



World Scout Foundation
Fondation du Scoutisme Mondial

World Scout Foundation Strategy 2022-2030

Condensed Version of the March 2022 Board Document



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Contents

| | |
|---|----|
| Developing our Strategy | 4 |
| Our Partnership | 6 |
| Our Mission, Vision, and Values | 7 |
| Our Baseline | 9 |
| Our Research and Analysis | 12 |
| Our Goals & Implementing the Strategy 2022-2030 | 14 |
| Our Enablers & Measuring Progress and Impact | 16 |
| Our Engagement | 18 |
| Example of the Strategy in Action | 19 |
| Strategic goals, KPIs and deliverables | 20 |



Developing our Strategy

Our September 2021 Board Meeting set the Foundation on a new trajectory, changing the modus operandi of the Board, volunteers and staff team and propelling **momentum** to develop a strategic approach to significantly increase and sustain ambitious fundraising goals in support of World Scouting.

Together, we have seized this opportunity to refocus the work of the Foundation, building on the **strong foundations** of the past decades and our existing and varied base of passionate donors and further strengthening our partnership with the World Organization of the Scout Movement (WOSM).

Alongside the appointment of a new CEO, Board Members contributed a number of key targets to refine as part of a dynamic Strategy in development, to increase both annual and long-term giving, better **engagement** with existing donors and a widening of the donor-base to engage with new donors at all levels. Your vital insights have formed the basis of the Strategy development. The ambitious target of 100 Million USD has been identified to substantially increase the Foundation's endowment fund, enabling long-term, sustainable support for World Scouting, and to support increased project funding in line with World Scouting priorities.

Since September 2021, the operational development of the Strategy has been piloted by a small Task Force comprising Foundation and WOSM volunteers and staff, to refine work around the vision, values, and **strategic goals**, and already prepare a number of resources to support key policy work, engagement, and Monitoring, Evaluation, Accountability and Learning. Progress has been shared with the Board and Executive Committee.

And the work has already started to transform and align the operations of the Foundation to the vision for its strategic development. Along with the move of the office to maximise **efficiency and effectiveness** of resources, the staff team has been revitalised and is embracing a refreshed way of working, using various tools and digital technology to streamline processes whilst also working to strengthen robust and wide-ranging as well as more targeted and tailored donor engagement.

The development of new tools as part of the Foundation's **digital transformation** has allowed us to obtain a much clearer picture of our donors, including how many are repeat donors, where there are numerous unfulfilled pledges, and where we have significant gaps in our lifelong donor journey. Our Strategy will harness this data and proactively respond to challenges as well as opportunities and philanthropic trends, including with the latest digital marketing and engagement tools, in development since late 2021.

Key work undertaken with CCS Fundraising – introduced to the Foundation thanks to Margot Bogert, and enabled with funding from Margot and Lars Kolind – has contributed fundamental groundwork over the past months to prepare for our **ambitious trajectory** and vitally supported the data analysis work from our CRM to inform the Strategy, in particular donor pipeline development, strategic goal setting, legacy giving and key messaging.

We are excited to take the next steps together and build on the Foundation's deep commitment to develop and strengthen the **impact of Scouting** worldwide.

HRH The Crown Prince of Luxembourg
Chair, World Scout Foundation

Mark Knippenberg
CEO, World Scout Foundation

Our Partnership

We welcome the work to develop an ambitious World Scout Foundation strategy, diversify fundraising efforts, and reshape operations to deliver even more resources to World Scouting. We appreciate the inclusive process to develop the strategy and the commitment by the Foundation to innovate and connect with more supporters worldwide.

We are fully committed to working in partnership with the Foundation to implement the strategy and advance the impact of World Scouting. To help achieve the strategy's objectives, we look forward to working closely to attain greater efficiency based on stronger alignment to reach the Scout Movement's aspirations for Vision 2023 and beyond.

Edward Andrew "Andy" Chapman
Chairperson, World Scout Committee

Ahmad Alhendawi
Secretary General, WOSM

Our Mission¹

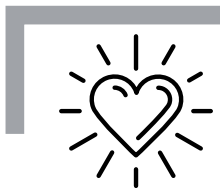
The World Scout Foundation develops and strengthens the impact of Scouting worldwide through the provision of financial and other resources to World Scouting.

Our Vision¹

By 2030, the World Scout Foundation will have raised an additional USD 100 million in World Scouting to contribute to the education and development of over 100 million young, active citizens who will drive positive change in their communities worldwide. We will achieve this by leveraging our experience and innovative approaches, in line with our values, to expand and engage a growing network of supporters.

¹ As discussed, and endorsed by the Executive Committee at its meetings on 13 October and 24 November 2021

Our Values



Passion

We are passionate about Scouting and supporting more opportunities for young people to experience Scouting, develop transformational leadership and other vital life skills. We value the fantastic benefits Scouting offers local, national and global communities.



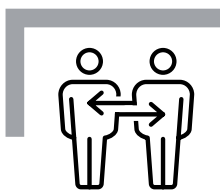
Impact

We are impact driven and we seek donors who share our values and our passion for positive impact on young people, communities, and the world. We demonstrate the impact Scouting offers in communities and the lives of young people, achieved with the support of our donors.



Integrity

We operate in accordance with our values and keep our promises. We ensure integrity across all areas of the Foundation. We generate trust in others, maintain the trust that our donors and supporters place in the Foundation, and preserve donor intent across generations.



Inclusivity

We recognise the importance of having donors from across the world who share our goals and integrity. We welcome and value the diverse resources and support that can be accessed through our expanded global networks to ensure that Scouting is supported to thrive within the diverse cultures in which it exists.



Accountability & Transparency

We are open, accountable and work collaboratively with donors, WOSM, potential donors and partners. With regards to our endowment management and fundraising, we uphold ethical standards, align to Scouting values and strive to be ESG-compliant. We are audited externally on an annual basis.

Our Baseline

"Fundraising is a means to achieve (more) social impact, not the end result. We are not raising money for Scouting; we are raising money to enable Scouting to do more for the world. By doing more, Scouting gets stronger."

Lars Kolind, Secretary, World Scout Foundation Board

What drives people to give money to Scouting?

Here we can list many reasons why people give money to Scouting, which might be subjective: they have been a Scout or have family in Scouting – or objective: they understand what Scouting does, as we have made this clear to them. Hence the need to tailor our messaging, for which CCS will deliver a platform that we can use as a basis for development.

For example, for prospective Institutional Donors, this might mean the following: clarifying Scouting's cause as simply: Scouting fosters the next generation of leaders. Under that umbrella we do a great deal more too, but the cause is to foster the next generation of leaders. We define "leader" broadly as an active citizen that drives positive change; thus, we include millions of team members that contribute to positive change without formally taking a leadership position. Scouting is the greatest leadership development programme on earth; who would not want to team up with that? We will of course continue to present Scouting to young people as an adventure and great fun. Parents, community leaders, donors and others need to understand our cause.

Data-driven strategic engagement

The introduction of new tools to manage data has allowed for more detailed data analysis and a strengthened understanding of the Foundation's donors, as further supported by CCS Fundraising. Work to refine and enrich the database is ongoing and the implementation of further necessary segmentation, detailed reporting and in-depth analytics will inform the Strategy and its implementation. The information below serves to indicate the baseline for fundraising efforts, underlining that whilst there is great potential for growth and strengthened engagement, this is not without significant challenges.

Our fundraising strategies will need to consider, where available, data on donor engagement to date; accurate contact data; perceived and current donor capacity to give; donor priorities; the pipeline of available projects where higher donations are earmarked; and more.

The current network of Baden-Powell Fellows as of 1 March 2022 totals **2085**.

The Honours Programme recognises donations from individuals and couples, for example, the 14 Baden-Powell Circle Members consist of 2 individuals and 6 couples.

| | |
|------|--|
| 182 | Young BP Fellows |
| 1685 | BP Fellows (<i>not in the Honours Programme</i>) |
| 190 | Benefactor Circle |
| 83 | International Circle |
| 53 | Chairman's Circle |
| 7 | Ambassador's Circle |
| 53 | Regal Circle (<i>12 individuals & 21 couples</i>) |
| 14 | Baden-Powell Circle (<i>2 individuals & 6 couples</i>) |

N.B. The publicly communicated number of over 2,600 BP Fellows refers to the entire network of BP Fellows who have contributed funding to World Scouting over the years, including those who have now "gone home", as indicated in the annual Membership List.

Average income per year in USD (2011-2020)

2,750,300 Average donation income *(not including Messengers of Peace*)*

- 314,366 Average donations from BP Fellows
- 284,489 Average donations from Honours Programme Members *(up to Regal Circle)*
- 1,568,091 Average Regal Circle & Baden-Powell Circle donations
- 583,078 Average other donations

6.7% Average performance on Endowment Fund (2011-2020)

Average grants to WOSM² per year in USD (2011-2020)

5,015,000 Average project and grant expenditure *(including Messengers of Peace*)*

3,347,000 Average Annual Operation Grant to WOSM *(including extraordinary grants)*

* The Messengers of Peace Grant (USD 27,250,000, awarded in 2011) was the first, and to date, most significant project fundraising grant received. This marked the start of project funding from the World Scout Foundation to the World Scout Bureau and National Scout Organisations in addition to the annual operational grants, generated from the growth of the endowment fund since 1977. This project funding has been vital to driving the of support for Scouting initiatives at all levels, in particular supporting increased community service projects, capacity building projects at national, regional and global level, and driving awareness and communications of the initiatives to further increase impact and engagement.


² World Scout Bureau & National Scout Organisations

Our Research & Analysis

The Strategy has been informed by extensive research and analysis undertaken in partnership with CCS Fundraising, a leading global non-profit strategy consulting firm, to ensure a robust, ambitious outward-looking and sustainable approach to ongoing fundraising.

Since November 2021, we have been working together to analyse the Foundation's historical fundraising, identify areas of opportunity to gain new individual and institutional investors, engage and activate the Foundation Board, strengthen our philanthropic call to action, and create the optimal Secretariat infrastructure to support our fundraising ambitions. Through extensive research and data analysis, CCS identified the following as a basis for the donor pipeline:

- Potential range of USD 18M-25.7M in new gifts;
- 150 high-capacity households with a potential of over USD 4M in philanthropic revenue, to be personally cultivated over a 5-year period;
- 33 strongly rated connections to Board Members with major giving potential (USD1 mill+);
- 22 international institutional prospects to vet with the Board.



Peer benchmarking interviews with seven like-minded organisations focused on global youth engagement and service were undertaken with a specific methodology. Relevant findings for the Foundation from these conversations include:

- Confirmation of increased donor interest in project funding opportunities and reporting;
- New models of organisational transparency to foster donor trust;
- Increased scope of staff support for volunteer leadership fundraising;
- Examples of Board size and activity patterns;
- Legacy giving programme recommendations;
- Digital alumni hubs to review further; and
- Many insights around digital successes and challenges in a rapidly changing landscape.

In addition, CCS has conducted a series of 38 interviews with close Foundation supporters at all levels of giving from around the world to gain valuable feedback across a range of topics including their perception of the Foundation, its current strengths, challenges and value proposition, as well as perceived feasibility of the 100M target and associated timeframe. These insights will enable us to further refine and customise our messaging to ensure we can inspire donors at all levels to join us on our growth campaign.

Other key philanthropic trends identified that demonstrate a great potential for further growth in major giving programmes as the Foundation include:

- Financial donations have increased across the globe;
- More than 3/10 donated money in 2020 (31% increase in overall giving over the last 5 years);
- Major donors are shifting the ways in which they engage with philanthropy: greater openness to unrestricted funding, increased collaboration, increased importance of giving;
- Ultra-wealthy donors stepped up during the recent crisis (Pandemic). Top Philanthropic causes include education, health research, social services, arts and culture and the environment;
- Many major donors are more open to significant philanthropic engagement.

Our Goals³

Goal 1:

Raise USD 100M by 2030 to increase and sustain support for World Scouting.

Goal 2:

Expand the donor bases through the development and extension of existing networks, creation of new networks and significantly expand opportunities for donor engagement at all levels.

³As discussed and endorsed by the Executive Committee at its meetings on 13 October and 24 November 2021

Implementing the Strategy 2022-2030

Key Performance Indicators have been developed for our two symbiotic goals along with deliverables (detailed view on pages 16-18). Our Strategy will remain dynamic and will be continuously informed by data and evolving donor engagement.

Goal 1: Financial targets (see detailed view of goals with KPIs)

| Funds received from Donor Community | 2030 |
|--|------|
| Existing Institutional Donors | 60M |
| New Institutional Donors | 30M |
| Existing High Value Donors (Regal Circle & Baden-Powell Circle) | 5M |
| New High Value Donors (Regal Circle & Baden-Powell Circle) | 15M |
| Honours Programme Upgrades & Legacy gifts (Benefactor to Ambassador Circles) | 6M |
| New BP Fellows | 9M |
| New Networks (New donors ⁴ , alumni, etc.) | 10M |
| Total | 135M |

Targets exceed 100M (135M) to mitigate potential risk (renewals in institutional funding, pledge reconciliation etc).

Goal 2: Engagement of new and existing donors

| Donor Engagement targets | Prospects to achieve target (3:1) | 2030 |
|--|-----------------------------------|---------------------------|
| Existing Institutional Donors | 3 ⁵ | 2 |
| New Institutional Donors | 30M | 10 |
| Existing High Value Donors (Regal Circle & Baden-Powell Circle) | 15 | 5 ⁶ |
| New High Value Donors (Regal Circle & Baden-Powell Circle) | 45 | 15 |
| Honours Programme Upgrades & Legacy gifts (Benefactor to Ambassador Circles) | 1800 | 600 |
| New BP Fellows | 2700 | 900 |
| New Networks (New Donors ⁴ donors, alumni, etc.) | – | TBD via feasibility study |

⁴New Donors are those giving gifts of any amount under our established entry points for BP Fellows (one-off or multiple).

⁵Additional prospects may be needed. Alwaleed Philanthropies partnership still to be renewed.

⁶From the existing donors: Regal Circle 11 individuals and 21 couples; Baden-Powell Circle 2 individuals and 6 couples.

Our Enablers

Developing operational excellence to achieve the Strategy.



Good Governance

to strengthen accountability, responsibility, effectiveness and transparency.



Strengthened Profile, Resources and Communications

to reach and engage with our target markets and, in particular, maximise our digital transformation, through identified funding streams.



Effective Institutional Support and Partnerships

for the overall operations of the WSF, and collaborative working with WOSM in the development of new partnerships.

Key Performance Indicators have been developed for the three enablers along with deliverables.

Measuring Progress & Impact

Key Performance Indicators (KPIs):

Developed for each Goal and Enabler in the Strategy

Monitoring:

A continuous process of collecting and analysing data, related to the goals and enablers to identify the progress against the KPIs

Results will be reported regularly to the Board and Executive Committee and adjustments made as necessary

Evaluation:

Will take place annually

KPIs will be reviewed and updated as required on the results achieved

Results will be shared in the Annual Report

Accountability

We will share the results from our monitoring and evaluation with key stakeholders to ensure accountability, in line with our key values

Learning

We will ensure that the learning as a result of this process will inform future planning, monitoring and evaluation

A Dashboard will be developed to facilitate monitoring and evaluating the WSF Strategy.

Our Engagement

How do we make this happen in practice?

The World Scout Foundation aims to engage our donors and prospective donors passionately in our work, in an authentic way, and in line with our values, to drive our mission, vision and strategic goals.

Principles of engagement:

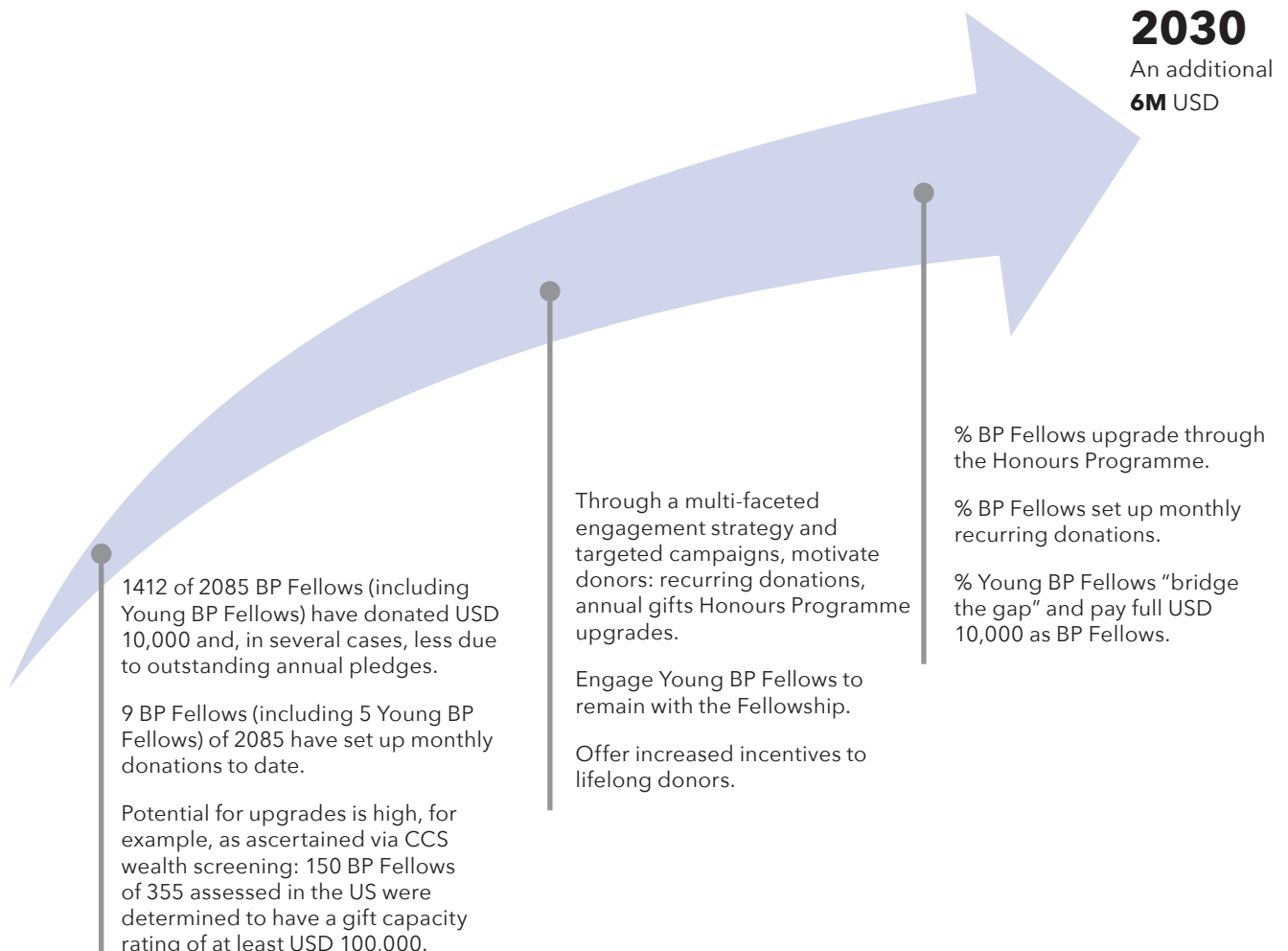
- 1. We understand the purpose of our engagement:** And can articulate this. We have clear objectives and will measure our impact.
- 2. We know who to engage:** And we recognise their interests and motivations.
- 3. We are informed:** We maintain and build donor profiles, undertake research and actively use data to drive our strategic fundraising.
- 4. We work together to build meaningful relationships:** Our Board, staff, donors, volunteers and partners are all integral to the achievement of our engagement.
- 5. We are authentic:** We are honest about our intent. We listen to our donors, recognise and celebrate them. Our engagement provides genuine opportunities for active involvement.
- 6. We are relevant and engaging:** We tailor our approaches and tools and engage creatively to motivate our donors to advance along our WSF donor journey, in line with our donor engagement.

We will engage our donors on a dynamic donor journey via a robust engagement cycle, which aims to retain donors and encourage repeat donations and lifetime giving, converting donors to advocates for the Foundation.

Example of the Strategy in Action for existing BP Fellows

The following is one example of the growth plan for the reactivation, retention and upgrading of existing BP Fellow. We will motivate our existing BP Fellows through impactful engagement to raise 6M in additional support via regular donations. To achieve this, we will offer a range of options to suit different donor preferences and interests, as well as at varied timescales.

Our engagement will take the form of a multi-faceted approach, underlined by strong communications emphasising the cause our donors relate to, the impact of Scouting and of BP Fellows' support. For example, digital marketing will support automated journeys to support engagement and campaigns, as is already underway for Young BP Fellows. Targeted donor engagement to encourage upgrades will be informed by CCS analysis of the WSF data, opportunities for stretch and in some cases, the fulfilment of outstanding pledges. Specific campaigns will be run to drive upgrades, sustainable support for Scouting (endowment) and project funding, as well as annual giving.



Strategic goals, KPIs and deliverables

Our Strategy will remain dynamic and will be continuously informed by data and evolving donor engagement. Donor engagement will be driven by our principles of engagement, moving donors along the donor journey, and informed by data and a robust engagement cycle.

Goal 1: Raise 100M by 2030 to sustain and increase support for World Scouting

(Targets deliberately exceed the 100M goal (135M) to mitigate potential risk).

| KPIs | Deliverables 2022-24 | Deliverables 2025-2027 | Deliverables 2028-2030 |
|--|------------------------------------|------------------------------------|--|
| 30M Institutional donors | 5 million | 10 million | 15 million |
| 60M renewal existing institutional donors | Disbursements & timely reporting | Disbursements & reporting | Disbursements, timely reporting, full evaluation |
| 15M new HVD | 5M from new HVD | 5M from new HVD | 5M from new HVD |
| 5M existing HVD | 2M existing HVD | 2M existing HVD | 1M existing HVD |
| 6M HP upgrades/legacy | 2M BPF upgrades | 2M BPF upgrades | 2M BPF upgrades |
| 9M from 900 new BPF | 3M/300 new BPF | 3M/300 new BPF | 3M/300 new BPF |
| 10M new networks | 2M general donations | 4M general donations/ | 4M general donations |
| 10M raised from new networks (first-level donors, Scout Donation Platform, alumni, etc.). | 2M general donations/new networks. | 4M general donations/new networks. | 4M general donations/new networks. |

Goal 2: Expand the donor bases through the development and extension of existing networks, creation of new networks and expanded opportunities for donor engagement.

| KPIs | Deliverables (22-24) | Deliverables (25-27) | Deliverables (28-30) |
|---|--|---|---|
| Framework with S. Arabia renewed 2022-30 | Partnership on track & donations received | Partnership on track & donations received. | Partnership on track & donations received. |
| Framework Alwaleed renewed 2024-2030 | AP agreement renewed | Partnership on track donations received | Partnership on track donations received |
| Data-driven engagement strategy to support goal1 | Strategy and targets for each level in moves management. | Goal 1 targets met or strategy optimisation including tracking. | Goal 1 targets met or strategy optimisation including tracking. |
| Identify new and existing HVDs in pipeline. | Review/refine targets | Review/refine targets | Review/refine targets |
| Define project pipeline & proposals with WOSM | Plan, implement and share learnings | Plan, implement and share learnings | Plan, implement and share learnings |
| Planned Giving program developed/ implemented | Program development and rollout incl. KPIs | Implement & track | Implement & track |
| 900 new BP Fellows and breakdown per activity | Target of 300 new BPF | Target of 300 new BPF | Target of 300 new BPF |
| 400 new YBPF | Target of 100 new YBPF | Target of 150 new YBPF | Target of 150 new YBPF |
| Development of new and existing Chapters | Support growth and development | Support growth and development | Support growth and development |
| 5 new institutional donors engaged and cultivated | R&D: 3 prospects, 1 new donor | R&D: 6 prospects, 2 new donors | R&D: 12 prospects, 5 new donors |

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