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43rd World Scout Conference
Conférence Mondiale du Scoutisme
المؤتمر الكشفي العالمي الـ

DOCUMENT

6A

WOSM Planning Framework

Support document for Draft Resolution 2024-D

By the World Scout Committee



SCOUTS
Creating a Better World

WOSM Planning Framework

This Conference Document outlines the WOSM planning framework for the implementation and monitoring of the Strategy for Scouting and its triennial plans. The document also provides an overview of the development process for the World Triennial Plan 2024-2027. The proposed draft objectives of the World Triennial Plan 2024-2027 will be communicated to Member Organizations through [Conference Document 6B](#) by July 2024.

Conference proposal:	Draft Resolution 2024-D
Related document:	Conference Document 4A, 5A, 5B, 5C, 6B (published by July 2024)
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The proposed draft World Triennial Plan 2024-2027, which is to be decided by the Conference will guide the work for the first triennium of the new Strategy for Scouting. Further information on the Strategy for Scouting can be found in [Conference Document 5A – Overview of the Strategy for Scouting](#) and [Conference Document 5B – Next Strategy for Scouting](#).

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Languages

The official languages of WOSM are English and French. The World Scout Bureau will make all Conference Documents available in both languages. When possible, it endeavours to also make them available in Arabic and Spanish. In the event of a conflict arising out of the interpretation of this Conference Document or any other official document of WOSM, the English text will prevail.

Introduction

As World Scouting embarks on the World Triennial Plan 2024-2027 journey, it is essential to note the unique context. This triennium marks a significant juncture as we develop the next Strategy for Scouting (2024-2033) alongside the first triennial plan for this period, a synchronisation occurring once every nine years. The alignment of our strategic vision and operational execution is critical. Extensive research and engagement have informed both the next strategy and the triennial planning development process.

As part of this significant juncture, the World Scout Committee has approved a new planning framework to enhance alignment and optimise resources across the Scout Movement. Carrying out Conference Resolution 2021-03, the World Triennial Plan 2024-2027 will be the foundational implementation plan for the first three years of the next strategy. Collaborative development will occur in a participative workshop in May, with the full draft set for release by early July 2024.

These initiatives aim not only to shape World Scouting but to be a catalyst for collective action across the Movement. Triennial plans guide shared actions, necessitating close collaboration between Member Organizations, World and Regional structures, and partners.

1. WOSM planning framework

Informed by learnings from Vision 2023, research findings, and the extensive participation in the development of the next Strategy for Scouting, the World Scout Committee recognised the need for enhanced alignment between World and Regional triennial plans to streamline efforts, optimise resources, and implement the strategy effectively. Through collaborative engagement with Regional Committees, a new WOSM planning framework has been established.

1.1. Background

The World Scout Committee, in approving the development of the next Strategy for Scouting, mandated further alignment of Regions and Member Organizations with the strategy from the outset. This included providing specific guidance for Regional Triennial Plan development, considering mechanisms to maintain the relevance of the strategy, and identifying necessary changes across the Scout Movement in implementing the strategy.

A workshop in April 2023 further explored how WOSM could address these needs. It recommended simplifying triennial plan objectives, increasing the use of joint plans and structures for implementation, and adopting a unified monitoring and evaluation framework with clear key performance indicators. Having a unified framework gives the ability to be able to measure the impact and progress of the strategy across the Scout Movement. These recommendations informed the World Scout Committee's approval of the WOSM planning framework.

1.2. Purpose

The WOSM planning framework is designed to streamline efforts, optimise resources, and ensure consistency across the Scout Movement in working towards achieving the next Strategy for Scouting.

The WOSM planning framework specifically aims to:

- Further align World and Regional Triennial Plans to increase impact.
- Coordinate between Operational Frameworks to reduce duplication and leverage capacity.
- Implement a unified monitoring system for efficiency and impact demonstration.

1.3. A planning framework for all

It is important to understand that the Strategy for Scouting is not just a strategy for the World level but represents the shared dreams and aspirations of 175 Member Organizations, encompassing over 57 million Scouts worldwide.

To achieve these ambitious goals, clear commitments are needed from all Member Organizations. During the 43rd World Scout Conference, dedicated sessions will address leadership for the future of Scouting and articulate Conference outcomes into actionable steps at Regional and National levels. Strengthening collaboration through both World and Regional operational frameworks will be key to effectively realising the Strategy for Scouting.

1.4. Key elements

Development of objectives every triennium

The WOSM planning framework's objectives will be reviewed every triennium, updated, and monitored by a mechanism across the World, Regional, and National levels.

Common outcome-focused objectives

Several outcome-focused objectives for each strategic priority will be drafted within the WOSM planning framework, derived from research in developing the Strategy for Scouting and engagement with Member Organizations and volunteers. Objectives will be categorised as core, complementary, or context-specific.

Core objectives
Essential objectives to enable us to deliver the Strategy.
Complementary objectives
Objectives that deliver added value to the Strategy, if capacity allows.
Context-specific objectives
Objectives that may be context-specific to either the World or Regional levels.

Using high-level outcome-focused objectives means that the same objective can be implemented in different ways to suit multiple contexts. It also allows for a variety of activities to be carried out to achieve the objective.

Flexibility for specific contexts

The WOSM planning framework, approved by the World Scout Committee, offers flexibility for implementation tailored to each Region's context. It also allows for the autonomy of Regional Scout Conferences and other governance structures to approve their own triennial plans.

Selection of objectives for triennial plans

World and Regional triennial plans will primarily adopt objectives from the common WOSM planning framework. Additionally, the framework allows World or Regional structures to incorporate context-specific objectives if needs arise that are not covered by the framework but are identified for their unique context.

Unified monitoring and evaluation

The unified monitoring and evaluation framework will include joint key performance indicators for the World and Regional levels to assess progress across the Scout Movement towards achieving the Strategy for Scouting or a specific triennial plan. This will promote greater collaboration and quality assurance as well as emphasise impact, evaluating long-term effects and strategic indicators based on internal and external data. Regions can also create their own indicators tailored to their context-specific objectives and use relevant unified data in their progress reports. This will ensure greater accountability in the reporting of Regional Scout Committees to their Regional Scout Conferences, compliance with regional mandates, and cross-regional comparisons. It will also ensure that key performance indicators follow a standardised methodology and support the aims of the Strategy for Scouting and assessment of its impact statements.

There are three different layers to measure progress within the unified monitoring and evaluation framework:

- **Impact:** Three impact statements in the Strategy for Scouting will be measured using impact indicators and baselines established through impact research and data from strategic and triennial key performance indicators.
- **Strategy:** Progress and outcomes of the seven strategic priorities will be measured through key performance indicators, with one outcome-oriented indicator set per priority. Data will be sourced from strategic and triennial key performance indicators.
- **Triennial:** Progress on the seven strategic priorities during the triennium will be assessed using two World-level key performance indicators and up to one regional indicator per strategic priority. Data will come from WOSM Services, Member Organization surveys, and annual reporting of Member Organizations.

1.5. Illustrating the WOSM planning framework

This diagram depicts the WOSM planning framework, which is developed, updated, and monitored triennially by a coordination group representing both World and Regional levels. This group supports the alignment of the WOSM planning framework across these levels.

Triennial plans at both World and Regional levels will translate the framework into actionable plans, while considering their respective contexts. Context-specific objectives not covered in the WOSM planning framework may be added to the triennial plan as needed. You can access the full [WOSM Planning Framework here](#).

All objectives and key performance indicators noted in this section are examples for illustration purposes only

Strategy for Scouting

Vision Statement

Impact Statement <i>A peaceful and inclusive world</i>	Impact Statement <i>A world shaped by youth</i>	Impact Statement <i>A sustainable world</i>
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Priority <i>Innovate Education</i>	Priority <i>Strengthen diversity & inclusion</i>	Priority <i>Guarantee safeguarding & well-being</i>	Priority <i>Value volunteering</i>	Priority <i>A fit for purpose organisation</i>	Priority <i>An adaptable organisation</i>	Priority <i>An influential organisation</i>
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WOSM Planning Framework

<p>Core</p> <p>x ~~~</p> <p>x ~~~</p> <p>x ~~~</p> <p>x ~~~</p> <p>Complementary</p> <p>x ~~~</p> <p>x ~~~</p> <p>x ~~~</p> <p>Context-Specific</p> <p>x ~~~</p> <p>x ~~~</p>	<p style="text-align: center;">Example: Strengthen Diversity & Inclusion</p> <p style="text-align: center;">Core Objectives</p> <p>2.1 Long-term Membership Diversity Growth: Scouting has increased the representation of underrepresented groups within its membership.</p> <p>2.2 Comprehensive Programme Reimagining: Our programmes have evolved to meet the changing needs and interests of diverse youth populations.</p> <p>2.3 Diverse Volunteer Pipeline: Member Organizations have robust and relevant recruitment and training programmes for volunteers from underrepresented backgrounds, and have increased the proportion of diverse volunteers in leadership roles within Scouting.</p> <p style="text-align: center;">Complementary Objectives</p> <p>2.4 Sustainable Community Engagement: Scouting has partnerships with community organisations which represent diverse demographics and that foster ongoing collaboration to promote Scouting and recruit new members.</p> <p style="text-align: center;">Context-specific Objectives</p> <p>2.5 Systemic Barrier Removal: Scouting’s membership processes, policies, and facilities are accessible and have removed barriers to participation and fostering inclusivity at all World Events.</p>
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World Triennial Plan

Regional Triennial Plan

<p>Core</p> <p>✓ ~~~</p> <p>x ~~~</p> <p>✓ ~~~</p> <p>✓ ~~~</p> <p>Complementary</p> <p>x ~~~</p> <p>x ~~~</p> <p>x ~~~</p> <p>Context-Specific</p> <p>✓ ~~~</p> <p>x ~~~</p>	<p style="text-align: center;">Example: Strengthen Diversity & Inclusion</p> <p style="text-align: center;">Core Objectives</p> <p>2.1 Long-term Membership Diversity Growth: Scouting has increased the representation of underrepresented groups within its membership</p> <p>2.3 Diverse Volunteer Pipeline: NSOs have robust and relevant recruitment and training programmes for volunteers from underrepresented backgrounds, and have increased the proportion of diverse volunteers in leadership roles within Scouting.</p> <p style="text-align: center;">Context-specific Objectives</p> <p>2.5 Systemic Barrier Removal: Scouting’s membership processes, policies, and facilities are accessible and have removed barriers to participation and fostering inclusivity at all World Events.</p>
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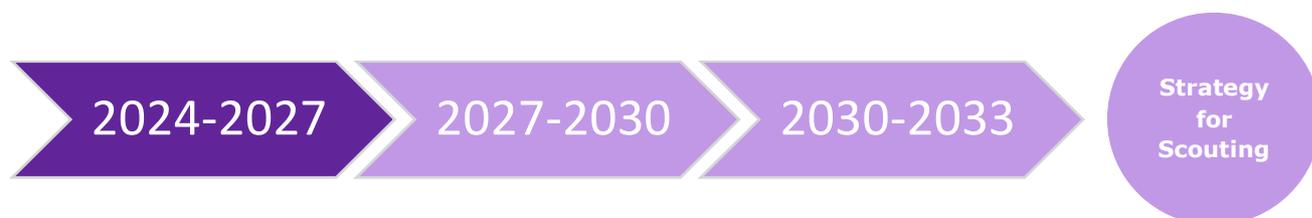
<p>Core</p> <p>✓ ~~~</p> <p>x ~~~</p> <p>✓ ~~~</p> <p>x ~~~</p> <p>Complementary</p> <p>✓ ~~~</p> <p>x ~~~</p> <p>x ~~~</p> <p>Context-Specific</p> <p>x ~~~</p> <p>✓ ~~~</p>	<p style="text-align: center;">Example: Strengthen Diversity & Inclusion</p> <p style="text-align: center;">Core Objectives</p> <p>2.2 Comprehensive Programme Reimagining: Our programmes have evolved to meet the changing needs and interests of diverse youth populations.</p> <p style="text-align: center;">Complementary Objectives</p> <p>2.4 Sustainable Community Engagement: Scouting has partnerships with community organisations which represent diverse demographics and that foster ongoing collaboration to promote Scouting and recruit new members.</p> <p style="text-align: center;">Context-specific Objectives</p> <p>2.6 Sustainable Community Engagement: Scouting has partnerships with UN-funded community organisations which represent the diverse demographics in Central America specifically to promote Scouting and recruit new members. <i>(created by a Region)</i></p>
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This table illustrates how the unified monitoring and evaluation framework operates using a single strategic priority as an example. It shows how the World and Regional triennial objectives are different, while still contributing to the same strategic priority and impact statement. It is worth noting that there will be a library of objectives for each strategic priority, allowing flexibility for specific needs. Additional context-specific objectives can be created as necessary (demonstrated in the diagram above).

Strategic priority	Measurement level	Objective (examples only)	Key performance indicator (examples only)	Measurement cycle	Source
Strengthen diversity and inclusion	Strategic priority	<i>Several objectives can be chosen from</i>	Increase the diversity of WOSM membership by 10% by 2033	Every 3 years	Assessment of both strategic and triennial key performance indicators
Strengthen diversity and inclusion	Triennial (World)	Long-term Membership diversity growth: Scouting has increased the participation of underrepresented groups within its membership.	Increase gender equality in WOSM membership by 15% by 2027	Every 18 months	WOSM Services, Surveys to Member Organizations, Annual Reporting from Member Organizations, etc.
Strengthen diversity and inclusion	Triennial (Regional)		Improve ethnic diversity in 10 Member Organizations in the Region by 2027 (created by a Region)	Every 18 months	WOSM Services, Surveys to Member Organizations, Regional inputs

2. World Triennial Plan 2024-2027

This triennial plan marks the beginning of the next Strategy for Scouting. Extensive engagement with the Scout Movement and research conducted over the past 24 months for the Strategy for Scouting has informed and shaped this planning process. While the plan won't encompass every World Scouting activity or administrative detail, it will outline key ambitions and objectives aligned with working towards achieving the Strategy for Scouting's priorities and impact statements.



2.1. Key elements of the triennial plan

Objectives - The triennial plan will utilise the WOSM planning framework's objectives. It will incorporate a selection of outcome-focused objectives for the plan itself, which will be organised by strategic priority.

Key performance indicators – The triennial plan will feature key performance indicators, approved by the World Scout Committee, that emphasise the strategic priorities.

2.2. Proposed draft objectives of the World Triennial Plan 2024-2027

The proposed draft objectives were communicated to Member Organizations through [Conference Document 6B](#) in July 2024.

2.3. Resource check on the proposed objectives

A “**resource check**” of the proposed objectives for the World Triennial Plan 2024-2027 was undertaken by the World Scout Bureau. The following approach was used:

- Review of the resources used to deliver the World Triennial Plan 2021-2024 across the following three areas: volunteers (expressed in number of volunteers involved), staff (expressed in [full-time equivalent](#)), and operational expenditure (expressed in USD).
- Review the initial resource assessment of the World Triennial Plan 2021-2024 against the actual resources used in its implementation of the objectives and achieved results.

It is estimated that full implementation of the proposed objectives of the World Triennial Plan 2024-2027 will require the following resources:

	Staff	Volunteers	Operational expenditure
2021-2024 actuals	40 full time equivalent	491 Volunteers and WOSM Consultants	USD 4,500,000
2024-2027 estimate	40 full time equivalent	330 Volunteers and WOSM Consultants	USD 4,750,000

- It should be noted that the above estimates include **only World level resources** and do not include Regional allocations and resources towards the proposed objectives.
- The estimated resources reflect an increased need for providing services to Member Organizations on the new strategic priority areas.
- The World Scout Committee will **approve a final triennial plan** after the Conference, which will require the prioritisation of objectives to match the available resources.
- **The implementation of the triennial plan will be reviewed on a regular basis** to ensure continued relevance and response to the possibly changing needs of Member Organizations.

2.4. Implementation

World Scouting will maintain an agile and flexible approach to implementing the triennial plan, regularly reviewing its implementation for ongoing relevance to the evolving needs of Member Organizations and society.

WOSM Services will offer tailored support to Member Organizations upon request, delivering objectives focused on support and capacity-building primarily through these services. This ensures flexibility and agility in meeting Member Organizations' specific needs.

Additionally, an updated toolkit for planning, monitoring, and evaluating national strategic plans will be made available to assist Member Organizations in aligning national strategies with the Strategy for Scouting. All updated resources will be accessible on the [WOSM Good Governance Service](#).

3. Triennial plan development process

The World Scout Committee approved the development timeline for the triennial plan, recognising the importance of aligning it with the next Strategy for Scouting's development. The phases and agreed timelines for developing the World Triennial Plan 2024-2027 are outlined below.

These development phases aim to ensure the following:

- Implementation of the new WOSM planning framework.
- Full alignment with the next Strategy for Scouting.
- Engagement with a diverse stakeholder group in prioritising the objectives of the triennial plan.
- Engagement of Member Organizations ahead of the 43rd World Scout Conference.

3.1. Planning phase

In the planning phase of the triennial plan, key steps included extracting insight from the research and development of the next Strategy for Scouting. Additionally, we maximised participation from a diverse group of stakeholders in a triennial planning workshop for WOSM.

Planning phase steps	Timeframe	Actions
Analysis	September 2023 – December 2023	In-depth research conducted for the next Strategy for Scouting, including prioritisation and validation phases, informed the analysis for the triennial planning process. This research involved youth talks, online discussions, and focus groups with diverse stakeholder groups. Additional details on these phases are available in Conference Document 5A – Overview of the Strategy for Scouting .
Prioritisation	May 2024	An online triennial planning workshop gathered 150 representatives from World and Regional levels, as well as Member Organization leadership, including participants under 30. The workshop drafted objectives for the WOSM planning framework and prioritised those for this first triennial plan of the Strategy for Scouting, using data from the analysis phase.
Resource check	May-June 2024	An assessment of required resources (volunteer, staff, and operational expenditure) to achieve the draft objectives was conducted, including a review of the ongoing work of the World Scout Bureau.
World Scout Committee approval	June-July 2024	The proposed draft objectives for the World Triennial Plan 2024-2027 were approved by the World Scout Committee for sharing with Member Organizations in July 2024.

3.2. Engagement phase

After the communication of [Conference Document 6B – Draft objectives of the World Triennial Plan 2024-2027](#) to all Member Organizations in July 2024, the formal consideration phase commenced. During this engagement phase, Member Organizations are encouraged to review and provide feedback on the proposed plan before the Conference. This offers stakeholders the opportunity to share insights and perspectives, ensuring the plan aligned with the needs across the Scout Movement.

Engagement phase steps	Timeframe	Actions
Member Organization engagement	July-August 2024	Member Organizations have the opportunity to engage with and learn about the proposed draft objectives outlined in Conference Document 6B . A webinar on 21 July 2024 will provide an in-depth understanding of the proposal, allowing for questions and perspectives from Member Organizations. At the Conference, breakout sessions will facilitate discussions on the triennial plan, enabling delegates to understand proposed amendments, consider other potential high-level amendments, and decide on their position before the voting session.
Consolidation of feedback	August 2024	The group assigned by the World Scout Committee to coordinate the WOSM planning framework will gather and consolidate all feedback before and during the Conference. This consolidated operational-level feedback will be provided to the newly-elected

		World Scout Committee for reference during the implementation phase.
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3.3. Approval phase

During the approval phase, Member Organizations can propose high-level amendments to the draft objectives of the World Triennial Plan 2024-2027 before it is considered by the Conference for approval.

Approval phase steps	Timeframe	Actions
Amendment process	During Conference	Member Organizations can propose high-level amendments to the draft objectives of the World Triennial Plan 2024-2027 through the official amendment process. The deadline for amendments will be communicated to Member Organizations by the opening session of the Conference, with important considerations and the process outlined on the Conference website .
Conference Approval	During Conference	The proposed objectives of the World Triennial Plan 2024-2027 (as amended) will be considered by the Conference through Draft Resolution 2024-D found in Conference Document 4A .

3.4. Finalisation phase

After the closure of the 43rd World Scout Conference, the following steps will be taken to finalise the World Triennial Plan 2024-2027.

Finalisation phase steps	Timeframe	Actions
World Scout Bureau consolidation	September - November 2024	The World Scout Bureau will compile the final version of the proposed objectives, incorporating amendments made during the Conference, along with the adopted Conference Resolutions. Additionally, it will provide information to ensure the newly-elected World Scout Committee fully understands the remaining areas of work, ongoing initiatives, and key considerations from Member Organizations' feedback when finalising the triennial plan.
World Scout Committee approval	November 2024	The newly-elected World Scout Committee will review the provided documents and approve the final version of the World Triennial Plan 2024-2027, including a set of key performance indicators.
Publication	By 31 December 2024	Publication and distribution of the final plan to all Member Organizations and stakeholders.