DOCUMENT

6B

World Triennial Plan 2024-2027

Support document for Draft Resolution 2024-D

By the World Scout Committee

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World Triennial Plan 2024-2027

This Conference Document outlines the proposed objectives of the World Triennial Plan 2024-2027, which have been prioritised from the WOSM planning framework.

The proposed objectives of the 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.

Conference proposal:	Draft Resolution 2024-D
Related document:	Conference Document 4A, 5A, 5B, 5C, 6A
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1. Introduction

This document introduces the draft objectives of the World Triennial Plan 2024-2027, proposed by the World Scout Committee to the 43rd World Scout Conference. The Conference will decide on the triennial plan through Draft Resolution 2024-D, found in Conference Document 4A.

For more details on the process that was undertaken to create the triennial plan, and the WOSM planning framework, please refer to Conference Document 6A, which also describes how the WOSM planning framework will further strengthen the alignment between World and Regional Triennial Plans. Conference Document 6A also contains a link to the final version of the WOSM planning framework.

2. About the World Triennial Plan

The World Triennial Plan 2024-2027 consists of a selection of outcome-focused objectives from the WOSM planning framework. The objectives of the WOSM planning framework were created through engagement with representatives from both the World and Regional levels, as well as leadership from Member Organizations. This broad engagement was to allow the objectives of the planning framework to reflect the diversity of the Scout Movement and answer to the wider needs of stakeholders within Scouting. The full set of objectives from the WOSM planning framework were then prioritised by this same group of stakeholders so as to select the objectives that were most important to work on during the first triennium of the next Strategy for Scouting. Consultations were held with all Regional Scout Committees on the draft of the triennial plan and feedback was incorporated into its development.

The objectives of the World Triennial Plan 2024-2027 aim to provide clarity on the necessary areas of focus required to achieve the priorities of the next Strategy for Scouting during the first triennium. These objectives are organised according to the priority areas of the Strategy for Scouting., The outcome-focused objectives have been selected with a view on ensuring there is capacity to adequately deliver on them. They also focus on the change WOSM aims to achieve rather than the specifics of how it will achieve it, to allow the greatest flexibility in finding the most impactful way to reach the objective with the available resources. Many of the outcome objectives for each of the strategic priorities have an impact on the three impact statements of the Strategy for Scouting. Therefore, no specific objectives were drafted for the following impact statements.

Scouting will create impact towards **a more peaceful and inclusive world**, by
innovating its youth programme, including all communities and cultures in Scouting, embedding a culture of diversity, leading in safeguarding within communities, improving the experience of Scout events, establishing strategic partnerships, and continue its work on a peace and inclusivity framework.

Scouting will impact towards **a world shaped by youth**, by
equipping young people for an ever-changing world, removing barriers and increasing opportunities to allow more youths to join Scouting, and empowering them to be leaders in Scouting and in their communities.

Scouting will create impact **towards a more sustainable world**, by
updating the nature experience in Scouting, implementing a sustainability strategy across different levels in Scouting, leveraging digital opportunities, and reviewing WSB processes and WOSM events from a sustainability perspective.

3. A triennial plan for the Scout Movement

This triennial plan is intended for the entire Scout Movement, and not only World Scouting. To achieve the plan's objectives, collaboration with Member Organizations, alignment with Regions, and cooperation with the World Scout Foundation are vital. During the Conference, sessions will be dedicated to assisting Member Organizations to think about how they can shape their own actions which will contribute to the delivery of this World Triennial Plan 2024-2027 and the next Strategy for Scouting.

4. Approval of the World Triennial Plan

At the Conference, only the proposed objectives of the World Triennial Plan 2024-2027 will be approved and are subject to amendment. During the triennial plan related Conference pre-engagement and breakout sessions at the Conference, any ideas for implementation that are suggested by delegations will be gathered. These will subsequently be assessed by the newly-elected World Scout Committee when finalising the World Triennial Plan 2024-2027. The World Triennial Plan will serve as strategic guidance

for the World Scout Committee, on the implementation of necessary actions by the World Scout Bureau and the operational frameworks.

5. Proposed objectives of the World Triennial Plan 2024-2027

In the proposed objectives, the following are described:
- Scout Movement: Member Organizations, Regions and World level
- World Scouting: World and Regional level
- WOSM: Only used to refer to policies (e.g. WOSM's World Scout Youth Programme Policy)

Strategic priority	Outcome objective These outcome-focused objectives can be implemented in different ways depending on the resources available and an assessment by the World Scout Committee and World Scout Bureau of the most effective way to achieve the desired outcome.
1. Innovate education	a) 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.
	b) The Scout Movement will transform its approach to peace education to meet today's changing realities, empowering young people to create peace in their communities, celebrate diversity, and contribute to a culture of inclusivity.
	c) 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.
	d) The Scout Movement will be the world's leading provider of youth leadership development, ensuring young people can shape their realities.
2. Strengthen diversity and inclusion	a) The Scout Movement has identified and actively reduced barriers to allow more young people and adults to experience Scouting and participate at all levels.
	b) The Scout Movement will be more flexible and inclusive, reaching all communities, everywhere.
3. Guarantee safeguarding and well-being	a) The Scout Movement has established the necessary measures, mechanisms, and capacities to ensure every member is safe across all of its levels.
	b) Young people and adults will be empowered to be leaders on well-being in the Scout Movement and their communities.
4. Value volunteering	a) The Scout Movement has adopted flexible and inclusive volunteer frameworks which increase participation and volunteering opportunities across all levels.
	b) The Scout Movement will be proactive in attracting and retaining volunteers with diverse backgrounds and competencies.
5. A fit for purpose organisation	a) The Scout Movement has transformed its Governance Structures, organisation models, and decision-making, ensuring its ability to provide quality and relevant Scouting for the future.
	b) The Scout Movement has increased the financial sustainability on at all levels through responsible approaches to generate diverse income streams and ensure efficient resource and financial management.
	c) The Scout Movement will be prepared for the impact of climate change on our organisations and implement climate sustainability actions across all operations.
	d) World Scout Events have enhanced their organisational frameworks, accountability, risk management, and operational processes, ensuring positive, and safe learning experiences for participants.

Strategic priority	Outcome objective These outcome-focused objectives can be implemented in different ways depending on the resources available and an assessment by the World Scout Committee and World Scout Bureau of the most effective way to achieve the desired outcome.
6. An adaptable organisation	a) The Scout Movement has built its research capacities and embedded effective mechanisms across the organisation to measure the impact of Scouting and allow for data-informed decision-making.
	b) The Scout Movement will be more proactive in anticipating and adapting to overcome internal and external challenges.
7. An influential organisation	a) The Scout Movement enhanced its external visibility on the value of Scouting's transformative impact for individuals and communities.
	b) The Scout Movement will be a leading advocate on contemporary issues for young people as a key influencer in shaping societal change and education.

Annex – Actions and Projects

This annex provides ideas and suggestions on how the World Triennial Plan 2024-2027 could be operationalised. The ideas in the tables can be used by Member Organizations, and the World or Regional levels.

Table A below lists ideas of transversal projects that could help meet several objectives, while Table B contains possible actions to meet a specific objective.

The newly-elected World Scout Committee will work with the World Scout Bureau to identify the most impactful ways to implement activities that achieve the outcomes of the objectives in line with available resources throughout the triennium.

In the below projects, the following are described:
- Scout Movement: Member Organizations, Regions and World level
- World Scouting: World and Regional level
- WOSM: Only used to refer to policies (e.g. WOSM's World Scout Youth Programme Policy)

Table A – Transversal projects

Transversal project	Description	Linked triennial plan objectives
Reimagining governance in the Scout Movement: Addressing global trends, removing barriers, and creating flexible systems for inclusive growth	Research and development piece focused on external and internal trends and ways of reimagining governance for the Scout Movement to remove barriers, create flexible systems, and reflect the needs of the entire Scout Movement (global north and south). Consider partnering with academia to create a transformative report and development piece for Member Organizations.	1.d 2.a and 2.b 4.a 5.a and 5.d 6.b
Assessing the state of the Scout Movement	Create a clear baseline for the Scout Movement and understand the needs and complexities across the globe. This will be used to measure our progress over the next ten years and design projects and support that will make the most impact for our members.	All
Enhancing Member Organization effectiveness: Reviewing core WOSM policies and developing capacity-building programmes	Review WOSM policies for the youth programme, Safe from Harm, youth engagement, and Adults in Scouting. Develop and implement capacity-building programmes that support these policies, enabling Member Organizations to achieve their objectives and observe their desired impact. This approach is vital for ensuring that policies are effectively translated into action, fostering safer, more engaging, and impactful Scouting experiences worldwide.	1.a, 1.b,1.c, and 1.d 2.a and 2.b 3.a and 3.b 4.a, 4.b
Embedding strategic initiatives: Implementing and assessing impact directly with membership	Implement and embed the initiatives and programmes from the last strategy period, accompanied by a comprehensive package that also evaluates their impact directly with the membership on the ground. This process will provide Member Organizations with the necessary resources and guidance to achieve their goals. By assessing the real-world impact of these programs, we can ensure their effectiveness, make necessary adjustments, and ultimately enhance the overall success and reach of Scouting efforts within local communities.	1.a, 1.b, 1.c and 1.d 3.a and 3.b
Tailored member support: Delivering triennial plan objectives through services and strategic assessments	Provide direct support to members by delivering services that align with the objectives of the triennial plan, using tailored or grouped approaches. This is essential to ensure that WOSM's support	All

Transversal project	Description	Linked triennial plan objectives
	makes a tangible difference by addressing the specific needs of members. This initiative will be closely linked to the "State of the Movement" report, account management systems, and the assessment of Member Organizations through Safe from Harm and GSAT.	
Expanding volunteer engagement: researching new methods and outreach strategies for broader impact	Research conducted on volunteering methods and outreach strategies to engage new groups of adults who currently do not volunteer. This builds on existing Regional efforts to explore and introduce new options for volunteer involvement. This research is crucial for expanding our volunteer base and ensuring that our programmes can reach and impact a broader, more diverse audience.	2.a and 2.b 4.a and 4.b
Elevating programmes through external collaboration: Ensuring global relevance and wide community reach	Collaborate with external partners and leverage their expertise to benchmark and elevate our programmes and initiatives, ensuring they reach the broadest range of communities and remain relevant worldwide. This approach is essential for maintaining high standards, fostering innovation, and ensuring our programmes have a global impact.	1.b 1.c and 1.d 2.a, 2.b 4.b

Table B – Objective-related actions

Objective	Possible actions and projects
1. Innovate education	
a) Through the Scout Movement young people will be able to enjoy more innovative, flexible, relevant, and attractive youth programmes that leverage technology to offer more transformative and competency-based learning experiences.	• Update the Guide to Youth Programme in Scouting (GPS) to clarify how to review sections of the youth programme and introduce new topics. • Increase support to Member Organizations through WOSM services. • Support Member Organizations with external trends analysis and what is important for young people. • Use relevant research data and impact measurements to evaluate what needs to change. • Deliver scientific papers for journals. • Leverage advanced technologies, such as machine learning, artificial intelligence, and digital education. • Ensure online safety in our events and practices, ethical digital practices, data-driven decision-making, and data security in the operations of WOSM. • Educate youth and adult members on the risks and advantages of artificial intelligence through the youth programme and other resources.
b) The Scout Movement will transform its approach to peace education to meet today's changing realities, empowering young people to create peace in their communities, celebrate diversity and contribute to a culture of inclusivity.	• Create more peace education resources and training for young people and leaders. • Provide interaction opportunities among members that promotes diverse friendships. • Recognise the role of young people and non-formal education in sustaining peace at all levels. • Focus more programmes on value-driven global citizenship education to cultivate a culture of peace. • Actively engage in initiatives that builds and sustains peace.

c)	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.	• Leverage worldwide platforms and frameworks to support mitigation of climate action and enhance environmental education. • Align youth programmes, initiatives, projects, partnerships, and activities related to environmental sustainability with civil society global strategies, such as the Sustainable Development Goals, Greening Education Partnership, and the Agenda on Climate Education. • Foster skills, knowledge, and attitudes directed towards sustainability using participatory, youth-centred, interdisciplinary teaching methods to develop sustainable livelihoods, ecosystem-based adaptation, and climate risk response.
d)	The Scout Movement will be the world's leading provider of youth leadership development, ensuring young people can shape their realities.	• Scale and replicate youth leadership initiatives like International Leadership Training across World Scouting. • Initiate more youth-led initiatives to involve children and young people in programme design at all levels of World Scouting. • Integrate youth into decision making structures across Member Organizations and World Scouting. • Encourage intergenerational collaboration through programmes that respect and value the collective wisdom, creativity, and energy between young people and adults. • Inform young people in the Movement of decision-making opportunities and create clear pathways to leadership roles within the organisation and their communities.
2.	**Strengthen diversity and inclusion**	
a)	The Scout Movement has identified and actively reduced barriers to allow more young people and adults to experience Scouting and participate at all levels.	• Actively reaching out to diverse communities through campaigns and programmes. • Use WOSM's diversity and inclusion report to inform projects and programmes of work. • Funding for Member Organizations to address barriers to diversity and inclusion. • Adopt successful programmes, such as Ticket to Life, across more Member Organizations. • Make youth programmes and events accessible and inclusive for all. • Establish partnerships with institutions dedicated to diversity and inclusion. • Strengthen the monitoring, evaluation, and reporting of diversity and inclusion to inform of progress, strategies and decision-making. • Regularly update diversity and inclusion policies.
b)	The Scout Movement will be more flexible and inclusive, reaching all communities, everywhere.	• Implement flexible institutional management models to adapt to various socio-cultural contexts. • Implement flexible programmes for young people that meet the different needs of young people. • Actively expand membership to more young people and adults. • Develop educational programmes that meet the needs of underrepresented young people. • Promote programmes that support a mindset change that embraces inclusivity. • Share approaches on how to reach out to new communities. • Request support through WOSM Services.

		• Invest resources and support in new communities and groups. • Sponsor programmes on outreach. • Design a volunteer collaboration and outreach strategy.
3.	**Guarantee safeguarding and well-being**	
a)	The Scout Movement has established the necessary measures, mechanisms, and capacities to ensure every member is safe across all of its levels.	• Continuously update and improve policies and mechanisms based on case study data. • Require the design, development, and dissemination of safeguarding plans before all WOSM Events and activities. • Create more support and resources on safety in Scouting. • Ensure reporting mechanisms are clearly established and understood by participants, staff, and volunteers. • Establish peer support programmes for children, young people, and adults. • Train peer mentors and leaders to provide non-judgmental listening, empathy, and encouragement. • Provide guidance and support on ensuring that adventure is a core part of the Scout experience through considered risk management.
b)	Young people and adults will be empowered to be leaders on well-being in the Scout Movement and their communities.	• Create educational material on well-being practices for children, young people, and adults. • Support the well-being of volunteers. • Launch a "Youth Empowerment Challenge" where Scouts collaborate to design and implement projects aimed at promoting physical and mental well-being, such as community fitness programmes, mental health awareness campaigns, and initiatives focusing on healthy lifestyles and nutrition. • Initiate a global campaign for a scout-work-life balance. • Develop a comprehensive mental health training programme for volunteers, equipping them with the knowledge and skills to support the mental well-being of youth members. • Prevent and address gender-based violence.
4.	**Value volunteering**	
a)	The Scout Movement has adopted flexible and inclusive volunteer frameworks which increase participation and volunteering opportunities across all levels.	• Develop and support data informed frameworks for short-term/micro volunteering. • Use adaptive volunteer approaches for community-based and school-based Scouting • Implementing a volunteer exchange programme that allows for short-term volunteer exchanges across regions and countries. • Create a self-assessment tool to help identify barriers to volunteering. • Facilitate experience sharing within and outside of Scouting on diverse volunteer models and frameworks.
b)	The Scout Movement will be proactive in attracting and retaining volunteers with diverse backgrounds and competencies	• Showcase diverse volunteer success stories. • Collaborate with partner volunteers for knowledge sharing and skill development. • Implement volunteer succession plans for more effective hand over procedures. • Organise a volunteer experience event for skills training and recognition. • Invest in innovative volunteer outreach programmes.

		• Have in place inclusivity, intergenerational dialogue, and youth leadership as key elements in the volunteer recruitment and development processes.

5.	**A fit for purpose organisation**	
a)	The Scout Movement has transformed its Governance Structures, organisation models, and decision-making, ensuring its ability to provide quality and relevant Scouting for the future.	• Benchmark governance systems and related costs against similar and dissimilar global organisations. • Use technology, such as knowledge management systems and artificial intelligence, to facilitate and enhance decision-making considerations. • Assess and align governance structures with local, national, and international needs. • Establish a Scouting innovation lab where children, young people, and adults can collaborate to design new organisational models, and test them using principles of design thinking and agile methodologies.
b)	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.	• Develop and implement sustainable resource mobilisation strategies. • Strengthen financial management systems and practices at all levels. • Understand current and future resources needs for investment budgeting. • Champion aspects of ethics and legitimacy in investments, methods of financing, and instituting sound financial risk management practices. • Promote activities and good practices into revenue making sources.
c)	The Scout Movement will be prepared for the impact of climate change on our organisations and implement climate sustainability actions across all operations.	• Implement WOSM's Climate Impact Strategy. • Create climate change adaptation tools for use at all levels. • Ensure practical assessment follow ups on areas of improvement under environmental sustainability. • Invest in climate sustainable practices for all organisational operations. • Update assessment mechanisms to include holistic environmental sustainability.
d)	World Scout Events have enhanced their organisational frameworks, accountability, risk management, and operational processes, ensuring positive and safe learning experiences for participants.	• Implement WOSM's World Events Strategy. • Develop a culture of internal resilience and flexibility by strengthening capacity at all levels in change, crisis, and risk management, including the ability to prepare for, respond to, and adapt to both gradual change and sudden internal or external disruptions.

6.	**An adaptable organisation**	
a)	The Scout Movement has built its research capacities and embedded effective mechanisms across the organisation to measure the impact of Scouting and allow for data-informed decision-making.	• Provide training and resources to staff and volunteers on monitoring and evaluation techniques. • Involve stakeholders, including adults, partners, and youth, in research efforts and to verify measurement results. • Establish relevant metrics and indicators to identify areas of improvement and measure the impact of programmes, initiatives, and activities. • Improve the evidence base for the value and social impact of Scouting by collecting, analysing, and reporting on data to create a strong value proposition at all levels. • Engagement with journal articles and external research.

b)	The Scout Movement will be more proactive in anticipating and adapting to overcome internal and external challenges.	• Develop risk management tools and resources for all levels of the organisation. • Create an adaptable template on risk analysis for use at any level. • Establish a research and data-driven framework that can support all levels of the organisation on anticipating trends. • Organise training sessions and simulations to address various scenarios of internal and external challenges.
7.	**An influential organisation**	
a)	The Scout Movement enhanced its external visibility on the value of Scouting's transformative impact for individuals and communities	• Present advocacy position papers at international gatherings. • Lead global digital advocacy campaigns in partnership with United Nations agencies or other non-governmental organisations. • Leverage the launch of the refreshed Scout brand to gain traction and generate visibility. • Provide evidence on the impact of Scouting to individuals and communities at a greater scale. • Making more visible the youth representatives and their work at United Nations, COP and other influential events.
b)	The Scout Movement will be a leading advocate on contemporary issues for young people as a key influencer in shaping societal change and education	• Contribute actively to the discussions and development of the upcoming United Nations Development Agenda. • Influence public policies on youth issues through meaningful youth contributions. • Promote dialogue between generations and encouraging innovation and creativity in joint advocacy campaigns. • Expand communication network relationships with new media outlets, such as podcasts, blogs, and live streaming platforms, to increase exposure and diversify messages. • Launch a bi-annual "State of the Youth Report", in collaboration with the United Nations Youth Office that details measurements and recommendations on youth leadership.