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World Organization of the Scout Movement  
Organisation Mondiale du Mouvement Scout  
Всемирная Организация Скаутского Движения  
Organización Mundial del Movimiento Scout  
المنظمة العالمية للحركة الكشفية

## **WSC/WSB Triennial Plan for 2008-2011**

Approved by the World Scout Committee in its Nov. 2008 meeting.

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# WSC/WSB Triennial Plan for 2008-2011

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## Background

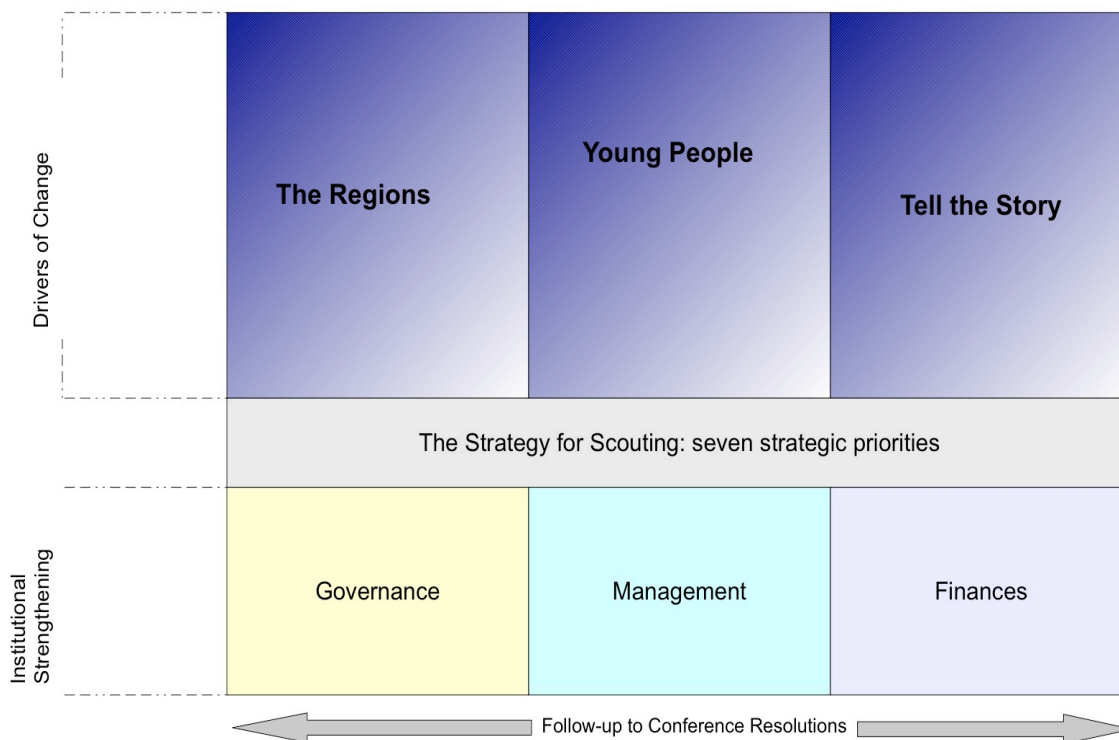
The first step to prepare the *WSC/WSB Triennial Plan for 2008-2011* was to develop a substantive analysis of existing multi-annual plans in all WSB Regional Offices. This analysis led to the identification of a clear set of common objectives and results. During the first half of 2008, regional teams revised these common objectives and results, making sure that the main goals of their regional plans were reflected in them. They also proposed quantifiable targets for the next triennium. During its meeting on 13 July 2008, prior to the Korea World Scout Conference, the World Scout Committee (WSC) considered and provisionally approved these objectives and results as a draft triennial plan. It was agreed then that, following the Conference, the development of the plan would continue, taking into account the decisions made by the Conference that could affect such. A complete Triennial Plan was prepared for consideration and final approval by the newly elected WSC at its November 2008 meeting. The WSB Yearly Operational Plan for 2008-2009, on which the WSB budget is based, is consistent with this Triennial Plan.

During the planning exercise, the WSB team mapped all objectives and results that followed the resolutions adopted by the World Scout Conference in Korea. This mapping was shared with the newly elected WSC on 5 August. The Triennial Plan was further tuned up using the feedback received from WSC members, with guidance provided during the visit of Chairman Rick Cronk to Geneva from 8-12 September and during the Steering Committee meeting on 22 September. It was discussed during the meeting with Regional Directors scheduled from 27-31 October and presented for approval by the WSC during their meeting from 7-9 November. See the annex for more details on past and future steps in the development of the Triennial Plan.

## Triennial Plan Structure

The strategic approach for the next triennium will follow two axes. The first one states the priorities or *drivers of change* around which the WSC and WSB will organise their actions, and the second one relates to the *institutional strengthening* needed to support these actions and work effectively on the priorities. The following graphic illustrates this strategic approach:

WSC/WSB Triennial Plan 2008 – 2011: priorities and structure



Under this planning structure, the three priority areas that will become our *drivers of change* are:

1. **Young People**, *enhance the growth of the Movement (more Scouting)*: We believe that Scouting is a quality youth programme that supports young people in becoming global citizens locally, nationally and internationally and that all young people in member countries should have access to Scouting.
2. **The Regions**, *improve the support to NSOs to provide better Scouting*: We believe that the support to NSOs is best delivered at regional level. We will therefore work in close co-operation with each Region to strengthen and extend the support they provide.
3. **Tell the Story**, *develop effective communications with all stake-holders (internal and external)*: We believe that an effective communication plan is important to establish networks, share information, facilitate learning and strengthen partnerships, all of which enhance the image of Scouting at all levels.

The *institutional strengthening* in support of these 3 priorities will focus on:

- a) **Governance**: WSC/WSB actions will show our commitment to the principles of integrity, democracy, legitimacy, unity of the Movement, accountability and transparency.
- b) **Management**: Key management issues will be addressed to ensure greater decentralisation and more responsive support to NSOs.
- c) **Finances**: The financial governance and financial management capacities of the WSB will be strengthened.

## **Triennial Plan Implementation**

The *WSC/WSB Triennial Plan for 2008-2011* has a results-based approach. It presents a set of objectives with specific results to be achieved during this period. The main tactics to be used in the achievement of such results are outlined here:

### **Priority area 1: Young People**, *enhance the growth of the Movement.*

We will achieve this by:

- a) Supporting NSOs to extend access to all young people in their country.
- b) Helping NSOs to expand volunteering in their association.
- c) Assisting World Scout Youth Events to become an example of good practice in recruiting and managing volunteers and in providing a quality programme that retains young people in Scouting.
- d) Establishing the growth of the Movement as a priority in NSOs.

### **Priority area 2: The Regions**, *improve the support to NSOs to provide better Scouting.*

We will achieve this by:

- a) Supporting NSOs to develop and deliver a quality youth programme that responds to the needs of young people today.
- b) Assisting NSOs to be the organisation of choice for adults that volunteer to support the development to young people.
- c) Providing support to world events and supporting the Regions to run excellent regional events, and support the transfer of learning from these events to NSOs.
- d) Developing partnerships with each Region to provide quality support to their NSOs.

### **Priority area 3: Tell the Story**, *develop effective communications with all stake-holders (internal and external).*

We will achieve this by:

- a) Building on the results of the Centennial Year to increase Scouting's presence in the media.
- b) Developing relevant publications and tools in support of actions for growth.
- c) Synchronising global messages about Scouting.
- d) Developing a Global Media Plan and supporting national marketing and communication plans.
- e) Increasing participative IT platforms such as social networking tools and virtual communities.
- f) Sustaining the revitalisation of the brand and increase its equity.

**The institutional strengthening actions** in support of these 3 priorities will comprise:

**a. Governance:**

- The WSC will demonstrate good governance as the executive organ of WOSM.
- A new GRTF will be appointed to follow-up key issues, consult with NSOs as necessary and report to the Conference.

**b. Management:**

- More effective and immediate overview of WSB management will be developed.
- A transparent process to select the new Secretary General will be designed and implemented.
- Communications with NSOs and Regional Committees will be substantially improved.

**c. Finances:**

- A Resource Mobilisation Strategy will be implemented to increase and diversify the sources of income.
- A Global Marketing Plan will be implemented.
- The development of a more equitable fee system will be pursued.

***Conference Resolutions, WSC priorities and Triennial Plan 2008-2011***

The following table lists all Resolutions adopted by the World Scout Conference in Korea. It indicates whether a specific action and/or report has been requested from the WSC. It indicates the deadline for such action and/or report, if specified in the Resolution.

When a Resolution does not state a specific action from the WSC but provides recommendations to be considered, this has been registered in a separate column of the table. This distinction should help the WSC to do a more efficient follow-up of all Conference Resolutions.

The table is intended to help the reader to relate the priorities for the triennium and the areas of institutional strengthening to the Conference Resolutions. For reference purposes we have included the number of the Triennial Objective(s) under which each Resolution will be followed. Note that, given the different nature of the Resolutions, when a Resolution is not addressed under a Triennial Objective, it is definitively being followed as an activity under the Yearly Operational Plan (YOP).

The *WSC/WSB Triennial Plan for 2008-2011* is aligned under the *Strategy for Scouting*. All Triennial Objectives support longer term achievements projected under the seven Strategic Priorities (SP). This is clearly registered in this table. Also in the *Triennial Objectives and Results* section of this document, it is indicated to which Strategic Priority each objective corresponds and which Conference Resolution will be followed under it.

Table1: Conference resolutions, WSC priorities and Triennial Plan 2008-2011

No.	38 <sup>th</sup> World Scout Conference: Business Resolutions	The resolution request to the WSC:				Triennial Plan 2008 -2011					Follow-up by	
		a specific action	a report or proposal for the next Conference or earlier	to follow a recommendation	Strategic Priorities (SP) under which each resolution will be followed-up in the Triennial Plan	The Regions (Triennial Plan objective number)	Young People: Growth (Triennial Plan objective number)	Tell the Story (Triennial Plan objective number)	Governance (Triennial Plan objective number)	Institutional Strengthening Management (Triennial Plan objective number)		Finances (Triennial Plan objective number)
1/08	Registration of Member Organizations	—	—	—	N/A							N/A
2/08	Registration Fee System	✓	✓ at next Conference	—	SP7.3						✓ c.2	WSC/RTF
3/08	Governance Review	✓	✓ before Regional Conferences AND 12 months before next Conference	—	SP6			✓ a.1				WSC/GRTF
4/08	Governance Issues			✓	SP6			✓ a.1				WSC/GRTF
5/08	Selection of Secretary general	✓ 12 months after Conference			SP6				✓ b.1			WSC
6/08	Election Systems at World Scout Conference	✓ 12 months before next Conference	✓ at next Conference	✓	SP3 – SP6			✓ a.3				WSC/GRTF/CC
7/08	Rules of Good Practice for Electoral Campaign	✓	✓		SP6			✓ a.3				WSC/GRTF/CC
8/08	The Strategy for Scouting			✓	SP6		✓ YOP	✓ 1.1				WSC/SCG
9/08	Regional Scout Conferences			✓	SP6		✓ 2.1					RSC
10/08	Triennial Plan and Report	✓ 6 months after Conference	✓		SP6				✓ b.2			WSC/WSB
11/08	Membership Development			✓	SP4 – SP6		✓ YOP	✓ 1.1	✓ 3.1;3.2			WSB/EMC/SCG
12/08	Volunteers in Scouting	✓			SP5		✓ YOP	✓ 1.3				WSB/EMC
13/08	Adult Resources	✓	✓ at next Conference		SP5		✓ YOP	✓ 1.3				WSB/EMC
14/08	Youth Involvement in Decision-making	✓	✓ at next Conference	✓	SP1 – SP6			✓ 1.2	✓ a.2; a.3			WSC/RSC
15/08	World Scout Youth Forum			✓ at next Conference	SP1			✓ 1.4	✓ a.3			WSC
16/08	Greater Decentralization	✓			SP6		✓ 2.1			✓ c.2		WSC
17/08	Location of World Scout Bureau	✓ 18 months after Conference	✓		SP6				✓ b.1			WSC
18/08	Diversification of Income Sources			✓	SP7					✓ c.1		WSB/SPC
19/08	World Scout Committee Member Expenses	✓			SP6					✓ YOP		WSB/BC
20/08	Education for Peace	—	—	—	SP7		✓ 2.2	✓ 1.2				NSOs
21/08	Scouts of the World	✓			SP2			✓ 1.2				WSB/EMC
22/08	Environmental Education in Scouting				S 2			✓ 1.2				WSB/EMC
23/08	World Scout Centers			✓	SP6				✓ YOP			WSC/WSB
24/08	Scientific Congress			✓	SP2			✓ 1.2				WSB/EMC
25/08	Bidding for World Scout Events	✓ at next Conference			SP2 – SP6					✓ YOP		WSC/WSB
26/08	13 <sup>th</sup> World Scout Moot, Kenya 2010	—	—	—	SP2			✓ 1.4				WSC/WSB
27/08	Centenary Diploma	✓ at next Conference			SP6				✓ YOP			WSC/WSB
28/08	External Relations in Scouting			✓	SP7		✓ 2.2		✓ 3.1; 3.2;3.3			WSB/SPC
29/08	WAGGS/WOSM Consultative Committee	✓			SP7					✓ YOP		WSC
30/08	World Scout Inter-religious Forum		✓	✓	SP7				✓ YOP			WSB/SPC

BC: Budget Committee CC: Constitutions Committee EMC: Educational Methods Committee GRTF: Governance Review Task Force N/A: no request for the WSC RTF: Registration Fee Task Force RSC: Regional Scout Committees SCG: Strategy Coordination Group SPC: Scouting Profile Committee YOP: Yearly Operational Plan contains specific follow-up actions

**Objectives and Results for Priority area 1: *Young People*, enhance the growth of the Movement.**

WSC/WSB Objectives for 2008-2011	WSC/WSB Results for 2008-2011
<p><b>1.1.</b> To support* NSOs to explore and implement actions for sustainable membership development and growth. (MORE SCOUTING)</p> <p>Resolutions 8/08; 11/08</p>	<p>(a) Increase the number of youth members in new and existing target groups in NSOs that focus on growth.(SP4)</p> <p>(b) Increase the number of recognised NSOs.(SP6)</p> <p>(c) Develop and/or expand projects and initiatives to reach special segments of society, including the following: (SP4)</p> <ul style="list-style-type: none"> <li>• individuals with special needs</li> <li>• children in especially difficult circumstances</li> <li>• socially marginalised young people</li> <li>• further community involvement</li> </ul> <p>(d) Have in place at NSO level (per request) a standard tool that provides reliable information on membership. (SP7)</p> <p>(e) Produce more accurate membership statistics at national, regional and world levels.(SP7)</p>
<p><b>1.2</b> To support* improvement of quality of Youth Programmes in NSOs, particularly in relation to youth involvement in decision making. (BETTER SCOUTING)</p> <p>Resolutions 14/08; 20/08; 21/08; 22/08; 24/08</p>	<p>a) Increase the number of NSOs that are supported* in the process of reviewing their Youth Programme.(SP1)</p> <p>b) Develop or expand projects and initiatives and provide tools and publications that support NSO's work in: (SP1 to 5)</p> <ul style="list-style-type: none"> <li>• youth involvement</li> <li>• life skills and values</li> <li>• spiritual development</li> <li>• peace education</li> <li>• environment education</li> <li>• gender</li> </ul> <p>c) Increase the number of NSOs that implement the "Scouts of the World Award".(SP2)</p> <p>d) Make available at least one tool to measure youth involvement.(SP1)</p> <p>e) Undertake and/or promote research in relation to adolescents, young adults, adult volunteers and gender to improve programmes (SP1 to 5)</p>
<p><b>1.3</b> To support* NSOs to improve their adult volunteer recruitment, retention and recognition systems and enhance the quality of training. (ADULT VOLUNTEERS)</p> <p>Resolutions 12/08; 13/08</p>	<p>a) Undertake an evaluation of existing training systems in a sample of NSOs from all Regions, in relation to the system's content, processes and external validation. (SP5)</p> <p>b) Support NSOs to review, develop, update or renew their adult training systems.(SP5)</p> <p>c) Develop a framework for official recognition of national training systems using the Wood-badge symbolism.(SP5)</p> <p>d) Support* NSOs to launch a volunteering campaign and further develop the concept of volunteering.(SP5)</p> <p>e) Produce and distribute materials regarding management of adult volunteers.(SP5)</p> <p>f) Deliver training workshops or seminars to enhance the development of adult volunteers and professionals. (SP5)</p> <p>g) Continue raising awareness of the importance of gender perspective in WOSM's policies, regulations, programme design, educational materials and other key practices.(SP3)</p>
<p><b>1.4</b> To support* NSOs to develop and promote youth events and special initiatives at world, regional and national levels. Resolutions 15/08;26/08</p>	<p>a) Support* is provided by all WSB Offices to specific youth events and gatherings such as: Moots, Jamborees, Youth Forums and other camps. (SP1 to 6)</p> <p>b) Increase the number and quality of opportunities for youth exchange and networking.(SP1 to 3)</p>
<p>* Support refers to: technical assistance, financial aid and/or administrative back-up. ** Young adults: people over 18 to 26 years of age</p>	

**Objectives and Results for Priority area 2: *The Regions*, improve the support to NSOs to provide better Scouting.**

<b>WSC/WSB Objectives for 2008-2011</b>	<b>WSC/WSB Results for 2008-2011</b>
<p><b>2.1</b> To enhance and improve co-ordination and co-operation amongst WOSM bodies at all levels</p> <p>Resolutions 9/08; 16/08</p>	<p>a) Put in place systems, structures and/or procedures that improve integration and communication between World, Regional and NSOs levels. (SP6)</p> <p>b) Organise and facilitate efficient World and Regional Committee meetings and Conferences. (SP6)</p>
<p><b>2.2.</b> To benefit NSOs through the establishment of global and regional partnerships which produce effective results.</p> <p>Resolution 20/08; 28/08</p>	<p>a) Carry out an assessment of benefits and lessons learned from global and regional partnerships.(SP7)</p> <p>b) Support* NSOs to develop new partnerships and design, implement or expand regional and global partnerships that benefit NSOs.(SP7)</p>
<p>* Support refers to: technical assistance, financial aid and/or administrative back-up.</p>	

**Objectives and Results for Priority area 3: *Tell the Story*, develop effective communications with all stake-holders (internal and external).**

<b>WSC/WSB Objectives for 2008-2011</b>	<b>WSC/WSB Results for 2008-2011</b>
<p><b>3.1</b> To support* NSOs to develop and implement comprehensive and consistent marketing and communication plans in support of "Action for Growth".</p> <p>Resolutions 11/08; 28/08</p>	<p>a) Develop and implement a Global Media Plan building on the results of the Centennial Year.(SP7)</p> <p>b) Support* NSOs to develop or review their marketing and communication plans through the implementation of National Communication Forums.(SP7)</p> <p>c) Undertake and/or promote research in relation to the image of Scouting. (SP7)</p>
<p><b>3.2</b> To support* NSOs through the provision of quality publications and tools for public relations and media.</p> <p>Resolution 28/08</p>	<p>a) Distribute quality marketing and communication tools and materials to NSOS including: news letters, magazines and other packages.(SP7)</p> <p>b) Develop effective e-communication tools and interactive IT platforms to facilitate networking. (SP7)</p> <p>c) Sustain the revitalisation and equity of the Scout brand.(SP7)</p>
<p><b>3.3</b> To maintain the status of World Scouting as a leading advocate on issues affecting youth.</p> <p>Resolution 28/08</p>	<p>a) Disseminate the corporate policy on external relations and partnerships. (SP7)</p> <p>b) Support* NSOs to enhance their external relations efforts.(SP7)</p> <p>c) Maintain WOSM relationships with international actors from the civil society and maintain WOSM consultative status within the UN system and other international organisations.(SP7)</p>
<p>* Support refers to: technical assistance, financial aid and/or administrative back-up.</p>	

## Objectives and Results for Institutional strengthening

### a. Governance

WSC/WSB Objectives for 2008-2011	WSC/WSB Results for 2008-2011
<p><b>a.1</b> WSC demonstrates good governance as the executive organ of WOSM.</p> <p>Resolution 3/08; 4/08</p>	<p>a) Review the WSC methods of operations in relation to decision making and communications with NSOs.(SP6)</p> <p>b) Develop systems and procedures to ensure that the WSC fulfils the role and functions defined in WOSM Constitution.(SP6)</p> <p>c) Establish and support a new Governance Task Force -GRTF- which should:(SP6)</p> <ul style="list-style-type: none"> <li>• distribute a report before the next Regional Scout Conferences</li> <li>• bring any proposed amendments to the WOSM Constitution, 12 months prior to the next World Scout Conference.</li> <li>• Implement the substance of the recommendations 1 to 5 included in the report of the previous GRTF.</li> </ul> <p>d) Refine and implement the self-assessment system (check-list) encouraging NSOs to review their own performance.(SP6)</p>
<p><b>a.2</b> To increase the number of young leaders in decision making positions at Regional and World levels.</p> <p>Resolution 14/08</p>	<p>a) Increase the number of young adults** in WOSM decision making bodies, task forces and working groups.(SP1 and 6)</p> <p>b) Develop a vision and strategy for youth involvement to be presented at the next World Scout Conference, including a mentoring scheme.(SP1)</p>
<p><b>a.3</b> To plan and deliver and effective 39<sup>th</sup> World Scout Conference, that meets the needs and aspirations of NSOs.</p> <p>Resolutions 6/08; 7/08; 14/08; 15/08</p>	<p>a) Investigate and propose to the next Conference possible ways of conducting elections to respond to the needs of electing a balanced Committee and include good practices for electoral campaigns.(SP6)</p> <p>b) Report on the follow-up provided to the Resolutions of the 38<sup>th</sup> World Scout Conference.(SP6)</p>
<p>* Support refers to: technical assistance, financial aid and/or administrative back-up.  ** Young adults: people over 18 to 26 years of age</p>	

### b. Management

WSC/WSB Objectives for 2008-2011	WSC/WSB Results for 2008-2011
<p><b>b.1</b> To address key management issues of the WSB.</p> <p>Resolutions 5/08; 17/08</p>	<p>a) Implement an adequate process for the selection of the Secretary General of WOSM.(SP6)</p> <p>b) Undertake a feasibility study of the best location of the World Scout Bureau.(SP6)</p>
<p><b>b.2</b> To support and encourage the practice of strategic planning, implementation and measurement of outcomes and quality at all levels.</p> <p>Resolutions 8/08; 10/08</p>	<p>a) Develop a plan to assesses the progress in the Strategy and a process to develop medium and long term goals for the Movement.(SP6)</p> <p>b) Develop a Triennial Plan for the WSC/WSB and distribute it to all NSOs by January 2009.(SP6)</p> <p>c) Develop a mid-term evaluation of the triennial plan and share results with NSOs by March 2010.(SP6)</p> <p>d) Support* NSOs to enhance their strategic planning and monitoring and evaluation processes.(SP6)</p>
<p>* Support refers to: technical assistance, financial aid and/or administrative back-up.</p>	

### c. Finances

WSC/WSB Objectives for 2008-2011	WSC/WSB Results for 2008-2011
<p><b>c.1</b> To increase and diversify the WSB sources of income. Resolution 18/08</p>	<p>a) Develop and implement a Resource Mobilisation Strategy that leads to increased funding from different sources.(SP7)</p>
<p><b>c.2</b> To strengthen the financial governance of the WSB.  Resolutions 2/08; 16/08</p>	<p>a) Update and implement standard financial systems and procedures among the WSB.(SP6)</p> <p>b) Review and optimise the allocation of resources (human and financial) between all offices of the WSB.(SP6)</p> <p>c) Refine WOSM registration fee system review and present it at the 39<sup>th</sup> World Scout Conference.(SP6)</p>
<p><b>c.3</b> To deliver assistance to NSOs in the area of resource mobilisation and finances.</p>	<p>a) Deliver to NSOs tools, materials, best practices, guidelines and workshops related to resource mobilisation at NSO level, including a national annual registration fee system.(SP7)</p>

## Annex

### Steps to Develop the WSC/WSB Triennial Plan 2008-2011

No.	Actions already taken	Deadline	Followed-up by
1	Revision of "existing" multi-annual plans from all Regions	January 2008	WSB
2	Mapping of "common" objectives and results based on existing Regional plans - presented at the BoD	January 2008	WSB
3	Regional teams reviewed "common" objectives send feedback to WSB-CO	May 2008	WSB
4	Regional teams defined measurable (quantitative) "results" for the triennium	June 2008	WSB
5	Central Office teams reviewed "common" objectives and defined their measurable (quantitative) "results" for the triennium	June 2008	WSB
6	Draft integrated Triennial Plan Objectives and Results for 2008-2011 produced	30 June 2008	WSB
7	Draft integrated Triennial Plan Objectives and Results for 2008-2011 preliminary approval by the World Scout Committee	13 July 2008 in Korea	WSC
8	Working document matching Conference Resolutions and draft Triennial Objectives and Results was developed and sent to the newly elected Committee and to Regional Directors	August 2008	WSC
9	Draft Triennial Objectives and Results were used as basis for Yearly Operational Planning (YOP)	September - October 2008	WSC-WSB
10	Triennial priorities were set by the WSC	September 2008	WSC
11	Draft Triennial Plan for 2008-2011 was edited based on WSC feedback – existing Triennial Objectives and Results are included in the plan.	September - October 2008	WSC-WSB
12	Draft Triennial Plan 2008-2011 was distributed to WSC and Regional Directors	October 2008	WSC-WSB
13	Final Triennial Plan Objectives and Results for 2008-2011 were approved	WSC meeting November 2008	WSC
14	Draft indicators for the Triennial Plan were developed	November 2008	WSC-WSB
<b>15</b>	<b>Triennial Plan 2008-2011 is sent to NSOs no later than January 2009 by Conference Resolution 10/08</b>	<b>January 2009</b>	<b>WSC-WSB</b>
No.	Future Actions		Followed-up by
16	Draft indicators for the Triennial Plan under consultation with volunteers, sub-committees and task forces - then adapted as required	December 2008 – January 2009	WSC-WSB
17	Based on consulted indicators, the "Monitoring and Evaluation (M&E) Framework" for the Triennial Plan is developed	February 2009	WSB
18	The M&E Framework for the Triennial Plan is approved by the WSC in its next meeting	March 2009	WSC
19	A mid-term review of situation of the Triennial Plan implementation is developed	November 2009	WSC-WSB
20	Mid-term report is sent to NSOs no later than March 2010 by Conference Resolution 10/08	March 2010	WSC-WSB