donor stakeholders of a global nature, for which the world organisation is the natural counterpart. It is also responsible for the world level channels and systems that support dialogue with NSOs.
- *The WOSM Regions* are responsible for aligning Regional CSE activities with this strategy and the operating principles above, adapting WOSM CSE activities and approaches to their local context, including direct execution of interactions with stakeholders of a Regional nature. They are also primarily responsible for supporting NSOs on CSE topics and activities, in line with this strategy. It is expected that Regional offices will have at least a part time professional staff allocation in charge for CSE who will work in coordination with global counterparts;
- The WOSM World and Regional entities will coordinate their CSE efforts and collaborate to maintain a uniform image and multiply the impact of WOSM CSE activities.

WOSM and the World Scout Foundation

- *WOSM and the World Scout Foundation (WSF)* share many common interests, in particular how to positively represent Scouting, and work in partnership on some of WOSM's CSE activities;
- The WSF is an independent institution that provides important support to WOSM and World Scouting in the areas of fundraising and other external partnerships by leveraging the Scouting brand. It is important for the WSF and WOSM to be aligned on the profiling of World Scouting within the framework of this CSE strategy;
- WSF and WOSM volunteers and professional staff collaborate regularly to ensure that the CSE activities and profiling of the two organisations are mutually supportive.

G. Implications of the WOSM CSE strategy for NSOs

For the CSE strategy to be effective, it must be implemented in a genuine partnership between WOSM and NSOs. WOSM is committed to supporting NSOs in the ways described above, but in order to do so effectively there are a number of implications for and expectations on NSOs. For clarity these are listed below.

NSOs are expected to:

- Align with the objectives, brand, tone, style and operating principles as detailed in the CSE strategy;
- Accept responsibility for building an accurate and positive image and profile of Scouting in their local context;
- Share relevant and 'on brand' Scout stories from their NSO with WOSM, for sharing via World and Regional channels;
- Be an active partner with WOSM in developing and implementing partnerships;
- Be an active partner with WOSM on advocacy issues;
- Contribute by sharing good practice with other NSOs;
- Encourage young people to be involved in all aspects of CSE activities, including applying for training and acting as spokespeople and representatives;
- Appoint a volunteer or professional media contact person and inform WOSM of that person's contact details to ensure timely and accurate communication;
- Appoint a volunteer or professional staff as a contact person for Strategic Engagements and inform WOSM of the person's contact details to ensure effective coordination.

H. Duration, Evaluation and Review of the WOSM CSE strategy

In the spirit of supporting and mirroring the Strategy for Scouting, including Vision 2023, the WOSM CSE strategy is valid until the 43rd World Scout Conference 2023. A CSE plan will be prepared and executed in each triennium to support the corresponding Triennial Plan of the World Scout Committee. An impact assessment of progress made against the defined meta-indicators will be done twice per triennium, including the evaluation of progress made towards set CSE objectives. A major review of the CSE strategy will be carried out in the triennium 2020-2023 in conjunction with the updating of the Strategy for Scouting.

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