



© WSB Inc. / Victor Ortega

MIDTERM REVIEW REPORT

2017 - 2020 Triennial Plan



SCOUTS[®]
Creating a Better World

STRATEGY



SCOUTS®
Creating a Better World

© World Scout Bureau Inc.
Management
June 2019

World Scout Bureau
Global Support Centre
Kuala Lumpur

Suite 3, Level 17
Menara Sentral Vista
150 Jalan Sultan Abdul Samad
Brickfields
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000
Fax: + 60 3 2276 9089

worldbureau@scout.org
scout.org

Reproduction is authorised to National Scout Organizations and Associations which are members of the World Organization of the Scout Movement. Credit for the source must be given.

Photos by: Czech Scouts, Huyung Kyu Jang,
George Botros, Enrique León, Nelson Opany,
Olivier Ouadah, Victor Ortega, Yoshi Shimizu.

MIDTERM REVIEW REPORT

2017 - 2020 Triennial Plan

CONTENTS

FOREWORD	6
-----------------	----------

EXECUTIVE SUMMARY	8
--------------------------	----------

INTRODUCTION	12
---------------------	-----------

 PROGRESS OF THE 2017-2020 TRIENNIAL PLAN A look into the progress made towards achieving the 2017-2020 Triennial Plan and the Strategy for Scouting (Vision 2023)	14
---	-----------

 Educational Methods Work Stream	14
--	-----------

 Communications and Partnerships Work Stream	40
--	-----------

 Good Governance Work Stream	50
--	-----------

 Growth and Strategy Coordination Group	62
---	-----------

Fees Task Force	66
------------------------	-----------

Establishing an Ethics Committee Task Force	70
--	-----------

Evolution of the World Scout Youth Forum and the World Scout Committee Task Force	72
--	-----------

World Scout Committee Size and Effectiveness Task Force	74
--	-----------

Languages Task Force	76
-----------------------------	-----------

	PROGRESS OF VISION 2023 (META-INDICATORS)	78
	GROWING TOGETHER	84
	THE WORLD SCOUT COMMITTEE AND THE OPERATIONAL FRAMEWORK	90
	Diversity and Inclusion in the Operational Framework	92
	Gender mainstreaming	94
	WOSM INITIATIVES	96
	WOSM Services	97
	Scouts for SDGs	100
	Messengers of Peace	104

FOREWORD



Dear friends,

In April 2019, we marked the midpoint in our 2017-2020 triennium. This provided an opportunity to reflect on our progress to date and ensure that we adequately report on it to all National Scout Organizations (NSOs).

This report shows the progress we have made towards implementing the shared objectives of our Triennial Plan, and we are proud to highlight the many successes that have supported our efforts of “Growing Together” this triennium. Still, there is more work ahead of us in the coming period, and we look forward to collaborating with you to achieve all that is set out in our plan.

This has also been an opportunity to reflect on the overall progress we are making towards achieving Vision 2023 (Strategy for Scouting), as we are also at the midpoint in this nine-year journey which started in 2014 when NSOs agreed on the way forward for the Movement. By reviewing a set of 16 meta-indicators, we have noted good progress in achieving our Vision, with many of them on track for full achievement by 2023.

Along with the Midterm Review, we have also produced an annual report that showcases our impact and outreach as well as the work WOSM has achieved in 2017-2018. We warmly invite you to review this report and share it with your stakeholders.

Our focus this triennium has been sustainable growth, and we have invested substantial efforts to achieve this. To that extent, we are proud to note that our Movement continues to grow, large thanks to all of the efforts implemented at local, national, regional, and world levels. Still, to reach the targets we have set out for this triennium and beyond, we will need to ensure we maintain a strong focus on growth and continue to work together to offer better Scouting to more young people.

This report will provide an excellent insight into the work that has been happening at the world level since our 41st World Scout Conference in Baku, Azerbaijan. We hope that it will also spark discussion in NSOs on potential ways in which you can contribute to achieve our 2017-2020 Triennial Plan and Vision 2023 as well as the support you may need from WOSM to reach your goals.

We remain committed to “Growing Together” and look forward to collaborating with you to achieve our shared objectives.

Yours in Scouting,



Craig Turpie
Chairperson, World Scout Committee

A handwritten signature in black ink, reading "Craig Turpie".

Ahmad Alhendawi
Secretary General, WOSM

A handwritten signature in black ink, reading "Ahmad Alhendawi".

EXECUTIVE SUMMARY



The Midterm Review provides an overview of the progress made across our Movement at the midpoint of the 2017-2020 Triennial Plan and its overall Strategy for Scouting (Vision 2023). It leverages existing World Scout Bureau (WSB) information such as censuses, services, and Global Support Assessment Tool (GSAT) datasets as well as knowledge gathered through an extensive survey in which over 78% of NSOs took part. The results were considered both on the operational and the strategic levels of WOSM's decision-making process and form the guiding beacons for the completion of this triennium's work as well as the final stretch towards Vision 2023.

The Education Methods Work Stream has been instrumental in the content development of the WOSM Services and Scouts for SDGs. The Rovers Centenary and Wood Badge Centenary were also organised in this reporting period as well as the creation or revision of almost 40 reference documents, toolkits, and e-learning courses.

Progress on 13 out of the 15 objectives under Educational Methods in the Triennial Plan are on track, with only two behind schedule. More than 30 additional resource documents and e-learning courses are still expected to be produced by the end of the triennium as well as several major World Scout Events, which include the World Scout Jamboree and the World Non-Formal Education Forum.

The Communications and Partnerships Work Stream's has been ensuring that Scouting's profile accurately portrays what we do and why we do it, reflecting our shared values. Since the beginning of the triennium, the Work Stream has been enhancing storytelling through social media, photos and videos; making communications with NSOs available in more working languages; appointing the first Chief Ambassador of World Scouting; and supporting the digital transformation of the WSB.

The Work Stream has also led and coordinated communications for major international and Scouting events, launching new initiatives and programme as well as representing WOSM at key partnership events. The Communication and Partnerships objectives are all on track. For the remainder of the triennium, World Scout Events will be extensively covered; the Scout Ambassador programme will be further developed; and a Global Communication Network as well as youth representatives and spokespersons training will be launched.

The Good Governance Work Stream has been improving the support provided to NSOs in the area of Global Support Assessment Tool (GSAT); strategic planning, monitoring and evaluation; impact assessment; and financial management. As of today, 58% of NSOs has been assessed with GSAT and 27 were supported in strategic planning. Financial management best practices are being identified to tailor the resources and service to be made available. Moreover, efforts on impact measurement has resulted in a published report showing favourable results on Scouting's impact on young people in multiple countries.

Three out of four Good Governance objectives are on track. For the rest of the triennium, the financial management support will be fully developed; GSAT assessments will continue, the revamped Strategic Planning, Monitoring, and Evaluation Toolkit and the second report on impact measurement will be published.

Five Task Forces were established in this triennium. They are the Fees Task Force, Establishing an Ethics Committee Task Force, Evolution of World Scout Youth Forum and the World Scout Committee Task Force, World Scout Committee Size and Effectiveness Task Force, and the Languages Task Force.



The Growth and Strategy Coordination Group has been providing coordination to the overall implementation of the Triennial Plan as well as the development of the WOSM Growth Agenda and continuous improvement efforts to strengthen the World Scout Committee and the Operational Framework. Furthermore, an analysis and mapping exercise of existing measures on sustainability within WOSM was undertaken and short as well as long-term measures to promote environmental sustainability have been considered.

In the remaining period of this triennium, the group will facilitate a participatory process for developing the draft of the 2020-2023 Triennial Plan for the 2020 World Scout Conference and finalise guidelines for Regional Triennial Planning processes.

The Fees Task Force concluded its work and submitted a final report and its recommendations to the World Scout Committee, which endorsed the new fee model in April 2018. Additionally, having laid a solid foundation for the establishment of the Ethics Committee through the proposition of its Terms of Reference, WOSM Code of Conduct, and a revised Complaints Policy, the Task Force on Establishing an Ethics Committee has successfully concluded its mandate.

The Evolution of World Scout Youth Forum and the World Scout Committee, World Scout Committee Size and Effectiveness, and Languages Task Forces have all been conducting research and collecting feedback from NSOs and stakeholders on their respective topics and all three are on track to deliver their findings and proposal by the end of the triennium.

At the start of the triennium, we developed a roadmap on how to most strategically approach our Growth ambitions. The result has been captured in the WOSM Global Growth Agenda and its five pillars.

The achievements include an Express Census which collected membership data of 80% of NSOs showing an overall growth of 4% since 2017; impact measurement study in seven countries, which shows that Scouts are more likely to be more personally developed than non-Scouts; strengthening WOSM's capacity to provide the Growth service by sharing best practices as well as targeted support to 30 NSOs; and welcoming Pathfinder Scouts Vietnam as the newest member of the Movement.

In this triennium, two new global initiatives were launched and they are now being implemented along with the Messengers of Peace initiative. Since June 2018, WOSM Services were introduced through a soft launch for streamlining support to all 170 Member Organizations. This new approach to service has enabled us to strengthen the capacity of our NSOs worldwide at a much faster and more effective pace, ultimately delivering better Scouting to more young people worldwide. In November 2018, World Scouting launched Scouts for SDGs, the world's largest coordinated youth contribution to the Sustainable Development Goals, mobilising our network of 50 million Scouts to take everyday actions to create a more sustainable world.

The Messengers of Peace Programme continues to encourage Scouts to do community service and tell the story of their experience in order to inspire others to action. During this period, over 100 new projects coming from across all six WOSM regions have been approved and awarded a total of USD 4.3 million.

This triennium saw a shift in the management of the Operational Framework to deliver on the Triennial Plan by establishing a strong partnership between volunteers and staff in co-leading the different operational bodies. Continuous improvement processes initiated in the last triennium were strengthened, including a performance review and satisfaction evaluation for all elected and appointed volunteers. Additionally, volunteer co-leads participated in the annual performance reviews of the professional staff with whom they partnered in the operations.

In terms of the diversity and inclusion of the Operational Framework, around 30% of appointed volunteers are under 30 years of age and 43% of appointed volunteers are women. To further advance our strategic efforts towards gender

equality, the World Scout Committee has established a temporary innovation group tasked to support it with insights to improve the gender mainstreaming capacity and capabilities of WOSM.

In order to track progress towards our nine-year Strategy for Scouting (Vision 2023), a set of meta-indicators was developed in 2014 to track progress towards the goals set for 2023. From the 16 meta-indicators measured, three are ahead of schedule and 11 are on track. The two that are behind schedule are on the topics of training young representatives to promote WOSM to global stakeholders and increase Scouting's global market share.



Overall, work is on track to deliver on the objectives of the 2017-2020 Triennial Plan. Preparations towards the 2020 World Scout Conference have been initiated, which will enable the Movement to take stock of the overall progress towards Vision 2023 and initiate the last stretch towards completing this iteration of the Strategy for Scouting.



INTRODUCTION



© WSB Inc. / Olivier Ouadah-SGF

This report provides an overview of the progress made across our Movement towards achieving the 2017-2020 Triennial Plan and its overall Strategy for Scouting (Vision 2023). The report not only comes at the middle of the term of the incumbent World Scout Committee, but also at the midpoint of the overall implementation of the Strategy for Scouting as approved by the 2014 World Scout Conference in Slovenia.

You will not only find an overview of the achievements reached in terms of Key Performance Indicators (KPIs) set out in the Triennial Plan, but also reports on the progress in the different working groups set up to achieve the objectives. Additionally, there are also updates on key WOSM initiatives launched this triennium (Scouts for SDGs, WOSM Services, and the Growth Agenda) as well as insights on the continuous improvement processes within the World Scout Committee as part of WOSM's focus on good governance.

Within the document, the objectives are divided according to the Work Streams of the World Scout Committee and Task Forces appointed by the World Scout Committee (the Operational Framework). As the Work Streams divided their work by units, the status updates for each unit contain a short description of the work completed in the past year and a half as well as a brief outline of what needs to be done next.

This report is the final result of an in-depth review of the progress achieved midway through the triennium. It is not only based on WSB datasets such as censuses and GSAT, but also an extensive survey in which over 78% of NSOs took part.

The results of this midterm survey were reviewed by the Work Stream co-leads during a Growth and Strategy Coordination Group weekend workshop as well as a full day of debate at the April 2019 World Scout Committee meeting in the Republic of Korea and informed several operational decisions to ensure completion of the work at hand.

The report will form the basis of the final planning of the triennium as well as the first piece towards drafting the Triennial Plan for the 2020-2023 triennium.

Finally, the report serves as an accountability measure towards NSOs, since it gives an accurate description of the current status as well as an assessment of the work needed to achieve the objectives set out in the Triennial Plan.



PROGRESS OF THE 2017-2020 TRIENNIAL PLAN



Educational Methods Work Stream



“As far as I can remember, justice and inclusion have always been key values in my life. It was a passion and then, when I became an adult, it became my work too. Having the chance to contribute to diversity and inclusion at the world level for WOSM is for me a wonderful challenge: one day, our Movement will be really inclusive by design, for every young person. We are on the right track. Let’s keep moving forward together!”

Emilie Van Der Broeck (Belgium)

The Educational Methods Work Stream has a mandate to coordinate the overall work in eight areas of education under the WOSM Services. Eight units and four subunits were created correspondingly: Youth Programme and Renew Approach to Programme (RAP/MACPRO) subunit, Youth Engagement, Better World Framework, and the World Scout Environment Programme review subunit, Spiritual Development, Adults in Scouting (and AiS Digi book and Wood Badge framework subunits), Safe from Harm, Diversity and Inclusion, and Humanitarian Action units.

The Educational Methods Work Stream advises the World Scout Committee on matters related to education and ensures the connection and continuation of work at the world and regional levels. It has the highest number of work areas and volunteers under its scope from the 2017-2020 Operational Framework. The following are their collective achievements so far in this triennium:

- providing essential support to the launch of the WOSM Services and Scouts for SDGs
- coordinating two centenaries (Rovers Centenary and Wood Badge Centenary)
- created or revised 15 reference documents, 16 practical tools, and eight e-learning courses
- organised 13 webinars to inform and raise awareness on education-related matters in the five working languages of WOSM

For the rest of the triennium, the Work Stream will complete seven reference documents, 14 practical tools, 14 e-learning courses, 26 webinars, and organise four major events, which include the Scouts for SDGs seminar for young people, Better World Framework regional workshop, Interreligious Symposium, Scout Centre of Excellence for Nature and Environment (SCENES) meeting, and Humanitarian Action training.

Educational Methods Work Stream



Youth Programme

Under the Youth Programme, there are three units mandated to deliver the objectives of the Triennial Plan under the Educational Methods strategic priority area and the Youth Programme subarea. These units are the Youth Programme, Spiritual Development, and Better World Framework units. Their role includes developing documents as well as creating tools and e-learning courses. This is a continuation of the work started in the last triennium, especially in line with the updated World Scout Youth Programme Policy, Scouts for SDGs, and the continuation of the work in the area of spiritual development.

In the first half of the triennium, the Youth Programme unit worked on updating the Essential Characteristic of Scouting, the RAP/MACPRO Toolkit, and the World Scout Youth Programme Policy to reflect the updated Scout Method and the work with the Sustainable Development Goals (SDGs).

The unit also developed NSO Guidelines on how to integrate sustainable development education in the Youth Programme and produced a toolkit for delivering Youth Programmes for NSOs (working with the Eurasia Scout Region on piloting these resources) and is working on developing a Youth Programme assessment tool.

The Spiritual Development unit created an e-learning course on spiritual development and worked to update the Guidelines on Spiritual Development in the Youth Programme (final stage). The unit is also developing the Interreligious Dialogue Badge (final stage) and created a collection of best practices on spiritual development.

The Better World Framework unit developed the concept paper on the Better World Framework and the SDGs and aligned six initiatives under the Better World Framework umbrella and Scouts for SDGs. It also mapped out the best practices of Scouting and the SDGs, developed the Introduction for SDGs for Young People training kit and hosted webinars on two World programmes.

For the rest of the triennium, the units under the Youth Programme will be developing additional materials for NSOs, including eight e-learning courses (on the Youth Programme, Spiritual Development, and six World initiatives), an Interreligious Dialogue badge, a spiritual development toolkit, and host webinars on six World programmes.

The units will also write a position paper on non-formal education in cooperation with the Communications Work Stream and develop the Scout Method document and materials for the WOSM leadership model.

Finally, a Better World Framework alignment workshop for regional teams will be organised and the review of the World Scout Environment Programme will be finalised.

Educational Methods Work Stream

OBJECTIVE: *Develop a model of integrating SDGs into the Youth Programme*

KPI: *60 NSOs will incorporate the SDGs framework in their Youth Programmes through their own national initiatives*

Target	Progress	Status	Data source
60 NSOs	More than 60 NSOs	On track	NSO survey

Current progress on this objective

The NSO Guidelines on how to integrate sustainable development education in the Youth Programme were developed, published, and are currently being translated into all working languages. The concepts of the guidelines were presented in three regional conferences.

Plan for this objective for the rest of the triennium

The guidelines will be presented in the three upcoming regional conferences and an e-learning course on this topic will be developed. The monitoring of NSOs which are reviewing or implementing the concept is ongoing. More good practices in this area will be collected at the national and regional levels. Some social media campaigns will be integrated with the SDGs hub.

OBJECTIVE: *Increase the quality and quantity of community development projects*

KPI: *30 NSOs will inspire community development projects as a progress of implementing the SDGs and the Better World Framework*

Target	Progress	Status	Data source
30 NSOs	More than 30 NSOs	On track	NSO survey

Current progress on this objective

All World initiatives under the Better World Framework are now aligned with the SDGs. The Better World Framework unit has developed the Introduction of SDGs for Young People training kit, which has been published, tested in three NSOs, and planned for distribution during the 24th World Scout Jamboree.

Plan for this objective for the rest of the triennium

The Better World Framework monitoring and evaluation mechanism will help to measure the results of the alignment with the SDGs in the NSOs. The Better World Framework networks as well as the SDGs hub will help to monitor the number of actions and projects in the community.

Educational Methods Work Stream

OBJECTIVE: Empower more young people to have a positive impact on their environment

KPI: 65 NSOs will provide learning opportunities to their members about environmental protection and sustainability by using WOSM's educational resources

Target	Progress	Status	Data source
65 NSOs	60 NSOs	On track	NSO Survey

Current progress on this objective

The review of the World Scout Environment Programme in cooperation with the UN Environment Programme and WWF has already started. This review will provide learning opportunities to young people on environmental protection and sustainability. Some of the learning opportunities will be tested during the World Scout Jamboree.

Plan for this objective for the rest of the triennium

The rest of the triennium will be focused on finalising the educational resources that will empower more young people to have a positive impact on their environment. The Educational Methods Work Stream will also work on creating policies in coordination with the Growth and Strategy Coordination Group as well as the Good Governance Work Stream to help all structures in WOSM to integrate sustainability measures.

OBJECTIVE: *Improve the quality of Youth Programmes in NSOs, based on the World Scout Youth Programme Policy*

KPI: *55 NSOs will improve their Youth Programmes, in line with the needs of young people.*

Target	Progress	Status	Data source
55 NSOs	More than 55 NSOs	On track	NSO survey, informed by GSAT data

Current progress on this objective

The World Scout Youth Programme Policy was updated in November 2017 to include the improved Scout Method as well as the integration of sustainable development education in the learning opportunities being offered. Since then, promotions through the regional and global channels have been in line with these updates as well as the needs of young people today and in the future. WOSM Services resources and the training of consultants in this area were developed accordingly.

Plan for this objective for the rest of the triennium

The aggregated GSAT data as well as the regional experience which shows the situation of NSOs will be closely monitored. All regional educational methods networking and training events will focus on integrating this concept. The development of the new tool that will merge RAP and MACPRO together is also focusing on this concept. All new Youth Programme consultants of WOSM Services will be integrating this important element.

Educational Methods Work Stream

OBJECTIVE: *Improve the spiritual development aspect of the Youth Programme*

KPI: *15 NSOs will improve the spiritual development aspect in their Youth Programmes by using WOSM's educational resources*

Target	Progress	Status	Data source
15 NSOs	More than 15 NSOs	On track	NSO survey

Current progress on this objective

The development of updated guidelines on the spiritual development is nearing its final stage. These guidelines are in line with the last conference resolution on spiritual development as well as the findings from the global survey on the Duty to God principle that was executed last triennium.

Plan for this objective for the rest of the triennium

After publishing the spiritual development guidelines, there will be a need to promote and integrate it in the training of WOSM Services consultants. In addition to that, the work on the Interreligious Dialogue badge will help to promote the concept of spiritual development in Scouting. This will be also discussed during the 6th World Scout Interreligious Symposium that will be held in March 2020.



Adults in Scouting

Under Adults in Scouting, there are two units mandated to deliver the objectives of the Triennial Plan under the educational methods strategic priority area and Adults in Scouting subarea. These units are the Adults in Scouting and Safe from Harm units.

Their activities include developing documents as well as creating tools and e-learning courses. This is a continuation of the work started in the last triennium, which is in line with the updated World Adults in Scouting Policy, the new World Safe from Harm Policy, and the continuation of the work in both areas.

In the first half of the triennium, the key achievement of the Adults in Scouting unit was the development of quality materials as well as tools and e-learning courses to assist NSOs in the area of Adults in Scouting, which are available through the WOSM Services. It also ensured the integration of the Adults in Scouting life cycle to manage the WOSM Operational Framework volunteers and consultants and coordinated the Wood Badge Centenary celebration under the theme – 100 years of shaping leaders.

The Safe from Harm unit introduced the Safe from Harm online training at all regional conferences and events, and offered NSOs a full range of support to assess and develop Safe from Harm measures for young people and adults.

Educational Methods Work Stream

For the remaining of the triennium, the Adults in Scouting unit will focus on encouraging NSOs to improve practices with a focus on recruitment, retention, and growth, creating digital versions of the Wood Badge framework and Adults in Scouting handbook, and working on increasing public visibility of voluntary work and opportunities in the Scout Movement.

The Safe from Harm unit will work to further support NSOs to integrate Safe from Harm into the Youth Programme and Safe from Harm training activities within Adults in Scouting and national events. Additional NSO support is foreseen through the creation of clear guidelines for developing national measures, reporting, and supporting mechanisms in the area of Safe from Harm. The unit will also provide a cross-sectional approach to Safe from Harm (e.g. across humanitarian action, JOTA-JOTI, and the Better World Framework) and establish external partnerships with professional bodies in the area of Safe from Harm.



OBJECTIVE: *Ensure the safety of Scouts*

KPI: *35 additional NSOs will incorporate a Safe from Harm policy in their national policies and practices, inspired by the World Safe from Harm Policy*

Target	Progress	Status	Data source
35 NSOs	More than 35 NSOs	On track	NSO Survey, informed by GSAT data

Current progress on this objective

Since the end of 2017, all WSB staff and WOSM volunteers at the regional and world levels have taken the Safe from Harm e-learning course. This course is also mandatory for all regional and World Scout Events. A plan to promote the resources and training courses, which are available in all five working languages, to all WSB staff and WOSM volunteers was implemented.

Plan for this objective for the rest of the triennium

Safety and security of all our youth members remains a key priority for our Movement. The NSOs' guidelines on Safe from Harm as well as materials on anti-bullying will be available soon. The vision of creating a network of Safe from Harm promoters in all NSOs is taking shape. The Safe from Harm e-learning course has been taken by more than 90% of all e-learning course participants, which shows the importance of this area and also the need to promote these courses more widely.

Educational Methods Work Stream

OBJECTIVE: Strengthen the implementation of all aspects of the life cycle of Adults in Scouting (including recruitment, training and retention), in accordance with the World Adults in Scouting Policy

KPI: 80 NSOs will improve their internal processes for recruiting, training, and retaining adult leaders, in accordance with the World Adults in Scouting Policy

Target	Progress	Status	Data source
80 NSOs	More than 80 NSOs	Behind schedule	NSO survey, informed by GSAT data

Current progress on this objective

The updated World Adults in Scouting Policy as well as all the contents in world and regional training courses include the improvement of the recruitment, training, and retention methods at the national level. The collection of best practices for NSOs is ongoing.

The percentage of NSOs implementing these methods are showing good progress, but as this area is crucial, the objective was reported to be behind schedule to allocate more time to reach out to NSOs at the national and local levels.

Plan for this objective for the rest of the triennium

The World Adults in Scouting Digi book, the Wood Badge framework as well as all upcoming Adults in Scouting resources will emphasis on the importance of recruitment, training, and retention. There will be some promotional campaigns during the 2019 Wood Badge Centenary celebration as well as on International Volunteer Day.



World Scout Events

Although there is no specific unit set up for World Scout Events, all organising teams from WOSM and host organisations are aligned with WOSM policies and are working to achieve the triennial plan objectives. Their work is also governed by the agreed guidelines of World Scout Events adopted by the World Scout Committee.

So far, the following has been achieved:

- successfully updated the World Scout Jamboree and the World Scout Moot organising guidelines to be in line with the last conference resolutions on sustainable development, youth involvement, gender equality, diversity and inclusion as well as all WOSM educational policies
- successfully created WOSM teams and planning teams that are integrated with the host teams for all upcoming World Scout Events
- successfully created a new JOTA-JOTI World team that will work on the new vision of the event

Educational Methods Work Stream

For the remainder of this triennium, the World Scout Event teams will be supporting the organisation, planning, or bidding of the following events according to the guidelines and vision set by the World Scout Committee and the 2017-2020 Triennial Plan:

- the organisation of the 24th World Scout Jamboree, in North America, in 2019
- the organisation of the 2019 JOTA JOTI according to the vision agreed with the World Scout Committee
- the organisation of the World Non-Formal Education Forum, in Brazil, in 2019
- the organisation of the 14th World Scout Youth Forum and the 42nd World Scout Conference, in Egypt, in 2020
- the planning of the 2020 JOTA-JOTI
- the planning of the 16th World Scout Moot, in Ireland, in 2021
- the planning of the 25th World Scout Jamboree, in the Republic of Korea, in 2023
- the bidding of subsequent World Scout Events



OBJECTIVE: *Deliver the 3rd World Scout Education Congress with an outward-looking focus, aimed at informing participants about important external trends that could contribute to Scouting's Mission and Vision 2023*

KPI: *WOSM will deliver the 3rd World Scout Education Congress with at least 30% of sessions focused on external trends impacting Vision 2023*

Target	Progress	Status	Data source
30% of sessions	n/a	On track	WSB assessment

Current progress on this objective

The planning of the 3rd World Scout Educational Congress so far is giving the right focus, aimed at informing participants about important external trends that could contribute to Scouting's Mission and Vision 2023.

The congress this year is integrated with a bigger event called the World Non-Formal Education Forum, which includes a global symposium on Non-Formal Education and the SDGs co-convened with UNICEF, UNFPA, and the Office of the UN Secretary-General's Youth Envoy, the annual meeting of the Big Six youth organisations as well as the annual meeting of ICMYO (the International Coordination Meeting of Youth Organisations).

Plan for this objective for the rest of the triennium

The plans are to ensure extensive discussion about international youth trends in the area of Non-Formal Education. This will ensure high-level discussions within the Movement about the future of the Scouting Education.

Educational Methods Work Stream

OBJECTIVE: Revitalise JOTA-JOTI and deliver enriching activities to Scouts worldwide

KPI: WOSM will increase reach of JOTA-JOTI to three million participants annually

Target	Progress	Status	Data source
3 million participants	2 million participants	Behind schedule	WSB assessment

Current progress on this objective

A group of talented, relatively young, and motivated volunteers as well as staff have been gathered to form the new JOTA-JOTI World team. They complement each other from all aspects: educational, communication, technical support, and creativity. This objective is marked behind schedule because of the delay in forming this team, but the team is to deliver a great event this year and in the coming years.

Plan for this objective for the rest of the triennium

The visionary plan that was created and approved by the World Scout Committee will be our mandate for the rest of the triennium to improve the quality for the event and reach out to three million participants during the weekend.

OBJECTIVE: Increase participation at the 24th World Scout Jamboree through innovative participation methods

KPI: WOSM will engage 100,000 Scouts in Jamboree activities both online and offline

Target	Progress	Status	Data source
100,000 participants	n/a	On track	WSB assessment

Current progress on this objective

The World Scout Jamboree teams are committed to engage 100,000 Scouts in Jamboree activities both online and offline. The “connected experience” area of the Jamboree programme has plans that will ensure that the target is achieved through innovative participation methods, which include educational and innovative communication methods.

Plan for this objective for the rest of the triennium

The 24th World Scout Jamboree which will be held this 22 July 2019 to 2 August 2019 in West Virginia will show a successful implementation of plans to reach more than the targeted numbers. This will happen onsite and offsite through all communication channels.

Educational Methods Work Stream



Youth Engagement

Under the Youth Engagement strategic priority area, the Youth Engagement unit is mandated to work on the Triennial Plan objective in this area, which includes developing documents as well as creating tools and e-learning courses. This is a continuation of the work started in the last triennium, especially in line with the updated World Scout Youth Involvement Policy, the 2011-2020 Youth Involvement Strategy, and Scouts for SDGs.

In the first half of the triennium, the unit focused its work on the creation of a Youth Engagement assessment tool, developing guidelines for organising a National Scout Youth Forum (final stage) as well as preparing activities to empower young people during the World Scout Jamboree.

For the rest of the triennium, the unit will produce an e-learning course on intergenerational dialogue, report on the progress of the 2011-2020 Youth Involvement Strategy, and publish a position paper on Youth Involvement (in cooperation with the Communications Work Stream).

OBJECTIVE: *Ensure greater youth engagement in NSO decision-making bodies at all levels*

KPI: *30 NSOs will have a young person under 30 as a voting member on their national board*

Target	Progress	Status	Data source
30 NSOs	More than 30 NSOs	On track	NSO survey, informed by GSAT data

Current progress on this objective

The continuous promotion of Youth Engagement at local, national, regional, and world levels is in the DNA of the Movement. All institutional measures at regional and world level are ensuring the implementation of the participatory approach of young people in the decision-making process and in the Operational Framework.

The resources under the Youth Engagement service area and the trained consultants are providing support to strengthen these concepts in WOSM. Youth Engagement is a cross-cutting area that will continue to be a WOSM priority. The Rovers Centenary was a great occasion to promote this concept.

Plan for this objective for the rest of the triennium

WOSM will continue to promote Youth Engagement in its structures at all levels. It is also integrated in the GSAT quality standards. Two e-learning courses will be developed to support the dissemination of the concepts to wider range of beneficiaries. Campaigns on Youth Involvement are being planned.

In the remaining regional youth forums, there are also plans to promote the concepts. At the end of the triennium, a full report on the Youth Involvement Strategy will be made available.

Educational Methods Work Stream



Diversity and Inclusion

Under the Diversity and Inclusion strategic priority, there are two units mandated to deliver the objectives of the triennial plan. These units are the Diversity and Inclusion and Humanitarian Action units.

Their mandate includes developing documents as well as creating tools and e-learning courses. These areas are relatively new in the WOSM structures. It is a continuation of the work started in the last triennium, especially in line with the Diversity and Inclusion Position Paper, Peace and Human Rights Education, and the work in the area of Humanitarian Action.

In the first half of the triennium, the Diversity and Inclusion unit made significant progress by creating the guidelines for Diversity and Inclusion in Scouting for NSOs and developing an e-learning course on Diversity and Inclusion. A background paper on human rights and the SDGs was developed, a session on gender equality was hosted during JOTA-JOTI, and NSOs were part the launch and promotion of the HeforShe Kit at several regional events.

The Humanitarian Action unit developed support materials for NSOs, including e-learning courses on Humanitarian Action concepts and the upcoming Scouting in Humanitarian Settings and Capacity Building in Humanitarian Action toolkits.

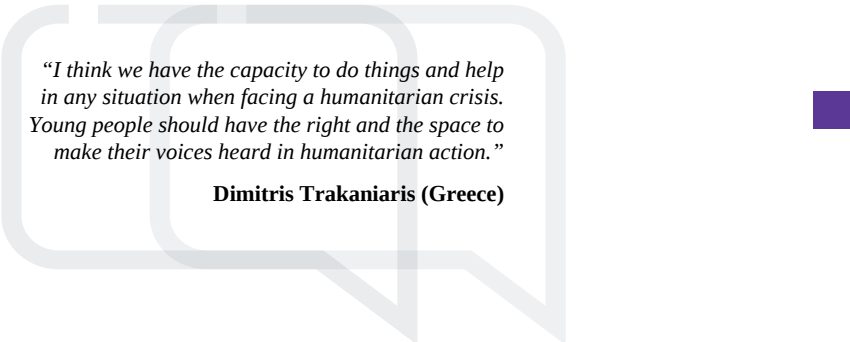
The unit also worked to strengthen WOSM's collaboration with several humanitarian actors, completed a set of standard operating procedures for emergency response, and supported six NSOs responding to crises.

Moving forward, the Diversity and Inclusion unit is planning to support Gender Mainstreaming in WOSM's governance and operations, and develop a number of tools on gender equality, including an e-learning course, an assessment tool for NSOs, and training sessions on Diversity and Inclusion for NSOs and local groups.

The Humanitarian Action unit is looking to implement projects in two refugee camps (Turkey and Kenya), host a Humanitarian Action capacity building training for 14 African NSOs in the Southern Zone and support 19 youth-led initiatives in Humanitarian Action – Arab Scout Region (Scouts for SDGs initiative).

The unit aims to develop two additional e-learning courses and ensure a training for special Humanitarian Action consultants and the launch of the Rapid Response Team (18 consultants/trainers in roster).

A strong presence of Diversity and Inclusion at the World Scout Jamboree is foreseen as well as the participation of number of young refugees.



"I think we have the capacity to do things and help in any situation when facing a humanitarian crisis. Young people should have the right and the space to make their voices heard in humanitarian action."

Dimitris Trakaniaris (Greece)

Educational Methods Work Stream

OBJECTIVE: *Ensure that WOSM's membership reflects the diversity of local communities where Scouting exists and that Scouting is accessible to all*

KPI: *50 NSOs will develop a national Diversity and Inclusion strategy making Scouting available to all and actively reaching out to underrepresented communities*

Target	Progress	Status	Data source
50 NSOs	More than 50 NSOs	On track	NSO survey, informed by GSAT data

Current progress on this objective

Diversity and Inclusion was promoted in all regions, especially in the regions that concluded their regional conferences and educational forums in 2018. The assets for the Diversity and Inclusion service that include well developed resources, e-learning courses, and trained consultants were produced in the first half of the triennium. A social media campaign and the multiregional seminar, Hands in Hands, was a great push in this area.

Plan for this objective for the rest of the triennium

The promotion and amplification of messages will not stop. There are plans to continue the promotion in the other three regions that will organise their regional conferences in 2019 as well as two regional seminars specifically on diversity and inclusion.

This strategic priority should be integrated within the Educational Methods thematic teams in the WSB structures.

There will be a strong Diversity and Inclusion presence at the 24th World Scout Jamboree, and the work to make sure that these concepts are reaching as many Scouts as possible in the world will continue.

OBJECTIVE: *Ensure gender equality at all levels in Scouting through:*

- *Offering gender equality education to members*
- *Providing training opportunities for Adults in Scouting on gender equality*
- *Benefiting from partnerships on gender equality*

KPI: *35 NSOs will improve gender equality in their NSO and local communities by providing education and training for youth members and Adults in Scouting*

Target	Progress	Status	Data source
35 NSOs	More than 35 NSOs	On track	NSO survey

Current progress on this objective

The MoU signed with UN Women in 2017 during the World Scout Conference in Azerbaijan was a great opportunity for WOSM to strengthen the gender equality aspects at all levels.

It started with the development of the HeforShe Action Kit, which was translated into five working languages to reach as many young people as possible. This was followed by coordinated communication campaigns with the HeForShe office in New York, which resulted in similar campaigns at regional and national levels.

Now, with the World Scout Committee, a gender mainstreaming process has started to ensure that good measures in this area are integrated in all WOSM structures.

Plan for this objective for the rest of the triennium

The teams working on gender equality will continue to promote the concepts and resources at all levels. There will be a focus on the Arab Scout Region for the rest of the triennium as part of the Scouts for SDGs plan. The gender mainstreaming process will also be finalised by the end of the triennium.

Educational Methods Work Stream

OBJECTIVE: Investigate programmes and partnerships to assist and integrate refugees and migrants in local communities through Scouting

KPI: 15 NSOs will develop a major project on the integration of migrant and refugee young people and adults

Target	Progress	Status	Data source
15 NSOs	More than 15 NSOs	On track	NSO survey

Current progress on this objective

The achievements in this area includes the development of four main documents that will help WOSM and NSOs to develop programmes and partnerships to assist and integrate refugees and migrants in local communities through Scouting. Both the Diversity and Inclusion and Humanitarian Action units worked together to achieve this. E-learning courses in this area are available now.

Plan for this objective for the rest of the triennium

There will be special training for consultants in all regions on integration of migrant and refugee young people and adults in Scouting by the end of 2019. More e-learning courses will be developed, and the dissemination of the resources to all NSOs will be undertaken. Three NSOs will pilot the materials and more NSOs to test the resources that will be developed.





Communications and Partnerships Work Stream

The Communications and Partnership Work Stream's mandate is to ensure that Scouting's profile accurately portrays 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 will be recognised as the world's leading educational youth movement.

The key achievements of the Work Stream so far include: enhancing storytelling through social media, photos, and videos; making communications with NSOs available in more working languages; appointing the first Chief Ambassador of World Scouting; supporting the digital transformation of the WSB; leading communications for key international days of action; supporting the platform development and outreach of WOSM Services; launching the HeForShe Action Toolkit in partnership with UN Women; coordinating global communications for Earth Hour in partnership with the WWF; designing the brand and communications for the World Non-Formal Education Forum; representing WOSM at key partner events; and developing a digital hub and promotion around Scouts for SDGs.

The Work Stream's plan for the rest of the triennium is to: capture the visual assets and media stories related to the World Scout Jamboree; deliver an innovative experience for partners through the Jamboree's Global Development Village; build on the Scout Ambassador Programme; launch and manage a Global Communications Network; enhance the platform and programme for JOTA-JOTI; drive marketing and partnerships for the World Non-Formal Education Forum; deliver a youth representatives and spokesperson training for advocates of Scouting; improve the digital experience and communications for the World Scout Conference; and expand digital campaigning and storytelling related to Scouts for SDGs.

Communications and Partnerships
Work Stream



Communications

The Communications unit's mandate is to communicate positively and accurately about Scouting, maintain the brand and reputation of Scouting at all levels, and build effective internal and external communications that promote shared values and the unity of the Scout Movement.

In this triennium, the unit's achievements so far are enhanced external communications and storytelling through the publication of written articles, campaigns for social media, production of high-quality videos, and creative graphic design and branding for World Scout Events. The unit also achieved consistent communication within the Movement through the publication of circulars and news on scout.org. Key highlights this triennium include the launch of Scouts for SDGs and the development of an online hub for the mobilisation effort, support for the World Scout Shop, delivery of communications workshops at three regional conferences, development of resources and the platform for WOSM Services, and the appointment of Bear Grylls as the Movement's Chief Ambassador of World Scouting.



In November 2018, at the UN headquarters in New York, the Scout Movement and new Chief Ambassador of World Scouting, Bear Grylls, launched Scouts for SDGs, the world's largest coordinated youth contribution to the SDGs. The Scouts for SDGs mobilisation builds on the Messenger of Peace initiative and programmes under the Better World Framework to engage 50 million young people to deliver two million local projects and a total of four billion hours of community service for the SDGs by 2030. Scouts for SDGs features a digital campaign and online hub as well as new tools and resources for NSOs to raise awareness and take action for the SDGs

The unit's plan for the rest of the triennium is to continue to produce content, campaigns, and stories for WOSM's communication channels and platforms across all regions. The unit will also support the rollout of the World Scout Directory and intranet, and contribute to the establishment of a Global Communications Network to connect key communicators in NSOs together.

The unit will also be producing more communications e-learning courses for the WOSM Service Platform. Finally, the unit will support the communications, media relations, branding and storytelling for key world and regional events including three regional conferences, World Scout Jamboree, JOTA-JOTI, World Non-Formal Education Forum, and the World Scout Conference.

Communications and Partnerships Work Stream

OBJECTIVE: Increase capacity of NSOs in internal and external communications

KPI: 50% of NSOs in each region will report improved internal and external communications, on utilising WOSM resources and receiving WOSM support

Target	Progress	Status	Data source
150% of NSOs in each region	Average of 33% of NSOs per region	On track	NSO survey

Current progress on this objective

The key achievement for this objective was the development and design of communications, media, social media, and branding resources for NSOs through WOSM Services. There was also enhanced external communications, video storytelling, and social media engagement as part of key campaigns for programme promotion and international days of action.

Plan for this objective for the rest of the triennium

The plan for the rest of the triennium is to develop more WOSM Services e-learning courses and induction training materials for consultants to enhance communications support to NSOs and to launch a Global Communications Network that will enhance outreach and coordination across communications colleagues globally.

OBJECTIVE: *Improve relevant communication between WSB/World Scout Committee and NSOs*

KPI: *80% of NSOs will note an improvement in communications with the WSB/World Scout Committee at the end of the triennium*

Target	Progress	Status	Data source
80% of NSOs	59% of NSOs	On track	NSO survey

Current progress on this objective

The key achievement for this objective was an increase in the frequency, readability, format, and transparency of communications through a regular stream of circulars and posting of content to scout.org. There was also an improvement of communications in WOSM's official and working languages, including the translation of key platforms such as WOSM Services and the Scouts for SDGs hub.

Plan for this objective for the rest of the triennium

Develop and launch a new Intranet on scout.org that will give NSOs better access to timely and relevant circulars, news, data, stories, and information about key initiatives. The establishment of a Global Communications Network and deployment of the World Scout Directory and NSO Data Portal also aim to improve internal communications across the Movement.

Communications and Partnerships Work Stream



Advocacy and Partnerships

The Advocacy and Partnerships unit's mandate is to position the Scout Movement as the world's leading educational youth movement, and to develop and maintain strategic partnerships with key international organisations to attract support for Scouting and create positive change through advocacy.

The unit's achievements so far in this triennium were successfully mapping existing global and regional partners that aligned with our strategic priorities and implementing a partnership strategy at the world and regional levels. The unit has supported progress towards the delivery of the Global Development Village at the World Scout Jamboree and contributed to the implementation of an MOU with HeForShe and UN Women.

The unit's plan for the rest of the triennium is to contribute to the business development of WOSM by identifying and securing new partnership and funding opportunities. The unit will also be involved in delivering a spokespersons and youth representatives training for young people across all regions and implementing a strategy to ensure Scouting is positioned as the world's leading educational youth movement at key international and UN events.

Finally, the unit will focus on driving partnership and sponsorship engagement for the World Non-Formal Education Forum, and updating WOSM's position papers on non-formal education and youth involvement in decision-making.

OBJECTIVE: *Improve financial stability by diversifying WOSM's funding sources*

KPI: *WOSM will identify and access three new funding sources*

Target	Progress	Status	Data source
3 funding sources	2 funding sources	On track	WSB Assessment

Current progress on this objective

The key achievement for this objective is the identification of funding opportunities for the Scouts for SDGs mobilisation effort and securing funding in the European Scout Region for the "My Europe, My Say" project. A global partnerships function was also established to act as a liaison to the UN in New York and tap into a wider network of potential partner and funding opportunities.

Plan for this objective for the rest of the triennium

The plan for the rest of the triennium is to map out additional strategic funding opportunities and to work closely with the World Scout Foundation while enhancing the business development capacities of the WSB to identify, access, and secure additional funding sources

Communications and Partnerships Work Stream

OBJECTIVE: Advance Scouting's Mission and Vision through establishing strategic partnerships at the world level and supporting NSOs in establishing partnerships at the national level

KPI: 50 NSOs will benefit from partnerships established at the world level

Target	Progress	Status	Data source
50 NSOs	More than 50 NSOs	On track	NSO survey

KPI: 30 NSOs will develop partnerships on national level with WOSM's support

Target	Progress	Status	Data source
30 NSOs	More than 30 NSOs	On track	NSO survey, informed by GSAT data

Current progress on this objective

The key achievement of this objective was providing support to NSOs which have benefited directly from our efforts to build partnership by participating in international campaigns, signing regional and national agreements with global partners, implementing global programmes, and supporting the local implementation of activities developed jointly with global partners.

Plan for this objective for the rest of the triennium

For the rest of the triennium, the Work Stream will test and pilot an innovative bottom-up approach to national partnership development with the UNFPA, and develop guidelines for partnerships that will assist NSOs to identify, develop, and activate partnership opportunities at the local and national levels.

OBJECTIVE: Advance WOSM's position and contribute significantly to discussions on education and youth-related issues in various national and international settings

KPI: 17 NSOs will contribute to the development and implementation of educational and youth policies in their countries in line with the key WOSM positions

Target	Progress	Status	Data source
17 NSOs	More than 17 NSOs	On track	NSO survey, informed by GSAT data

Current progress on this objective

A stronger presence and youth representation to inform discussions on educational and youth policies at key global institutional settings such as the UN General Assembly, High-level Political Forum, ECOSOC Youth Forum, and the Commission on the Status of Women.

Plan for this objective for the rest of the triennium

The plan for the rest of the triennium is to develop position papers on non-formal education and youth involvement in decision-making to guide our advocacy efforts. World Scouting will also convene the World Non-Formal Education Forum as a platform to engage key youth development as well as non-formal education actors and to inform the global debate on education.





Good Governance Work Stream

The Good Governance Work Stream is dedicated to developing and offering support to Member Organizations in the areas of:

- capacity strengthening: using GSAT, WOSM's quality standard
- strategic planning, monitoring, and evaluation: helping NSOs to contribute towards the long-term goals of the Scout Movement and Vision 2023
- impact assessment: to measure the social impact of Scouting
- financial management: looking at all resources at hand to help NSOs improve the management of their finances

In the first half of the triennium, the Good Governance Work Stream's achievements are reflected in the availability and delivery of two key WOSM Services – GSAT and Good Governance. Through the launch of WOSM Services, additional support resources were developed and translated into WOSM's working languages.

E-learning courses were created, with a dedicated e-learning course on GSAT now available for NSOs and consultants. As of today, 58% NSOs have been assessed with GSAT and 27 were supported in the development of their strategic plan.

Efforts were also dedicated to the design of other areas of support such as financial management where based on GSAT Assessments conducted so far, key areas of improvement across the Movement were identified to tailor the resources to be made available to promote financial management best practices.

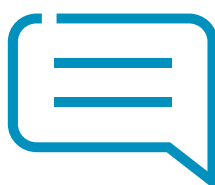
Impact measurement work has resulted in a published report showing favourable results on Scouting's impact on the development of young people and the second phase of the project is ongoing.

Good Governance Work Stream

For the rest of the triennium, efforts will be dedicated to the strengthening of the different areas of support available in the dedicated WOSM Services by:

- completing the development of a dedicated support to NSOs on financial management and delivering direct services in this area to identified Member Organizations
- enhancing the promotion of GSAT as a way to assess the capacity of Member Organizations but also as way to measure progress
- publishing a revamped Strategic Planning, Monitoring, and Evaluation Toolkit, with companion resources
- publishing the next multicountry impact study report and paving the way towards providing impact measurement as a service





In October 2018, Moses, the National Executive Commissioner of the Kenya Scouts Association, shared a few beneficial ways that the GSAT certification has impacted them as an organisation.

Most of all, the GSAT Audit Certification has given their NSO a higher profile within their networks and at the national level. Being certified has provided current and potential external stakeholders with the confidence to trust in their organisation. When it comes to partnerships, the higher profile of the Kenya Scouts Association has allowed the NSO to choose partnerships that are more mutually beneficial and aligned with the strategic directions of the NSO. This is because more options are available to them now, and they have more say in the matter.

Besides an impact on profile, partnerships, and funding, WOSM's Quality Standard has also helped to set a baseline standard within the NSO, guiding decisions and actions that need to be taken, acting as "the law" or an internal reference to help the governance of the NSO. This is all due to the successful certification of the Kenya Scouts Association and the opportunities to build up the conversation on GSAT within their NSO.



Strategic Planning, Monitoring, and Evaluation

The Strategic Planning, Monitoring, and Evaluation Group is an integral part of the Good Governance Capacity Strengthening unit that facilitates supporting NSOs to enhance their capacities in strategic planning, monitoring, and evaluation. This is being accomplished through the creation and development of toolkits, compiling resources, and providing training to consultants who will deliver services related to these topics to the NSOs.

So far in this triennium, the latest edition of the Strategic Planning, Monitoring and Evaluation Toolkit has been revamped to ensure accessibility to NSOs and will be published soon. The toolkit now includes new templates, resources, examples as well as tips on how to promote and use the strategic plan as well as practical guides on monitoring and evaluation.

The assessment of the impact of Scouting continues into the second phase by means of the Social Impact Project, which measures the effect of Scouting on personal development of young people. The project has covered seven countries with the participation of more than 10,000 young people in the study.

For the rest of the triennium, the latest edition of the Strategic Planning, Monitoring and Evaluation Toolkit will be launched and made available to all NSOs. The related training module for consultants and related companion resources such as a facilitator's guide, participant workbook, presentation slides, and e-learning course will be completed. The report from the Social Impact Project will be published and efforts to standardise the study as a service will be carried out.

OBJECTIVE: *Strengthen support to NSOs in Strategic Planning, Monitoring, and Evaluation*

KPI: *50 NSOs will improve their capacities in the areas of Strategic Planning, Monitoring, and Evaluation*

Target	Progress	Status	Data source
50 NSOs	27 NSOs	On track	WSB assessment, informed by GSAT data

Current progress on this objective

Strategic planning, monitoring, and evaluation continues to be an important topic in this triennium. All regions reported a number of NSOs requesting and being supported to draft or revise their strategic plans.

Plan for this objective for the rest of the triennium

With the upcoming publication of the updated Strategic Planning, Monitoring, and Evaluation Toolkit, and its related resources and planned consultants training, it is expected that the service on Strategic Planning, Monitoring, and Evaluation will be enhanced, streamlined, and more effective for reaching the objective by the end of the triennium.

Good Governance Work Stream

OBJECTIVE: *Measure the impact of Scouting and use the information for continuous improvement*

KPI: *25 NSOs will strengthen their capacity and implement a process to measure their impact*

Target	Progress	Status	Data source
25 NSOs	13 NSOs	On track	WSB assessment

Current progress on this objective

A number of NSOs have independently conducted studies to measure the impact of Scouting on young people. At the world level, the second phase of the Social Impact Project has expanded the coverage of the project to most regions and involved thousands of young people in the study.

Plan for this objective for the rest of the triennium

The next phase of the Social Impact Project is aimed at creating a standardised framework, so that any capable NSO will be able to use it with the support of WOSM, to assess the impact of Scouting on the personal development of young people in their country.



Financial Management

The mandate of the Financial Management unit include:

- design the financial management support area based on the identified specific needs of Member Organization
- outline and gather key resources supporting and promoting best practices in financial management
- identify key partners to facilitate support to NSOs
- provide direct support to NSOs

So far in this triennium, the unit identified the specific areas of support in the area of financial management and scoped a full outline including the following items:

- financial accountability mechanism
- budgeting
- sources of revenue
- procurement procedure and payment guidelines
- financial control system
- financial reporting

Good Governance Work Stream

For each, specific resources including checklists, guidelines, tools, and e-learning courses are being gathered and developed to be made available to NSOs. Additional ideas on how to seek for further support to NSOs in Financial Management addressing the specific and different realities of each countries were identified.

For the rest of the triennium, the unit plans to:

- expand the number of resources gathered and to be developed ensuring a full selection support material to NSOs in financial management in the identified areas
- connect with partners that could facilitate direct support to Member Organizations
- run dedicated workshops on capacity strengthening and best practices in financial management

OBJECTIVE: *Strengthen support to NSOs in financial management*

KPI: *25 NSOs will improve their capacities in the area of financial management*

Target	Progress	Status	Data source
25 NSOs	16 NSOs	Behind schedule	WSB Assessment, informed by GSAT data



Global Support Assessment Tool (GSAT)

The GSAT unit's mandate is to continue the rollout of WOSM's quality standard, assessing the capacity of Member Organizations with GSAT to identify their strengths and areas of improvement, and further promote GSAT and encourage NSOs to enter a second cycle of assessment to monitor their progress since their last GSAT Assessment.

Additionally, the unit is also responsible for training and assigning GSAT consultants to deliver direct support to NSOs and develop support resources including e-learning courses and refreshers for GSAT consultants.

So far in this triennium, the GSAT unit has worked hard to train 23 additional GSAT consultants, conducted two GSAT preparation workshops, as a new way to introduce GSAT to NSOs and organised one GSAT Self-assessment workshop involving over 15 NSOs. The GSAT service page has been upgraded with key resources that have been translated to all WOSM working languages, including two new e-learning courses developed to introduce GSAT.

Good Governance Work Stream

WOSM Services have been integrated as a way forward to follow-up on GSAT Assessments and the impact assessment of GSAT Certification was launched as a means to encourage NSOs to assess their capacity with GSAT.

For the rest of the triennium, the GSAT unit plans to focus on the development of additional e-learning courses with particular focus on the GSAT Self-assessment for NSOs and consultants' refresher courses as well as the launch of the review of GSAT version 2 to ensure the integration of key topics and areas of focus of the Movement.

Additionally, the unit aims to continue training more GSAT consultants who are part of the WOSM Services consultants pool and support the assessment of additional NSOs through one of the three available methods of GSAT.



OBJECTIVE: Continue the implementation and further development of GSAT as WOSM's standard for NSOs and ensure follow-up on its results

KPI: 75% of NSOs will complete a GSAT Assessment

Target	Progress	Status	Data source
75% of NSOs	58% of NSOs	On track	GSAT data

Current progress on this objective

- Identified NSOs ready to assess their capacity with GSAT
- Developed and delivered preparation workshops to introduce GSAT to NSOs and invite them to prepare for a GSAT Assessment
- Engaged NSOs ready to re-asses their capacity with GSAT to monitor their progress

Plan for this objective for the rest of the triennium

- Enhance GSAT promotional material
- Continue targeting NSOs ready to assess their capacity with GSAT
- Share outcomes of the impact assessment of GSAT Certification to inspire NSOs





Growth and Strategy Coordination Group

The Growth and Strategy Coordination group, following in the footsteps of the Strategy Monitoring group of the 2014-2017 triennium, is mandated to coordinate the overall implementation of the 2017-2020 Triennial Plan and further planning towards the Vision 2023 across WOSM. In addition to this scope, the group is tasked to coordinate two additional initiatives:

- the development of the WOSM Growth Agenda to ensure a holistic approach to support membership growth across all levels of WOSM (world, regions, and NSOs)
- the continuous improvement efforts aimed to strengthen the working methods, performance management, and decision-making of the World Scout Committee and the Operational Framework

This chapter deals with the strategic coordination of the Growth and Strategy Coordination group, and not the Growth and the Continuous Improvement remits, which are covered by dedicated chapters in this Midterm Review Report.

In the first half of the triennium, the group ensured the ongoing coordination of the 2017-2020 Operational Framework, which encompasses 28 working groups including the three Work Streams and their units as well as the five Task Forces.

It accomplished this through quarterly coordination calls between the leads of these groups, facilitating biannual progress assessments of the KPIs of the Triennial Plan, a streamlined approach to integrate global topics into the regional conferences and a midterm review process with NSOs as well as regional and world bodies which has resulted in this report.

The group also undertook an analysis and mapping exercise of existing measures and policies on environmental sustainability and impact within WOSM. It proposed both long and short-term measures, explore ways to measure and to strengthen WOSMs environmental sustainability, explore the inclusion of sustainability aspects inside GSAT, and develop the sustainability culture within WOSM. Further work, including the creation of policies, will be done in collaboration with the Educational Methods and Good Governance Work Streams.

Growth and Strategy Coordination Group

Additionally, the group provided support to the regions in the alignment process of regional Triennial Plans and regional Operational Frameworks with Vision 2023. Finally, at each regular meeting of the World Scout Committee, the group provides a holistic review, through a newly developed KPI dashboard, and strategic recommendations where relevant, to facilitate the overall progress of the Triennial Plan.

For the rest of the triennium, the group will continue its ongoing coordination efforts across the Operational Framework and provide support to regions (Europe, Arab, and Eurasia) which are finalising their new regional Triennial Plans. In addition, the group aims to complete the following two specific tasks in the remainder of the triennium:

- develop and coordinate a participatory process to ensure the development of the 2020-2023 Triennial Plan draft to be considered by the 2020 World Scout Conference
- finalise “guidelines for regional Triennial Planning processes” and build on best practices from regional and world levels in this area to facilitate and streamline this process across the organisation



OBJECTIVE: Ensure progress towards achieving Vision 2023 and oversee growth initiatives across the Movement

KPI: Regional triennial plans will reflect 80% of the world triennial plan's objectives

Target	Progress	Status	Data source
80% of objectives	More than 80% of objectives	On track	Asia-Pacific, Africa, Interamerican Regional Plan and World Triennial Plan



After participating in the **Interamerican Scout Summit** in Cuzco, Perú, and working on the Regional Plan, in alignment with the WOSM Plan, has helped us a lot with our work in our NSO. Scouts of Honduras had an interesting turning point after this summit; especially with our national goals after this event, making it easier for us to understand that we needed to align with the Triennial Plan and Regional Plan. Not only that, but to concentrate on working towards goals that are showing results through the way we now work. The 2017 **Interamerican Scout Summit** is the first event I assisted and the experience has helped me and the Scouts of Honduras to understand the importance of this kind of meetings where we learned a lot from other NSOs - and regions (Asia-Pacific), helping us to complete our main task – to achieve WOSM's Vision and Mission.

Kennet Ricardo Palao Varela, President, Asociacion Scout de Honduras



Fees Task Force

Arising from the 39th World Scout Conference in Brazil, and as confirmed at the 40th World Scout Conference in Slovenia, the Fees Task Force was established by the World Scout Committee to evaluate and explore alternatives to the current registration fee system for NSOs.

However, due to the complexity of the nature of the assigned task and the necessity to consult with the key NSOs, the Task Force was unable to propose a new model at the 41st World Scout Conference in Baku. The current Fees Task Force has continued the work which started in the previous triennium by consulting all NSOs through ScoutPak and seeking their feedback, with the goal of proposing a final model to the World Scout Committee in the spring of 2018.

Following the 2017 World Scout Conference, the Task Force extended its consultation on the paper published prior to the 2017 World Scout Conference until November 2018. This consultation include circulars, dedicated emails to all NSOs as well as direct engagement through Regional Directors.

In February 2018, the Task Force considered the consolidated responses and noted that more than 90% of respondents supported in principle the fine-tuned model proposed in the consultation paper. About 30% suggested minor adjustments, which were considered case-by-case and each proposing NSO received a response.

As a consequence, the Task Force recommended the proposed model for endorsement to the World Scout Committee at its meeting in April 2018, which after in-depth deliberations, unanimously supported the proposal. This concluded the formal mandate of the Task Force as set out by the World Scout Committee.

Since April 2018, the responsibility for the new proposed registration fee model rests with the World Scout Committee as a whole. For efficiency reasons, it has tasked several of its members to continue the information and engagement effort with NSOs to ensure a well-informed decision by NSOs at the 2020 World Scout Conference.

Fees Task Force

Efforts for informing and engaging NSOs since the endorsement of the proposal by the World Scout Committee include:

- a dedicated page (scout.org/fees) featuring documentation, a video, and an NSO fee calculator, available in the five WOSM working languages
- dedicated sessions during the regional conferences in Africa, the Asia-Pacific, and Interamerican Scout Regions
- updating the Frequently Asked Questions section on the website to answer common questions from NSOs

Continuous information and engagement initiatives by the World Scout Committee on this topic are planned for the remainder of the triennium which include:

- dedicated sessions during the regional conferences in the Europe, Arab, and Eurasia Scout Regions
- updating the dedicated page with GNIpc data from the World Bank as it becomes available
- ensuring dedicated webinars in the run-up to the 2020 World Scout Conference on this topic
- a specific focus to engage with NSOs who have so far not been receptive on this topic, to ensure an awareness as broad as possible on the proposed model.

OBJECTIVE: Improve the fee collection process in WOSM, with NSOs satisfied with the level of their contributions

KPI: The Task Force will deliver a report and proposal for decision to the World Scout Committee prior to 42nd World Scout Conference.

Target	Progress	Status	Data source
1 report and proposal	1	On track	Fee model Proposal





Establishing an Ethics Committee Task Force

In line with the Constitution, Standing Orders, 2017-2020 Triennial Plan, Vision 2023, and the scope of work approved by the World Scout Committee, the Task Force is mandated to:

- investigate the role of similar bodies in other organisations that operate internationally
- consider the implications, if any, of existing policies, guidelines, and standing orders used by the World Scout Committee
- outline the requirements for membership of the Ethics Committee
- develop a WOSM Code of Conduct (behaviours at meetings, individuals, and events)

Within the first half of the triennium, having laid a solid foundation for the establishment of the Ethics Committee through the proposition of the Terms of Reference for the Ethics Committee, WOSM Code of Conduct, and revised Complaints Policy which have been developed based on international best practices and stress-tested against common and extreme scenarios, the Establishing an Ethics Committee Task Force has successfully concluded its mandate.

As a result, a standing committee has now been formalised and appointed by the World Scout Committee to oversee and uphold the elements that have been developed by the Task Force.

OBJECTIVE: *Establish an Ethics Committee and developed policies where needed*

KPI: *An Ethics committee will be established and up and running in line with international best practices*

Target	Progress	Status	Data source
1 committee	1 committee	Achieved	Task Force Chair's assessment



Evolution of the World Scout Youth Forum and the World Scout Committee Task Force

The Task Force was created to develop proposals to facilitate the merging of the World Scout Conference and World Scout Youth Forum into a new event in 2023. It aims to continue to innovate WOSM's decision-making processes to increase youth participation, transparency, inclusivity, effectiveness, and opportunities for sharing of good practices.

It is tasked with building on innovations from the 2017 World Scout Conference, introducing new developments in 2020, and laying the foundations for the new event in 2023. Finally, it is tasked to ensure the new event combines learning and educational elements which promote opportunities for personal growth of participants and more effective decision-making.

So far in this triennium, there have been two rounds of extensive consultation in all five WOSM working languages. The first survey received 369 responses and the second received 324 and represented 62 NSOs. Just over 50% of the responses were from young people under 30. The responses received in the second round of consultations have been positive and very helpful and a clear sense of direction is emerging.

There is considerable support for evolution of our decision-making processes and there is overwhelming support for both bringing together the World Scout Conference and Youth Forum and improving youth involvement, maintaining our Scout ethos and cultural accessibility in our decision-making processes.

In the remaining period of the triennium, the responses from this second round of consultations will be analysed and serve to inform the draft proposals which will be presented to the World Scout Committee later in 2019. Each draft will be developed based on consultations from target groups to ensure a collaborative process which creates a valid and consensus based final proposal.

OBJECTIVE: *Ensure greater youth engagement and more innovative working methods in key world-level WOSM statutory decision-making bodies*

KPI: *The Task Force will deliver a report and proposal for decision to the World Scout Committee for evolving the World Scout Conference and World Scout Youth Forum into one event by 2023 in consultation with NSOs*

Target	Progress	Status	Data source
1 report and proposal	0 report and proposal	On track	Task Force Chair's assessment



World Scout Committee Size and Effectiveness Task Force

The Task Force's mandate is to deliver a report and proposal for decision to the World Scout Committee on committee size, structure, and effectiveness as well as the role and responsibilities of the Youth Advisors by the end of 2019.

So far in this triennium, the Task Force was fully appointed in May 2018. It was initiated later in the triennium as part of the World Scout Committee's effort to sequence the workload of the Triennial Plan. The main focus of this piece of work is about how to improve the functioning of the World Scout Committee with particular reference to structure, size, accountability, effectiveness, including the role and responsibility of the Youth Advisors.

Aiming to achieve its objective, the Task Force developed an action plan for its mandate, analysed the current and historical situation of the World Scout Committee, and developed key questions for interviews that will be conducted in the following period. Target groups identified for interviews are a sample of NSOs, former and current Youth Advisors, former and current Regional Chairs, World Scout Committee as well as other international setup with a similar governance as WOSM.

In the second half of the triennium, the group will consolidate the findings of interviews and data collected and as a result, produce a research paper with recommendations for consideration by the World Scout Committee. The final report is foreseen to be presented by end of 2019, with main conclusions anticipated to be shared with NSOs in the lead-up to the 2020 World Scout Conference.

OBJECTIVE: *Evaluate the size, structure, and effectiveness of the World Scout Committee*

KPI: *The Task Force will deliver a report and proposal for decision to the World Scout Committee on Committee size, structure and effectiveness prior to 42nd World Scout Conference*

Target	Progress	Status	Data source
1 report and proposal	0 report and proposal	On track	Task Force Chair's assessment



Languages Task Force

The Task Force's mandate is to evaluate WOSM's official and working languages as well as examine whether the current languages are optimal in number and variety to meet the current and future needs of WOSM.

To deliver on its mandate, the Task Force conducted an extensive research in 2018 to review the current usage of languages within WOSM, which was presented to the World Scout Committee in September 2018. Using that as an informed basis, the Task Force is now reviewing several measures which can improve the diversity and effective use of languages within WOSM's operations. Examples of these include

- leveraging volunteer capacity in the WSB translation processes
- explore how other international bodies function with a different working language than English
- guidelines on establishing informal language based networks between NSOs, based on existing best practice such as the Lusophony group
- explore technical tools for live translation during WOSM operations

Lastly, the Task Force aims to develop an internal language policy for WOSM, which will give guidance and criteria to help decide in which languages particular documents, communication, and resources should be translated.

The above measures will also be used to further enrich the initial research on languages carried out early in the triennium, resulting in a final report for consideration of the World Scout Committee towards the end of 2019.

OBJECTIVE: *Evaluate the use of WOSM working and official languages and provide recommendations for improvements in the use of languages in WOSM*

KPI: *The Task Force will deliver a report and proposal for decision to the World Scout Committee on WOSM Languages prior to the 42nd World Scout Conference*

Target	Progress	Status	Data source
1 report and proposal	0 report and proposal	On track	Task Force Chair's assessment



Progress of Vision 2023 (Meta-indicators)

In order to track the progress towards our nine-year Strategy for Scouting (Vision 2023), a set of meta-indicators was developed in 2014. The midterm of the 2017-2020 Triennium also coincides with the midpoint of Vision 2023. Therefore, we seized the opportunity to also measure our progress against Vision 2023 by reviewing the meta-indicators. This critical review included a re-assessment, refinement, and improvement of the measurement approach. In a limited number of cases, this exercise has led to a status change compared to the 2017 status, due to the refinement and increased accuracy of the measurement.

PROGRESS OF VISION 2023 (META-INDICATORS)

Vision 2023	Meta Indicator	Target	Unit
The world's leading educational youth movement	Delivered 50 world and regional-level educational events that inspire NSOs to improve the quality and educational impact of their Youth Programmes	50	Events
	Built on five global partnerships that advance WOSM's mission	5	Partnership
	Considered by decision-makers as a key contributor to the development and implementation of educational and youth policy in 20% of NSOs	20%	Percentage of NSO
	Trained and supported 15 young representatives every year to take action to help promote WOSM to key stakeholders at the world level	135	Young people
enabling 100 million young people	Increased global market share by 2%	2%	Percentage of market share
	Supported 30% of all NSOs, following a GSAT assessment, in developing and implementing sustainable development plans	30%	NSO
	Supported 20% NSOs in diversifying their membership by reaching out and engaging with communities where Scouting has not existed before	20%	NSO
	Welcomed 15 new Member Organizations	50	NSO

2017 Result	2017 Status	2019 Result	2019 Status	Data source
No measurement	On track	More than 50	Ahead of schedule	WSB assessment
No measurement	On track	5	On track	WSB assessment
More than 20%	Ahead of schedule	More than 20%	On track	NSO survey. It has been identified that a more refined measurement tool is required going forward.
0	On track	11	Behind schedule	WSB assessment
No measurement	Behind schedule	0.37%	Behind schedule	Latest census, Express Census, UN population data, and baseline data from the previous report
29%	Ahead of schedule	27%	On track	WSB assessment
More than 20%	On track	More than 20%	On track	NSO survey
3	On track	More than 50	On track	NSO survey

PROGRESS OF VISION 2023 (META-INDICATORS)

Vision 2023	Meta Indicator	Target	Unit
Active citizens creating positive change in their communities and the world	Measured social impact in 50 NSOs, either independently or with WOSM's direct support	50	NSO
	Revived community service in 20% of NSOs where it was previously not a priority	20%	Percentage of NSO
	Measured globally the difference of personal development (skills, knowledge, attitudes, behaviours, and values of Scouts and non-Scouts)	1	Global measurement
	Contributed to raising USD 1 million based on evidence of our social impact	1,000,000	USD
Based on shared values	Confirmed that 100% of NSOs consider WOSM as a united movement based on shared values	100%	Percentage of NSO
	Ensured 30% of NSOs add elements of peace education and intercultural understanding in their Youth Programmes (where previously non-existing)	30%	Percentage of NSO
	Engaged individuals from at least five regions in all global working groups annually and involved 50% of NSOs in inter-regional initiatives	100%	Part 1: percentage of global working groups
	Engaged individuals from at least five regions in all global working groups annually and involved 50% of NSOs in inter-regional initiatives	50%	Part 2: percentage of NSO
	Inspired 70% of NSOs to reference Vision 2023 when developing national strategies	70%	Percentage of NSO

2017 Result	2017 Status	2019 Result	2019 Status	Data source
3	On track	More than 50	On track	NSO survey
15%	On track	More than 20%	On track	NSO survey
0	On track	0	On track	WSB assessment
No measurement	On track	More than 1,000,000	Ahead of schedule	WSB grant data
100%	Ahead of schedule	81%	On track	NSO survey (note the 2019 measurement was more detailed than in 2017. The decrease in percentage here reflects the refined method of measurement rather than a decline in the unity of the Movement)
37%	On track	53%	Ahead of schedule	NSO survey and WSB Messengers of Peace records
No measurement	On track	75%	On track	WSB volunteer appointment records
No measurement	On track	44%	On track	NSO survey
51%	Ahead of schedule	68%	On track	NSO survey



Growing Together

Growth is not just a key ambition of Vision 2023, it is also designated as the top priority for the 2017-2020 triennium, as reflected in the 2017-2020 Triennial Plan titled “Growing Together,” a transversal theme for the whole organisation.

At the start of the triennium, we developed a roadmap on how to most strategically approach our growth ambitions. The result of that exercise has been captured in the **WOSM Global Growth Agenda**. It provides a framework for our strategies, plans, and actions – both short and long-term, to significantly advance growth across the Movement. This growth agenda is based on five pillars:

1. Better measurement of membership

For years, WOSM has faced significant challenges in the accurate measurement of its actual membership. Through the 2019 Express Census, WOSM has made considerable effort to significantly improve data collection of NSO membership by capturing data from various sources.

Thanks to this new approach and effort, the census undertaken for the 2017-2020 midterm is by far the most comprehensive and most accurate measurement of the Scout Movement to date, enabling WOSM to collect data from over 80% of NSOs. This is a record in comparison to any regular annual census, where on average only 18% would respond.

In comparison with the census effort carried out prior to the 2017 World Scout Conference (as reflected in the Membership Report published at the time), we measured an overall growth of 4% across the Movement through the 2019 Express Census, which translates to an estimated active membership today of almost 54 million Scouts.

In order to continue addressing the need for better measurement of membership, WOSM is developing the NSO Data Portal. The portal will enable a better overview of the historic data available for each NSO and will allow NSO’s designated administrators (official contacts) to update their NSO’s data in real-time.

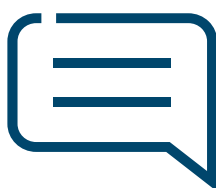
2. Understanding Scouting's outreach and impact

Measuring Scouting's outreach and impact allows WOSM to demonstrate to internal and external stakeholders the benefits of Scouting's unique educational method. This entails the development of multiple research projects, which are focused on identifying the impact Scouting has on the individual, community, and institutional levels. Since the start of the current Strategy for Scouting, WOSM has focused on developing tools to measure Scouting's impact on the individual level and community level. Measuring impact on the institutional level is anticipated to be picked up in the 2020-2023 triennium.

While the measurement of Scouting's reach is covered below, impact measurement is covered in the Progress of the 2017-2020 Triennial Plan chapter, under the Good Governance Work Stream, in the Strategic Planning, Monitoring, and Evaluation section.

Measuring Scouting's Outreach

Vision 2023 states that Scouting aims to "enable 100 million young people to be active citizens in their local communities and in the world." Community impact in this context is focused on measuring the quantitative and qualitative impact Scouting has on the communities in where it exists. Through the 2019 Express Census, we did an initial measurement with NSOs through three different categories: educational (e.g. participants in camps or members from partnered sport clubs),



Did you know?

- 82% of NSOs responding to the midterm review now have a National Growth Strategy or have "growth" as a strategic priority as part of their National Strategy
- 39 NSOs reported the creation of a national Growth Strategy or the adoption of growth as a strategic priority since the beginning of this triennium
- 20 NSOs (87% of those that don't have a National Growth Strategy yet) indicated to be committed to make growth a strategic priority in their National Strategy by 2020

social (e.g. youth from disenfranchised backgrounds or adult community groups) or humanitarian beneficiaries (e.g. refugees, IDPs, or communities impacted by natural disaster).

Approximately 40% of NSOs submitted beneficiary data through this exercise, leading to a first estimate of **133 million individuals** impacted by Scouting in local communities. While we consider this a first positive exercise of its kind with a large number of NSOs, we do acknowledge substantial further work is required to refine the methodology and beneficiary categories to ensure a more robust measurement.

3. Strengthening WOSM's capacity to support NSOs in achieving sustainable growth

As growth does not happen at world level, but at local and national level, our efforts are primarily aimed at providing support to NSOs in achieving their growth potential. As part of this key pillar of WOSM's growth agenda, several areas of work were addressed in order to provide more resources for NSOs that support their efforts in achieving sustainable growth. These include:

- The development of a **WOSM Service on Growth**: This will enable NSOs to access resources on growth and support them in both developing and implementing a country-specific growth strategies as well as accessing best practices from NSOs worldwide. In addition, it will enable **WOSM Consultants** to be trained to deliver support to NSOs on growth.
- A series of **growth sessions** were delivered at conferences in Africa, the Asia-Pacific, and Interamerican Scout Regions, with three additional sessions planned at the upcoming conferences in the Arab, Eurasia, and European Scout Regions. These sessions enable NSOs to learn about the key principles for growth and discuss how to position growth as a central part of their NSO strategies.
- A **collection of best practices from NSOs** has been initiated, in order to serve as a source of inspiration to NSOs by providing an online repository of NSOs' successful approaches to growth and best practices related to all dimensions of growth.
- Appointment of a **Growth Unit** within the Operational Framework and a **Manager for Membership Growth** at the WSB, both of which will contribute to increasing the capacity of WOSM to support NSOs directly on their growth efforts.

4. Targeted support to growth

WOSM has identified 30 NSOs for providing targeted support to growth, based on the NSOs' potential for growth as well as capacity to grow sustainably. As part of the effort on supporting these NSOs, a World Scouting Growth Seminar was organised in Germany (26-28 October 2018), gathering representatives of these NSOs to help them in the development of their growth strategies. Each NSO had the opportunity to acquire knowledge about all dimensions of growth and received support in developing their growth strategy by:

- identifying the best path for their NSO according to their specific challenges
- finding creative solutions to answer the challenges
- setting a growth target and a related growth strategy
- capturing ideas to bring back to their NSO to implement a growth action plan

After the World Scouting Growth Seminar, Regional Support Centres followed up with NSOs to identify their progress and their needs as well as to identify further support that can be provided by WOSM. The support to these NSOs continues up until the end of the triennium and beyond, according to their growth action plans. Importantly, this initiative does not limit other NSOs to request similar support from WOSM, as WOSM aims to ensure that all NSOs aiming to achieve sustainable growth are adequately supported.

KPI: 20 NSOs with high growth potential will develop and implement strategic action plans towards sustainable growth

Target	Progress	Status	Data source
20 NSOs	6 NSOs	Behind schedule	NSO feedback post- World Scouting Growth Seminar, key regional staff members

In order to accelerate targeted support on growth, the following actions are planned:

- promote growth through increased direct engagement with the NSOs
- increase support capacity through the newly hired WOSM Membership Growth Manager
- increase support through the newly established Growth Unit
- dedicating regional staff to support Regional Directors in growth initiatives

5. Accepting new WOSM members

The work in this area is part of an ongoing effort to develop Scouting in countries where there is no existing NSOs. These efforts involve both long and short-term strategies, which are implemented with the support of WSB Regional Support Centres.

In January 2019, WOSM welcomed Pathfinder Scouts Vietnam as the 170th Member Organization. Efforts are ongoing for establishing NSOs in Central African Republic, Congo Brazzaville, Eritrea, and Afghanistan, where progress has been noted since the last World Scout Conference.

KPI: WOSM will establish five feasibility studies and from them develop strategies for expanding Scouting in countries where it is currently non-existent (or where there is no registered NSO)

Target	Progress	Status	Data source
5 feasibility studies and strategy	n/a	Behind schedule	WSB/WSC potential membership dashboard

In the next period, WOSM aims to further explore different approaches to introduce Scouting in the People's Republic of China, Cuba, and Iran. These are long-term projects which will not yield a new Member Organization in the foreseeable future, hence the plan to develop feasibility studies which will outline the current reality on the ground and a possible scenarios going forward.

A photograph showing three individuals, two men and one woman, wearing blue Scout uniforms with purple scarves, seated at a white table. They are focused on their laptops. The woman on the left has dark curly hair. The man in the middle has short dark hair. The man on the right is balding with a name tag that reads 'Abd Ben Khalti Member'. The background is a purple wall. A white text box is overlaid on the image.

The World Scout Committee and the Operational Framework

Continuous Improvement within the
World Scout Committee and the
Operational Framework

At the start of this triennium, the World Scout Committee expressed a strong commitment to ensure continuous improvement in its work as well as across the Operational Framework. Building on the learnings from the previous triennium, the World Scout Committee established a Continuous Improvement unit, held a start-of-term induction meeting, and reviewed and renewed the World Scout Committee Team Charter.

Additionally, the World Scout Committee introduced three volunteer co-leads to head the operational leadership of the three Work Streams, ensuring a more strategic oversight and less operational role for the World Scout Committee. Due to their strategic nature, the Task Forces as well as the Growth and Strategy Coordination Group are chaired by members of the World Scout Committee.

The Continuous Improvement unit has worked to improve the World Scout Committee Meeting Evaluations and organised a World Scout Committee members performance review and satisfaction evaluation, including both a self-assessment and a peer-to-peer evaluation. These measures have helped the World Scout Committee to improve their working methods, strengthen organisational decision-making, and foster collaboration.

As part of our commitment to put into practice the principles of the World Adults in Scouting Policy in our work with volunteers at the world level, we improved the volunteer on-boarding process significantly, including clear Terms of References, volunteer commitments, and mutual agreements.

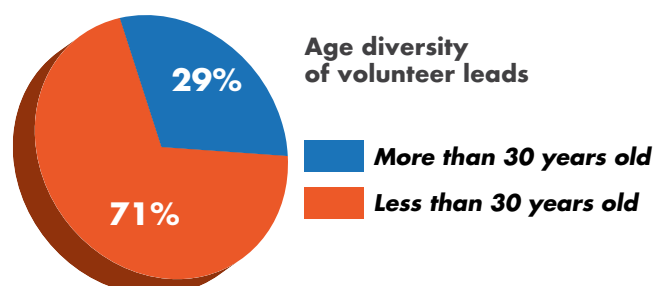
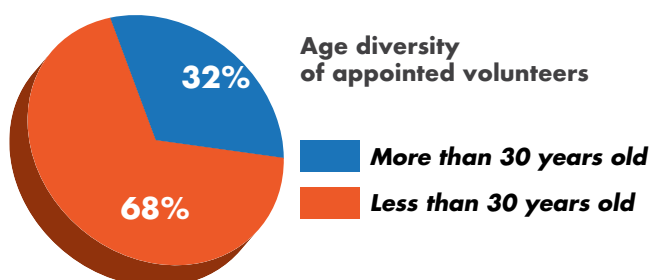
In addition to that, the volunteers of the Operational Framework have conducted a self-assessment, which formed the basis for feedback and discussions on volunteer performance and satisfaction with volunteering with WOSM. The ambition is to create an effective and efficient Operational Framework to further the implementation of our Triennial Plan, but also ensure that it is an enriching, engaging, and fun experience for our volunteers.

Looking ahead, the Continuous Improvement unit, will continue to monitor and evaluate performance and satisfaction both within the World Scout Committee and the wider Operational Framework; and work to implement some of the key recommendations resulting from the reviews, including:

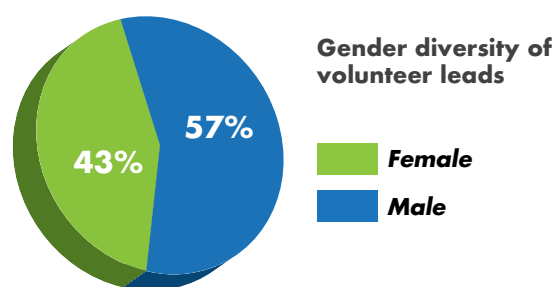
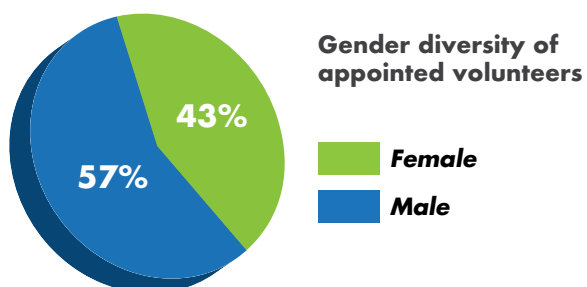
- improving information sharing across units within a Work Stream
- ensuring that achievements are recognised and celebrated
- as a focus for the Growth and Strategy Coordination Group: Continue to strengthen coordination and communication across Work Streams and Task Forces

Diversity and Inclusion in the Operational Framework

AGE DIVERSITY

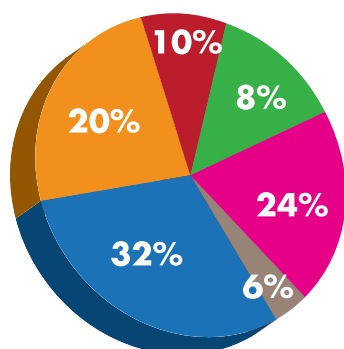


GENDER DIVERSITY

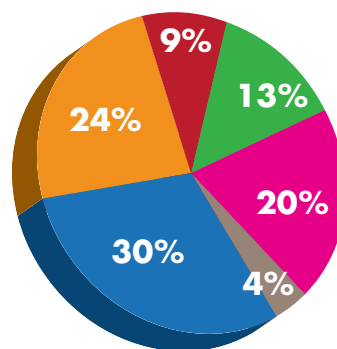


REGIONAL DIVERSITY

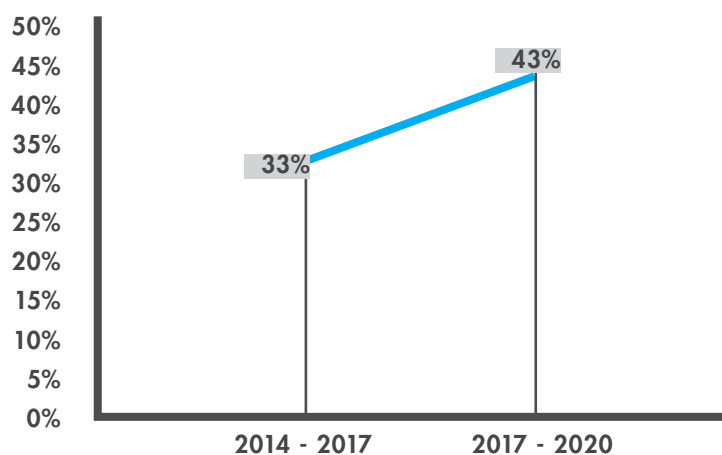
Regional diversity
of the appointed volunteers
2014-2017



Regional diversity
of the appointed volunteers
2017-2020



TREND OF THE RATIO OF FEMALE VOLUNTEERS APPOINTED IN THE OPERATIONAL FRAMEWORK





Gender mainstreaming

A key commitment of the 2017-2020 World Scout Committee has been to take bold steps towards advancing gender equality throughout WOSM's governance and operations. Diversity and Inclusion is one of the strategic priorities of the Strategy for Scouting, and crucial to the achievement of Vision 2023. Ensuring gender equality at all levels of Scouting is also one of the objectives of the 2017-2020 Triennial Plan.

At the organisational level, WOSM strives to reflect the diversity of our movement, giving equal opportunity and providing enabling and empowering working and learning environments for everyone, regardless of their gender.

While seeing significant progress and good practices in some parts of the organisation, few of our governance structures are gender balanced. There is a general lack of knowledge of the causes of gender inequality as well as a lack of capacity and strategy to address them within WOSM's governance and operational structures at all levels.

Moving forward requires taking stock of the current state of gender equality in WOSM and making strategic efforts, through an integrated and systematic approach, to address structural barriers for gender equality. Gender mainstreaming involves promoting gender equality and ensuring that gender perspectives and attention to the goal of gender equality are central to all activities.

Several developments focused on gender equality can be seen within the framework of the 2017-2020 Triennial Plan, particularly in the areas of Diversity and Inclusion and the Youth Programme, and through enabling support to NSOs via WOSM Services. WOSM also seeks to benefit from the experience and knowledge of other organisations by leveraging existing partnerships, such as with the HeForShe initiative, and exploring new ones.

To further advance our strategic efforts towards gender equality, the World Scout Committee has established a temporary innovation group tasked to support it with insights to improve the gender mainstreaming capacity and capabilities of WOSM. The innovation group will conduct research with volunteers and staff from the six regions, at all levels of Scouting (NSO, regional, and world levels). External experts and partners will also be brought to the discussion.



The outcomes will be presented to the World Scout Committee with a general assessment of challenges and good practices as well as proposals of both short-term and long-term actions and objectives. The group will also conduct capacity building of key functions in WOSM's governance and operations.



WOSM Initiatives

WOSM Services

Since June 2018, the WOSM Service initiative was introduced through a soft launch and then officially open to receive requests for support from all 170 Member Organizations. This new approach to service has enabled us to strengthen the capacity of our NSOs worldwide at a much faster and more effective pace, ultimately delivering better Scouting to more young people worldwide. Below are the latest update on the WOSM Services, the platform, and the consultants who support NSOs on the services.

WOSM Services

- 12 services and over 40 corresponding areas of support are now available to NSOs on services.scout.org
- Over 240 publications (such as policies, guidelines, and toolkits) were structured and organised per service and support area including new resources such as general presentation, one pagers, infographics and visuals, interactive presentations, etc.
- Ten new e-learning courses were developed and were made available to NSOs as an additional way to receive support in specific areas
- More materials were translated to more of the WOSM working languages, including the WOSM Services Platform interface



Youth Programme



Youth Engagement



Adults in Scouting



Diversity and
Inclusion



Safe from Harm



Spiritual Development



Scouting and
Humanitarian Action



Better World
Framework



Good Governance



Global Support
Assesment tool (GSAT)



Communications and
Scouting Profile



Partnerships

WOSM Service Platform

- Two key modules of the WOSM Service Platform – the Services Pages and Service Request forms, were developed and made available to NSOs as of the soft launch in June 2018, enabling Member Organization to submit their service requests not only through the platform, but also through WSB staff and WOSM volunteers to record their support.
- One new module dedicated to the consultants, enabling their assignment and management online, was developed and is now running since the full launch in January 2019. The new related functionalities were introduced to the trained consultants and platform related steps were incorporated in the selection process of future consultants.
- Additional improvements were also made on the platform based on the feedback received.
- The platform interface was translated to French, Spanish, and more recently, Arabic and Russian, enabling NSOs can to browse through the platform and also request a service in all languages.

WOSM SERVICES

STRENGTHENING THE SCOUT MOVEMENT FOR THE FUTURE

The WOSM Service Platform is our one-stop shop to support and strengthen the ability of National Scout Organizations (NSOs) to deliver better Scouting activities and programmes to more young people worldwide.

Through this new digital platform, we offer high-quality and effective support via 12 WOSM Services related to the core areas of Scouting - everything from the Adults in Scouting and Safe from Harm to good governance and partnership development.



DEDICATED SERVICES AND SUPPORT DESIGNED FOR NSOS



NEW TOOLS AND RESOURCES

Each of the 12 WOSM Services includes a range of new resources, policies, toolkits, and guidelines that have been developed and designed with the needs of NSOs in mind.



CUSTOM E-LEARNING COURSES

A series of newly-developed and innovative e-learning courses provide an introduction as well as basic training for the 12 WOSM Services.



ONE-ON-ONE CONSULTATION

NSOs can request in-person support from our pool of consultants or volunteers with expertise in the 12 WOSM Services.

WOSM consultants

- Four new editions of the WOSM Consultants Training planned for 2019 to train up to 100 consultants across the Movement by the end of 2019.
- Key resources were developed to support the selection, appointment, training, and assignment processes of consultants leading to a full alignment across the regions in the management of consultants based on the World Adults in Scouting Policy.

GOOD GOVERNANCE

Good governance is essential for running a successful NSO, and creating a positive image of the Movement within a country. Those with weaker governance processes often find it difficult to deliver a sustained high-quality programme to their youth members, and struggle to retain their adult leaders. With this in mind, WOSM aims to improve the capacities of NSOs in this area through continuous collaboration with NSO leadership teams worldwide. In this service area you will find support for effective decision-making in national boards, strategic planning, monitoring and evaluation, institutional matters (development and review of national constitutions), membership and financial management.



FINANCIAL MANAGEMENT IN NSOs

STRATEGIC PLANNING, MONITORING AND EVALUATION

INSTITUTIONAL AND CONSTITUTIONAL PROCESSES

GOOD GOVERNANCE

ADD COMPONENT

FINANCIAL MANAGEMENT IN NSOs

Your NSO has the financial resources, but what can you do to get the most out of it? WOSM is here to help. This service provides you with the resources and support necessary to improve your organisation's financial management system, and ensure your NSO makes the best use of every penny.

REQUEST SERVICE

RESOURCES

E-LEARNING

SUPPORT IN PERSON

Users visiting this webpage may download and copy the Materials from the webpage for non-commercial use only. Credit for the source must be given.



Scouts for SDGs

In November 2018, World Scouting launched Scouts for SDGs, the world's largest coordinated youth contribution to the SDGs, mobilising our network of 50 million Scouts to take everyday actions to create a more sustainable world.

The initiative builds on the efforts of Scouts who are already championing sustainable development at a grassroots level and who have completed more than 1.2 billion hours of community service towards the SDGs since 2012. Scouts for SDGs takes our commitment one step further with an aim to engage 50 million young people in a coordinated effort to deliver two million local projects and an additional three billion hours of service for the SDGs by 2030.

Through a new digital hub, high-quality educational resources, inspirational storytelling, and a full-scale communications campaign, Scouts for SDGs is taking Scouting's commitment to the sustainable development to the next level.

Educational resources

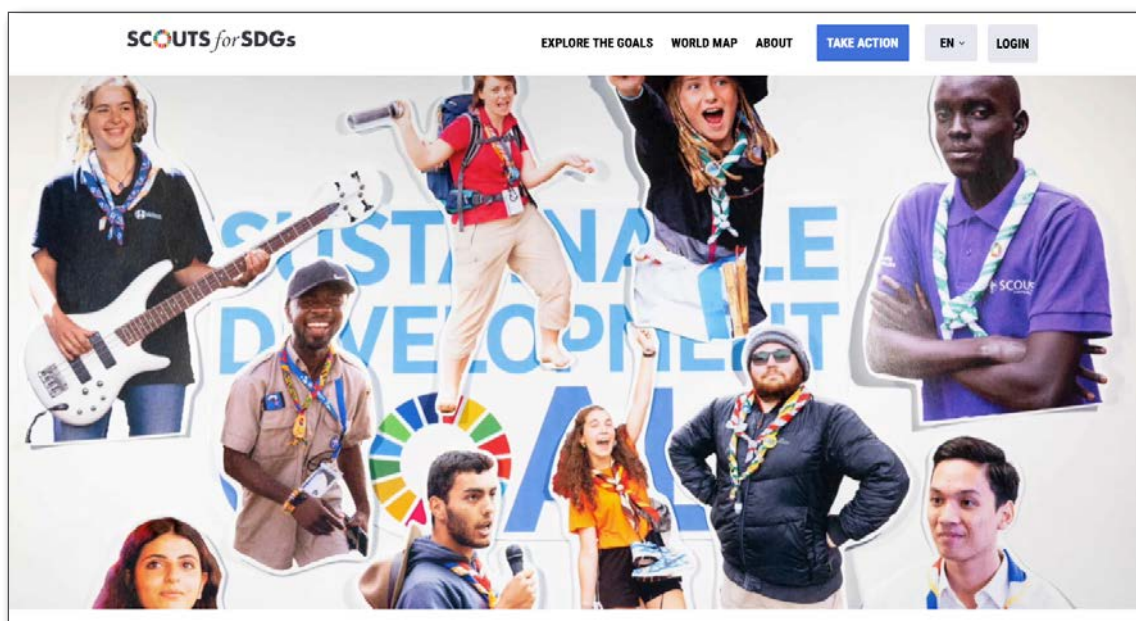
Education for sustainable development is at the heart of Scouting's commitment to the 170 NSOs that make up our global Movement. To time with the launch of Scouts for SDGs, the Scouting Development global team developed a series of tools and resources that aim to inform staff, leaders, and young people about how Scouting and the SDGs go hand-in-hand.

These resources include an e-learning course on Scouts for SDGs, a reference document, guidelines for NSOs on incorporating education for sustainable development in their Youth Programme, and a training and activity book for Scouts and leaders to increase their understanding of the SDGs.

Scouts for SDGs digital hub

The new Scouts for SDGs hub features a range of innovative ways that young people can learn about the SDGs and take action towards the 17 Goals. The highlights of the hub include

- an interactive world map and searchable database detailing the scale and reach of Scouting projects and actions connected to the 17 Goals
- an engaging “to-do” list feature to inspire Scouts to take action toward the 17 Goals and invite others to join them
- a robust monitoring and evaluation system that tracks and displays every project and all community service hours submitted through the platform
- the promotion of Scouting stories that highlight the ways in which young people are making a contribution to quality education, gender equality, climate action, peace-building, and reducing inequalities



Communications and Partnerships

The launch of Scouts for SDGs brought together more than 200 dignitaries, ambassadors, representatives from UN agencies, key donors to the World Scout Foundation, and programme partners at the UN Headquarters in New York City. It featured inspiring stories from two Messengers of Peace Heroes and remarks from the new Chief Ambassador of World Scouting, Bear Grylls, who made his first public appearance in the role to mark this unprecedented mobilisation effort.

During the launch event, WOSM ran a week-long campaign focusing on a different SDG each day that saw the promotion of videos, gifs, infographics, factoids, stories, and inspiring photos to World Scouting's combined network of more than 750,000 highly engaged followers on all social media platforms. Communications efforts for Scouts for SDGs include also the production of high-quality storytelling, notably stories on gender equality, climate action, animal conservation, and the rights of migrants and refugees.



Organisational Development

In September 2018, a GSAT preparation workshop for the Gulf Countries took place in Riyadh, Saudi Arabia, with 13 NSO representatives from Saudi Arabia, Oman, United Arab Emirates, Kuwait, Yemen, and five trained GSAT facilitators. The NSOs prepared for a GSAT audit, and to date, four of them have completed it, with the remaining two scheduled for 2019. Following these GSAT audits, action plans have been developed and are currently being implemented.

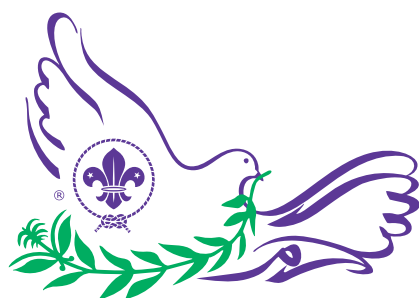
The Arab Scout Region Growth event took place in March 2019 and was an opportunity to share best practices and consolidate national and regional strategies for growth, taking into account the realities of NSOs in the Arab Scout Region. This has helped to follow up on and evaluate the progress being made in the Arab Scout Region to help reach Vision 2023.

As part of an established research framework, an impact study was launched in Saudi Arabia in December alongside the work being done in France, the Netherlands, and Mexico. The study involves comparing Scouts and non-Scouts of the same age and demographic background across a range of skills, attitudes, knowledge, and behaviours that are considered to be developed through Scouting's Youth Programme.

Conclusion

The first year of the Scouts for SDGs work was about building the brand, developing educational materials, and creating an engaging digital hub that could serve as a platform for engagement and action with young people around the world.

With these foundational elements in place, the next phase will drive more awareness around the Scouts for SDGs brand and showcasing the impact of Scouts efforts worldwide towards the SDGs through targeted marketing campaigns, educational training, storytelling, media relations, and world events.



Messengers of Peace

Messengers of Peace

Messengers of Peace is a World Scouting Initiative, which encourages Scouts to do community service and tell the story of their experience in order to inspire others to action. It is composed of three key areas, the Messengers of Peace Network which serves as an inspiration for ideas, the Messengers of Peace Programme which provides guidance for implementation, and the Messengers of Peace Support Fund which is a means for implementation.

The focus of the Messengers of Peace Initiative during the period was on continuing the implementation of the recommendations derived from the Messengers of Peace midterm evaluation, a commitment to continued improvements, and working with the regions to submit quality projects.





The rollout of the new application and report forms as well as the guidelines took place during the reporting period. The reporting period also saw the formation of the Messengers of Peace Thematic Team which brings together 16 staff from across all Regional and Global Support Centres to strengthen the coordination and implementation of the Messengers of Peace.

Joint monitoring visits (conducted with the regions and the Regional Decision Committees) and impact assessments of selected Messengers of Peace projects were conducted in all regions. These visits in the field are conducted to assess the impact of the projects and review the financial and activity implementation on the ground.

One highlight from the period saw the continuation of improved project management at the world, regional, and national levels, in part due to the fully functioning Messengers of Peace Thematic Team, the increased human resource capacity, and the improved monthly and quarterly reporting system. A revised reporting framework was developed and implemented that presents highlights of the Messengers of Peace Initiative to concerned stakeholders.



A quarterly report containing information on the Support Fund, the Programme, and the Network as well as details on funded projects, reports from field visits, and stories from Scouts on the ground is prepared in an engaging and visual style and shared widely with stakeholders. A detailed monthly report provides in depth analysis of funded Messengers of Peace projects and is shared with the Senior Management Team and Thematic Team. As a result, we have seen a significant increase in project reporting and compliance from the NSOs and Regional Support Centres that benefit from the Messengers of Peace funds. The vast majority of all funded projects, 92% of ongoing projects, are on track in terms of objectives, indicators, budgets, and reporting.

During the period, over 100 new projects coming from across all six WOSM regions have been approved and awarded a total of **USD 4.3 million.**

Key milestones in the Messengers of Peace Programme and Network include the Messengers of Peace Guidelines on the Programme and Network being created, published, and launched on our website; a “How to become a Messenger of Peace” booklet has been designed and published and is targeted at grassroots Scouts; Dialogue for Peace guidelines drafted and workshop held with partner organisation – KAICIID.

The Messengers of Peace Network social media channels have been reenergised with dedicated content shared among Scout.org channels, in particular Scouts reaching the goal of one billion service hours. The 2018 Messengers of Peace Heroes were recognised and awarded at the United Nations in New York.

A strategic workshop, in partnership with the World Scout Foundation, took place to plan the objectives and scope of the Messengers of Peace initiative from 2020 onwards. Also in collaboration with the World Scout Foundation, the procurement and implementation of a new project management tool to streamline the grant management process took place. The training, rollout, and launch of the tool to all 170 NSOs will take place later in 2019.





SCOUTS®
Creating a Better World

© World Scout Bureau Inc.
MANAGEMENT
June 2019

World Scout Bureau
Global Support Centre
Kuala Lumpur

Suite 3, Level 17
Menara Sentral Vista
150 Jalan Sultan Abdul Samad
Brickfields
50470 Kuala Lumpur, MALAYSIA

Tel.: + 60 3 2276 9000
Fax: + 60 3 2276 9089

worldbureau@scout.org
scout.org

