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# Proposed Triennial Plan 2018 - 2021



**SCOUTS**  
Creating a Better World



## **PROPOSED TRIENNIAL PLAN 2018 - 2021**

### **Key areas of focus in the strategy**

Within triennium, the Region's areas of focus will be the same as the Global Areas of focus namely:

1. Educational Methods
2. Good Governance
3. Growth
4. Communications & Partnerships

### **Work streams:**

The Africa Scout Committee will work together with 5 work streams to achieve the goals set for this triennium. The Work streams are as follows:

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

### **Strategy Coordination Group:**

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

## **EDUCATIONAL METHODS**

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

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

#### **Challenge**

Despite significant gains made, a number of NSOs in the region still operate with outdated Youth Programmes. Youth Programme reviews have also not been consistently conducted thus many pertinent issues affecting young are not addressed in the NSOs Youth Programmes. We also have not reached all NSOs in the region to offer support in Youth Programme review and cycle management. Without a doubt, the lack of attractive and relevant Youth Programmes hampers growth prospects in the affected NSOs.

#### **YP Goal 1**

Improved quality of Youth Programmes in NSOs making them vibrant, attractive and relevant.

#### **KPIs**

- 9 NSOs improve their Youth Programmes in line with current needs of young people in their communities.
- 9 NSOs integrate SDGs in their Youth Programmes enriching their social impact through the Youth Programme.
- 6 NSOs improve the Spiritual development aspects in their Youth Programmes creating more awareness on this area of personal development.
- 9 NSOs adopt and implement Global Programmes as a way of enriching their Youth Programmes.

#### **YP Goal 2**

Improved capacities of the NSOs' Youth Programme Developers



### **KPIs**

- At least 12 NSOs in the region are supported to align their YP with the global YP Policy, including the profile of the person in charge of YP.
- Person in charge of each NSO's YP is enabled to effectively manage Youth Programme review process through relevant skills and competencies through 2 Regional YP Developers Workshops.
- At least 6 out of the 12 NSOs are directly supported to build the capacities of their core Youth Programme leaders to develop and review their Youth Programmes through in-country Youth Programme Developers workshops.

## **Adults in Scouting (AiS)**

### **Challenge**

With the increasing number of Scouts in the region, there is a demand for more trained and competent adults to implement the Youth Programme. Some NSOs lack structures for proper recruitment, training, support, recognition, and retention of adults leading to a high turnover rate and poor adults' development programmes. Some leaders also exhibit selfish interests and lack the spirit of volunteerism. In some cases, NSOs operate on outdated training schemes that do not respond to the Youth Programme needs. In a large scale, we have lack of risk management framework and child protection policy in many NSOs.

### **AiS Goal 1**

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 (AiS) Policy.

### **KPI:**

- At least 9 NSOs in the Region improve their internal processes for recruiting, training and retaining adult leaders, in accordance with the World AiS policy.

### **AiS Goal 2**

Strengthening the capacities of NSOs in the area of Adult Leaders Training

### **KPIs:**

- At least 120 trainers from different NSOs are equipped with skills and competencies to deliver adult leader programmes through 3 Regional Leader Trainers (LT) Courses and 3 Regional Assistant Leader Trainers (ALT) Courses.
- 9 NSOs offer adult trainings using up to date schemes having been supported to develop/review their Wood badge frameworks.
- Competencies and skills of at least 30 Leader Trainers in the area of Adult Leader training and management are developed through 2 Regional trainers' forum.
- Competencies to effectively manage Scout groups of at least 180 Unit Leaders from 6 NSOs are developed through Wood badge trainings.

### **AiS Goal 3**

A safe environment for young people to take part in Scouting.

### **KPI:**

At least 12 NSOs incorporate a Safe from Harm policy in their national policies and practices.

## **Youth Engagement (YE)**

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

### **Challenge**

The growth and development of Scouting largely relies on how its young people are equipped to address the challenges they face today and empowered to face what the future holds. We experience challenges of lack of meaningful involvement of young people in decision making and inadequate support and preparations of young people to participate in international events. A number of NSOs have also not invested to develop the life skills of its Scouts.



### **YE Goal 1**

An Increased capacity of youth to spearhead Youth led initiatives.

#### **KPIs:**

- Young people contribute to the positive transformation of their communities through the implementation of at least 15 youth led community projects.
- Leadership capacities of at least 90 youth leaders from different NSOs is developed through 3 International Leadership Trainings (ILT).
- 3 NSOs are supported to equip its youth leaders with leadership skills and competencies through tailor made ILTs.
- 9 NSOs adopt Youth Mentorship Programmes.

### **YE Goal 2**

Improved engagement of Youth at the institutional level.

#### **KPIs**

- 9 NSOs include Youth members in their NSO boards.
- 9 NSOs supported to hold National Youth Forums.
- 9 NSOs develop Youth Involvement strategies.
- 5 zones supported to hold their Zonal Youth Forums.

## **Events (EV)**

### **Challenge**

NSOs in the Region miss opportunities to participate and benefit from different events due to a number of reasons including; poor preparations, high cost of travel, visa challenges. In some instances there is failure to disseminate the lessons learnt or give formal feedback inhibiting enrichment through exchange.

#### **Goal 1:**

Improved and quality participation in Global events.

#### **KPIs:**

- At least 10 NSOs attend the 3<sup>rd</sup> World Scout Education Congress.
- At least 5 additional NSOs participate in JOTA-JOTI annually and submit their reports.
- At least 60% of NSOs from the region attend the 24<sup>th</sup> World Scout Jamboree.
- At least 15 NSOs attend the 16<sup>th</sup> World Scout Moot.
- NSOs in the region are supported to contribute to the agenda of and actively participate in the 42<sup>nd</sup> World Scout Conference and 14<sup>th</sup> World Scout Youth Forum. At least 20 NSOs from the region disseminate the conference resolutions within their structures and incorporate them in their programmes.

#### **Goal 2:**

Improved and quality participation in Regional events.

#### **KPIs:**

- The 8<sup>th</sup> Africa Scout Jamboree is conducted based on international standards of hosting Scout Jamborees and the content is rich and enables the Jamboree participants to improve on their programmes and NSOs initiatives.
- 10% increase in the number of participants to the 8<sup>th</sup> Africa Scout Jamboree
- The 18<sup>th</sup> Africa Scout Conference and the 9<sup>th</sup> Africa Scout Youth Forum are held and characterised by effective delivery and innovative programme with at least 70% of NSOs in the Region participating.
- The 2019, 2020 and 2021 Africa Scout Days are held with an increase in participation from NSOs in the region and the International camps are used to disseminate global and regional programmes including Sustainable Development Goals (SDGs).
- At least 3 zones hold annual zonal conferences characterized by effective delivery and innovative programmes.



## Diversity and Inclusion (DI)

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

### Challenge

NSOs in the region have not reached out to all segments of the society. Scouting's penetration especially for the marginalised areas such as rural areas, refugee camps among others is very low against the increasing demand by young people to join Scouting. To propel strategic growth, NSOs need to reach out to young people beyond their usual catchment areas.

### DI Goal 1

Membership growth through reaching out to Scouts and young people living in difficult circumstances.

#### KPIs:

- 3 NSOs introduce Scouting programmes to the marginalized and vulnerable for example in prisons, refugee camps, rural areas among others.
- 12 NSOs improve gender equality in their NSO and local communities by providing education and training for youth members and adults in Scouting.

### DI Goal 2

Scouts effectively respond to disasters.

#### KPIs:

- 9 NSOs adopt regional disaster and emergency response guidelines.
- 3 NSOs implement projects on disaster preparedness and response.

## GOVERNANCE AND NSO SUPPORT (GS)

The governance of WOSM should be transparent, accountable, 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".

### Challenge

Despite the strides made in supporting NSOs strengthen their governance and management structures, there still exists recurrent leadership/governance crisis in some NSOs, poor leadership transition plans and succession management, general lack of capacity of some NSOs' leaders and mismanagement of NSOs' resources. These challenges need to be reversed as no growth and sustainability of NSOs can be achieved under bad governance and weak leadership structures and systems.

### GS Goal 1

National Scout Organisations are accountable to themselves and to their stakeholders through GSAT.

#### KPIs

- At least 12 NSOs conduct self-assessments and develop their plans of action to address areas of weaknesses identified.
- At least 9 NSOs undergo WOSM assessments to assess the progress made in implementing their plans of action.
- At least 6 NSOs undertake 3<sup>rd</sup> Party audit.
- 12 NSOs Follow ups on GSAT action plans.

### GS Goal 2

Competent regional and NSOs leaders effectively delivering on their mandate.



#### **KPIs**

- Africa Scout Committee members are supported to perform their functions through skills and competencies acquired during their induction.
- At least 3 zonal Committees are able to carry out their roles having undergone board inductions.
- Boards/National Executive Committees from at least 10 NSOs are equipped with skills and competencies to effectively lead their NSOs.

#### **GS Goal 3**

Strategic thinking towards growth and sustainability of NSOs in the region.

#### **KPIs**

- 9 NSOs develop/review their strategic plans.
- 30 leaders from different NSOs trained in areas of strategic planning, monitoring and evaluation, Financial management through a regional strategic planning workshop.
- 9 NSOs review and update their constitutions and PORs to conform with their current needs and realities.
- Executives from 12 NSOs are equipped with skills and competencies to manage the operations of their NSOs through the regional On the Job Training (OJT).

#### **GS Goal 5**

Sustainability of the WSB-Africa

#### **KPIs:**

- Africa Support Centre increases its income by at least 20% through diverse funding sources.
- Completion of WSB-Africa's own office space.

## **GROWTH**

#### **Social Impact**

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

#### **Challenge**

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

#### **SI Goal 1**

NSOs efficiently manage projects for sustainable growth and development.

#### **KPIs:**

- 9 NSOs undergo capacity strengthening in the area of project planning, monitoring and evaluation.
- At least 12 new quality projects submitted by NSOs annually.
- 9 NSOs capacity developed to effectively use the Social Impact management tools and conduct social impact assessment to improve their programmes.
- 9 NSOs adopt the NSO Monitoring and Evaluation framework.
- Monitoring and Evaluation visits are conducted in at least 5 NSOs projects to improve their impact.

#### **SI Goal 2**

Growth and expansion of the MOP network in the Region

#### **KPIs:**

- Capacity strengthened for at least 60 National MOP coordinators to inspire growth in the MoP Network and programme as well as community mobilization.
- One edition of kudumail published annually with a special focus on MoP Social Impact stories.
- Recognition of MOP heroes and ambassadors.



### **SI Goal 3**

Sustainable growth of membership in NSOs in the Region contributing to WOSM vision 2023.

#### **KPIs**

- 9 NSOs improve on their membership management and effectively manage growth through developing and implementing growth strategies.
- The Region realizes a steady membership growth of at least 30% within the triennium.

### **SI Goal 4**

Support to potential NSOs towards WOSM recognition.

#### **KPIs**

- At least 3 potential NSOs attain WOSM membership.

## **COMMUNICATIONS & PARTNERSHIPS**

### **Communications and Scouting's Profile**

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

#### **Challenge**

A number of NSOs in the region do not have effective internal and external communications hampering the process of telling the Scouting story. Since communications is a key element for sustainable growth and profiling any organisation, it is imperative for NSOs to invest in its internal and external communications.

### **CER GOAL 1**

Communication support services to National Scout Organizations

#### **KPIs:**

- At least 10 NSOs adopt the regional communication tools.
- Competencies of Communication Teams from at least 15 NSOs developed through a regional communications workshop.
- Key NSO communications leaders and executives' competencies and skills in communications developed during the 4<sup>th</sup> Africa Scout Communications Forum.
- The Africa Scout Media Centre established to enhance gathering, production and dissemination of print and audiovisual Scout stories from NSOs to promote Scouting in Africa.
- Improved visibility of Scouting's impact to different stakeholders through 36 issues of Kudumail and 3 issues of Africa Scout Magazine.
- At least 15 NSOs supported to improve their media partnerships and engagements through media tools and resources.

### **CER GOAL 2**

Communications between World Scouting and NSOs and among NSOs is improved.

#### **KPIs:**

- 9 NSOs are supported to develop, align and implement National Communications and Strategic Engagement (CSE) strategies and policies.
- Scouts from at least 30 NSOs will have shared their social impact stories through the annual Africa Scout Storytelling Contest and high impact stories will be recognized.
- 6 NSOs will have been supported to develop their National Scout Branding and brand identity guidelines.
- Communications support provided for Regional and key Zonal Scout Events that engage and inspire on-site and virtual participants.
- The Africa Scout Foundation supported to improve its communication through enhanced digital engagement, organizing its events, documenting and promoting its work.



## **Advocacy and Partnerships (A&P)**

### **Challenge**

There exist a lot of untapped opportunities in terms of strategic partnerships that would contribute to the growth and development of Scouting in the NSOs and in the region. Where partnerships exist, in some cases they have not been formalised.

### **A&P GOAL 1**

Strategic partnerships managed according to Scouting values and sources of funding diversified for growth and sustainability of Scouting in the region.

#### **KPIs:**

- 3 new funding sources supporting regional programmes.
- At least 9 NSOs benefit from regional and/or global partnerships.
- At least 9 develop and effectively manage strategic local partnerships.

### **A&P GOAL 2**

Key stakeholders engaged to create positive change through advocacy on core issues affecting Scouting.

#### **KPIs:**

- At least 9 NSOs will have enhanced capacity, tools and resources to engage in advocacy at global, regional and national levels.
- 15 young people empowered with advocacy skills and improved Scouting's relationship with other international youth organizations and movements in Africa