

World Triennial Plan 2024-2027

World Scout Committee

STRATEGY FOR SCOUTING





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World Triennial Plan 2024-2027
World Scout Committee
STRATEGY FOR SCOUTING

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Foreword

Scouting stands at a pivotal moment in its journey, guided by a new Strategy for Scouting that will set the Movement's course for the next nine years. Alongside the World Triennial Plan 2024-2027, this roadmap reflects our shared ambition to deepen Scouting's impact and expand its reach, building on more than a century of transformative education and leadership development.

At the 43rd World Scouting Conference in August 2024, Member Organizations voted to adopt the draft objectives of the World Triennial Plan, Conference Resolutions, and an Amendment to World Scouting's Constitution. Since then, the World Scout Committee has been working towards defining how we will operationalise the World Triennial Plan and turn these decisions into tangible outcomes and measurable impact.

Together, we have the ambitious goal of becoming the world's most inspiring and inclusive youth movement, creating transformative learning experiences for every young person, everywhere. To achieve this aim, we must ensure that our educational programmes and initiatives not only make a meaningful impact on young people's lives and their communities but also lay the groundwork for a stronger, more resilient Movement capable of meeting the evolving needs of members and communities.

The plan introduces 11 key Areas of Work, from peace education and environmental sustainability to youth leadership and safeguarding, all designed to advance the aims of the Strategy for Scouting. This integrated approach ensures Scouting remains a dynamic force for good, fostering inclusivity, resilience, and sustainability in an ever-changing world. By focusing on outcomes and impact, the plan emphasises Scouting's flexibility and adaptability and embraces emerging opportunities – all while remaining committed to our core values and mission.

Central to this vision is the role of Member Organizations, which bring global strategies to life among our Movement's 57 million Scouts worldwide. Their efforts are supported by resources and monitoring frameworks that foster accountability, collaboration, and measurable progress. By empowering young people to make a positive impact, Member Organizations ensure that Scouting continues to thrive as a relevant and impactful global Movement.

As we embark on this exciting next chapter, we must ensure that it builds on our past successes while also addressing new opportunities and challenges. This process will rely on the collective efforts of our 176 National Scout Organizations to help us meet the challenges of tomorrow. Together, we will keep advancing Scouting's mission and ensure its lasting impact worldwide.



Daniël Corsen

Chairperson
World Scout Committee



David Berg

Acting Secretary General,
World Scouting

Introduction

The World Triennial Plan 2024-2027 was approved by the World Scout Committee during its meeting in November 2024. This comprehensive plan outlines Scouting's strategic priorities and objectives for the next three years, paving the way for continued growth and impact. By building on past achievements and introducing innovative goals and transversal Areas of Work, the plan will guide efforts to expand the quality and reach of Scouting's transformative educational programme to more young people, volunteers, and communities. This roadmap ensures that Scouting remains relevant and continues to make a positive impact on millions of young people worldwide.



Strategy for Scouting



The [Strategy for Scouting](#) outlines the Movement's strategic framework for the next nine years. Approved by the 43rd World Scout Conference, it guides the efforts of the World and Regional Scout Committees, which are responsible for implementing the strategy through a series of triennial plans. Progress on the strategy's implementation will be reported by both World and Regional Scout Conferences, ensuring accountability and alignment.

The World Scout Bureau will also engage Member Organizations to integrate the Strategy for Scouting into their national strategies and programmes, monitoring progress to ensure its successful adoption and impact. A number of Scouting resources, including this [toolkit](#) and [guide](#) have been developed to support Member Organizations in this process.

World Triennial Plan 2024-2027

The World Triennial Plan serves as a roadmap for Scouting's key objectives over the next three years, aligning closely with our new vision and the Strategy for Scouting. Developed with input from Global and Regional Scout representatives, the plan focused on impactful objectives in critical Areas of Work, such as promoting peace and inclusivity, youth leadership, and driving sustainability.

At the heart of the plan are National Scout Organizations (NSOs) and the Scouts they serve. By tailoring global objectives to local contexts, NSOs play a key role in bringing the Triennial Plan to life. This approach ensures that initiatives are practical and relevant, and contribute to more inclusive and engaging Scouting worldwide.

The plan breaks down the nine-year Strategy for Scouting into three actionable, three-year segments. This structured approach ensures progress toward our strategic vision while remaining flexible to emerging opportunities and priorities. Rather than prescribing specific actions, the plan emphasises outcomes and impact, allowing for adaptability in how the objectives are achieved.



Focus Areas of the Triennial Plan

The World Triennial Plan 2024-2027 was developed with the following considerations:

- [Draft objectives](#) of the World Triennial Plan 2024-2027, as approved by the 43rd World Scout Conference.
- Resolutions, as approved by the 43rd World Scout Conference.
- Resolutions carried forward from previous triennia.
- Policies that are due for review.

The plan is built around 11 Areas of Work that address key themes. Each Area of Work is designed to serve or contribute to one or more [Strategic Priority](#) or [Impact Statement](#) from the Strategy for Scouting, enabling a more integrated and efficient structure (see pages 16-26). This new approach allows for steady progress in implementing the strategy while optimising resources and avoiding duplication of efforts. The following Areas of Work will be implemented:

Area of Work 1

Peace Education

Area of Work 2

Youth Leadership

Area of Work 3

Environmental Sustainability

Area of Work 4

Educational Programmes

Area of Work 5

Growth through Diversity

Area of Work 6

Safeguarding and Well-being

Area of Work 7

Volunteering

Area of Work 8

Innovative Governance

Area of Work 9

WOSM Events

Area of Work 10

Influence

Area of Work 11

Policy Review Framework

Monitoring and evaluation framework

As outlined in World Scouting's Planning Framework, a unified monitoring and evaluation framework will be implemented "to assess progress across the Scout Movement towards the Strategy for Scouting or a specific triennial plan, promoting collaboration and quality assurance."

The monitoring and evaluation framework includes:

- Impact Statements measurements (key performance indicators for the Impact Statements are under development)
- Key performance indicators for the Strategic Priorities
- Key performance indicators for Triennial Plan objectives
- Key performance indicators for Regions

Formulation rationale for key performance indicator

Key performance indicators provide measurable data and insight into progress towards objectives and strategic priorities. They focus on practical, reliable data collected through existing channels, such as the WOSM Services Platform, NSO Data Portal, GSAT, WOSM Membership Census, and Safe from Harm Assessments.

Where necessary, new data collection methods, such as World NSO surveys, will be used, but only if existing data is insufficient. This approach ensures efficiency and minimises additional burdens on NSOs.

VISION

To be the most inspiring and movement creating transformation for every young person

A peaceful and inclusive world

A world shaped by youth

IMPACT STATE

Scouting will work to create a peaceful and inclusive world, eliminating discrimination and ensuring safe and equal opportunities for everyone.

Scouting will work to create a world of youth who are barrier-breakers, informed decision-makers and active citizens, empowered by core values developed through Scouting.

- Peace Education
- Influence
- Safeguarding and Well-being

- Youth Leadership
- Educational Innovation
- Innovative Governance
- WOSM
- Policy Review Framework

ON

world's
inclusive youth
ative learning experiences
erson, everywhere.

d
by

**A
sustainable
world**

MENTS

a world shaped by
s, bridge-builders,
responsible active
competences and
gh Scouting.

Scouting will work to build resilient communities by educating and empowering young people to adapt, mitigate, and take action on climate change, pollution, and biodiversity conservation, balancing economic development, social improvement, and the environment. Scouting will lead by example and advocate for environmental, economic and social sustainability; climate and environmental resilience and positive impact, locally, and globally.

onal Programmes

l Events

Influence

network

Environmental Sustainability

Innovative Governance

WOSM Events

Influence

Innovate education

KPIs for Strategy for Scouting and World Triennial Plan

Scouting will inspire children and young people and respond to their needs and interests by providing competency-based learning experiences and continuously innovating our educational programmes. We will implement these programmes by strengthening the use of the Scout Method through digital and real-world solutions, by embracing the diversity of the Scout Movement, and by ensuring that Scouting is accessible, fun, rewarding, and engaging.

90 NSOs (51%) have demonstrated measurable improvement in their educational offerings by 2033

Triennial Plan



1a

The Scout Movement has built on existing youth programmes in cooperation with recognised experts and ensures young people will be able to enjoy more innovative, flexible, relevant, and attractive programmes that leverage technology to offer more transformative and competency-based learning experiences.

Educational Programmes

44 NSOs (25%) have introduced innovation in their Youth Programmes

1b

The Scout Movement will revise all recent educational methods on peace education and meet changing realities, empower young people to create peace in their communities, celebrate diversity, and contribute to a culture of inclusivity.

Peace Education

120 NSOs (68%) with peace education initiatives, including but not limited to Messengers of Peace, integrated into their Youth Programme

1c

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.

Environmental Sustainability

120 NSOs (68%) have integrated environmental initiatives, including but not limited to Earth Tribe, into their Youth Programme

1d

The Scout Movement will be the world's leading provider of youth leadership development, ensuring its implementation at all levels inside and outside of Scouting.

Youth Leadership

40% young people in the different decision-making bodies at Regional and World levels of WOSM and operational frameworks

PRIORITIES MENT

Strengthen Diversity and Inclusion

KPIs for Strategy for Scouting and World Triennial Plan

Scouting's membership will reflect the diversity of the societies it serves and lead the way to increase and broaden its reach into new communities. We will actively remove barriers, reimagine the Scouting programme, increase our reach, engage more diverse volunteers, and reshape our organisations to provide every young person with the opportunity to join Scouting.

35 NSOs (20%) have recruited a significant number of new members (young people and/or adults) from underserved socio-demographic groups by 2033

Triennial Plan

2a

The Scout Movement has identified and actively reduced barriers, supporting the co-creation of content, structures, and processes through intergenerational dialogue and learning, allowing more young people and adults to experience Scouting and participate at all levels.

Growth through Diversity

Volunteering

53 NSOs (30%) have reviewed their Youth Programmes, governance, growth strategy/plan, or other aspects of their operations to include diversity and inclusion components

2b

The Scout Movement will be more flexible and inclusive, reaching all communities, everywhere.

Growth through Diversity

Volunteering

53 NSOs (30%) have implemented actions to include underserved young people and adults

STRATEGIC MOVE

Guarantee Safety and Well-being

KPIs for Strategy for Scouting and World Triennial Plan

Scouting will ensure young people feel free and confident to be themselves by providing a safe environment for adventure where children, young people and adults in Scouting are healthy, protected and supported to grow. We will adopt a zero-tolerance mindset across the Scout Movement, to prevent harmful situations and work to strengthen safeguarding practices and all forms of well-being as essential elements to achieving Scouting's mission.

176 NSOs (100%) are fully compliant with the WOSM Safe from Harm requirements (assessment result of at least 60% and meeting the six major non-conformities)

Triennial Plan

3a

The Scout Movement has established the necessary measures, mechanisms, and capacities to ensure every member is safe across all of its levels.

176 NSOs (100%) compliant with the constitutional obligations for Safe from Harm

Safeguarding and Well-being

3b

3b. Young people and adults will be empowered to be leaders on well-being in the Scout Movement and their communities.

30 NSOs (17%) have integrated health and well-being initiatives, including but not limited to HealthAllies, into their Youth Programmes

Safeguarding and Well-being



PRIORITIES MENT

Value Volunteering

KPIs for Strategy for Scouting and World Triennial Plan

Scouting will actively recruit, train, and retain a growing and more diverse group of committed and motivated volunteers to support the delivery of safe quality programmes through fun, meaningful, and rewarding experiences. We will offer more flexible and accessible opportunities, providing relevant learning experiences for volunteers to develop their competencies, to be used and recognised inside and outside of Scouting.

30% increase in adult volunteers in Scouting by 2033

Triennial Plan

4a

The Scout Movement has adopted flexible and inclusive volunteer frameworks which increase participation and volunteering opportunities across all levels.

Volunteering

25 NSOs (15%) have introduced elements in their Adults in Scouting management system that facilitate new modes of volunteering

4b

The Scout Movement will be proactive in attracting and retaining volunteers with diverse backgrounds and competencies.

Volunteering

25 NSOs (15%) have implemented initiatives that resulted in the recruitment and/or retention of volunteers from diverse backgrounds and competences



A Fit For Purpose Organisation

KPIs for Strategy for Scouting and World Triennial Plan

Good governance and financial sustainability As fit for purpose organisations we will champion democratic, transparent, accountable, efficient and innovative governance structures that reflect the reality, unity and diversity of our membership and a commitment to youth leadership. We will be financially sustainable, enabling the Scout Movement to expand and serve its growing range of local communities worldwide. Our income sources will be ethical and diversified, built on strong financial management and resource mobilisation strategies with partners and donors.

By 2033, 80% of NSOs assessed have a GSAT score of more than 70% across the dimensions of governance

Triennial Plan

5a

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.

Youth Leadership
Volunteering
Innovative Governance

53 NSOs (30%) have taken action to improve on their ways and structures of governance

5b

The Scout Movement has increased the financial sustainability at all levels through responsible approaches to generate diverse income streams and ensure efficient resource and financial management.

Innovative Governance

35 NSOs (20%) with new income sources established in the 2024-2027 triennium.

5c

The Scout Movement will be prepared for the impact of climate change on our organisations and implement climate sustainability actions across all operations.

Environmental Sustainability
WOSM Events

120 NSOs (68%) have integrated environmental initiatives, including but not limited to Earth Tribe, into their Youth Programme

5d

World Scout Events have enhanced their organisational frameworks, accountability, risk management, and operational processes, ensuring positive, and safe learning experiences for participants.

WOSM Events

WOSM Events Strategy 60% completed

PRIORITIES ISATION

KPIs for
Strategy for Scouting
and World Triennial Plan

Triennial Plan

5e

The Scout Movement continues to strengthen youth engagement and youth leadership by including more young people in decision-making bodies at all levels of Scouting.

Innovative Governance

90 NSOs (51%) with at least 40% of board members with voting rights under the age of 30

5f

The World Scout Committee will actively seek dialogue with all Member Organizations during the creation of the next Triennial Plan to guarantee meaningful engagement before the Conference.

Satisfaction rate among NSOs at 70% agree or somewhat agree on their level of engagement in the creation of the next Triennial Plan

STRATEGIC ORGANISATION

An Adaptable Organisation

KPIs for Strategy for Scouting and World Triennial Plan

Impact measurement and digital transformation As adaptable organisations we will respond to the needs and interests of the young people and communities we serve. We will foster innovation and accelerate digital transformation across all levels of our organisation. We will make informed decisions that strengthen Scouting's impact using rich data collection, evidence-based reporting and learning platforms to develop a clear and systematic understanding of our work.

30% of NSOs using data and digital tools in their operations and/or decision-making

Triennial Plan

6a

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.

Innovative Governance

44 NSOs (25%) have measured Scouting's impact in the 2024-2027 triennium

6b

The Scout Movement will be more proactive in anticipating and adapting to overcome internal and external challenges.

Innovative Governance

70% of NSOs that have undergone GSAT assessment in the 2024-2027 triennium have demonstrated having a process to identify, evaluate and, when possible, act on management risks

PRIORITIES SATION

An Influential Organisation

KPIs for Strategy for Scouting and World Triennial Plan

Communications, partnerships and advocacy As influential organisations we will be a united, vocal and relevant actor defined by our values and clearly positioned as safe, impactful, and trusted. We will be leaders for non-formal education working with a strong network of partners and organisations who share our vision to empower children and young people to take on the world's greatest challenges.

70% of internal and external stakeholders recognise WOSM as a leader in active (non-formal) education

Triennial Plan

7a

The Scout Movement enhanced its external visibility on the value of Scouting's transformative impact for individuals and communities.

Influence

60 NSOs (34%) have implemented a communication plan with external communication elements

7b

The Scout Movement will be a leading advocate on contemporary issues for young people as a key influencer in shaping societal change and education.

Influence

Scouts have participated in 200 forums / debates / consultation events



Conference Resolutions

**R 2021-04:
Strengthening Safe from Harm
in the Scout Movement**

Safeguarding and Well-being

**R 2021-05:
Youth Engagement Strategy**

Youth Leadership

Policy Review Framework

**R 2021-08:
Strengthening WOSM's
Environmental Sustainability**

Environmental Sustainability

**R 2024-02:
Registration Fee Model**

Registration Fee Task force

**R 2024-05:
Guarantee Safety and Wellbeing**

Safeguarding and Well-being

Policy Review Framework

**R 2024-06:
WOSM Events Strategy**

WOSM Events

Policy Review Framework

**R 2024-07:
Towards a truly inclusive
World Scout Conference**

WOSM Events

Policy Review Framework

**R 2024-08:
World Mental Health Policy**

Safeguarding and Well-being

**R 2024-09:
Champion the Prevention
of gender Based Violence**

Safeguarding and Well-being

**R 2024-10:
Living together in Peace**

Peace Education





a new Adventure!

Areas of Work

Area of Work 1 - Peace Education

Scouting will integrate peace as a core focus, actively contributing through peace education, conflict resolution, and support for communities impacted by wars and instability. By strengthening peacebuilding efforts, particularly in conflict zones, Scouting will help NSOs foster community cohesion and resilience.

This commitment will be supported through updated resources, strategic partnerships, and youth involvement in peace initiatives and cultural exchanges. By engaging young people in meaningful peace processes, Scouting aims to inspire action and be recognised globally for fostering peace and stability.

**Innovate
education**

Resolution 2024-10

Research and development

- Review and update World Scouting's resources on [peace and peace education](#), focusing programmes on supporting peacebuilding outcomes to promote a culture of peace both locally and globally.

Support to NSOs

- Provide tailored services to NSOs that enhance peacebuilding efforts and foster community cohesion.
- Implement programmes that support impactful peacebuilding outcomes.
- Provide support to NSOs in conflict zones while guiding other NSOs willing to offer support and assistance.

Advocacy and influence

- Identify and build partnerships to review, inform, and renew World Scouting's peace education programme.
- Encourage the active participation of youth representatives in external peacebuilding policy initiatives, showcasing their efforts to inspire Scouts and promote youth participation in peacebuilding efforts and formal peace processes.
- Leverage the global reach of the Scout Movement to foster connections and exchanges among young people, including through youth events, partnerships, and exchanges.

Area of Work 2 - Youth Leadership

Scouting will empower more youth in decision-making and leadership positions, fostering collaboration across generations to address common challenges and envisage new possibilities. This effort involves refining policies, expanding training, and monitoring youth engagement. Support will be provided to NSOs to strengthen youth leadership and update resources on governance and participation.

Globally, Scouting will advocate for youth empowerment and publish a data-driven report on youth leadership to guide and inspire these efforts, ensuring impactful and sustained progress.



Research and development

- Review the [World Youth Involvement Policy](#) and develop a Youth Leadership Strategy, ensuring alignment with Area of Work 11 - Policy Review Framework.
- Continue implementing the 2021-2024 actions on “overcoming barriers to youth engagement in decision-making.”
- Expand and adapt the training for World Scout Committee candidates to ensure it can be applied across World Scouting, integrating regional best practices.
- Monitor youth leadership across all World Scouting structures and provide regular reporting and recommendations to the World Scout Committee and World Scout Bureau to strengthen youth involvement in World Scouting leadership and decision-making.
- Publish a data-driven report on youth leadership in World Scouting six months before the World Scout Conference in 2027, and complement it with a webinar for NSOs.
- Foster intergenerational collaboration and leverage the collective wisdom of the Movement through initiatives and research that encourage dialogue, exchange, and mutual support.
- Develop a “future ready” competence framework that helps young adults navigate transitions in their professional and personal lives.

Support to NSOs

- Expand access to World Scouting’s capacity-building framework for youth leadership, such as International Leadership Training, at regional and national levels.
- Update WOSM Services materials on [Youth Engagement](#) and [Good Governance](#) to reflect World Scouting’s latest views and align with the reviewed World Youth Involvement Policy.
- Support NSOs in assessing and using all possible educational opportunities to develop leadership skills in young people from an earlier age.

Advocacy and influence

- Advocate for youth leadership in global and regional international forums.
- Launch campaigns to foster a youth leadership mindset across World Scouting.

Area of Work 3 - Environmental Sustainability

Scouting will advance an agenda for sustainability, ensuring it goes beyond local environmental action by embedding it into all aspects of operations. Scouting will lead by example, raising awareness of and implementing measures to prevent and offset its environmental impact. This includes tracking greenhouse gas emissions, developing climate adaptation tools, and integrating sustainability practices at all WOSM Events.

Through strategic partnerships and advocacy for climate policy change, Scouting will drive global impact while empowering NSOs to adopt Scouts for SDGs initiatives, enhancing their contributions to climate action and environmental sustainability.

Innovate
education

A Fit
For Purpose
Organisation

Resolution 2021-08

Research and development

- Implement the [Climate Impact Strategy](#) and define a detailed action plan.
- Establish a mechanism to support NSOs in transitioning to more sustainable practices at all levels, including governance, working methods, events, and operations.
- Create climate adaptation tools for global and regional use.

Environmental sustainability at WOSM Events

- Streamline environmental sustainability practices and requirements in WOSM Events, including youth-focused events, like jamborees and moots, and institutional events, in line with the [WOSM Events Strategy](#).

Advocacy and policies

- Use internal data and insights to advocate externally for policy changes relating to environmental sustainability, raising awareness of the impact of the climate crisis.
- Strengthen new and existing partnerships to increase World Scouting's influence in sustainability.
- Develop policy positions on environmental sustainability and empower World Scouting's youth representatives to advocate for them at key meetings with intergovernmental organisations.

Support to NSOs

- Enhance the visibility and adoption of the Scouts for SDGs initiatives, enabling NSOs to lead impactful climate action in their communities through tailored support.

Area of Work 4 - Educational Programmes

Scouting will position itself as a modern and transformative educational movement, offering valuable learning experiences and high-quality global initiatives. By updating resources, fostering innovation, and building partnerships, Scouting aims to align education programmes with contemporary learning practices, encouraging creativity, and amplifying impact worldwide.

**Innovate
education**

Research and development

- Update World Scouting's guidance and resources to encourage NSOs to use data and trends analysis effectively, apply "transformative learning experiences" impactfully, employ effective assessment mechanisms, competencies, and sustainability, and incorporate human-centred, safe digital approaches, such as artificial intelligence, along with other contemporary topics.
- Review the [World Youth Programme Policy](#) in alignment with Area of Work 11 - Policy Review Framework.
- Strengthen World Scouting's educational offerings through World Initiatives.
- Build on the [Roadmap for the Future of Education](#).
- Establish a network of knowledge and researchers focusing on youth and educational issues, including non-formal education platforms.
- Plan an event in 2026 with an educational focus, such as the [World Scout Education Congress](#), based on the availability of resources.

Support to NSOs

- Foster a culture of experimentation, flexibility, and innovation in the educational approaches and practices based on testing in real-world contexts, such as at youth events, Scout centres, and pilots by NSOs.
- Promote trailblazing experiences where young people take a central role in catalysing change.
- Support networks and communities of practice among NSOs to address programme-related issues.

Advocacy and influence

- Build relations with external partners and networks in the global educational ecosystem.

Area of Work 5 - Growth through Diversity

Scouting will enhance focus on growth by striving to ensure that every young person everywhere has access to the opportunities it offers. This commitment emphasises understanding and removing barriers that prevent participation, particularly in underrepresented communities.

By expanding inclusivity and reaching new communities, this Area of Work aims to help NSOs grow and thrive. Through tailored support, inclusive training, and strategic advocacy and communications, Scouting will empower NSOs to extend Scouting's reach and impact.

**Strengthen
Diversity and
Inclusion**

Research and development

- Provide tailored support to help NSOs expand into new communities through updated programmes, access to inclusion-focused training, and an enhanced understanding of the [seven key ingredients for growth](#).
- Use insight from the [2024 World Diversity and Inclusion](#) survey to identify and address barriers and opportunities for NSOs, creating support networks and services that proactively tackle these issues.

Advocacy and influence

- Enable NSOs to reach new communities, specifically by recruiting volunteers and young people from marginalised and underrepresented communities, through effective advocacy and communications campaigns.



Area of Work 6 - Safeguarding and Well-being

Scouting is committed to creating one of the safest environments for young people by strengthening its safeguarding approach. This involves supporting NSOs in implementing strong Safe from Harm policies, building safeguarding capacity, and addressing issues like gender-based violence.

Through campaigns, compliance assessments, targeted resources, and global advocacy, Scouting will foster safer environments and drive a cultural change and shift in attitudes to protect young people in an increasingly complex world.

**Guarantee
Safety and
Wellbeing**

**Resolutions 2021-04,
2024-05, 2024-08,
2024-09**

Research and development

- Review the [Safe from Harm World Policy](#) in alignment with Area of Work 11 - Policy Review Framework.
- Develop resources to help NSOs launch initiatives aimed at preventing gender-based violence.
- Complete the World Scouting's educational offering under the [HealthAllies Initiative](#) to promote mental health and well-being.

Support to NSOs in Safe From Harm

- Launch Safe from Harm campaigns, such as Safe from Harm Week, showcasing best practices and success stories.
- Provide tailored support for NSOs to develop Safe from Harm policies, reporting mechanisms, and practices in youth programmes.
- Implement compliance mechanisms through regional panels and assessments and develop enforcement mechanisms.
- Offer capacity-building modules and tools to support NSOs and help them address gaps identified through Safe from Harm assessments.
- Provide case management for Safe from Harm cases escalated to World Scouting.

- Guide NSOs on preventing unsuitable adults from volunteering within their organisations.
- Organise a Safe from Harm capacity-building event (subject to funding availability) targeting all NSO leads and Safe from Harm volunteers.
- Engage and advocate with national executives and volunteers to drive a culture of change in NSOs on approaches to keeping young people safe.

Support to NSOs in health and well-being

- Support NSOs in implementing the HealthAllies challenges, promoting mental health and well-being across the Movement.

Enhancing fundraising efforts

- Focus on securing additional funding opportunities to help NSOs implement safeguarding regulations in their organisations.

Advocacy and influence

- Enhance external engagements and advocacy with partners, including WAGGGS, on gender-based violence and on keeping young people safe.

Area of Work 7 - Volunteering

Scouting will build a stronger and more inclusive volunteer base that drives growth and development across the Movement. By raising the profile of volunteering and promoting its flexibility, this Area of Work aims to attract and retain more volunteers, including those from marginalised groups.

Through updated resources, adaptable frameworks, and improved training and support, volunteering in Scouting will become more accessible, meaningful, and impactful, enabling NSOs to enhance governance, operations, and the overall volunteer experience.



Research and development

- Identify motivations and barriers to volunteering across different age and social demographics in various geographic contexts.
- Define models and frameworks to address barriers to volunteering for marginalised groups, enabling broader participation in Scouting roles.
- Develop recommendations to make volunteers' contributions more meaningful, particularly in governance structures, organisation models, and decision-making processes, ensuring alignment with Area of Work 8 – Innovative Governance.
- Review the training and support approaches World Scouting offers to adult volunteers, including health and well-being components.
- Review the [World Adults in Scouting Policy](#), ensuring alignment with Area of Work 11 - Policy Review Framework.

Support to NSOs

- Update WOSM Service materials on Adults in Scouting to reflect World Scouting's latest perspectives and ensure alignment with the review of the [World Adults in Scouting Policy](#).
- Support NSOs in implementing volunteer recognition mechanisms to improve retention within the Movement.
- Support NSOs in adopting new frameworks and guidance outlined in the reviewed [World Adults in Scouting Policy](#) and in research and development for this Area of Work.

Attracting volunteers

- Develop innovative communication strategies and resources to help NSOs recruit volunteers through targeted campaigns.

Area of Work 8 - Innovative Governance

Scouting will review and refine its structures to better support young people in navigating the diverse and complex contexts they face. This Area of Work will focus on strengthening the organisation through innovative governance, resilience-building, and data-driven strategies.

By advancing research, supporting financial sustainability, and improving social impact measurement, Scouting aims to become better equipped for sustainable, inclusive growth, and adaptability.



Research and development

- Conduct external research on innovative and inclusive governance practices, focusing on structures that support perspectives from the Global South, smaller organisations, and diverse models of Scouting.
- Identify how governance structures at all levels of the Movement can incorporate environmental resilience into their responsibilities, ensuring sustainable operations.
- Strengthen the research and development unit within the World Scout Bureau to implement research methods and practices at the World level that support all areas of Scouting.
- Develop a comprehensive monitoring and evaluation strategy for World Scouting.
- Develop an AI strategy for World Scouting.
- Ensure alignment with Area of Work 7 – Volunteering.

Support to NSOs

- Support NSOs in improving organisational resilience through WOSM Services, such as the Global Support Assessment Tool (GSAT) and Good Governance Services.
- Support NSOs in measuring their social impact in various dimensions, such as personal, community and organisation.
- Encourage a culture of assessing and mitigating risks in NSO operations through tailored support from WOSM Services.

Financial sustainability

- Implement the Business Development and Resource Mobilisation Strategy, including by meeting agreed targets and key performance indicators, to ensure sustainable income streams.



Area of Work 9 - WOSM Events

World Scouting is shifting its event management approach to a more structured, professional model focused on accessibility, sustainability, and inclusivity. This transformation prioritises safety and risk standards, robust planning, and innovative delivery systems, ensuring that WOSM Events are impactful, adaptable, and meet the diverse needs of Scouts worldwide.

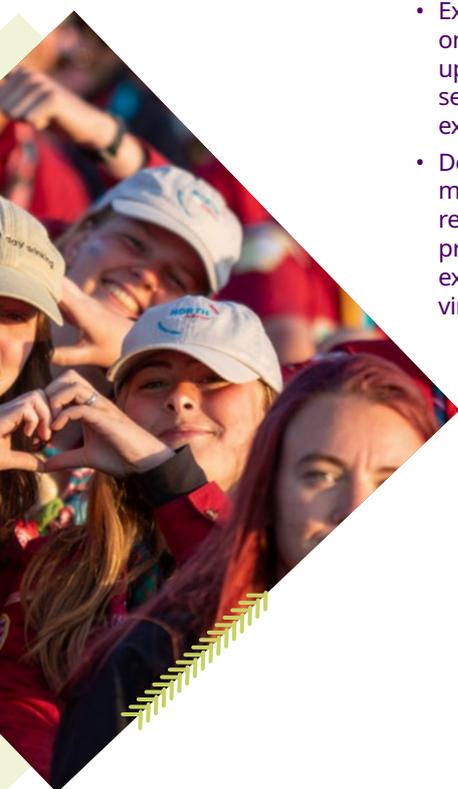
By enhancing governance, operational standards, and youth engagement, World Scouting seeks to make its events safer, more inclusive, and environmentally responsible. This Area of Work also seeks to strengthen virtual participation options and explore more cost-effective, accessible models for events like the World Scout Conference to ensure long-term sustainability and global reach.

Implementing the WOSM Events Strategy

- Deliver safe, accessible, sustainable, impactful, and inclusive international experiences at WOSM Events.
 - Explore alternative models and solutions to potentially reduce the cost of World Events, including the World Scout Conference.
 - Explore opportunities to strengthen online participation, focusing on regularly updating technology to create a more seamless and comprehensive virtual experience.
 - Develop a more inclusive and accessible model for the World Scout Conference, reducing participation barriers while preserving the richness of the event experience for both in-person and virtual attendees.
- Enhance the governance, safety, and operational planning of events, incorporating key lessons from recent events and reviews.
- Implement core standards and frameworks for risk management, safety assessments, and operational delivery.
- Refine existing models within institutional events, fostering greater engagement and empowering systems for young people and youth leadership.

A Fit
For Purpose
Organisation

Resolutions 2024-06,
2024-07



Area of Work 10 - Influence

Scouting aims to be globally recognised as an impactful, dynamic, and influential Movement, empowering young people to lead in advocacy, policy, and representation at all levels. Through an enhanced Youth Representative and Ambassador programme, Scouting will amplify youth voices globally, regionally, and nationally, while supporting NSOs in modernising their brands and building capacity for effective advocacy.

By shifting to policy-based advocacy, enhancing research capabilities, and promoting diverse Scouting Ambassadors, the Movement aims to address key issues affecting young people and deliver evidence-based change. These efforts will solidify Scouting's role as a leader in youth empowerment and social impact.



Model for Youth Representatives

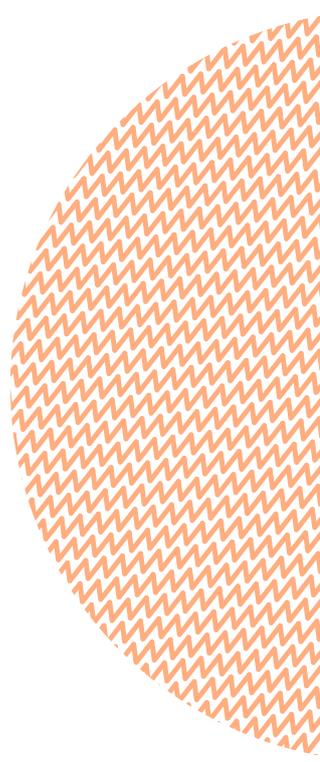
- Strengthen World Scouting's Youth Representative model that builds on existing best practices at Regional and World levels, and extends to all Regions.

Advocacy, brand, and campaigns

- Translating advocacy and partnership efforts to NSOs through tailored services and support, enabling the growth of the Youth Representative models within NSOs.
- Support NSOs in refreshing and modernising their national brands.
- Support NSOs with training and capacity-building to use World Scouting's refreshed brand.

Policy-based Advocacy

- Advocate on key issues for young people, including developing policies aligned with the Strategy for Scouting's Impact Statements.
- Enhance research capacities and capabilities to provide evidence for the changes Scouting seeks to achieve.
- Expand the reach, diversity, and impact of World Scouting's Ambassador programme.



Area of Work 11 - Policy Review Framework

Scouting will modernise its foundational pillars to better equip the Movement to fulfil its mission. This Area of Work focuses on a comprehensive review of World Scouting's four core policies - World Youth Involvement, Youth Programme, Adults in Scouting, and Safe from Harm - and the development of a Youth Leadership Strategy.

By aligning these policies with current social, educational, and external trends, Scouting will provide NSOs with clearer, updated guidance, enabling them to address foundational topics effectively and deliver impactful experiences.

Resolutions 2021-05,
2024-05, 2024-08,
2024-09

Research and development

- Develop a holistic approach to reviewing World Scouting's four core policies, assessing their current context and application, identifying social and educational trends, and considering the external policy landscape. Thus contributing to shaping WOSM's approach to policy-based advocacy.
- Support the review process for the World Youth Involvement Policy, the World Youth Programme Policy, and the World Adults in Scouting Policy.
- Support the review process for the World Safe from Harm Policy, including considerations for mental health, well-being, and the prevention of gender-based violence.



Task Forces

Triennial Plan objectives and resolutions from the Conference that this area of work aims to answer

R 2024-02: Registration Fees

Resolution 2024-02 as amended and approved by the Conference, requests the WSC to continue working through a Task Force on revising the registration fee system and how this impacts WOSM's overall funding model, provide annual progress updates to Member Organizations, and bring forward a fee model for decision to the 2027 World Scout Conference.



Operational Framework

The Operational Framework outlines the structures supporting the governance responsibilities of the World Scout Committee, as well as the operational groups that complement and enhance the work of the World Scout Bureau. Together, these structures will drive the implementation of the Triennial Plan 2024-2027, ensuring alignment with the Strategy for Scouting.

The World Scout Committee operates as a unified team of 20 individuals, either elected or appointed but all are equally responsible for the success of its ambitions as well as for the unity of the Movement. The Operational Framework will implement the Triennial Plan through the implementation of the Areas of Work.

2024 - 2027 Operational Framework



Key components of the Operational Framework

Standing Committees

Five Standing Committees will directly support the governance responsibilities of the World Scout Committee.

- **Constitutions Committee:** Reviews and approves amendments to NSO constitutions and provides advice on constitutional and institutional matters.
- **Finance Committee:** Oversees and reviews the World Scout Bureau's budgeting process, registration fee policy, accounts, and treasury management.
- **Audit Committee:** Oversees the World Scout Bureau's internal and external audit process, risk management, and internal control systems.
- **Ethics Committee:** Provides support on matters relating to the WOSM Complaints Policy, WOSM Codes of Conduct, and Safe from Harm.
- **Honours and Awards Committee:** Recommends recognition of outstanding service by individuals to World Scouting.

The World Scout Committee may also assign specific tasks to these committees. For example, the Ethics Committee may be asked to review its internal workings as well as investigate the removal of World Scout Committee members over breaches of conduct.

Strategy and Coordination Group

The Strategy and Coordination Group is responsible for:

- Supporting alignment between Regional Triennial Plans, the World Triennial Plan and the Strategy for Scouting using the WOSM Planning Framework.
- Engaging with Regions to identify opportunities for direct operational collaboration, creating ties between existing Regional-level and World-level project teams, ensuring efficiency and expanding capacity.
- Facilitating collaboration of World-level and Regional-level Operational Framework structures and coordinating inputs into events in the Regions, such as at Regional Conferences.
- Ensuring the WOSM Planning Framework objectives library is reviewed each Triennium.
- Overseeing the monitoring and evaluation of Triennial Plans.

World Triennial Plan Coordination Group

Oversees and coordinates progress across workstreams to ensure alignment with the Triennial Plan by:

- Monitoring the reporting of key performance indicators and preparing mid-term and final reports.
- Supporting leaders with project management best practices.
- Managing project sequencing, approving project scopes and phases, and deciding on extensions or closures, ensuring each project follows appropriate methodologies.



Four core workstreams

Workstreams deliver on the Areas of Work, as outlined in the World Triennial Plan. Sub-sections of the Areas of Work are assigned to specific workstreams by the World Triennial Plan Coordination Group, becoming accountable for implementing the necessary projects and activities to achieve their objectives.

The World Triennial Plan Coordination Group will ensure the coordination in the 11 Areas of Work and the Task Force. This approach will foster cross-collaboration between the workstreams, ensuring a cohesive and unified effort.

Based on its Triennial Plan, the World Scout Committee has defined four core areas that will function as workstreams:

- Research and development
- Member support
- Advocacy and campaigns
- WOSM Events

These workstreams are responsible for designing and managing projects within each Area of Work to meet the objectives of the Triennial Plan. They will ensure collaboration and alignment across workstreams, with the World Triennial Plan Coordination Group and World Scout Bureau coordinating the Operational Framework and reporting on strategic priorities.

Each project has defined deliverables and timeframes with peer review processes to ensure consistency. Teams of volunteers, World Scout Bureau staff, or external experts handle projects within each Area of Work, following a standardised project methodology under the oversight of the World Triennial Plan Coordination Group.



Task forces

A task force on registration fees will be established to focus on delivering Resolution 2024-02 as amended and approved by the Conference, which requested the World Scout Committee to:

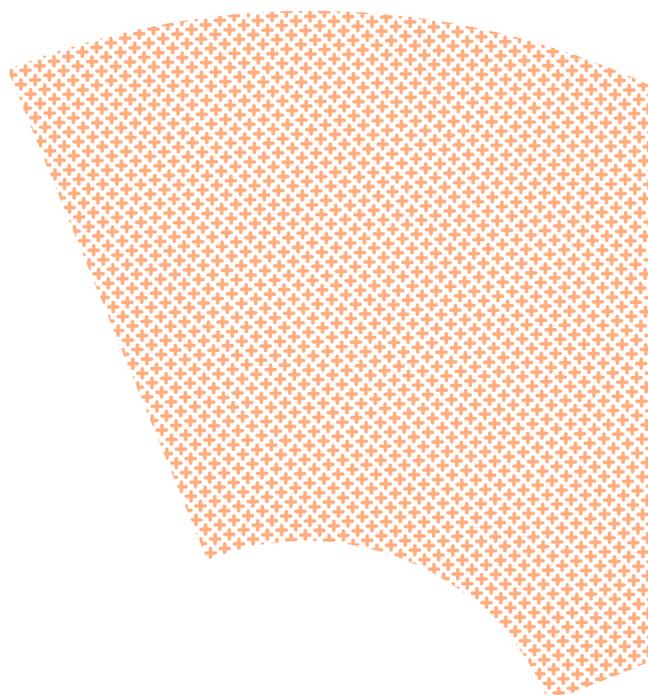
- Continue working through a task force on revising the registration fee system and how this impacts WOSM's overall funding model,
- Provide annual progress updates to Member Organizations, and
- Bring forward a fee model for decision to the 2027 World Scout Conference.



Special oversight roles

Dedicated oversight roles will address key areas of focus for the next triennium:

- Safeguarding oversight: Works directly with the Global Director, Member Support and the Safe from Harm Global Panel.
- WOSM Events oversight: Oversees the implementation of the WOSM Events Strategy and coordinates the World Scout Committee liaisons to World Events.



Collaboration with key partners

The World Scout Committee will continue building on strategic partnerships and collaborations to raise Scouting's profile and benefit NSO operations.

The World Scout Committee looks forward to building on its strategic collaboration with the World Scout Foundation and its new leadership at the board and executive levels, continuing to join forces in implementing the business development resource mobilisation strategy for the benefit of World Scouting and its NSOs.

The World Scout Committee looks forward to continuing its partnership with the Kandersteg International Scout Centre, the World Association of Girl Guides and Girl Scouts (WAGGGS), and its [Organisations with Consultative Status](#).





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