

WORLD TRIENNIAL PLAN 2024-2027 MIDTERM REPORT

WORLD SCOUT COMMITTEE
STRATEGY FOR SCOUTING



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World Scout Bureau
Global Support Centre
Kuala Lumpur

Suite 3, Level 17
Menara Sentral Vista
150 Jalan Sultan Abdul Samad
Brickfields
50470 Kuala Lumpur, MALAYSIA

scout.org

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Foreword

Dear friends,

Two years ago, we left the 43rd World Scout Conference in Cairo, Egypt, with a unanimously approved Strategy for Scouting to guide our Scout Movement over the next nine years. This World Triennial Plan Midterm Report gives National Scout Organizations (NSOs) a first update on progress since the Conference, and how we have put the triennial plan and strategy to work. It also shares how our new leadership in the World Scout Committee and the World Scout Bureau have steered World Scouting throughout the 2024-2027 triennium.

Our leadership has worked side by side with more than 230 volunteers involved in the Operational Framework, 42% of whom are women and 39% are under the age of 30. These volunteers have collaborated with over 300 WOSM Consultants, Youth Representatives, volunteer translators and interpreters, and bureau staff in all five Scouting regions. Through 43 projects and 11 Areas of Work, this report highlights the tangible results of our triennial plan in action, and where we feel we need to step up our effort and invest more.

Keeping NSOs front and centre. Everything we do should support, serve, and strengthen NSOs. This commitment is reflected in WOSM Services, where support is driven by the NSO priorities and requests have reached record levels. We are also taking a more tailored approach, bringing together leadership from some of our largest NSOs, increasing engagement with smaller and more remote members, and adapting our support to different realities and needs. At the same time, we are building a better system for managing NSO accounts and data, helping us engage more consistently, follow up more effectively, and deepen our understanding of each NSO over time.

Driving new approaches to volunteering. We began the triennium knowing that volunteering is the number one challenge facing NSOs. In 2026, we used International Volunteer Year as an opportunity for our entire Movement to share good practices, recognise volunteers,

and highlight our impact as one of the world's largest volunteer-driven movements. We commissioned new research into flexible volunteering, including what motivates adults to volunteer and what prevents them from doing so, and a specific look at leader-teachers in school-based Scouting. These insights are informing the development of a new Adults in Scouting Policy and are being shared through webinars, campfires, and regional initiatives. Looking ahead, our focus is on helping NSOs make volunteering accessible, rewarding, and impactful, while better showing the contribution volunteers make to Scouting and society.

The Scout Method as our core product.

Alongside our work on strategy, governance, and educational initiatives, we have deliberately put our attention back on the Scout Method and how it comes to life outdoors, in local Scout groups and through Scout activities. Last year's 16th World Scout Moot in Portugal showed our Scouting programme at its best, while the review of the World Youth Programme Policy seeks to strengthen programme delivery across all age sections. We are also shifting our communications to balance institutional and partner updates with more stories about the everyday realities of Scouting and how young people develop skills, confidence, and leadership in safe Scouting environments. The experiences happening each week in over one million local Scout groups worldwide are what power the actions Scouts take to better their communities and contribute to the Sustainable Development Goals.

Safeguarding as essential to Scouting.

Nothing matters more and nowhere do we hold ourselves to a higher standard than in creating safe and positive environments for everyone to experience Scouting. During this period, we have significantly expanded and invested in safeguarding by training WOSM Consultants, delivering in-person assessments, and embedding Safe from Harm into every World and Regional Scout event. Three-quarters of NSOs have now completed their self-assessment,

with more than half submitting all annual reporting components. But we set the bar at full compliance, and we're not there yet. To move us closer to this goal, the World Scout Committee will consider an enforcement mechanism co-designed with NSOs, together with a renewed Safe from Harm Policy. Beyond policies and procedures, we want to shift the culture of safeguarding to ensure that every NSO, as well as our own World Scouting structures, provides safe and inclusive spaces for children, young people, and adult volunteers to live some of their best experiences.

Focusing on impact. We are placing greater emphasis on understanding Scouting's impact, alongside measuring participation and activity. New research capacity within the Bureau, a growing network of volunteer researchers, deeper analysis of census data, and a ten-year study of GSAT's contribution to organisational development are strengthening evidence-based decision-making across the Movement. At the same time, we know that impact measurement is complex and costly. Many NSOs cannot afford to invest in it, even as expectations from partners and donors increase. To help address this gap, we are working with the World Scout Foundation to secure dedicated funding for impact research, so we can build a stronger and more evidence-based case for support from governments and donors.

Partnerships and investment in Scouting. Partnerships that bring growth, expertise, advocacy, funding, and other resources remain essential to our work. During this period, World Scouting and the World Scout Foundation established the largest corporate partnership in our history with Accenture, renewed the Messengers of Peace Fund with The Kingdom of Saudi Arabia for another decade, expanded funding opportunities with the European Commission, renewed our partnership with the UN Special Representative on Violence Against Children, and reenergised our relationship with WAGGGS. As we develop partnerships,

we are guided by the principle of committing only to what NSOs need and what we can deliver. Looking ahead, we are working with the World Scout Foundation to explore a joint approach to branding and fundraising so we can unlock even more partnerships, investment, and resources for Scouting worldwide.

Strengthening financial stability. Strong financial management helps to turn our vision into reality. During this period, we received a clean external audit, developed a more transparent and strategically aligned budget for the Bureau, strengthened internal audit processes, and put in place a stronger framework for risk management for WOSM Events and travel. The Registration Fees Task Force also undertook a comprehensive review of our fees system, consulting more than 70% of NSOs and testing proposals across all regions before putting the decision to NSOs through a Movement-wide referendum. While restricted project funding has grown significantly, unrestricted income remains under pressure. This underlines the importance of both the new registration fee model and ongoing efforts with the World Scout Foundation to strengthen our long-term financial sustainability.

Finally, a word on our approach to leadership. At the Regional Scout Conferences, we committed to being visible, transparent, and honest about both progress and challenges, even when that is uncomfortable. From town halls to campfires to youth dialogues, we've created spaces to listen, learn, and talk before we make decisions. Scouting has taught us that leadership is an act of service, often best done from the middle of the team rather than from the front or behind. If you have questions or doubts, share them with us. And then let's keep going - farther and stronger together!

Yours in Scouting,



Daniël Corsen
Chairperson
World Scout Committee



David Berg
Secretary General
World Scouting

Operational Framework of the Triennial Plan 2024-2027

The implementation of the 2024–2027 Operational Framework has been supported by [234 volunteers](#) who were appointed to contribute to the delivery of the World Triennial Plan, various World Scout Committee's Standing Committees, and three Task Forces established following decisions of the 43rd World Scout Conference.

Selected from more than 400 endorsed applicants through a global open call, these volunteers are providing expertise across key priority areas and join a wider network of more than 200 WOSM Consultants, Youth Representatives, and other volunteers already supporting World Scouting's services, events, programmes, and advocacy efforts.

This triennium, we placed an even stronger focus on ensuring that the Operational Framework reflected the diversity of the Scout Movement with a commitment by the World Scout Committee to achieve balanced representation

from all five Scouting regions, while promoting gender parity, and ensuring that at least 40% of appointments were young people under the age of 30.

At the midpoint of the triennium, we can report that 42% of appointed volunteers are female, and 39% are under 30, demonstrating substantial progress toward these targets. We have also made positive developments in strengthening regional representation, particularly through increased volunteer participation in the Africa and Arab Scout Regions.

These volunteer appointments support World Scouting's commitment to inclusivity, youth leadership, and global collaboration as we implement our Strategy for Scouting. All volunteers have been formally endorsed by their NSOs and were integrated into various projects and workstreams that have driven progress across the 11 Areas of Work and overarching strategic priorities.

42%

female

39%

under 30

234

Operational
Framework
volunteers

37

Youth
Representatives

315

WOSM
Consultants

"Co-leading this workstream has been one of the most rewarding experiences of my volunteering journey with Scouting. This role has let me help shape the agenda for our Movement's future while collaborating with passionate volunteers across geographies and cultures. Together, our team is driving 19 projects that explore what's next for Scouting ... this work is about more than research. It's about laying the groundwork for the growth and relevance of Scouting for years to come" - **Lana Husagic, Co-lead, Research and Development Workstream**



"Across our Movement, Scouts are tackling everyday challenges and finding solutions to life's biggest problems. And our team believes that the world needs to hear all about it. From advocacy to building partnerships, we are telling everyone about the power of Scouting." - **Reese Medina, Co-lead, Advocacy & Campaign**



Celebrating the International Volunteer Year in 2026

This year, the United Nations designated 2026 as the International Year of Volunteers for Sustainable Development (IVY 2026), which presents a unique opportunity for World Scouting to strengthen our commitment to valuing and supporting volunteers, a key priority within the Strategy for Scouting and reaching our goal of increasing adult volunteer engagement by 1.5 million by 2033.

Around the world, Scouting is powered by an estimated 4.5 million adult volunteers worldwide, yet many NSOs continue to face challenges in recruiting, training, and retaining the leaders needed to deliver quality programmes. To help celebrate volunteers and advance our work around adult volunteering throughout 2026, we have implemented a range of global, regional and national initiatives to:

- Explore new models of volunteering through research on changing volunteer trends, recognition practices, and pilot engagement projects.
- Strengthen support systems for Adults in Scouting by updating the World Adults in Scouting Policy and conducting research on volunteer well-being.

- Build volunteer management capacity through the International Training of Trainers and Safe from Harm initiatives focused on adult well-being.
- Promote Scouting as a leading volunteer movement via social media and storytelling campaigns, educational resources, and participation at the 2026 World Volunteer Conference.
- Increase external influence and partnerships through advocacy efforts and a position paper on adult volunteering and engagement.
- Mobilise global awareness and action around volunteering through World Volunteer Day and the 5th World Scout Education Congress.

Together these efforts are complementing the ongoing work under the World Triennial Plan and provide an opportunity for NSOs to elevate the profile of volunteering, strengthen volunteer management practices, and ensure that adult volunteers feel valued, supported, and empowered to contribute to the development of young people and their communities.



“The experience of the first Academy has paved new ground and opened up wonderful opportunities for the professionalisation of WOSM Events. It will serve as the key framework for future hosts in implementing and promoting inclusivity and accessibility at our Scout events” -

**Baskouda Shelley, Co-lead,
WOSM Event**



“Co-leading the Member Support Workstream has been an absolute privilege. The variance from governance to safeguarding, services, programme and meeting the needs of our NSOs that range so dramatically in size is no small portfolio” - **Emma Watson, Co-lead,
Member Support**



Strategy for Scouting

VISI

To be the
most inspiring and
movement creating transform
for every young pe

A
peaceful
and inclusive
world

A world
shaped
youth

IMPACT STAT

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
youth who are barrier-break
informed decision-makers and
citizens, empowered by core
values developed thro

Peace Education

Influence

Safeguarding and Well-being

Youth Leadership

Educ

Innovative Governance

WOS

Policy Review Fr

ION

the world's
and inclusive youth
native learning experiences
person, everywhere.

ld
by
n

**A
sustainable
world**

EMENTS

...e a world shaped by
...ers, bridge-builders,
...nd responsible active
...e competences and
...ough 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.

ational Programmes

SM Events

Influence

ramework

Environmental Sustainability

Innovative Governance

WOSM Events

Influence

NSO survey results and analysis

STRATEGIC MOVE

Innovate education

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.

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

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

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

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

Green 50% and above

Amber 25-49%

Red <25% of target

PRIORITIES MENT

KPIs for Strategy for Scouting and World Triennial Plan

Progress

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

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

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

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

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

84%

16% Gap to target (7 NSOs)

48%

52% Gap to target (62 NSOs)

46%

54% Gap to target (65 NSOs)

100%

Result: 41% young people

STRATEGIC MOVE

Strengthen Diversity and Inclusion

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.

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

2b

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

Growth through Diversity

Volunteering

Guarantee Safety and Well-being

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.

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.

Safeguarding and Well-being

3b

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

Safeguarding and Well-being

PRIORITIES MENT	
KPIs for Strategy for Scouting and World Triennial Plan	Progress
35 NSOs (20%) have recruited a significant number of new members (young people and/or adults) from underserved socio-demographic groups by 2033	
53 NSOs (30%) have reviewed their Youth Programmes, governance, growth strategy/plan, or other aspects of their operations to include diversity and inclusion components	96% 4% Gap to target (2 NSOs)
53 NSOs (30%) have implemented actions to include underserved young people and adults	100% Result: 69 NSOs
KPIs for Strategy for Scouting and World Triennial Plan	Progress
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)	
176 NSOs (100%) compliant with the constitutional obligations for Safe from Harm	56% *44% Gap to target (77 NSOs)
30 NSOs (17%) have integrated health and well-being initiatives, including but not limited to HealthAllies, into their Youth Programmes	100% Result: 32 NSOs

STRATEGIC MOVE

Value Volunteering

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.

Triennial Plan

4a

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

Volunteering

4b

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

Volunteering



PRIORITIES MENT

KPIs for Strategy for Scouting and World Triennial Plan

Progress

30% increase in adult volunteers in Scouting by 2033

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

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

100%

Result: 72 NSOs

76%

24% Gap to target (6 NSOs)

*The KPI is currently on target, but the team acknowledges that the 100% target is aspirational and will not be met.

STRATEGIC ORGANI

A Fit For Purpose Organisation

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.

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

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

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

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

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

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.

Green 50% and above

Amber 25-49%

Red <25% of target

PRIORITIES SATION

KPIs for Strategy for Scouting and World Triennial Plan

Progress

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

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

55%

45% Gap to target (24 NSOs)

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

89%

11% Gap to target (4 NSOs)

Percentage of completion of the Action plan 2024-2027 of the WOSM Climate Impact Strategy

73%

27% Gap to target

WOSM Events Strategy 60% completed

100%

Result: 61% completion rate

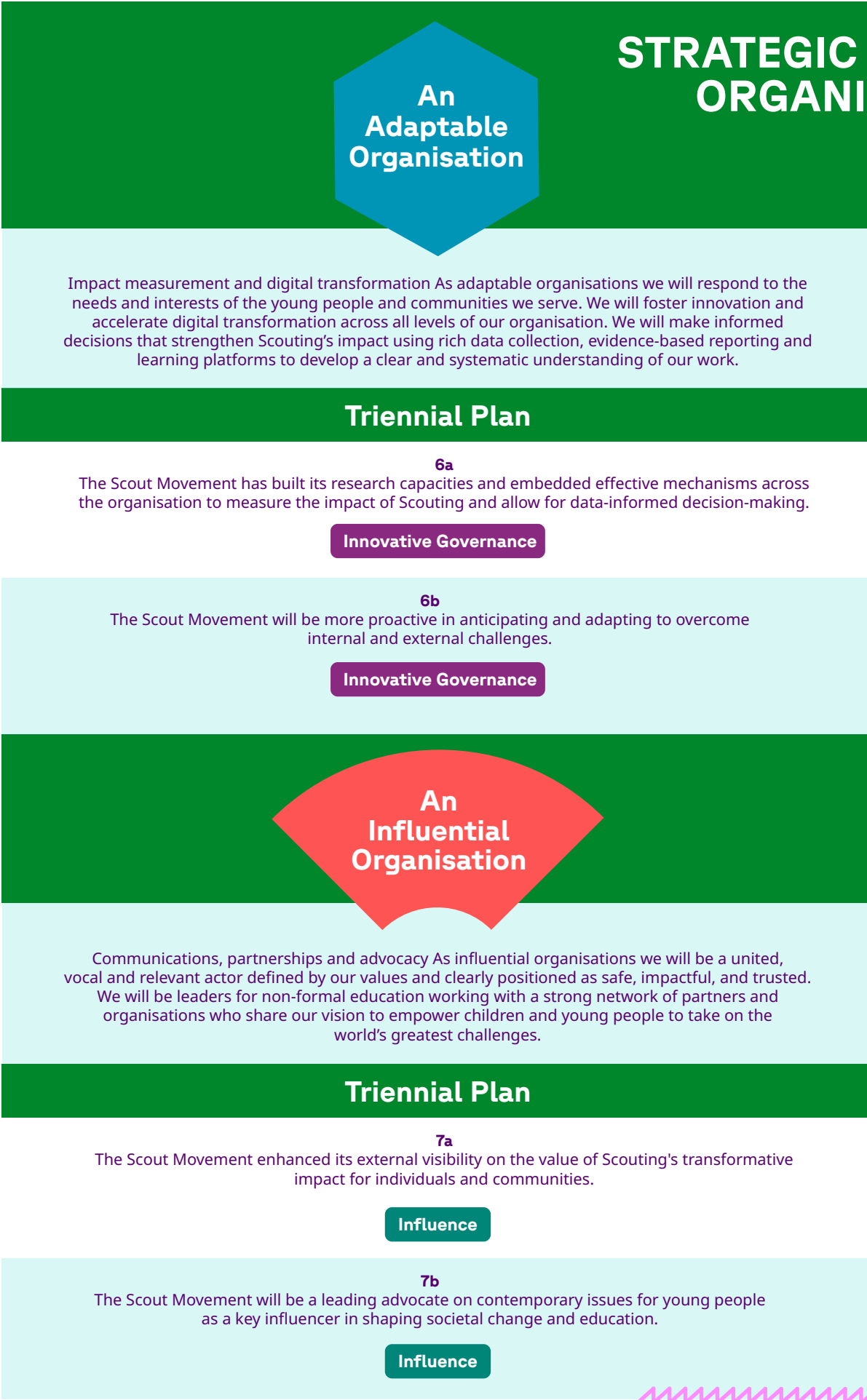
90 NSOs (51%) with at least 40% of board members with voting rights under the age of 30

20%

80% Gap to target (72 NSOs)

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

Not started



PRIORITIES SATION

KPIs for Strategy for Scouting and World Triennial Plan

Progress

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

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

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

25%

75% Gap to target (33 NSOs)

81%

19% Gap to target

KPIs for Strategy for Scouting and World Triennial Plan

Progress

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

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

Scouts have participated in 200 forums / debates /
consultation events

100%

Result: 60 NSOs

100%

Result: 621 events attended

Area of Work 1 - Peace Education

xxx

Scouting is deepening its global impact as a community peacebuilder.

xxx

World Scouting has strengthened our focus this triennium on peace education by progressing the review of peace education resources, expanding strategic partnerships with organisations such as KAICIID and UNICEF, and supporting young people to become active peacebuilders through various Scouting programmes and initiatives. Through tailored WOSM Services and humanitarian action efforts, we supported NSOs to strengthen their work around peace education, humanitarian response, and community resilience, equipping young people with the skills to become champions for peace, sustainable development and positive change in their communities.

Innovate
education

Resolution 2024-10

Research and development

- Released the [Dialogue for Peace implementation report](#), which highlights more than a decade of collaboration with our partner KAICIID.
- Created a central hub on [Treehouse](#) to act as the go-to place for sharing youth-led peace resources and showcasing inspiring action by NSOs worldwide.

Support to NSOs

- Delivered 18 peace education and humanitarian action WOSM Services across 12 NSOs in all five Scout Regions, supporting peace-building, humanitarian action and community resilience programmes.
- Strengthened humanitarian preparedness through the humanitarian action education project funded by the Huestis/CAF fund, enabling 120 adult leaders from Colombia,

Democratic Republic of Congo, Jordan, Slovenia and Tanzania to develop advanced emergency preparedness, simulation and inter-agency coordination skills.

- Delivered a humanitarian action workshop and emergency operational readiness advanced course for the NSO in the Philippines, equipping more than 60 leaders with strengthened emergency response and humanitarian leadership competencies.
- Delivered a global Messengers of Peace webinar involving participants from multiple Scout Regions and supported more than 1,500 Messengers of Peace challenges, 75 youth-led advocacy campaigns, and approximately 5,000 community members through 100 local peace projects.
- Developed new operational resources, including a standard operating [procedure](#) for emergency response and recovery, [Living spaces for Dialogue](#), and consultant training modules to improve the consistency and quality of support provided to NSOs.



Messengers of Peace

“When young people step up as peacebuilders and humanitarians, we must step up with them” - **Julius Kramer,**
World Scout Committee,
Vice-Chairperson



Advocacy and influence

- Worked with KAICIID, UNICEF, the UN Special Representative of the Secretary-General on Violence Against Children, and volunteer Youth Representatives to strengthen the development of peace and dialogue education resources, and published World Scouting's position paper on youth, peace and security.
- Organised promotions around the International Day of Living Together in Peace and International Day of Peace, highlighting the importance of peace, inclusion, and dialogue across the Scout Movement.
- Convened the [advocacy event](#) "Bridging divides: Practising interreligious dialogue for peace", bringing together partners KAICIID and Temasek Foundation, along with Scouts from Indonesia, Malaysia and Vietnam to promote the Young Peace Builders Programme.
- Opened [nominations](#) for World Scouting's Messengers of Peace awards, inviting Scouts and NSOs to recognise exceptional young people contributing to peace and sustainability in their communities.

Thailand

Scouts introduced the Young Peace Builders Programme at schools, universities, vocational institutions and businesses. With support from the Temasek Foundation, dialogue initiatives reached more than 1,500 people, strengthening youth leadership and social cohesion across diverse communities.



Jordan

Through tailored workshops, online learning, mentoring, and guidance, over 260 Jordanian Scout leaders and young people [strengthened their humanitarian preparedness and emergency response skills](#). They went on to contribute to 50 youth-led advocacy campaigns, build partnerships with emergency response agencies, embed humanitarian action in Scouting programmes, and improve organisational preparedness.



Among NSOs surveyed,

58

reported integrating Messengers of Peace into their Youth Programme and activities.

Area of Work 2 - Youth Leadership

xxx

Scouting is creating spaces for young people to lead.

xxx

This triennium, World Scouting strengthened youth leadership through policy development, capacity building, and global advocacy. Progress included the review of the World Scout Youth Involvement Policy, development of a new Youth Leadership Strategy and monitoring framework, and the creation of resources on future-ready skills and intergenerational collaboration. We also provided support to NSOs through leadership training, tailored services, and new governance resources. Internationally, World Scouting amplified youth voices through advocacy at major events promoting meaningful youth leadership and the role of young people in driving sustainable development.

Innovate education

A Fit For Purpose Organisation

Resolution 2021-05

Research and development

- Advanced the review of the World Scout Youth Involvement Policy, engaging young people and collecting 1,080 responses through a global survey via social media, focus groups across selected NSOs, consultations with Youth Representatives, Youth Advisors and youth engagement consultants, and extensive stakeholder research.
- Developed the first draft of the Youth Leadership Strategy, which was co-designed through engagement with 60 volunteers, staff and Youth Representatives, ensuring alignment with wider governance and policy reforms.
- Designed a Youth Leadership Monitoring Framework to measure youth participation in governance and decision-making across World and Regional Scouting structures, alongside a revised learning pathway for future World Scout Committee candidates.
- Produced a comprehensive framework of future-ready competencies, outlining how these skills can be developed through Scouting and how they can help young adults successfully navigate transitions in their personal and professional lives.
- Compiled a catalogue of international good practices in intergenerational collaboration, highlighting approaches that strengthen youth leadership at all levels of the organisation through active partnership and support from adult volunteers and leaders.

Support to NSOs

- Delivered 8 tailored WOSM Services on youth leadership to NSOs while supporting the implementation of national leadership training programmes in countries such as Democratic Republic of the Congo, Malaysia, Senegal, Sri Lanka, and Thailand.
- Provided support to regional teams across all regions responsible for delivering regional International Leadership Training (ILT) programmes, helping them strengthen the integration of youth leadership into their training content and align it with the Youth Leadership in Decision-Making [Framework](#) developed in the previous triennium.
- Delivered skills training for WOSM Consultants and developed new governance resources, including modules for national board inductions, Regional Scout Committee inductions, and a multilingual [e-learning](#) on spiritual leadership in Scouting in partnership with the International Catholic Conference of Scouting.

40%

of World Scouting volunteers at regional and global levels are young people.

Advocacy and influence

- At UNGA80, through high-level plenary sessions, dialogues with United Nations leaders and engagement with global partners, Youth Representatives [advocated](#) for meaningful youth participation, non-formal education, and greater investment in youth leadership, climate action, peacebuilding, and education.
- Announced a [new collaboration](#) between the Big Six Youth Organizations and the United Nations Youth Office, and promoted stories of youth-led action around the world.
- At the Misk Global Forum in Saudi Arabia, World Scouting delivered sessions on collective leadership, while the Secretary General [spoke on a panel](#) and engaged with young people and partners on the topic of leadership development.
- Through participation at the 2026 High-Level Political Forum, World Scouting promoted youth-led contributions to the 2030 Agenda and the SDGs by showcasing the impact of our educational offering and initiatives such as Scouts for SDGs.

“Beyond the certificate, I am taking home a new vision of leadership: leadership that listens, serves, inspires, and transforms. I leave this experience more confident, better equipped, and even more determined to impact my community. This is not the end, but the beginning of a new chapter” - **Abdoul Karim Dieng from Senegal, sharing his experiences at the International Leadership Training.**



Arab Region

The 3rd International Leadership Training equipped more than 70 Scouts across the Arab Scout Region with practical leadership skills. Through workshops, peer coaching, and team challenges, the training strengthened regional connections and their capacity to create impact.



“Scouting shows how local ideas have the power to create global change. When young people are trusted, mentored, and supported, they show us that youth are not just the learners of today, but the co-designers of our shared future” – **Garam Jeon, World Scouting Youth Representative**



Area of Work 3 - Environmental Sustainability

xxx

We are living sustainability
in everything we do.

xxx

World Scouting has strengthened our approach to environmental sustainability by embedding climate action across our operations, governance and educational programmes. Key achievements include the completion of the first climate impact report to measure the World Scout Bureau's carbon footprint, the development of sustainability guidance and governance resources, and the expansion of the environmental education programmes among NSOs. Through initiatives such as Scouts for SDGs, *EarthTribe* and *LifeLeaders*, NSOs are better equipped to integrate environmental sustainability into their education programmes, governance and organisational practices, strengthening Scouting's contribution to climate action.

Innovate
education

A Fit
For Purpose
Organisation

Resolution 2021-08

Research and development

- Released the World Scout Bureau's first climate impact [report](#) to measure the organisation's carbon footprint. The report was developed in partnership with the climate technology company Greenly, and establishes a baseline for measuring and reducing organisational emissions and producing regional climate impact reports to inform future planning.
- Developed governance guidelines for environmental sustainability alongside a sustainability action plan template through consultations with NSOs and began development of supporting e-learning modules.
- Expanded the SCENES Network by 24.3% with nine new accredited Scout Centres, including accreditation of all four Scouting America national high adventure bases.

Environmental sustainability at events

- Sustainability considerations are now embedded throughout the event lifecycle, enforcing the WOSM [Guidelines](#) for Organising Sustainable Events.
- Environmental sustainability has been embedded across the WOSM Events Framework through the WOSM Events Strategy, its inclusion as a requirement in the revised Host Organisation Agreements, strengthened host guidance, enhanced technical assessments and regular oversight.

"Environmental sustainability is a way of living in Scouting. We are committed to ensuring sustainability is reflected in every decision we make. We are living sustainability in everything we do, inspiring young people to build together a more sustainable world" – **Elise Drouet**,
World Scout Committee member



Support to NSOs

- Supported a total of 55 WOSM Service requests related to Scouts for SDGs, including 22 environmental education services related to the *EarthTribe* educational initiative and SCENES accreditation.
- With funding from Accenture, implemented the *LifeLeaders* Impact Innovators Challenge across 12 NSOs in all five Scout regions, enabling young people to complete 17,322 badges and deliver 1,998 community projects. The initiative is now being expanded to a further eight NSOs under the *EarthTribe* initiative, with training and technical assistance provided by WOSM Consultants.
- Delivered three online webinars for *HealthAllies*, *Messengers of Peace*, and *LifeLeaders* initiatives for NSOs to strengthen their capacity to implement these education programmes.

Kenya

Through the Green Rising Project, Kenya Scouts empowered more than 2,100 young people to lead community climate action. Together, they established school gardens, planted over 22,000 trees and produced 2,200 kilograms of food, benefiting more than 11,000 people.



Advocacy and influence

- Drafted World Scouting's first position paper on environmental sustainability, providing an evidence-based foundation for policy development and external advocacy related to environmental issues.
- Strengthened partnerships with organisations including Greenly and Accenture, while increasing awareness of environmental sustainability work via thought leadership [articles](#) and publishing the Bureau's first climate impact report.
- At COP30 in Belém, Brazil, young leaders from the Interamerica Scout Region [represented](#) World Scouting by advocating for youth-led climate action and urging world leaders to deliver on climate justice and resilience commitments.

"This project is reaching communities and changing lives. The young people ... have adopted the farming methods in their homes, and now families can get nutritious vegetables for their own consumption" – **Isaac Makinya, Coordinator, Green Rising Project**



55

NSOs surveyed reported integrating *EarthTribe* into their Youth Programmes.

Area of Work 4 - Educational Programmes

xxx

**We are redefining the Scout learning
experience for today's world.**

xxx

This triennium we have made progress in providing NSOs with practical tools to modernise and innovate their Youth Programmes. Support to NSOs has included tailored WOSM Services and development of WOSM Consultants, pilot education initiatives, and peer-to-peer learning. These efforts are helping strengthen the quality of national Youth Programmes, while introducing innovative educational approaches that respond to the changing needs of young people.

**Innovate
education**

Research and development

- Advanced the review of the World Youth Programme Policy, working closely with NSOs and cross-functional project teams to ensure alignment with youth leadership, Adults in Scouting, Safe from Harm, educational innovation and future-ready competencies.
- Created a knowledge ecosystem through the launch of a [research database](#) with more than 50 research articles, the establishment of a 15-member think tank on non-formal education and youth development, and started the development of an “observatory of trends” to monitor emerging developments affecting Scouting.
- Developed a report on the state of Scouting education, examining key elements such as context (social and educational), organisational infrastructure, youth and adult membership, emerging trends, and World Scouting’s educational offering.
- Published a [report on school-based Scouting](#) as a major and widely used delivery model, recognising that a significant share of World Scouting’s membership participates in a school setting. The report examines different variants in the model and aims to help World Scouting better understand NSO needs and provide more tailored support.
- The 5th World Scout Education Congress programme focuses on four key themes, namely innovation in programmes, adult volunteers, youth leadership, and Safe from Harm. Over 100 submissions from 43 countries for the call for academic papers highlights a strong emphasis on educational innovation and diverse perspectives.
- Completed the Innovation in Scouting Concept Note that serves as background for further work in this strategic priority.

Support to NSOs

- Delivered 11 Youth Programme WOSM Services to help NSOs strengthen and modernise their educational programmes.
- Provided online support and conducted a field visit to the emerging Scout organisation in Kyrgyzstan to identify opportunities to strengthen governance and Youth Programme development.
- Supported the renewal of Youth Programmes in the Caribbean, working with Barbados, Guyana, Jamaica, and Trinidad and Tobago.
- Delivered skills training to WOSM Consultants to encourage peer learning and the sharing of innovative educational practices.

Advocacy and influence

- Built a partnership with the Learning Planet Institute to advance innovation in education, youth engagement, sustainability and global citizenship through collaboration across events, advocacy, programmes, projects, research, and resource mobilisation. This includes initiatives such as the Youth Design Challenge, pioneering the UNESCO-led Education for Human Flourishing Network, and organising events on human skills and peace education during the 81st UN General Assembly week.
- Participated in the World Youth Skills Day 2026 celebrations co-hosted by the Permanent Missions of Portugal and Sri Lanka to the United Nations, International Labour Organization, UNESCO and the UN Youth Office that highlighted importance of skills development for young people.
- Contributing inputs into UNESCO's global youth consultation to help shape the future of education beyond 2030.

Innovation in education is not about changing what Scouting stands for, but about renewing how we help young people learn, grow, and contribute to a better world. – **Mohammad Omar (MO), World Scout Committee member**



Mexico

Through WOSM Services, Scouts de México strengthened the development of its Youth Programme by reviewing its personal progression system, refining educational competencies, and aligning its approach with GPS content. Practical tools and technical guidance gave the national team a clear roadmap and stronger foundations to move towards implementation.



7/10

NSOs surveyed said that World Scouting's initiatives have improved the relevance of their Youth Programme.

Area of Work 5 - Growth through Diversity

xxx

We are ensuring that young people from all different backgrounds are able to experience Scouting.

xxx

Work this triennium in the area of growth through diversity has focused on delivering tailored WOSM Services to NSOs and WOSM Consultant training and development. Insights from the 2024 global diversity and inclusion [data report](#) have informed this support, helping NSOs address barriers to growth and inclusion.

**Strengthen
Diversity and
Inclusion**

Support to NSOs

- Delivered 17 Growth and Diversity and Inclusion WOSM Services, supporting 13 NSOs to improve membership growth, volunteer retention, and engagement with new and underrepresented communities.
- Worked through WOSM Consultants to support NSOs to address the seven [key elements](#) for growth, sharing good practices and practical strategies to identify and reach underserved populations while creating welcoming environments that value adult volunteering and rethinking strategies for recruitment and retention.

Advocacy and influence

- Global campfire about recruiting and retention of Adults in Scouting, and ran a series of webinars on growth and diversity and inclusion, engaging 16 NSOs.

Germany

With support through WOSM Services and World Scouting Grants, Scouting in Germany developed and implemented growth strategies focused on stakeholder mapping, volunteer training, cross-association collaboration, and establishing new local groups. The initiative strengthened organisational capacity and regional cooperation.



“Our commitment to growth through diversity is measured not merely by the number of people we reach, but by how every young person, from every background, feels seen, valued, heard, and empowered to ready for life through Scouting” – **Victor Atipaga**,
World Scout Committee member



70%

of NSOs surveyed include diversity and inclusion in their Youth Programme, and 68% address outreach to underserved communities through their growth strategy or plan.



Area of Work 6 - Safeguarding and Well-being

xxx

**We are putting young people's
safety and well-being first.**

xxx

Throughout the triennium so far, we have made progress in strengthening the Safe from Harm framework, drafting a safeguarding enforcement mechanism, and expanding work on gender-based violence prevention and mental health and well-being. NSOs have been supported through safeguarding assessments, capacity building, leadership engagement and well-being initiatives. Working together with partners, World Scouting has strengthened safeguarding practices and promoted a culture of safety and well-being across the Scout Movement.

**Guarantee
Safety and
Wellbeing**

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

Research and development

- Advanced the comprehensive review of the World Safe from Harm Policy, completing stakeholder consultations with NSOs, Safe from Harm Coordinators, Safe from Harm Consultants and Adults in Scouting groups, with the first version of the revised policy drafted and aligned with the assessment and strategy.
- Developed the first global educational resources on gender-based violence prevention, releasing [e-learning modules](#) in partnership with UNFPA, while establishing closer collaboration with WAGGGS to strengthen technical expertise and adherence to international standards in safeguarding.
- Modules were developed to strengthen safeguarding at a leadership level through board inductions, promoting a culture of prevention, accountability and well-being.
- Engaged the Movement's leadership through interviews with leaders from NSOs, Regional Scout Committee inductions, governance workshops and dedicated leadership guidance that promotes safeguarding culture beyond compliance.
- Delivered the annual Safe from Harm weeks in 2025 and 2026, expanded global safeguarding training through partners' webinars, global campfires and upskilling for WOSM Consultants.
- Designed the first draft of the safeguarding enforcement mechanism for World Scouting through extensive consultation involving regional panels, over 130 participants from multilingual focus groups, engagements with 22 NSOs, and collaboration with the World Scout Committee and Constitutions Committee.
- Expanded well-being support through the *HealthAllies* education initiative, supporting implementation in countries including Argentina, Bahrain, Barbados, Bhutan, Ecuador, El Salvador, Mexico, Nigeria, Nepal, Peru, and Venezuela while linking implementation with Scouts for SDGs and regional initiatives in the Caribbean and Asia-Pacific Region.

Support to NSOs

- Delivered safeguarding capacity-building programmes involving more than 70 NSOs and NSAs, alongside 39 Safe from Harm WOSM Services covering assessments, capacity building and organisational development.
- Strengthened the assessment guidance by developing updated Safe from Harm assessment guidance and further guidance on evidence requirements for NSOs. As the first 3-year cycle is coming to an end, a new cycle submission process is being reviewed with a stronger digital tool.

Enhancing fundraising efforts

- Secured USD 448,000 in multi-year safeguarding funding across this period, combining contributions from Alwaleed Philanthropies and donor-advised funds through the World Scout Foundation. This investment supports the operational safeguarding capacity of the World Scout Bureau and expands compliance-focused capacity building and leadership culture development for NSOs.
- Through the Messengers of Peace Fund, an additional USD 233,400 was mobilised to directly support 11 NSOs in advancing their safeguarding programmes and related activities.

Advocacy and influence

- Strengthened World Scouting's global leadership in safeguarding through strategic partnerships with the [UN Representative](#) on Violence Against Children, UNFPA, WAGGGS, and Keeping Children Safe, ensuring that international expertise informs safeguarding policies, educational programmes and initiatives to advance the safety, protection, and well-being of children and young people.
- Delivered global campaigns connected to Safe from Harm week, 16 Days of Activism Against Gender-Based Violence, World Mental Health Day, and *HealthAllies* communications, increasing awareness of safeguarding, well-being and the prevention of violence across the Scout Movement.

KPI Triennial Plan Objective 3a

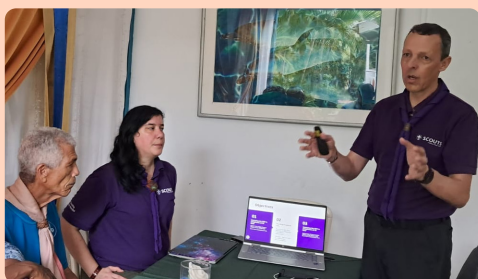
While 56% of NSOs and NSAs have submitted all four Safe from Harm requirements, reviews show that many do not yet fully meet the minimum standards for WOSM membership. As Safe from Harm compliance is an obligation under the WOSM Constitution, the target must remain at 100%, however current progress indicates that full compliance across all NSOs and NSAs is unlikely to be reached by the end of the triennium. World Scouting will continue to strengthen the safeguarding capacity of NSOs, and the World Scout Committee will consider an enforcement mechanism co-designed with NSOs alongside a renewed Safe from Harm Policy to support further progress in this area.

"Safe from Harm Self-Assessments have progressed significantly this triennium, thanks in large part to Regional Panels working with NSOs. Our focus now is supporting remaining NSOs to complete the process, not as criticism or judgement, but as an opportunity to reflect, identify areas for development, and make Scouting safer for all" – **Callum Kaye, World Scout Committee member, Safeguarding Oversight**



56%

of all NSOs are compliant with the constitutional obligations for Safe from Harm.



Caribbean

World Scouting supported National Scout Organizations in Antigua and Barbuda, Barbados, Dominica, and Saint Lucia to [strengthen Safe from Harm](#). Tailored assessments, training, and direct support strengthened safeguarding capacity and informed future training across the Caribbean.

Area of Work 7 - Volunteering

xxx
Scouting is redefining what it means to volunteer.
xxx

Over the triennium to date World Scouting has made strides in reviewing the World Adults in Scouting Policy, expanding evidence-based research on volunteering, promoting more flexible approaches to volunteer engagement, and engaging in the International Year of Volunteers for Sustainable Development (IVY 2026) through various activities and events. NSOs have been supported through tailored WOSM Services delivered by WOSM Consultants, and via practical resources aimed at strengthening volunteer management and well-being. These initiatives are helping NSOs build more effective and sustainable Adults in Scouting systems.



Research and development

- Progressed the review of the World Adults in Scouting Policy, incorporating survey findings, targeted consultations with NSOs and regional experts, and developing a renewed Adults in Scouting lifecycle that integrates flexible volunteering, well-being and modern adult management approaches.
- Developed a report on the well-being of Adults in Scouting, also covering Safe from Harm aspects, including a benchmarking exercise with other six international organisations.
- Produced a report on the motivations and barriers of volunteering, based on a comprehensive literature review, case studies and benchmarking, as well as a global survey on volunteering in Scouting, engaging 44 NSOs across all five Scout Regions.
- Produced a suite of resources related to new ways of volunteering, including a reference report identifying seven innovative models and a self-assessment tool.

Support to NSOs

- Delivered tailored support to NSOs including Argentina, Colombia, Côte d'Ivoire, Guatemala, Kazakhstan, Malaysia, Mali, Myanmar, Panama, Senegal, and The Gambia, helping them modernise their Adults in Scouting frameworks and volunteer management systems.
- Developed new service materials and practical resources while reviewing and updating existing Adults in Scouting guidance to better support flexible volunteering and volunteer well-being.
- Delivered a dedicated campfire on the recruitment and retention of Adults in Scouting themed around the International Volunteer Year to support 33 NSOs.

"Volunteering is changing, and Scouting must keep pace with it. Nowadays, volunteers expect their work to be meaningful, whilst also offering flexibility, recognition and well being. It is our duty to ensure appropriate conditions for volunteers to get involved and remain committed. By embracing new forms of volunteering, Scouting become more relevant and sustainable for the future." – **Marie Louise Ycossie, World Scout Committee member**





Advocacy and influence

- Participated in the IVY 2026 through a global activation plan, including research outputs on recognition of adults and impact of volunteering, sharing learning resources through ScoutPack, and co-organising an International Training of Trainers with the Scouts & Guides de France.
- Promoted communications and marketing campaigns, [brand assets](#) and [storytelling](#) across the Scout Movement connected to the IVY 2026 to highlight the value and impact of volunteering through Scouting, and to encourage NSOs to recruit, retain and engage more volunteers.

84%

of NSOs surveyed reported implementing initiatives to recruit or retain volunteers from diverse backgrounds, with many offering flexible training, mentoring, and opportunities for young adults.

Senegal

With support from World Scouting, Eclaireuses et Eclaireurs du Sénégal delivered an [international hybrid learning programme](#) combining online learning, in-person training, mentoring, and practical projects. It certified 43 adults and demonstrated how competency-based learning can strengthen leadership, organisational development, and long-term sustainability.



Area of Work 8 - Innovative Governance

xxx

We are building stronger,
more adaptable organisations.

xxx

Over the course of the triennium, we have made progress in strengthening the implementation of the Global Support Assessment Tool (GSAT), organisational resilience and good governance services across the Scout Movement. NSOs have been supported through governance services, assessments, board development and capacity building. These initiatives are helping NSOs improve organisational performance, strengthen leadership and build long-term organisational and financial sustainability.

A Fit
For Purpose
Organisation

An
Adaptable
Organisation

Research and development

- Established the World Scout Bureau Research and Development Unit within the Education, Research and Development Practice Team, providing more than 200 hours of analytical support across workstreams and embedding research into organisational planning and decision-making.
- Established a network of researchers, bringing together 53 researchers from all five Scout Regions, who have supported six Operational Framework projects and delivered research campfires on topics including peace education, artificial intelligence and the impact of Scouting. In addition they undertook research on organisational resilience, board induction, GSAT impact, governance learning pathways and Member Support systems to strengthen evidence-based governance across the Movement.
- Developed a comprehensive monitoring and evaluation framework for the Strategy for Scouting and the 2024-2027 triennium.

Support to NSOs

- Delivered governance, assessment and social impact support to 45 NSOs, including 34 Governance and Strategy WOSM Services, 13 GSAT assessments, two GSAT self-assessments, three sub-national GSAT pilots, and three Social Impact WOSM Services.
- Piloted sub-national GSAT in the Asia-Pacific Scout Region and strengthened governance capacity by training 18 additional GSAT Assessors and up-skilling WOSM Consultants on good governance
- Progressed the development of the organisational resilience service area ahead of its November launch, including training governance consultants to support NSOs and advancing the organisational resilience framework and complementary guidance; integrated Safe from Harm leadership into - board induction programmes and trained governance consultants on the board's role in providing strategic oversight and leadership for Safe from Harm.

7/10

NSOs surveyed receive
income from at least
three different sources.

"Behind every figure in this report is a young person somewhere getting access to leadership training, safeguarding, or a first experience of Scouting they wouldn't otherwise have had. That's what all this funding work is really about" – **Chrissy Pollithy, World Scout Committee member**



Financial sustainability

- In collaboration with the World Scout Foundation, World Scouting expanded our portfolio of committed, long-term partnerships, including new relationships with [Accenture](#), SAP, the European Commission (Global Youth Mobilization), and the Pohl Fund, as well as the annual Donor Advised Fund (DAF) allocation.
- Developed key content and programme partnerships, including a renewed collaboration with the Office of the [UN Special Representative](#) on Violence Against Children and Solafrica, strengthening World Scouting's work on youth skills and leadership, child safety, and environmental sustainability.
- Secured a long-term Messengers of Peace [partnership](#) with the Kingdom of Saudi Arabia, making substantial, recurring funding available directly to NSOs across all regions.
- Engaged with the World Scout Foundation in joint strategic review sessions to assess progress and adapt fundraising approaches in response to broader sectoral challenges, ensuring our resource mobilisation remains responsive, credible, and aligned with donor expectations.
- Mapped funding priorities to the Strategy for Scouting, ensuring funding reinforces WOSM's strategic direction. This includes:
 - Expansion of Ticket to Life to all five Scout regions, with Europe, Interamerica and Arab Region added during this triennium.
 - A renewed partnership with Accenture to support youth-led action while piloting new models of digital engagement and volunteering.
 - Multi-year safeguarding funding secured to embed a culture of safety across the Movement and support NSOs in meeting compliance requirements.

The grant portfolio grew significantly over the triennium, from an annual budget of USD 2.8 million in 2023 to USD 3.4 million in 2024 and USD 5.7 million in 2025.

The 2026 portfolio currently stands at USD 3.7 million. Additional funds for Messengers of Peace, expected in the second half of the year, are projected to bring the full-year total to USD 8.7 million.

Since 2024, World Scouting has managed a cumulative restricted grant portfolio of approximately USD 12.8 million. More than 60% of the funds raised are channelled directly to NSOs as grants, turning global resource mobilisation into tangible national-level support. These grants help strengthen NSOs' financial sustainability, programme delivery, and long-term organisational resilience.

KPI Triennial Plan Objective 5e

Only 18 of the target 90 NSOs currently have at least 40% of voting board members under the age of 30. World and Regional teams are strengthening leadership and board-readiness training, supporting young people to stand for election, promoting intergenerational leadership, and embedding youth leadership more systematically in NSO programmes and strategic plans. However, reaching the target will ultimately depend on NSOs creating more opportunities for young people to hold voting positions on national decision-making bodies.



France

Following a GSAT assessment in 2025, the Éclaireuses et Éclaireurs Unionistes de France (EEUdF) established a task force to oversee the implementation of its GSAT action plan. Key priorities include strengthening the organisation's mission and vision, developing strategic objectives with KPIs, and enhancing governance through inductions of its national board. The EEUdF will continue to work closely with a WOSM Consultant to complete the remaining actions and further strengthen the organisation.

Area of Work 9 - WOSM Events

This triennium, World Scouting has made progress in developing new event requirements, modernising Host Organisation Agreements, strengthening event governance, and establishing practical tools and training to support future World Scout events. Current and future event hosts are being supported through guidance, training, updated governance frameworks and knowledge-sharing initiatives. These efforts are helping to improve the quality, consistency, accessibility and sustainability of World Scout events across the Movement.

xxx

**We are professionalising and
innovating how we run events.**

xxx

**A Fit
For Purpose
Organisation**

**Resolutions 2024-06,
2024-07**

Implementing the WOSM Events Strategy

- Delivered the inaugural WOSM Events Academy in Qatar, bringing together more than 40 participants, five external event experts, current and future World Scout event hosts, volunteers, and staff to strengthen global event management capacity.
- Updated the Host Organisation Agreements for the World Scout Conference, World Scout Moot and World Scout Jamboree, strengthening provisions relating to governance, financial transparency, safeguarding, sustainability, risk management and oversight.
- Worked with current and future hosts to develop a WOSM events requirements framework, replacing the previous Guidelines to Host WOSM Events, alongside a draft events playbook and governance framework. Informed by practical experience and lessons learned, these resources strengthen governance, safeguarding, accessibility, sustainability, risk management, readiness assurance and evidence-based planning across future World Scout events.
- Strengthened bid evaluation and event readiness processes through enhanced assessment templates, improved technical evaluation criteria and more robust risk assessment tools, including geo-political risk considerations.
- Studied historical data about the cost of World Scout events, identified the main costing factors for NSOs, hosts and participants. Started to explore different models and actions to reduce the cost, exploring how to best bring the topic to the next World Scout Conference.
- In parallel, started to look at the different factors that affect the inclusivity and accessibility of the World Scout Conference and other events. Exploring measures to increase this accessibility based on the work from the previous triennium.



JOTA-JOTI

Through a partnership with Accenture, significant improvements were made to the JOTA-JOTI platform to enhance its stability, security and performance. Technical improvements, system optimisation, and testing created a more reliable and accessible experience for participants and National Scout Organizations.



"WOSM Events are far more than gatherings. They are catalysts for learning, leadership, and global connection. By professionalising how we design and deliver them, while embracing innovation, we are creating safer, more impactful, and more accessible experiences" – **Steve Kent**, World Scout Committee member



61%

of the WOSM Events Strategy
has been implemented.

Area of Work 10 - Influence

xxx
Scouting is amplifying
its voice for real impact.
xxx

Over the triennium, we have advanced influence efforts by implementing a new global model for youth representation and advocacy, developing policy-based advocacy resources, and highlighting the impact of Scouting through brand marketing and communications campaigns. NSOs have been supported through strategic communications services, branding workshops, advocacy resources and promotion of the Youth Representative model. These initiatives are helping NSOs strengthen their external engagement and increase Scouting's visibility and influence at national, regional and international levels.

An
Influential
Organisation

Model for Youth Representatives

- Developed and implemented a new Youth Representative model, informed by 39 survey responses, 326 participants across 15 focus groups, and extensive consultations with regional and world stakeholders, creating a consistent and sustainable representation system across all five Scout Regions.
- Operationalised the new model by appointing and training [37 Youth Representatives](#), establishing six thematic Youth Representative patrols, and developing competency-based induction and training resources to strengthen youth-led advocacy globally.

Advocacy, brand, and campaigns

- Delivered five strategic communications WOSM Services supporting NSOs to strengthen national branding, communications and raising their external profile.
- Delivered branding and communications workshops at four Regional Scout Conferences and the WOSM Events Academy in Qatar
- Ran regional online workshops to support NSOs to make use of the World Scouting brand with guidance on how to modernise their national brands and public profile.
- Worked to expand World Scouting's Ambassador Programme by reviewing more than 100 potential ambassadors informed by research, consultations and input from NSOs, young people and volunteers.

"Volunteers are the heart and backbone of our movement. Your generosity, passion and unwavering commitment keep the Movement moving forward and make our shared vision a reality. I am deeply grateful to every volunteer who has helped bring this triennial plan to life, turning plans into action, ideas into impact, and creating life-changing experiences for our young people." – **Mori Cheng, World Scout Committee, Vice-Chairperson**



Scouts have taken part in

600

forums, debates, and
consultations since the
start of the triennium.

Policy-based Advocacy

- Strengthened World Scouting's advocacy efforts through the publication of the Youth, Peace and Security Position Paper, development of the draft position paper on environmental sustainability, and the development of an annual advocacy report (2025), providing a stronger evidence base for global engagement.
- Represented World Scouting at 22 international events across all five Scout Regions, engaging 41 Youth Representatives, delivering 48 speaking engagements, hosting nine side events, creating 41 policy influence opportunities, and strengthening more than 50 strategic partnerships with governments, United Nations agencies and civil society organisations.
- Strengthened World Scouting's influence by embedding a policy-led approach to advocacy, ensuring that external engagement is informed by evidence, aligned with organisational priorities and led by empowered young people.

Malaysia

Persekutuan Pengakap Malaysia refreshed its brand to better connect with a new generation of young Malaysians. An updated logo and redesigned uniforms honour the country's rich Scouting heritage, while embracing a more modern and creative visual brand identity.



KPI Triennial Plan Objective 6a

Only 11 of the target 44 NSOs have completed impact studies during the triennium. To strengthen progress, World Scouting has established the Research & Development Unit and global researcher network, developed a comprehensive monitoring and evaluation framework, and is building NSO capacity to measure impact, including through regional workshops. However, impact measurement remains resource-intensive and greater uptake by NSOs will be needed to achieve the target.

Area of Work 11 - Policy Review Framework

xxx

We are modernising core policies to keep Scouting fit for purpose.

xxx

This triennium, World Scouting developed a more coordinated approach to policy development by creating a common framework for reviewing and implementing policies across the Movement. We also made progress in aligning the reviews of the Youth Programme, Youth Involvement, Adults in Scouting and Safe from Harm policies to create a more consistent and integrated policy framework. The framework was developed in collaboration with volunteers, staff, governance bodies and NSOs, providing a common structure and approach that will strengthen future policy development and implementation across the Scout Movement.

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

Research and development

- Developed a comprehensive policy review framework, establishing a common definition of a policy, a standard policy structure, implementation model and phased review methodology to guide future world-level policy development.
- Coordinated engagement with more than 80 NSOs from all five Scout regions and different modes of delivery (including school-based Scouting) to consult on existing policies and co-create ideas for the review.
- Developed the first drafts of the four policies, including common chapters that will ensure better integration between them.

Around

2/3

of NSOs surveyed emphasised the need for shared guidance to support future policy development, including good practices from other NSOs, practical guidelines, assistance with policy reviews, and expert advice.

Registration Fees Task Force

Established following World Scout Conference Resolution 2024-02, the Registration Fees Task Force was mandated to review World Scouting's registration and event fee models and develop proposals for a revised system. Over the past 18 months, the Task Force has reviewed the current models, developed revised proposals, consulted extensively with NSOs and prepared the documentation for a Movement-wide electronic vote via referendum.

Research and development

- Reviewed the current registration and event fee models, assessing their sustainability, fairness and suitability in light of changes in membership and global economic conditions.
- Developed and tested a revised registration fee model based on economic capacity and membership size, together with a revised approach to World Scout Event fee categorisation.
- Consulted with NSOs through all five Regional Scout Conferences, Regional Scout Committees, NSO leadership meetings, focus groups, bilateral meetings and discussions with current and future World Scout event Hosts.
- Consulted external organisations to review approaches used by comparable international organisations.
- Refined the proposed model following consultation, including transition arrangements, annual safeguards, rolling membership averages and revised World Scout event fee sub-categories.
- Developed supporting resources for NSOs, in one dedicated space on [Treehouse](#), including summary videos, detailed FAQs, explanatory documents, an online fee calculator.
- Delivered technical briefings, group calls, campfire dialogues, regional consultations and bilateral meetings, resulting in direct engagement with two-thirds of the membership.
- Finalised the WOSM Registration Fee Model Draft Resolution, its associated background paper and supporting documents for the electronic referendum, including a recommendation that further work on the affordability and accessibility of World Scout Events be considered by the 44th World Scout Conference.

"Reforming World Scouting's registration fee system required us to balance fairness, solidarity, predictability, and the long-term financial sustainability of the Movement. The Task Force approached this work with care, openness, and a strong commitment to listening to National Scout Organizations. I am proud of the robust proposal we have developed together and grateful to everyone who contributed their expertise, challenged our thinking, and helped shape a model that better reflects the realities of World Scouting today" – **Martin Meier, World Scout Committee member, Task Force Chair**



Board Diversity Task Force

Established by the World Scout Committee, the Board Diversity Task Force was mandated to define what constitutes a diverse World Scout Committee, assess the Committee's current composition, identify barriers to representation, and develop recommendations to strengthen diversity and inclusivity in World Scouting's governance. During the reporting period, the Task Force focused on research, consultation and benchmarking to build and evidence base that will inform recommendations to the World Scout Committee.

Key work completed

- Reviewed historical governance reforms and recommendations relating to board diversity and representation from 2001 to 2023, identifying recurring themes, gaps and trends relevant to the composition of the World Scout Committee.
- Conducted a global survey on board diversity and representation during the 2025 Regional Scout Conferences, receiving 142 responses from NSO representatives to inform the Task Force's analysis.
- Designed and facilitated structured focus groups with Standing Committees, Regional Committees, former World Scout Committee members and Youth Advisors, former candidates, former World Scout Committee Chairpersons, Regional Directors, World Scout Bureau Senior Management and selected NSOs to better understand election processes, leadership pathways and barriers to representation.
- Undertook a comparative review of governance and board diversity models used by similar federated organisations to identify practices relevant to the World Scout Committee.
- Identified emerging themes from the research and consultations, including the importance of geographical representation, the complexity of achieving diversity within a democratically elected system and the need to strengthen leadership pathways and implementation of previous governance recommendations.
- Convened an in-person Task Force working meeting in Nairobi, Kenya to consolidate the evidence gathered and develop an initial set of evidence-informed proposals for further consultation and refinement.
- Prepared the evidence base that will inform draft recommendations to the World Scout Committee in September 2026, with a final report scheduled for December 2026.

Strong governance requires both representation and competence. They are not competing priorities, and our challenge is not to choose between them. Our real challenge is to create the conditions and pathways for diverse voices, experiences and skills to meaningfully contribute to and influence decision-making at the highest levels of our Movement.” – **Nour Elhouda**

**Mahmoudi, World Scout
Committee member**



Review of the Ethics Committee and Safeguarding Task Force

Established by the World Scout Committee in March 2025, the Review of the Ethics Committee and Safeguarding Task Force was mandated to review how ethics and safeguarding concerns are managed across the Scout Movement, assess existing structures and processes against international good practice, and develop recommendations to strengthen World Scouting's governance framework. During the reporting period, the Task Force focused on consultation, benchmarking and the development of practical recommendations for consideration by the World Scout Committee.

Key work completed

- Conducted focus group discussions with current and former World and Regional Scout Committee members, NSO leadership, the Ethics Committee, the Safe from Harm case management team, Regional Directors, the Secretary General, and World Scout Bureau Senior Management to assess current ethics and safeguarding processes across the Scout Movement.
- Benchmarked World Scouting's approaches against international organisations, including the International Federation of Red Cross and Red Crescent Societies (IFRC), the British Red Cross, and the World Association of Girl Guides and Girl Scouts (WAGGGS), to identify good practices applicable to a global membership organisation.
- Commenced preparation of the final report and recommendations for consideration by the World Scout Committee in September 2026, with any required constitutional amendments to be proposed to the 2027 World Scout Conference.





**WORLD[®]
SCOUTING**

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World Scout Bureau
Global Support Centre
Kuala Lumpur

worldbureau@scout.org
scout.org