



**SCOUTS**<sup>®</sup>  
Creating a Better World

World Organization of the Scout Movement  
Organisation Mondiale du Mouvement Scout  
Organización Mundial del Movimiento Scout  
المنظمة العالمية للحركة الكشفية

## WOSM Planning Framework

The WOSM planning framework consists of a 'library' of 31 outcome-focused objectives, which were created through engagement with representatives from both World and Regional levels, and leadership from Member Organizations to allow the objectives of the WOSM planning framework to reflect the diversity of the Scout Movement and answer to the wider needs of WOSM's stakeholders. They are focused 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 this with the available resources.

The WOSM planning framework is the starting point for the creation of any triennial plan. When a Regional Scout Committee or the World Scout Committee starts to consider the creation of their next triennial plan they should take into account the guidance below:

- The development process of each triennial plan, Region or World, remains within the full authority of the respective committee, taking into account the requirements of these standard operating procedures. Regional representatives of the Coordination Group should work with their respective Regions to initiate the development process and keep the Coordination Group informed regarding timelines and processes in their Region for creating a Regional Triennial Plan.
- The Coordination Group will share the WOSM planning framework and processes approved by the World Scout Committee with Regions to assist in the triennial plan development as a part of our aligned approach to achieving the Strategy for Scouting.
- The processes documented in this standard operating procedure should be integrated into the development of a Regional Triennial Plan and include regular updates to the Coordination Group via the regional representatives.
- The WOSM planning and coordination group will provide support by reviewing World and Regional Triennial Plans to advise where plans can benefit from more synergy with the Strategy for Scouting, suggest what may be covered in other Regional Triennial Plans, and identify any opportunities for collaboration between Regions.

Strategic priority	Objective type	Outcome-focused objective By 2033:	Triennial plan period	Possible actions and projects <i>The possible actions and projects outlined in this column are conceptual only for the World Scout Bureau and Member Organizations. The World Scout Committee will work with the World Scout Bureau to identify the most impactful way to implement activities which achieve the outcomes of the objectives in line with available resources throughout the triennium for any objectives chosen for a particular triennial plan.</i>
<b>1. Innovate education</b>	<b>Core</b>	1.1 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.	2024-2027	<ul style="list-style-type: none"> <li>Updating GPS to clarify how to review sections of the Youth Programme and introduce new topics</li> <li>Increasing support to Member Organizations through WOSM services</li> <li>Supporting Member Organizations with external trends analysis and what is important for young people</li> <li>Using relevant research data and impact measurements to evaluate what needs to change</li> <li>Leveraging advanced technologies such as machine learning, artificial intelligence and digital education</li> <li>Ensuring online safety in our events and practices, ethical digital practices, data-driven decision-making, and data security in the operations of WOSM</li> <li>Educating youth and adult members on the risks and advantages of AI through the Youth Programme and other resources</li> </ul>
		1.2 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.	2024-2027	<ul style="list-style-type: none"> <li>Creation of more peace education resources and trainings for young people and leaders</li> <li>Providing interaction opportunities among members that promote diverse friendships</li> <li>Recognising the role of young people and non-formal education in sustaining peace at all levels</li> <li>Focusing in programmes on values-driven global citizenship education to cultivate a culture of peace</li> <li>Actively engaging in initiatives that build and sustain peace</li> </ul>
	<b>Core</b>	1.3 Young people in the Scout Movement have developed better competencies to minimize environmental impact, promote sustainable living models and become change-makers for environmental sustainability	2024-2027	<ul style="list-style-type: none"> <li>Leveraging worldwide platforms and frameworks to support mitigation of climate action and enhance environmental education</li> <li>Aligning 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</li> <li>Fostering 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</li> </ul>

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	<b>Complementary</b>	1.4 The Scout Movement will be the world's leading provider of youth leadership development, ensuring young people can shape their realities.	2024-2027	<ul style="list-style-type: none"> <li>• Scaling and replicating youth leadership initiatives like the ILT across WOSM</li> <li>• Initiating more youth-led initiatives to involve children and young people in programme design at all levels of WOSM</li> <li>• Integrating youth into decision making structures across NSO's and world scouting.</li> <li>• Encouraging intergenerational collaboration through programmes that respect and value the collective wisdom, creativity, and energy between young people and adults</li> <li>• Informing young people in the movement of decision-making opportunities and create clear pathways to leadership roles within the organisation and their communities</li> </ul>
	<b>Complementary</b>	1.5 Competencies developed by young people through the Scout Movement will be better recognised as relevant and transferable to the outside world.	2027-2033	<ul style="list-style-type: none"> <li>• Developing internally and externally recognised educational accreditations, awards and achievements</li> <li>• Responding to data-driven information on usefulness and relevance of competencies developed through Scouting</li> <li>• Implementing and regularly reviewing an educational framework that responds to the needs and challenges faced by young people</li> <li>• Connecting with educational institutions that have expertise in program development and educational methodologies</li> <li>• Creating a searchable scout skills database supported by evidence resources and impact stories</li> </ul>
<b>2. Strengthen diversity and inclusion</b>	<b>Core</b>	2.1 The Scout Movement has identified and actively reduced barriers to allow more young people and adults to experience Scouting and participate at all levels.	2024-2027	<ul style="list-style-type: none"> <li>• Actively reaching out to diverse communities through campaigns and programmes</li> <li>• Using the WOSM Diversity &amp; Inclusion report to inform projects and programmes of work</li> <li>• Funding for NSO's to address barriers to diversity &amp; inclusion</li> <li>• Adopting successful programmes such as Ticket to Life across more NSO's</li> <li>• Making youth programmes and events accessible and inclusive for all</li> <li>• Establishing partnerships with institutions dedicated to Diversity &amp; Inclusion</li> <li>• Strengthening the monitoring, evaluation and reporting of diversity and inclusion to inform progress, strategies and decision-making</li> <li>• Updating diversity and inclusion policies regularly</li> </ul>

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	<b>Core</b>	2.2 The Scout Movement will be more flexible and inclusive, reaching all communities, everywhere.	2024-2027	<ul style="list-style-type: none"> <li>• Deliberately expanding membership to more young people and adults</li> <li>• Developing educational programmes that meet the needs of underrepresented young people</li> <li>• Promoting programmes that support a mindset change which embraces inclusivity</li> <li>• Implementing flexible institutional management models to adapt to various socio-cultural contexts</li> <li>• Sharing approaches on how to reach out to new communities</li> <li>• Taking support through WOSM Services</li> <li>• Investing resources and support in new communities and groups</li> <li>• Sponsoring programmes on outreach</li> <li>• Designing a volunteer collaboration and outreach strategy</li> </ul>
	<b>Complementary</b>	2.3 The Scout Movement has increased gender representation in Scouting towards equitable membership, participation and decision-making.	2027-2033	<ul style="list-style-type: none"> <li>• Investigating and overcoming the systematic and cultural barriers to greater female participation</li> <li>• Supporting an improved gender matrix to include percentages of female involvement in active roles</li> <li>• Collaborating and relationship building with female centred organisations such as WAGGGS</li> </ul>
	<b>Complementary</b>	2.4 The Scout Movement has transformed its approach to embedding a culture of diversity, across all of its levels.	2027-2033	<ul style="list-style-type: none"> <li>• Creating more diversity and inclusion programmes and trainings for youth and adults</li> <li>• Integrating human rights and peace education into the youth programme</li> <li>• Initiating a communication campaign to celebrate the diversity of the movement</li> <li>• Encouraging practicing and providing spaces for intercultural, interreligious and intergenerational dialogue</li> <li>• Establishing shared guidelines on how to incorporate Diversity &amp; Inclusion as an organisational culture</li> <li>• Increasing advocacy and social media posts to recognise Diversity &amp; inclusion initiatives</li> </ul>

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<b>3. Guarantee safeguarding and well-being</b>	<b>Core</b>	3.1 The Scout Movement will be a global leader in safeguarding and well-being, creating a culture that ensures a safe environment for its members and the community.	2027-2033	<ul style="list-style-type: none"> <li>• Creating spaces to share challenges and solutions in implementing Safe from Harm policies</li> <li>• Funding to support safe practices in NSO's</li> <li>• Partnering with other entities like child protection agencies, law enforcement, and community leaders to exchange best practices, share resources, and coordinate efforts in safeguarding children</li> <li>• Establishing a library of best practices to meet Safe from Harm requirements, showcasing approaches in different cultural and legal settings</li> <li>• Providing training to members in conflict resolution practices</li> </ul>
	<b>Core</b>	3.2 The Scout Movement has established the necessary measures, mechanisms, and capacities to ensure every member is safe across all of its levels.	2024-2027	<ul style="list-style-type: none"> <li>• Continuously update and improve policies and mechanisms based on case study data</li> <li>• Require the design, development, and dissemination of safeguarding plans before all WOSM events and activities</li> <li>• Ensure reporting mechanisms are clearly established and understood by participants, staff, and volunteers</li> <li>• Establishing peer support programs for children, young people, and adults</li> <li>• Training peer mentors and leaders to provide non-judgmental listening, empathy, and encouragement</li> </ul>
	<b>Complementary</b>	3.3 Young people and adults will be empowered to be leaders on well-being in the Scout Movement and their communities.	2024-2027	<ul style="list-style-type: none"> <li>• Creating educational material on well-being practices for children, young people, and adults</li> <li>• Supporting the well-being of volunteers</li> <li>• Launching a "Youth Empowerment Challenge" where scouts collaborate to design and implement projects aimed at promoting physical and mental well-being, such as community fitness programs, mental health awareness campaigns, or initiatives focusing on healthy lifestyles and nutrition</li> <li>• Initiating a global campaign for a scout-work-life balance</li> <li>• Developing comprehensive mental health training program for volunteers to equip them with the knowledge and skills to support the mental wellbeing of youth members</li> </ul>

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	<b>Complementary</b>	3.4 Young people and adults will be empowered to be leaders on Safeguarding in the Scout Movement and their communities.	2027-2033	<ul style="list-style-type: none"> <li>• Strengthening the networks and training of Safe from Harm Coordinators</li> <li>• Recognising through policies and programmes that a proper Scouting experience cannot be offered without strong safeguarding measures and principles</li> <li>• Embedding safeguarding into the Youth Programme</li> <li>• Ensuring the suitability of all adults joining Scouting through appropriate checks and screening processes</li> <li>• Providing our external partners and guests with clear and simple safeguarding guidelines when they take part in Scouting activities</li> <li>• Informing parents of the safeguarding structures in place for their children and young people</li> </ul>
<b>4. Value volunteering</b>	<b>Core</b>	4.1 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	2027-2033	<ul style="list-style-type: none"> <li>• Providing platforms for volunteers to share their experiences including successes and learnings</li> <li>• Organising a worldwide promotional campaign about skills gained by Scouting volunteers</li> <li>• Establishing a "Scout Volunteer Mentoring Program" to allow experienced volunteers the opportunity to guide, train, and support new volunteers</li> <li>• Reviewing and innovating approaches from recruitment to recognition in the Adults in Scouting life cycle based on volunteering data and impact measurement</li> <li>• Exchanging "Adults in Scouting" terminology for more volunteer-centred and easily understood wording such as 'volunteering'</li> <li>• Updating policies and procedures to encompass re-admitting and re-onboarding volunteers</li> <li>• Establishing a set of volunteer ambassadors from unique backgrounds to promote volunteering in Scouting</li> </ul>
	<b>Core</b>	4.2 The Scout Movement has adopted flexible and inclusive volunteer frameworks which increase participation and volunteering opportunities across all levels.	2024-2027	<ul style="list-style-type: none"> <li>• Developing and supporting data informed frameworks for short-term/micro volunteering</li> <li>• Using adaptive volunteer approaches for community based and school-based Scouting</li> <li>• Implementing a "Volunteer Exchange Program" that allows for short-term volunteer exchanges across regions and countries</li> <li>• Creating a self-assessment tool to help identify barriers to volunteering</li> </ul>

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				<ul style="list-style-type: none"> <li>Facilitating experience sharing within and outside of Scouting on diverse volunteer models</li> </ul>
	<b>Complementary</b>	4.3 The Scout Movement will be proactive in attracting and retaining volunteers with diverse backgrounds and competencies.	2024-2027	<ul style="list-style-type: none"> <li>Showcasing diverse volunteer success stories</li> <li>Collaborating with partner volunteers for knowledge sharing and skill development</li> <li>Implementing volunteer succession plans for more effective hand over procedures</li> <li>Organising a volunteer experience event for skills training and recognition</li> <li>Investing in innovative volunteer outreach programmes</li> <li>Having in place inclusivity, intergenerational dialogue, and youth leadership as key elements in the volunteer recruitment and development processes</li> </ul>
	<b>Complementary</b>	4.4 The Scout Movement will transform volunteering to advance future collaborations with academia and partners, and enabled to measure the collective impact.	2027-2033	<ul style="list-style-type: none"> <li>Creating academically accredited projects with academia for volunteers</li> <li>Developing innovative volunteer programs with academia aimed at achieving measurable positive impact in communities</li> <li>Improving the measurement of collective volunteer work by developing advanced measurement tools and systems</li> <li>Enhancing the process of data collection and analysis to develop comprehensive academic reports that illustrate the actual impact of volunteer programmes</li> </ul>
	<b>Complementary</b>	4.5 There will be increased recognition of volunteer Scouting competencies as vital and valuable inside the Scout Movement and transferable to the outside world.	2027-2033	<ul style="list-style-type: none"> <li>Supporting local, national, and international volunteering media stories on non-Scouting platforms</li> <li>Providing volunteers with professionally recognised qualifications for registered trainings</li> <li>Organising awareness campaigns and seminars to highlight the importance of Scouting volunteer skills and its role in building more cohesive and developed communities</li> <li>Creating a platform to list verified volunteer service hours, experiences, and competencies for internal and external use</li> <li>Identifying and facilitating the transfer of volunteer competencies developed into personal and professional settings</li> </ul>
<b>5. A fit for purpose organisation</b>	<b>Core</b>	5.1 The Scout Movement has transformed its Governance Structures,	2024-2027	<ul style="list-style-type: none"> <li>Benchmarking governance systems and related costs against similar and dissimilar global organisations</li> </ul>

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		organisation models, and decision-making, ensuring its ability to provide quality and relevant Scouting for the future.		<ul style="list-style-type: none"> <li>Utilising technology such as knowledge management systems and artificial intelligence to facilitate and enhance decision-making considerations</li> <li>Assessing and aligning governance structures with local, national, and international needs</li> <li>Establishing a "Scouting Innovation Lab" where children, young people, and adults collaborate to design new organisational models, and test them using principles of design thinking and agile methodologies</li> </ul>
	<b>Core</b>	5.2 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.	2024-2027	<ul style="list-style-type: none"> <li>Developing and implementing sustainable resource mobilization strategies</li> <li>Strengthening financial management systems and practices at all levels</li> <li>Understanding current and future resources needs for investment budgeting</li> <li>Considering aspects of ethics and legitimacy in investments, methods of financing, and instituting sound financial risk management practices</li> <li>Promoting activities and good practices into revenue making sources</li> </ul>
	<b>Complementary</b>	5.3 The Scout Movement will be prepared for the impact of climate change on our organisations and implement climate sustainability actions across all operations.	2024-2027	<ul style="list-style-type: none"> <li>Implementing WOSM's Climate Impact Strategy</li> <li>Creating climate change adaptation tools for use at all levels</li> <li>Ensuring practical assessment follow ups on areas of improvement under environmental sustainability</li> <li>Investing in climate sustainable practices for all organisational operations</li> <li>Updating assessment mechanisms to include holistic environmental sustainability</li> </ul>
	<b>Complementary</b>	5.4 The Scout Movement's governing and operational bodies have increased diverse representation at all levels.	2027-2033	<ul style="list-style-type: none"> <li>Creating new representation opportunities through child-friendly documents that allow children and young people to share their thoughts, concerns, and feedback</li> <li>Establishing mechanisms for analysing and evaluating representation at various levels of the organisation</li> <li>Including and supporting underrepresented sectors in decision-making</li> <li>Reviewing constitutional obligations to ensure diverse representation across governance levels</li> </ul>
	<b>Complementary</b>	5.5 World Scout Events have enhanced their	2024-2027	<ul style="list-style-type: none"> <li>Implementing WOSM's World Events Strategy</li> </ul>

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		organisational frameworks, accountability, risk management, and operational processes, ensuring positive and safe learning experiences for participants.		<ul style="list-style-type: none"> <li>Developing 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</li> </ul>
<b>6. An adaptable organisation</b>	<b>Core</b>	6.1 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.	2024-2027	<ul style="list-style-type: none"> <li>Providing training and resources to staff and volunteers on monitoring and evaluation techniques</li> <li>Involving stakeholders, including adults, partners, and youth in research efforts and to verify measurement results</li> <li>Establishing relevant metrics and indicators to identify areas of improvement and measure the impact of various programs, initiatives, and activities</li> <li>Improving 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</li> <li>Engagement with journal articles and external research</li> </ul>
	<b>Core</b>	6.2 The Scout Movement will be more proactive in anticipating and adapting to overcome internal and external challenges.	2024-2027	<ul style="list-style-type: none"> <li>Developing risk management tools and resources for all levels of the organisation</li> <li>Creating an adaptable template on risk analysis for use at any level</li> <li>Establishing a research and data-driven framework that can support all levels of the organization on anticipating trends</li> <li>Organising training sessions and simulations to address various scenarios of internal and external challenges</li> </ul>
	<b>Complementary</b>	6.3 The Scout Movement has leveraged digital opportunities to optimise the organisational processes and approaches for stronger impact.	2027-2033	<ul style="list-style-type: none"> <li>Supporting digital learning exchanges at all levels across the organisation</li> <li>Conducting regular capacity training in digital transformation and new technologies</li> <li>Promoting a culture of experimentation and innovation to better leverage digital opportunities</li> <li>Delivering on modern internal management systems such as CRM, financial management, project management that enable more efficient operations</li> </ul>

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				<ul style="list-style-type: none"> <li>Establishing the right balance between technology and what makes us unique in the youth organisation sphere</li> <li>Developing a Scouting App, where members can access resources, communicate with teams, and participate in virtual scouting activities such as virtual badge courses, virtual campfires, and interactive challenges</li> <li>Creating and maintaining a secure digital environment that respects individual privacy and ensures safety, considering national and local contexts as well as ethical practices with the core values of Scouting</li> </ul>
	<b>Complementary</b>	6.4 The Scout Movement will be a connected and agile organization, strategically using our collective experiences and practices to drive impactful outcomes.	2027-2033	<ul style="list-style-type: none"> <li>Initiating an innovative thinking framework where ideas can be quickly tested in a confined scale to allow practical verification</li> <li>Continuing to challenge how we create and deliver change models</li> <li>Engaging in collaborations and partnerships across the organization to address common challenges and leverage collective expertise</li> <li>Developing effective communication systems to ensure swift and efficient flow of information between all levels of the organization</li> </ul>
<b>7. An influential organisation</b>	<b>Core</b>	7.1 The Scout Movement enhanced its external visibility on the value of Scouting's transformative impact for individuals and communities.	2024-2027	<ul style="list-style-type: none"> <li>Presenting advocacy position papers at international gatherings</li> <li>Leading global digital advocacy campaigns in partnership with United Nations agencies or other NGOs</li> <li>Leveraging the launch of the refreshed Scout brand to gain traction and generate visibility</li> <li>Providing evidence on the impact of Scouting to individuals and communities at a greater scale</li> <li>Making more visible the youth representatives and their work at UN, COP and other influential events.</li> </ul>
	<b>Core</b>	7.2. The Scout Movement will have developed stronger strategic partnerships to increase the impact and be recognized as valuable actors in addressing the needs of both the membership and wider communities	2027-2033	<ul style="list-style-type: none"> <li>Connecting with local, national, and international educational institutions to support the acceptance and integration of Scouting's impact</li> <li>Ensuring partnerships made at any level are replicated and implemented in all other levels of the organisation</li> <li>Documenting negative experiences in prior partnerships to identify learning opportunities for continuous improvement</li> <li>Launching a "Partnerships for Innovative Learning" program aimed at developing and implementing collaborative educational initiatives between</li> </ul>

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				scouting organisations, educational institutions, and non-governmental organisations
	<b>Complementary</b>	7.3 The Scout Movement has empowered children and young people to become agents of change in decision-making and advocacy, in and outside of Scouting.	2027-2033	<ul style="list-style-type: none"> <li>• Encouraging the presence of children and young people in forums, media outlets and digital shows as change agents on relevant issues</li> <li>• Aligning priorities and statements of Youth Representatives through a dedicated network</li> <li>• Creating youth advisory boards at each level of the organisation</li> <li>• Implementing a "Youth-Led Social Media Campaign" where children and young people create and lead campaigns on social media platforms to raise awareness on important issues, disseminate positive messages, and mobilize support for causes they care about</li> <li>• Establishing an interactive digital platform that enables youth to express their opinions and contribute to decision-making</li> <li>• Creating opportunities for integrating youth representation into large projects and yearly objectives</li> <li>• Nominating and supporting the election of young people on key decision-making platforms outside of Scouting</li> </ul>
	<b>Complementary</b>	7.4 The Scout Movement will be a leading advocate on contemporary issues for young people as a key influencer in shaping societal change and education.	2024-2027	<ul style="list-style-type: none"> <li>• Contributing actively to the discussions and development of the upcoming United Nations Development Agenda</li> <li>• Influencing public policies on youth issues through meaningful youth contributions</li> <li>• Promoting dialogue between generations and encouraging innovation and creativity in joint advocacy campaigns</li> <li>• Expanding communication network relationships with new media outlets, such as podcasts, blogs, and live streaming platforms, to increase exposure and diversify messages</li> <li>• Launching a bi-annual "State of the Youth Report", in collaboration with the United Nations Youth Office that details measurements and recommendations on youth leadership</li> </ul>