



## Document 6

### Strategy for Scouting - Vision 2023

**40<sup>TH</sup><sub>E</sub>** WORLD SCOUT  
CONFERENCE  
CONFÉRENCE MONDIALE  
DU SCOUTISME

**SLOVENIA 2014**



**SCOUTS**  
Creating a Better World



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## TERMINOLOGY

A lot of different terminology is used when discussing strategy. To ensure that we have a common understanding, please see the following definitions:

**Mission** = the core purpose of Scouting, the "raison d'être"; *why we exist*

**Vision** = our aspirations, our dreams; *where we want to go*

**Strategic Priorities** = focus areas, how do we get there; *how to achieve our Vision*

**Objectives** = a framework for each Strategic Priority to guide implementation; *not part of the formal proposal of the Strategy for Scouting*

**Strategy for Scouting** = the Mission, Vision and Strategic Priorities collectively; *Scouting's strategic framework*

**Key Performance Indicators (KPIs)** = performance measurement, *how we evaluate success along the way*

**Values** = the core values of Scouting; *the Scout Law and Promise.*

## BACKGROUND

At the 39th World Scout Conference in Brazil, a resolution was adopted asking for a clearer focus regarding the Strategy for Scouting (6/2011). Based on this, "Our Strategic Path" became one of the four Priority Areas during the 2011-2014 triennium. The aim was to clarify the various elements of the current strategy, see what evaluation had been done and look at how to proceed going forward.

The first step in the process was to clarify the different components of the existing strategic framework and how they relate to each other. This was carried out in the form of a briefing paper which was presented to the World Scout Committee in September 2012.

The second step was to evaluate the current Strategy for Scouting (Mission, Vision and 7 Strategic Priorities). It was concluded that the Mission continues to be relevant and encapsulate the purpose of Scouting, while the Vision was quite unclear and that very little follow-up and evaluation had been done with regard to the 7 Strategic Priorities. A number of monitoring systems had been proposed or developed during the triennia following the adoption of the Vision in 2002, but these had not been translated into action. This meant that it was difficult to measure the level of progress in terms of achieving the Vision. Based on this, the World Scout Committee decided to focus its efforts on analysing the current situation and pointing the way forward, rather than looking to the past. Part of this was doing an analysis of trends among young people today (Global Youth Trends Report), as well as further analysis of the current situation of WOSM.

Having reviewed the material, the World Scout Committee decided in March 2013 to develop a new Vision Statement. The existing Vision Statement includes the phrase "We see Scouting entering its second century...", which can be understood to set the horizon for 2007, while the new Vision would aim for 2023. This would give the Movement a clear "deadline" for achieving it; three triennia after the 40<sup>th</sup> World Scout Conference. As the Strategic Priorities are an extension of the Vision (i.e. how to achieve it), they would also need revising based on the updated Vision.

## **DEVELOPING THE PROPOSAL**

### **Why a strategic framework?**

A strategic framework sets the direction for the Movement, and ensures that we have a clear idea of where we are going and how to get there. The activities that we do should support the achievement of the overall Mission; educating young people to become self-fulfilled individuals who play a constructive role in society.

### **World and Regional Input**

For the new Vision to be supported by the entire Movement, all six Regions were involved from the very beginning. In November 2013, a three-day workshop was held at Gilwell Park in London, United Kingdom solely focusing on developing Vision 2023. Invitees were key WOSM Regional and World Committee members and the WSB Senior Management Team. The outcome of the workshop was a new draft Vision Statement, and 6 Strategic Priorities that would help achieve this Vision.

In January 2014, a document containing the Mission (unchanged), the new proposed Vision and 6 Strategic Priorities –together forming the new Strategy for Scouting- was sent out to the Regions for feedback and endorsement. They were also asked to consider specific objectives, linked to each Strategic Priority, which had been developed based on the London workshop. In March 2014, a slightly revised set of documents (based on the input received from the Regions and WSC members), was discussed and approved by the World Scout Committee as the proposal to be presented to the NSOs.

### **NSO Input**

In April 2014, the proposed new Strategy for Scouting was sent out to NSOs for feedback together with background documentation. The idea was both to gather input and to give NSOs the chance to be well-acquainted with the proposal ahead of the Conference. In addition, two video clips were developed explaining the purpose of strategic planning and introducing the proposed Vision 2023.

The main tool used for NSO input was an interactive discussion forum on the Intranet, which is a restricted area on [www.scout.org](http://www.scout.org) aimed at NSOs. Logins were sent out via email to the NSO Contact persons. Input could also be given by email or on paper.

Most of the feedback received was related to the objectives, with no comments on the proposed Vision and a limited number on the Strategic Priorities. After carefully considering all the input, the "Our Strategic Path" working group decided to include the comments in the discussions at the Conference breakout sessions but not suggest any changes to the proposal at this time. All comments have also been addressed individually on the discussion forum on the [scout.org](http://scout.org) Intranet.

## **THE PROPOSAL**

The proposed Strategy for Scouting includes the Mission (unchanged), a new Vision Statement and 6 Strategic Priorities. Together these elements form the strategic framework for Scouting, expressing what we do and where we want to go.

A number of objectives have also been developed, linked to each Strategic Priority. These are not a formal part of the Strategy (as in the Conference is not asked to formally consider and approve them), but are rather a framework as to how each of the 6 Strategic Priorities can be translated into action.

Therefore any proposed amendments should be made to the Strategy for Scouting, not the objectives.

## **Languages**

The Strategy for Scouting and the objectives are available in the five working languages of WOSM: English, French, Arabic, Spanish and Russian. Please note, however, that English and French are the official versions and any proposed amendments should be made in these languages. Language support will be provided if needed. If there is any conflict arising out of the interpretation, the English version will always take precedent.

## **Conference Session**

The proposed Strategy for Scouting will be introduced during a plenary session at the World Scout Conference (Wed 13 Aug). The presentation will be followed by breakout sessions, where delegates and observers will be invited to discuss the different elements. A report on the output of these breakouts will be delivered on Thursday in a plenary session. Approval of the Strategy will be subject to a vote on the last day of the Conference (Fri 15 Aug).

## **Post-Conference**

An important note, both in the 2011 Conference resolution and the subsequent evaluation, was that in order for a Vision to fulfil a purpose, evaluation and follow-up need to be done along the way to ensure that the Movement is on the right track. The first tentative steps have already been taken, by developing a draft World Triennial Plan for 2014-2017 that is aligned with Vision 2023 (see Conference Document 7) and by looking at the current Regional Triennial Plans in relation to the Vision.

Another aspect will be the development of Key Performance Indicators (KPIs), to measure progress. The "Our Strategic Path" Working Group highly recommends this as a key piece of work to be undertaken in the next triennium, if the new Strategy for Scouting is approved by the Conference. Based on these KPIs, regular progress reports should be presented to the World Scout Committee and the World Scout Conference so that both bodies can further steer the Strategy for Scouting.

Last but not least the Working Group would recommend that also an update of existing WOSM resources (on World and Regional level) is considered for the next triennium, so that they accurately reflect the new Strategy. Subsequently support to NSOs with regard to strategic planning, monitoring and evaluation will be key to ensure further successful dissemination of WOSM's newly approved Strategy for Scouting.

## **A vision for the Movement or for the Organisation?**

The proposed new Vision Statement is a vision for the Movement – where do we aspire Scouting to be worldwide by 2023? However, the Resolution of the World Scout Conference in Brazil (6/2011) also called for the development of a "clear and focused Strategy for the world bodies". The Strategy is essentially implemented on World and Regional levels through Triennial Plans, which is why the World Scout Committee has aligned the process of developing a proposed World Triennial Plan with the Strategy process (see Conference Document 7). This, combined with aligning the strategic process of WOSM's bodies (World, Regions, NSOs), will ensure a collaborative approach towards achieving Vision 2023.

## **Timeline Overview**

January 2011 – World Scout Conference in Curitiba, Brazil. Resolution 6/11 is adopted

March 2011 – “Our Strategic Path” Working Group is appointed by the World Scout Committee

June 2012 – Status updates on the “Our Strategic Path” Priority Area are given at Regional Conferences (continues until Oct 2013)

September 2012 – Briefing Paper on the evolution of the strategic framework of WOSM is presented to the World Scout Committee

March 2013 – World Scout Committee decides to develop a new Vision Statement

November 2013 – Workshop for key WOSM World and Regional Committee members and WSB Senior Management Team to develop new Vision Statement is held

January 2014 – Proposed Strategy for Scouting and objectives are sent out to Regions for feedback and endorsement

March 2014 – Updated proposal approved by the World Scout Committee

April 2014 – Proposal sent to NSOs for input together with background information (Circular 13/2014)

June 2014 – Conference Document including final proposal is distributed

August 2014 – Proposal up for discussion and vote at the World Scout Conference

## **Working Group**

The “Our Strategic Path” working group was headed by Mr John Neysmith. The group included Mr Nicholas Tang, Mr Vemund Ovesen, Ms Lidija Pozaic and the late Mr Eric Khoo.

Staff support was delivered by Mr David Berg and Ms Kristin Frilund.

***All resources referred to in this document are available on the scout.org Intranet. National Scout Organizations who do not have access to the Intranet should contact kfrilund@scout.org***

## PROPOSED STRATEGY FOR SCOUTING

### MISSION *(unchanged)*

The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

### VISION

By 2023 Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities based on shared values.

## 6 STRATEGIC PRIORITIES

<b>Youth Engagement</b>	<b>Educational Methods</b>	<b>Diversity &amp; Inclusion</b>	<b>Social Impact</b>	<b>Communication &amp; Relations</b>
<p>Scouting should give young people the opportunity to develop the skills and knowledge needed to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.</p>	<p>The Youth Programme should provide a non-formal learning environment strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.</p>	<p>Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.</p>	<p>Every Scout should be involved in community service, and share their experience to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.</p>	<p>Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognized as the world's leading youth movement.</p>
<p><b>Governance</b></p> <p>The governance of WOSM should be transparent, efficient and clearly linked to its overall strategy, focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organization should be clearly defined and understood, ensuring a customer-focused approach. In doing so we ensure high synergy across all levels of WOSM with a high "return on investment".</p>				

## **SUPPORT DOCUMENT: PROPOSED OBJECTIVES PER STRATEGIC PRIORITY**

### **YOUTH ENGAGEMENT**

#### **Strategic Priority:**

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

#### **Objectives:**

By 2023,

- a) Intergenerational dialogue is an established practice within Scouting. This will be achieved through:
  - Sharing of knowledge and experience between generations
  - Increased participation of youth members in training programmes, both as trainers and trainees.
  - Respecting and recognising the contribution of young volunteers
  - Encouraging role modelling and mentoring
- b) An increased number of young people are in leadership and governance roles within WOSM. This will be achieved through:
  - Exploring innovative ways to support youth in taking leadership and governance roles
  - Clear preparation of young people for succession in key positions at all levels within the WOSM structures
  - Including young people in the teams that develop and deliver programme, operations and management
- c) Through strategic communication, the concept of Youth Engagement is widely known and understood.
- d) Youth members are also engaged in different bodies, organisations and projects outside of Scouting, contributing to and shaping their communities.

## EDUCATIONAL METHODS

### Strategic Priority:

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

### Objectives:

By 2023,

- a) Scouting is well-established as an attractive and safe learning environment, that helps to prepare young people with skills for life. This is achieved through:
  - Innovative activities adapted to relevant trends affecting youth
  - Clear educational objectives throughout all programme age sections
  - Actively working to prevent any form of abuse
- b) WOSM organizes top class World Scout Events with even larger attendances, quality educational programmes and high levels of virtual participation, with an overall objective of strengthening the Youth Programme and Adults in Scouting.
- c) There is a worldwide increase in the retention rate of youth members.
- d) WOSM has set up a worldwide, technology-empowered learning and training environment for adult volunteers and young people.
- e) A significant number of NSOs have externally accredited adult leader training programmes, so that the training provided is also recognised outside of Scouting.
- f) WOSM actively partners with other organizations focusing on non-formal education
- g) There is a worldwide improvement in the quality of volunteer management in the Movement.
- h) WOSM has developed and implemented tools for measuring Scouting's impact.

## **DIVERSITY & INCLUSION**

### **Strategic Priority:**

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

### **Objectives:**

By 2023,

- a) NSOs are more aware of the composition of their membership in relation to national demographics in areas such as gender, ethnicity, creed, socioeconomic status and special needs.
- b) The Movement actively works to increase Scouting's presence in underrepresented groups. This is achieved by analysing the reasons why some groups are underrepresented, and taking measures to ensure that Scouting reaches these groups as well.
- c) Intercultural and interreligious dialogue is further promoted in Scouting.
- d) There is a regular evaluation of the impact of the measures taken on diversity, with continuous improvement based on the lessons learned.
- e) There is an on-going exchange of best practices between NSOs, facilitated by WOSM, on how to work with diversity and how to measure improvement.
- f) The methods and programmes used within the Movement are regularly reviewed and adapted to ensure that they allow for and welcome a diverse membership.
- g) The Movement actively works to increase Scouting's presence in countries where there is no Scouting.

## **SOCIAL IMPACT**

### **Strategic Priority:**

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

### **Objectives:**

By 2023,

- a) There is an established culture of community service throughout Scouting. This is achieved through:
  - Encouraging all forms of positive local action such as community development initiatives, peer education, environmental protection and peace-building
  - Ensuring that community service has a prominent position in the implementation of the Youth Programme, through an emphasis on community awareness and citizenship
  - Sharing stories about community service in key communication channels
- b) Scouting has an established cooperative relationship with bodies working with community service in all sectors of society (civil, private and public), and is recognized as a key partner in this field.
- c) Members also use the tools and skills acquired in the Movement to improve societies by being involved in different local, regional, national and world bodies outside of Scouting.
- d) WOSM regularly analyses the current and future social trends affecting youth in different parts of the world, to see that our community service activities meet these needs.

## COMMUNICATION & RELATIONS

### Strategic Priority:

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

### Objectives:

By 2023,

- a) WOSM has increased the awareness of Scouting, so that more people know what we do and why we do it. This is achieved by:
  - Having a targeted and coherent external communication
  - Having a well-functioning internal communication, to ensure a shared understanding of the core elements of Scouting and improve the capacity of NSOs through exchange of best practices.
- b) The image of Scouting has further developed worldwide. This is achieved through:
  - Using relevant messages and stories in external communication
  - Being involved in co-operations and projects that contribute to society
  - Developing a coherent approach through all levels of the organization
- c) WOSM actively works to establish networks and relations with relevant partners
- d) An increased number of key stakeholders recommend Scouting. This is achieved by continuously working to further develop the reputation of Scouting
- e) WOSM uses up-to date and efficient communication methods and channels, both internally and externally, to ensure that we reach all our target groups.

## GOVERNANCE

### Strategic Priority:

The governance of WOSM should be transparent, efficient and clearly linked to its overall strategy, focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organization should be clearly defined and understood, ensuring a customer-focused approach. In doing so we ensure high synergy across all levels of WOSM with a high "return on investment".

### Objectives:

By 2023, the governance of WOSM

- a) Is clearly linked to its overall strategy, focused on delivering the vision and achieving the mission.
- b) Is based on international best practices with specific focus on:
  - Transparency, accountability and efficiency in decision-making
  - Legal/constitution support for NSOs
  - Having a global consensus on voting, fee and decision-making systems
  - Modern membership management and registration systems
- c) Has adopted a collaborative approach between internal stakeholders, ensuring effective communication through the use of appropriate technology
- d) Have a clear overview of roles and responsibilities of different bodies
  - World bodies are responsible for
    - Facilitating/supporting work in Regions and NSOs
    - Ensuring participative approach in developing policies with Regions and NSOs.
    - Coordinating global strategic planning and monitoring
  - Regional bodies, in collaboration with world bodies, are responsible for
    - facilitating direct support to and between NSOs
    - ensuring dialogue with and between NSOs
    - promoting and advocating Scouting on a regional level
- e) Ensure a World Scout Bureau which
  - Is customer-focused towards its NSOs
  - Works as a truly globally distributed network
  - Implements a global support system incorporated on all levels of the organization, maximizing the use of internal and external resources
  - Has adequate capacity in all its offices (human, financial, technical)

## PROPOSED CONFERENCE RESOLUTION

### STRATEGY FOR SCOUTING

Moved by: World Scout Committee

The Conference,

- Considering the outcomes of the evaluation of the Strategy for Scouting carried out by the Our Strategic Path Priority Area Working Group in response to Resolution 6/2011 in Brazil, and in particular
  - Commending the Working Group on the developed research and proposals
  - Reiterating the fact that too many different components have been added to the Strategy for Scouting since its adoption in 2002, complicating a clear focus for the Movement and the Organization
  - Noting the inadequate monitoring and evaluation of the current Strategy for Scouting
  - Recognizing that the current Vision Statement and 7 Strategic Priorities approved in 2002 included a horizon of 2007 (“We see Scouting entering its second century...”)
- **Approves** the proposed strategic framework for the World Organization of the Scout Movement, as outlined in Conference document 6, as the new Strategy for Scouting including a renewed Vision Statement for 2023 and its 6 Strategic Priorities
- **Requests** the **World Scout Committee**
  - to ensure the World and Regional Triennial Plans, up to the World Scout Conference of 2023, will be aligned with the new Strategy for Scouting, but doing so with a participative approach that is flexible in addressing different needs and realities around the world
  - to use the objectives per strategic priority as outlined in Conference document 6 as well as the outcomes of this Conference as a guideline and inspiration for further operational implementation of the strategic framework
- **Requests** the **World Scout Bureau**
  - to develop clear key performance indicators for WOSM’s new strategic framework, ensuring adequate and consistent progress reporting to the World Scout Committee and the World Scout Conference
  - to update existing and where relevant create new WOSM resources for NSOs to incorporate the new Strategy for Scouting
- **Strongly encourages National Scout Organizations** to incorporate the Strategy for Scouting into their own national strategy, taking different local realities and cultures into account