



**DOCUMENT**

**13**

**REGIONAL TRIENNIAL PLAN 2025–2028**

**DRAFT 3.0**

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*for consideration by Member Organisations during the 19<sup>th</sup> Africa Scout Conference*

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## Background

The proposed triennial plan 2025-2028 is a culmination of consultative process that started from the reflections of the regional triennial plan 2022-2025. It is largely inspired by the WOSM Strategy of Scouting (2024-2033) as approved at the 43<sup>rd</sup> World Scout Conference in Egypt in 2024. It has also been developed based on the review of the World triennial plan 2024-2027 and its implications to the region.

As a region, we have selected to work with thirteen (13) core and complimentary outcome focused objectives for the WOSM planning framework in the triennium 2025-2028.

It builds on the successes of the previous plan and the lessons learnt towards anchoring Africa as an influential region in world Scouting.

As part of the development process, a team of volunteers was appointed by the Africa Scout Committee in 2024 to lead the development process. Needs were collected from member organisations through a survey. Three language based (English, French and Portuguese) virtual webinars were also held with NSOs to gather inputs from NSO leaders and other key stakeholders like regional volunteers, youth advisors, WOSM consultants, youth leaders and members of the Africa Support Centre. This led to the development of a first draft.

A further review was done with additional inputs from members of the Africa Scout Committee and other stakeholders within World Scouting leading to the development of a second draft that was circulated to NSOs for additional inputs. These additional inputs were consolidated to make the draft three that is now shared with NSOs and will be tabled at the 19<sup>th</sup> Africa Scout Conference for consideration.

The additional inputs from the conference coupled with the actions inspired by the conference resolutions will be consolidated to develop the final regional triennial plan 2025-2028.

## Vision

To be the world's most inspiring and inclusive youth movement, creating transformative learning experiences for every young person, everywhere.

## Impact Statements

### A peaceful and inclusive world

Scouting will work to create a peaceful and inclusive world, eliminating discrimination and ensuring safe and equal opportunities for everyone.

### A world shaped by youth

Scouting will work to create a world shaped by youth who are barrier-breakers, bridge-builders, informed decision-makers and responsible active citizens, empowered by core competences and values developed through Scouting.

### A sustainable world

Scouting will work to build resilient communities by educating and empowering young people to adapt, mitigate, and take action on climate change, pollution, and biodiversity conservation, balancing economic development, social improvement, and the environment. Scouting will lead by example and advocate for environmental, economic and social sustainability, climate and environmental resilience and positive impact, locally, and globally.

## Strategic Priorities for the Scout Movement

### Innovate education

Scouting will inspire children and young people and respond to their needs and interests by providing competency-based learning experiences and continuously innovating our educational programmes.

We will implement these programmes by strengthening the use of the Scout Method through digital and real-world solutions, by embracing the diversity of the Scout Movement, and by ensuring that Scouting is accessible, fun, rewarding, and engaging.

### Strengthen diversity and inclusion

Scouting's membership will reflect the diversity of the societies it serves and lead the way to increase and broaden its reach into new communities.

We will actively remove barriers, reimagine the Scouting programme, increase our reach, engage more diverse volunteers, and reshape our organisations to provide every young person with the opportunity to join Scouting.

### Guarantee safeguarding and well-being

Scouting will ensure young people feel free and confident to be themselves by providing a safe environment for adventure where children, young people and adults in Scouting are healthy, protected and supported to grow.

We will adopt a zero-tolerance mindset across the Scout Movement, to prevent harmful situations and work to strengthen safeguarding practices and all forms of well-being as essential elements to achieving Scouting's mission.

### Value volunteering

Scouting will actively recruit, train, and retain a growing and more diverse group of committed and motivated volunteers to support the delivery of safe quality programmes through fun, meaningful, and rewarding experiences.

We will offer more flexible and accessible opportunities, providing relevant learning experiences for volunteers to develop their competencies, to be used and recognised inside and outside of Scouting.

## Strategic Priorities for the Organisation

### A fit for purpose organisation

#### *Good governance and financial sustainability*

As fit for purpose organisations we will champion democratic, transparent, accountable, efficient and innovative governance structures that reflect the reality, unity and diversity of our membership and a commitment to youth leadership.

We will be financially sustainable, enabling the Scout Movement to expand and serve its growing range of local communities worldwide. Our income sources will be ethical and diversified, built on strong financial management and resource mobilisation strategies with partners and donors.

### An adaptable organisation

#### *Impact measurement and digital transformation*

As adaptable organisations we will respond to the needs and interests of the young people and communities we serve. We will foster innovation and accelerate digital transformation across all levels of our organisation.

We will make informed decisions that strengthen Scouting's impact using rich data collection, evidence-based reporting and learning platforms to develop a clear and systematic understanding of our work.

### An influential organisation

### *Communications, partnerships and advocacy*

As influential organisations we will be a united, vocal and relevant actor defined by our values and clearly positioned as safe, impactful, and trusted.

We will be leaders for non-formal education working with a strong network of partners and organisations who share our vision to empower children and young people to take on the world's greatest challenges.

Therefore, the regional strategic plan is articulated around World Scouting priorities as follows.

## **Innovate Education**

### **Challenge**

The world is increasingly and rapidly changing, which requires our educational approach to continuously adapt to the learning needs and interests of the young people. In Africa, young people, especially in rural areas, are faced with many challenges including access to quality training and digital technology. As we reflect on the contribution of Scouting to the myriads of challenges facing Africa, our NSOs need to embrace digital transformation, review Youth Programmes to reflect on current trends and focus on providing real-world solutions through the Scouting's educational offerings.

### **Objective 1**

Through the Scout Movement young people will be able to enjoy more innovative, flexible, relevant and attractive youth programmes which leverage technology to offer more transformative and competency-based learning experiences.

### **KPIs**

- At least 12 NSOs have introduced innovation in their Youth Programmes
- At least 12 NSOs integrate World Educational Initiatives in their Youth Programmes
- ILT curriculum is revamped and implemented in at least 12 NSOs
- At least 30 youth led community projects are implemented

### **Areas of work**

- Equipping Youth Programme and Adults in Scouting commissioners with skills and competencies to develop innovative Youth Programmes
- Dissemination of the World Educational Initiatives
- Innovate Education campaigns and promotions
- Dissemination of Africa Union (AU) Youth Empowerment policies <https://au.int/en/youth-development> such as the Africa Youth Charter, Youth Decade plan for Action, and the Malabo decision on Youth Empowerment implemented through the AU agenda 2063
- Development of competencies of Youth through regional and NSOs International Leadership Trainings (ILT).
- Dissemination of Youth Leadership framework and initiatives.

### **Objective 2**

Young people in the Scout movement have developed better competencies to minimise environmental impact, promote sustainable living models and become change-makers for environmental sustainability.

### **KPIs**

- 12 NSOs integrate Peace Education initiatives, including but not limited to Messengers of Peace into their Youth Programme
- 12 NSOs integrate Environmental Education (Earth Tribe) initiatives into their Youth Programme.

- 6 NSOs integrate Skills for Life initiatives into their Youth Programme
- Develop 10 educational and informative content to promote young people skills for environmental sustainability.

#### Areas of work

- Supporting national campsites towards accreditation to be Scouts Centers of Excellence in Nature and Environment (SCENE) Centers
- Establishing campsites as sustainability hubs supporting the climate change initiatives in the communities they exist.
- Scaling up and revamping the Food For Life (FFL) content
- Thematic Education Summit (Peace and Community, Life Leaders and Health Allies)
- Educational and informative content development to promote young people skills for environmental sustainability.

## Strengthen Diversity and inclusion

### Challenge

Africa is very diverse continent in terms of cultures, language and socio-economic dynamics. The same situation plays out even in the same NSO and its membership. Over the past years, more NSOs have put in efforts to ensure their membership is diverse and inclusive. Despite these efforts, however, not all segments of the society have been reached by Scouting. Scouting's penetration especially for the marginalised areas such as rural areas, and refugee camps among others is very low against the increasing demand by young people to join Scouting. Concerted efforts need to be put in place to ensure there is sustainable inclusion at different levels of NSOs leadership.

### Objective 1

The Scout Movement has identified and actively reduced barriers to allow more young people and adults to experience Scouting and participate at all levels.

#### KPIs

- At least 12 NSOs implement actions to reach out to more vulnerable young people
- At least 3 NSOs implement the Scouting in Schools Programme

#### Areas of work

- Review of Youth Programmes to be more diverse and inclusive
- Implementation of the Ticket to Life project
- Formation of Scout Groups in marginalized areas
- Specialised trainings for Scout Leaders handling Scouts with special needs or in marginalized areas
- Conducting campaigns to raise awareness on inclusivity, showcase how people are being inclusive.
- Humanitarian Action response and working with Scouts in Humanitarian setup.
- Gender equality self-assessment and support in gender mainstreaming initiatives
- Development and implementation of D&I policies

### Objective 2

The Scout movement will be more flexible and inclusive, reaching all communities, everywhere.

#### KPIs

- At least 20 NSOs review their Youth Programmes, Growth strategies and operational frameworks to include diversity and inclusion components
- The Region registers a 10% membership growth
- Central Africa Republic attains WOSM membership

#### Areas of work

- Support Potential members towards their WOSM membership.
- Membership management systems in NSOs

## Guarantee safeguarding and well being

### Challenge

In efforts to meet the WOSM Safe from Harm compliance requirements, many NSOs in the region have developed/reviewed their Safe from Harm policies. However, effective implementation of Safeguarding initiatives remains a major challenge in some NSOs especially the development and operationalisation of requisite structures, systems and processes. Support needs to be provided to the NSOs so that they can be proactive and strategic in implementing Safe from Harm initiatives. Well-being initiatives should also be incorporated in the Youth Programme and adult training frameworks.

### Objective 1

The Scout movement has established the necessary measures, mechanisms, and capacities to ensure every member is safe across all its levels.

#### KPIs

- All NSOs in the region are compliant with the constitutional obligations for Safe from Harm
- All hosts of the WOSM events in the region are supported to put in place mechanisms towards safe, fun and meaningful events

#### Areas of work

- Implementation of the Listening Ear programme
- Development and dissemination of content to promote SfH practices during the SfH weeks.
- Implementation of SfH practices during regional and zonal events
- Support regional SfH network

### Objective 2

Young people and adults are empowered to be leaders on well-being in Scouting and their communities.

#### KPIs

- At least 6 NSOs implement health and wellbeing initiatives, including but not limited to Health Allies integrated into their Youth Programmes

#### Areas of work

- Implementation of health and well-being initiatives.

## Value Volunteering

### Challenge

Although NSOs recognise the value of volunteers in contributing to the realisation of the mission and vision of Scouting, a few can demonstrate robust systems, structures or processes that promote the development, recognition and support for all cadres of volunteers. Most NSOs still rely on traditional ways of conducting Adult Training that locks out many would-be volunteers who cannot commit many long working days to attend to Scouting. Efforts need to be made to reverse these trends in this triennium to ensure all adults in Scouting have meaningful and rewarding experiences.

### Objective 1

The Scout Movement will have increased the number of new volunteers involved in the Movement and retention of existing volunteers to provide quality programmes to more young people.

### KPIs

- Regional volunteer structures and networks are reviewed and implemented to make them more effective and impactful.
- At least 12 NSOs have implemented initiatives that resulted in recruitment and/or retention of volunteers from diverse backgrounds and competences

### Areas of work

- Review and support to regional structures and networks
- Review of Honors and Award systems in the region and selected NSOs
- Creating content pieces that promote volunteerism, celebrating volunteers and promoting volunteerism opportunities.

### Objective 2

The Scout Movement has adopted flexible and inclusive volunteer frameworks which increase participation and volunteering opportunities across all levels.

### KPIs

- At least 12 NSOs adapt flexible, innovative and inclusive adult training and support frameworks
- At least 9 NSOs have introduced elements in their AiS management system that facilitate new modes of volunteering

### Areas of work

- Review and implementation of the Adult in Scouting Policy
- Review of training frameworks to make them flexible, innovative and inclusive

## A fit for Purpose organisation

### Challenges

With ongoing efforts towards good governance and best management practices in NSOs in the region, a number are still grappling with protracted leadership wrangles and shaky transitions. These, coupled with unsustainable income streams, inadequate financial management skills, idle NSO facilities such as national headquarters and campsites, the NSOs are not able to match the needs and demands of their constituents. Additionally, they are not able to position themselves towards sustainable growth and development.

The region also needs a dynamic and comprehensive financial sustainability plan to support current and guarantee future operations and effective service delivery. This presents a critical risk to the organisation's long-term viability and the ability to consistently deliver on its mandate.

A fit-for-purpose organization requires not only operational efficiency but also strategic financial planning to ensure continuity beyond short-term funding cycles.

### **Objective 1**

The Scout Movement has transformed its governance structures, organization models and decision making ensuring its ability to provide quality and relevant Scouting for the future.

#### **KPIs**

- The reviewed regional operational framework establishes supportive volunteer structures to enhance service delivery
- At least 12 NSOs act to review their ways and structures of governance as an outcome of GSAT assessments
- At least 12 NSOs improve their management and operations through the revamped On the Job (OJT) trainings

#### **Areas of work**

- GSAT self-assessments and WOSM Assessments
- Tailored Capacity strengthening initiatives
- Capacity strengthening of Board members through Induction programmes for Africa Scout Committee, zonal committees and NSO boards
- Support to National, zonal and Regional Youth Forums.
- Reviewing and updating of constitutions and Policy and Organizational Rules (PORs)
- Capacity strengthening of NSOs executives through Regional On-the-Job Trainings (OJTs)
- Development and Operationalization of a consultative framework for the development of the 2028-2031 regional triennial plan

### **Objective 2**

The Scout Movement has increased the financial sustainability on all levels through responsible approaches to generate diverse income streams and ensure efficient resource and financial management.

#### **KPIs**

- At least 12 NSOs establish new income sources
- Africa Support Centre increases its income by 40% through diversified income streams through an implemented resource mobilisation strategy
- At least 90% funded projects (NSOs and WSB) are implemented on time while maintaining high quality standards.
- A comprehensive training program and toolkit developed and successfully implemented to enhance the project management capabilities of 70% of National Scout Organizations including adherence to agreed reporting frameworks and maintaining high standards of quality assurance.
- A revamped Africa Scout Foundation spearheads fundraising initiatives in the region

#### **Areas of work**

- NSOs capacity strengthening in resource mobilization, asset, financial and risk management
- Develop and implement a toolkit on sustainable management of assets

- Financial sustainability, through social entrepreneurship and partnerships building with environmental and development agencies.
- Develop a franchising partnership strategy with at least 10 NSOs for World and Regional Scout Shop merchandise to enhance accessibility of the products and increase revenue to the organization.

### Objective 3

World Scout events have enhanced their organisational frameworks, accountability, risk management, and operational processes ensuring positive and safe learning experiences for participants.

#### KPIs

- 100% of regional events in the region as held in line with the WOSM events strategy

#### Areas of work

- Implementing the WOSM events strategy
- Planning and delivery of high-quality events in the region
- Capacity development of NSOs to manage WOSM events
- Implementing sustainability initiatives during WOSM events

#### Regional events during the Triennium

- The 2nd Africa Scout Moot in 2026 in South Africa is conducted based on international standards of hosting World Scout events and the content is rich and enables the Moot participants to improve on their programmes and NSOs initiatives. There is a 10% increase in the number of participants to the 2nd Africa Scout Moot
- The host of the 10th Africa Scout Jamboree 2029 is supported to ensure that the jamboree is conducted based on international standards of hosting World Scout events and the content is rich and enables the Jamboree participants to improve on their programmes and NSOs initiatives.
- The 20th Africa Scout Conference and the 11th Africa Scout Youth Forum are held in line with international standards of hosting World Scout events and characterised by effective delivery and innovative programme with at least 70% of NSOs in the Region participating.
- The 2026, 2027 and 2028 Africa Scout Days are held in line with international standards of hosting World Scout events with an increase in participation from NSOs in the region and the international camps are used to disseminate provide participants with a safe, fun and enriching learning experiences.

## An influential Organisation

### Challenge

More efforts need to be put in place to better package Scouting in Africa as a key player in the development of the continent. We need to leverage on opportunities such as the Africa Scout Day to advance the cause of Scouting in NSOs and in the region. The triennium needs to focus on strengthening communications, partnerships and advocacy towards sustainable growth and development and continuously positioning Scouting as the world's leading educational youth movement.

### Objective 1

The Scout Movement will have developed stronger strategic partnerships to increase the impact and be recognised as valuable partners actors in addressing the needs of both the membership and wider communities.

#### KPIs

- Strengthen the capacity of at least 15 NSOs to initiate and nurture new national level strategic partnerships that enhance their programmes, initiatives and impact, by providing stronger support in partnerships development and advocacy.
- Develop at least 6 additional partnerships with relevant national, regional, and global strategic partners, including the Africa Union and like-minded regional blocks, organisations and academia to increase the impact of Scouting in Africa.

#### **Areas of work**

- Engagement with partners

#### **Objective 2**

The Scout Movement will be a leading advocate on contemporary issues for young people as a key influencer in shaping societal change and education.

#### **KPIs**

- At least 12 NSOs implement communication plans/strategies with external communication elements in line with the current global, regional and national needs and challenges
- Represent World Scouting in at least 10 external events, building relationships and advocating for the organisation's priorities

#### **Areas of work**

- Youth Representatives model is effectively implemented
- Develop a Policy, Advocacy and Campaigns strategy setting clear priorities, agenda and processes to drive meaningful engagements across the African region, aligned with the Strategy for Scouting and the global policy and advocacy strategy.
- Develop a Scout Ambassador program for young people actively involved into policies and advocacy
- Oversee and manage the Youth Representatives to ensure effective youth engagement in advocacy efforts
- Develop position statements and policy briefs tailored to global and regional contexts
- Collaborate with the Communications Team to build out 5 advocacy campaigns and related communications aligned with World Scouting's values, mission, vision and branding to showcase scouting and its impacts.