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DOCUMENT

8

WOSM Events Strategy

Support document for Draft Resolution 2024-F

By the World Scout Committee



SCOUTS
Creating a Better World

WOSM Events Strategy

This Conference Document summarises the progress made this triennium in addressing Conference Resolution 2021-09 about Scout events in the modern world, and proposes a WOSM Events Strategy for robust event management, clear accountability, and effective expectation management. The strategy aims to ensure safer, sustainable, and impactful events, fostering trust among Member Organizations and hosts, while enhancing planning and delivery expertise.

Conference proposal:	Draft Resolution 2024-F
Related document:	Conference Document 4A
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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.

1. Introduction

Overseeing the organisation of World Scout Events is a core function of the World Scout Committee, along with the World Scout Bureau providing support. Both functions are outlined in the WOSM Constitution.

With expectations and standards around Regional and World Scout Events evolving over the past decades, the World Scout Conference tasked the World Scout Committee and World Scout Bureau in 2021 to provide event Hosts with comprehensive guidance for managing unexpected major disruptions, such as postponements or cancellations. This guidance was to include a suite of tools covering technical, financial, legal and organisational aspects to ensure financial stability and mitigate potential impacts. Additionally, the resolution aimed to prepare Scout events for the next decade with a focus on public health and equitable risk-sharing among Hosts and participating Member Organizations.

These requests were taken forward in a number of projects, among them the World Triennial Plan 2021-2024 project on Innovating World Events. The outcome of this project was a comprehensive set of recommendations designed to ensure that all future WOSM events are safe, inclusive, and sustainable, including in terms of event planning, cost effectiveness, risk management, accessibility, digital engagement, environmental sustainability, site accreditation, and alignment between events.

Additionally, in light of the challenges associated with the planning and execution of the 25th World Scout Jamboree in August 2023, the World Scout Committee appointed an independent review panel consisting of Scouts and external experts with large-event expertise to conduct a thorough review of the event and provide a comprehensive report highlighting learnings and recommendations.

Taking these recommendations forward, WOSM will take strategic action towards strengthening its oversight and management practices for WOSM events through the WOSM Events Strategy.

The WOSM Events Strategy focuses on enhancing organisational frameworks, accountability, risk management, and operational processes. It aims to elevate quality, safeguarding, and impact while ensuring positive experiences for participants and Hosts. Additionally, it emphasises the role of events in fostering international friendship and serving a clear, meaningful purpose through the event programme and experience.

2. Background for the WOSM Events Strategy

2.1 Current state of WOSM Events

WOSM events, and specifically those targeted at young people, such as the World and Regional Scout Jamborees and the World and Regional Scout Moots, have long played a vital role in the Scout Movement's growth and unity. They serve as a platform for programme development, fostering youth leadership, and enhancing international cooperation. Over the past decades, these events have seen a significant increase in participation, reflecting a growing demand for their services and quality, highlighting a change in the standards and expectations for how they are delivered. An increased focus on safeguarding, safety, risk, environmental concerns, and accessibility requires both new approaches to event planning and delivery and an evolution in the collaborative responsibility between WOSM, Hosts, and Contingents from Member Organizations.

Invigorated by the World Scout Conference's note of these developments and requests to continue innovating and developing WOSM Events, the World Scout Committee and World Scout Bureau undertook the first comprehensive review with regard to organisational and accountability structures, risk management, operational event planning and knowledge management, safety and site assessments, and environmental sustainability.

Since 2017, a number of upgrades have already been implemented in the planning and delivery of WOSM events which are outlined below.



Code of Conduct for Event Bidders *April 2018*

This document underscores World Scouting's commitment to upholding the highest ethical standards during the bidding process. It was formulated to clarify expected actions, and ensure adherence to principles of fairness, equal treatment, non-discrimination, and transparency.



Guidelines for hosting world events *June 2018*

A set of requirements were developed for the Hosts of World Scout Jamborees and Moots, keeping in mind the WOSM Constitution, Conference Resolutions, decisions of the World Scout Committee and past event experiences, ensuring compliance and informed planning.



Revised Host Organisation Agreements *2021*

The practice of Memorandum's of Understanding with World Event Hosts transitioned to be Host Organisation Agreements. They were strengthened in their content to be comprehensive document clearly outlining the operational requirements of Hosts and the support offered by WOSM. This now includes sustainability commitment, Safe from Harm and risk mitigation.



Guidelines for organising sustainable events *April 2021*

These guidelines were developed to explain how to organise more sustainable small and large-scale events within the Scout Movement.



Scout events in the modern world *August 2021*

Conference Resolution 2021-09 acknowledges the challenges and risks faced by event hosts and Member Organizations amidst the realities of the modern world. It requests the World Scout Committee to provide guidance and tools for managing risks, disruptions and ensuring financial stability.



Safe from Harm Guidelines for Events *May 2022*

These guidelines outline how to build and implement a Safe from Harm Framework for a World or Regional Scout Event. Thanks to examples, case studies and resources, host teams will have key inputs they need to ensure the preparation and the delivery of a safe Scout Event.



Strengthen process for bidding for events *2022*

New requirements were incorporated into the bidding process for WOSM events. This included an in-person GSAT assessment being conducted following GSAT 3.0, ensuring the organisation is compliant with its annual reporting to WOSM and an agreement with following the WOSM Guidelines for the event, organising a sustainable event, code of conduct for event bidders and the Host Organisation Agreement.



Concept reviews of events *2023*

Concept reviews have been completed for different WOSM events, most notably for JOTA-JOTI. This inspired the objective of JOTA-JOTI amplifying Scout participating, emphasizing the fostering of intercultural understanding and unity among diverse youth. Strategies to achieve this includes extending outreach to underserved communities, accessibility of the event and collaborating with education-focused partners sharing the vision of Scouting.

In 2023, it became apparent that a number of learnings and recommendations must be taken forward from the 25th World Scout Jamboree. This led to the development of a comprehensive report on the planning and delivery of the event by an independent panel of experts, following their thorough review of the event.

The World Scout Committee firmly believes in the crucial role that safe and successful WOSM events play in providing life-changing international experiences for young people. Therefore, it is proposing the first-ever WOSM Events Strategy to comprehensively address the emerging needs of WOSM events.

2.2 Input documents for the WOSM Events Strategy

2.2.1 Innovating World Events project report

As part of implementing the World Triennial Plan 2021-2024 and Conference Resolution 2021-09, a project team was established by the World Scout Committee in September 2022 to review and consider innovations for WOSM events. The diverse team representing all Regions of WOSM regularly met online and in-person to prepare their analysis and report of recommendations. These recommendations focused in particular on the World Scout Jamboree, World Scout Moot, World Scout Conference, and the World Scout Education Congress.

The main objective of the project team, with the involvement and consultation of Member Organizations, was to propose recommendations on increasing the access, accessibility, impact, inclusion, and participation in these events.

The project team's report identified a series of findings and recommendations grouped into the following categories:

- General concepts
- Cost effectiveness and solidarity
- Risk management
- Accessibility (including people with disabilities, members of minority groups, youth leadership, and diversity in Host countries)
- Digital engagement
- Environmental sustainability
- Site accreditation
- Peace building
- Alignment between World and Regional Events
- Event formats

Innovating World Events Project Report

2.2.2 25th World Scout Jamboree Review Panel report

Following the end of the 25th World Scout Jamboree in Korea, a panel of experts was [swiftly established](#) to conduct a thorough independent review of the planning and delivery of the event. Having a mix of perspectives internal and external to Scouting enhanced the panel's ability to analyse the challenges associated with the Jamboree and produce a series of learnings and recommendations to strengthen the planning, oversight, and delivery of future World Scout Events.

The review panel's report identified the following main recommendations:

- Clarify the roles and responsibilities of WOSM's constitutional bodies and event Hosts, emphasising the World Scout Committee's accountability for the ownership, organisation, and delivery of World Scout Youth Events.
- Empower the World Scout Committee and World Scout Bureau with stronger mandates for oversight and support in organising and delivering World Scout Events.
- Enhance risk management and contingency planning within WOSM, among Hosts, and jointly, to ensure robust event preparedness.
- Implement processes for peer review or audit and access to expertise to assist the World Scout Committee, World Scout Bureau, and Hosts in event planning and delivery.
- Strengthen hosting agreements to include binding requirements and establish a framework for managing government expectations and involvement, ensuring Host communication adheres to WOSM's official languages, and develop comprehensive communication and crisis management strategies.

25th World Scout Jamboree Panel Report

3. WOSM Events Strategy

WOSM and Hosts face complex and interrelated challenges in organising World and Regional Scout events amid changing global dynamics. Events are vital for programme implementation, but they encounter shifting expectations and increased risks. There is an urgent need to establish a robust system for managing events, ensuring clearer accountability and effective expectation management. This requires learning from past experiences and implementing strategies for enhanced event management across WOSM.

3.1. Scope of the WOSM Events Strategy

The scope of the WOSM Events Strategy will initially focus on World Scout Events, such as the World Scout Jamboree, World Scout Moot, World Scout Conference, and World Scout Education Congress. Following the Regional Scout Conferences in 2025, the implementation scope of the strategy will expand to include Regional Scout Events.

3.2. Draft objectives of the WOSM Events Strategy

Below is an initial set of draft objectives of the WOSM Events Strategy. These are intended to give Member Organizations insight into the content of the strategy, which is currently in development. This content should not be considered as a final draft or limiting in terms of scope.

Following a stakeholder review in April and May, a finalised set of draft objectives and the full WOSM Events Strategy will be communicated through an updated version of this Conference Document 8 in early June 2024. The version to come in June 2024 will be the final proposal of the World Scout Committee for consideration of the 43rd World Scout Conference.

1. To strengthen the organisational and accountability structure of WOSM Events

1.1. Organisational and accountability structures in bidding, planning, preparation, and delivery (event-time)

Actionable items:

- *Define stakeholder roles and solidify the Host-WOSM partnership, including governance and financial structures.*
- *Enhance oversight through WOSM review teams and ensure transparent communication and fee structures.*
- *Establish clear guidelines and limits to government involvement.*
- *Finalise and standardise bidding and hosting criteria, ensuring clear guidelines for future events as well as accountability systems for Member Organizations and their Contingents.*
- *Establish governance frameworks for effective event management, emphasising youth leadership and transparency.*

1.2. Update bidding requirements, Host Organisation Agreements, and guidelines

Actionable items:

- *Enhance the clarity and transparency of Host Organisation Agreements, setting non-negotiable timelines for critical deliverables and establishing clear legal frameworks.*
- *Develop and enforce minimum core requirements for Host Organisation Agreements, incorporating a definitive "go" and "no-go" decision timeline by the World Scout Committee based on a comprehensive readiness assessment.*
- *Clearly define the powers and responsibilities of the World Scout Bureau and World Scout Committee within Host Organisation Agreements, ensuring alignment with evolving event guidelines and requirements.*
- *Implement a process for independent verification of bidder information and site proposals, emphasising the importance of climate risk factors, sustainability, diversity, and infrastructure in event planning.*
- *Enforce minimum site standards and readiness benchmarks, specifying consequences for non-compliance, and adapting guidelines to support the planning and delivery of diverse and sustainable events.*

1.3. Improve oversight and support by World Scout Bureau and World Scout Committee to WOSM Events

Actionable items:

- *Assign co-responsibility to the World Scout Bureau for WOSM event delivery, focusing on achieving milestones through enhanced oversight and resources.*
- *Improve guidance, monitoring, and risk management across all aspects of event organisation, including infrastructure and finances, to ensure preparedness and effective crisis response.*

- Establish an advisory and review team to offer independent oversight and control, and encourage peer-to-peer exchanges to enhance organisational capacity.
- Enhance financial transparency and ensure open access to event management documentation, promoting clarity and accountability.
- Develop resources for cultural competency, centralise tasks to optimise knowledge sharing, and implement comprehensive monitoring and evaluation systems to ensure event success and facilitate necessary interventions.

1.4. Strengthen budget and financial management as well as solidarity programmes

Actionable items:

- Explore a flat event fee structure and increase the minimum solidarity funding to 10% from 2.5% to enhance support for solidarity initiatives.
- Establish and update WOSM guidelines for profit allocation and ensure solidarity programmes specifically aid category A and B countries.
- Improve financial transparency with guideline revisions and Host Organisation Agreement updates to better support event delivery and solidarity.
- Foster Host collaboration for third-party sponsorships and explore global opportunities to boost solidarity efforts.

2. To develop a risk management framework - Move to a "trust and verify" model

2.1. Establish a process for robust risk management, with monitoring for early warning signs

Actionable items:

- Standardise event risk management with a widely disseminated risk register and management plans in WOSM's official languages, including a clear crisis communication strategy and mandatory insurance coverage for major event risks.
- Implement a comprehensive health and safety structure, overseen by a dedicated team responsible for daily safety assessments and equipped to enact site shutdowns, if needed.
- Introduce a transparent process for handling event delays, postponements, or cancellations, ensuring Hosts have a robust risk management plan in place before signing a Host Organisation Agreement.
- Provide structured support from the World Scout Bureau to Hosts, identifying necessary improvements for event delivery, and expand the World Scout Bureau's capacity with professionals and volunteers for risk management tasks.
- Strengthen the WOSM volunteer team early in the event planning phase to ensure thorough monitoring, mitigation, and management of risks.

2.2. Crisis preparedness, management, and delivery

Actionable items:

- Develop comprehensive crisis management plans with Hosts, detailing protocols and establishing a dedicated team with clear roles for decision-making and communication.
- Craft and implement effective communication strategies for swift information sharing with stakeholders, coupled with regular training and simulation exercises to boost preparedness.
- Engage in continuous monitoring and evaluation of crisis processes to ensure dynamic improvement and effectiveness.
- Foster collaboration with local authorities and organisations to synchronise crisis responses and fortify event resilience.

2.3. Safe from Harm

Actionable items:

- Strengthen and enforce Safe from Harm standards, including the appointment of Safe from Harm liaisons and co-leads by Hosts for process management.
- Align Safe from Harm reporting and compliance with local and national laws, with the Host Member Organization providing local safety counterparts and strategies for Safe from Harm implementation.
- Mandate Safe from Harm training, endorsements, and background checks for all adult volunteers, extending binding induction and awareness training to contractors, emergency services, and VIP guests.
- Establish a dedicated team for the implementation and monitoring of Safe from Harm practices, ensuring clear roles and responsibilities.

3. To improve operational event planning, delivery, evaluation, and knowledge transfer

3.1. Project management

Actionable items:

- Adopt and enforce a structured project management approach within the Host's leadership, covering all aspects from critical path scheduling to comprehensive risk and commercial planning.
- Ensure a streamlined organisational structure is in place, emphasising clear roles and responsibilities along with a robust change management process.
- Ensure clear requirements on the involvement of international teams in the planning process (open call, timelines, minimum numbers at different levels of the organisation).

- Integrate WOSM review teams into the Host's operational planning, enhancing oversight, progress reporting, and fostering collaboration with future event Hosts.

3.2. Contingent support and communications

Actionable items:

- Establish detailed readiness milestones for Heads of Contingents to streamline their preparation through clear deadlines and requirements.
- Maintain consistent and transparent communication with contingents, ensuring they are up-to-date with event developments and critical information, and provide clarity on crisis communication roles.
- Adopt English as the primary language for event communications to guarantee effective understanding for all participants and stakeholders, alongside setting protocols for language requirements and signage standards.
- Offer training programmes tailored for Heads of Contingents to enhance their skills and preparedness for event management.
- Promote initiatives that offer participants options to reduce event costs, ensuring greater accessibility and inclusivity.

3.3. Programme

Actionable items:

- Define minimum programme requirements in-line with the principles of the Scout Method and WOSM Youth Programme, Safe from Harm, and Adults in Scouting policies.
- Incorporate peace-building and dialogue activities to enhance cultural understanding and conflict resolution among participants.

3.4. Digital engagement

Actionable items:

- Create guidelines for digital engagement, detailing best practices for using digital tools to improve participant experience.
- Launch a unified digital platform for events, serving as a central point for communication, information exchange, and interactive activities.

3.5. Knowledge management and knowledge transfer

Actionable items:

- Broaden the network of collaborative organisations to enhance knowledge sharing and partnerships, exchanging best practices and insights.
- Spearhead knowledge transfer initiatives, enabling the flow of information and expertise among organisers, volunteers, and stakeholders.
- Consolidate critical planning elements like risk registers and event documentation, offering essential resources and insight to future event Hosts.

4. To develop a comprehensive safety and site assessment framework for WOSM Events

4.1. Site assessment, planning, and testing

Actionable items:

- Develop a comprehensive testing and readiness plan for site preparation, emphasising accessibility and including a "test event" for preliminary assessment.
- Collaborate between World Scout Committee and World Scout Bureau to create a thorough site assessment framework, ensuring bidder information is independently verified and site selection is justified.
- Establish a governance group for infrastructure oversight, conduct detailed site evaluations, and integrate maintenance plans with specific service level agreements.
- Incorporate considerations for legacy infrastructure, conduct geophysical testing, and develop extensive site plans focusing on access, safety, and emergency protocols.
- Adhere to facility requirements, finalise site plans with World Scout Bureau and World Scout Committee approval, and prepare for post-event decommissioning and accessibility compliance.

4.2. Health, safety, and compliance

Actionable items:

- Adopt a comprehensive safety management strategy, including the formation of a specialised team for site safety, conducting daily assessments, and defining volunteer roles.
- Enhance security and safety through collaboration with government entities, setting arena protocols, and adhering to health regulations with partnerships for medical and sanitation services.
- Introduce mental health support alongside substance use policies to ensure participant well-being and ensure it is fully integrated into the central operations hub for overseeing its management.
- Prioritise participant health by implementing water quality testing and developing thorough plans for sanitation, accessibility, traffic management, and medical facilities.

5. To prioritise environmental sustainability in event planning, delivery, and evaluation

Actionable items:

- Set minimum standards for sustainable event organisation to reduce environmental impact, mandating Hosts to create and regularly report on sustainability plans.
- Integrate environmental sustainability case studies into training for potential event bidders, urging them to include detailed sustainability proposals in their bids.
- Promote quality carbon offsetting mechanisms for Hosts to counterbalance event emissions and provide targeted support and guidance to enhance their sustainability efforts.
- Establish a framework for monitoring the effectiveness of event sustainability initiatives in line with the WOSM Climate Impact Strategy, ensuring accountability and continuous improvement.
- Encourage collaboration between event Hosts and World Scouting partners to incorporate comprehensive sustainability initiatives into event planning.

3.3. Resource check on the WOSM Events Strategy

The World Scout Bureau will conduct a resource check on the WOSM Events Strategy. Details of the resource check will be provided to Member Organizations when the final draft of the strategy is communicated in June 2024 through an updated version of this [Conference Document 8](#).

4. WOSM Events Strategy development process

The World Scout Committee has approved the development timeline for the WOSM Events Strategy. The phases and agreed timelines for developing the WOSM Events Strategy are outlined below.

4.1. Planning phase

In this early stage, the project team developed the initial draft of the WOSM Events Strategy by defining its purpose, scope, and audience while also agreeing on the development process and required expertise to formulate the objectives.

Planning phase steps	Timeframe	Actions
Conceptualisation	Late February 2024	In the conceptualisation phase of the WOSM Events Strategy, the assigned project team defined its purpose, scope, and target audience. The development process was agreed on, including the necessary expertise that is needed to bring the strategy together.
Analysis	February - March 2024	During the analysis phase, recommendations from various sources were consolidated and organised. This included insight from the report of the 25 th World Scout Jamboree Review Panel, recommendations from the Innovating World Events project, and recent internal evaluations of World and Regional Scout Events. This led the grouping of inputs into different categories to form the structure of the WOSM Events Strategy and to develop the initial set of draft objectives.

4.2. Stakeholder review phase

The initial draft of the strategic objectives for the WOSM Events Strategy is found above in section 3 of this document. It is shared with various stakeholders, including Member Organizations, to undergo a review process for broad input and further development before the final draft is agreed by the World Scout Committee to be proposed to the Conference.

Engagement phase steps	Timeframe	Actions
Stakeholder engagement	March - April 2024	The initial draft of the WOSM Events Strategy, included as a summary in this document under section 3.2, will undergo further discussions with various stakeholders. These stakeholders will include the World Scout Committee, World Scout Bureau, key volunteers associated with World Scout Events, the World Events Workstream, current and future World Scout Event hosts, and external experts. This collaborative process will ensure diverse perspectives are considered, enhancing the strategy's effectiveness and inclusivity.
Member Organization engagement	Mid to end of April 2024	The initial draft of the WOSM Events Strategy is communicated through this Conference Document 8 on 17 April 2024. Member Organizations have an opportunity to give initial inputs to the project team on the strategy overall by emailing jmurray@scout.org .
Consolidation of feedback	April – May 2024	The project group for the WOSM Events Strategy will consolidate all feedback gathered in this phase and update the draft strategy accordingly.
World Scout Committee approval	May 2024	The World Scout Committee will consider the updates to the WOSM Events Strategy and approve the final set of draft objectives it proposes to the 43rd World Scout Conference.

4.3. Conference phase

The final draft of the WOSM Events Strategy will be communicated to Member Organizations through an update to this [Conference Document 8](#) in early June 2024. This will start the phase to engage Member Organizations with the formal proposal for consideration of the Conference.

Approval phase steps	Timeframe	Actions
Member Organization engagement	June – August 2024	Member Organizations will have the opportunity to engage with and learn about the proposed WOSM Events Strategy in this Conference Document 8 (updated version expected in early June 2024). A webinar on 30 June 2024 will provide an in-depth understanding of the proposal, allowing for questions and perspectives from Member Organizations. At the Conference, a plenary panel discussion will be conducted on 20 August 2024. Following this, breakout sessions will be organised to facilitate further discussions on the WOSM Events Strategy before the voting session during the Conference.
Consolidation of feedback	June – August 2024	The project group 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.
Conference Approval	During Conference	The WOSM Events Strategy will be considered by the Conference through Draft Resolution 2024-F found in Conference Document 4A .

4.4. Implementation phase

After the closure of the 43rd World Scout Conference, the WOSM Events Strategy will begin implementation. Integrated into the World Triennial Plan 2024-2027 and the World Scout Bureau Master Operational Plan, the strategy will align with and contribute to the implementation of the Strategy for Scouting.

Initially, the focus of implementation will centre on World Scout Events, using the 2025 World Scout Moot and 2027 World Scout Jamboree as pivotal milestones. This involves establishing mechanics, approaches, and systems aligned with existing event planning timelines. Close collaboration with current Hosts will ensure minimal disruption to effective planning processes already in place.

As key mechanics are established through the World Scout Events, Regions will be engaged through discussions and decisions taken during Regional Scout Conferences in 2025. Following the Regional Scout Conferences, the implementation scope of the WOSM Events Strategy will expand to include Regional Scout Events.