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DOCUMENT

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WOSM Events Strategy

Support document for Draft Resolution 2024-F

By the World Scout Committee



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WOSM Events Strategy

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

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

The official languages of WOSM are English and French. The World Scout Bureau will make all Conference Documents available in both languages. When possible, it endeavours to also make them available in Arabic and Spanish. In the event of a conflict arising out of the interpretation of this Conference Document or any other official document of WOSM, the English text will prevail.

1. Introduction

WOSM Events provide an important experience in living the worldwide community of Scouting that has been integral to World Scouting since the first World Scout Jamboree in 1920. These WOSM Events include the World Scout Jamboree, World Scout Moot, World Scout Conference, World Scout Education Congress, as well as key events hosted by Regions. These events have different focuses on educational, institutional, or formative dimensions.

The environment and requirements for WOSM Events have shifted over the past decades, especially for what are chiefly large outdoor youth and young adult gatherings. There is increased focus on safety and safeguarding, the significance of adverse weather conditions due to climate change, and the expectations of Member Organizations. More recently, a global pandemic caused the cancellation and postponement of World and Regional Scout Events, presenting new challenges for WOSM, Hosts, and Member Organization Contingents. Furthermore, organisational complications related to the 25th World Scout Jamboree in 2023 also urgently highlighted the need to upgrade event operations and supervision.

WOSM aspires to provide international experiences for all Scouts. Traditionally, these international experiences have been offered by WOSM through its events. WOSM affirms its commitment to innovating and improving WOSM Events so they can continue to provide even safer and more successful international experiences for its membership, and so the events can continue to act as one of WOSM's main vehicles for its educational mission, especially in the context of the next Strategy for Scouting.

The WOSM Events Strategy outlines steps towards significantly upgrading event operations both as a reaction to recent experiences, but also charting a way into a future where more young people can benefit from life-changing international experiences.

The WOSM Events Strategy aims to deliver impactful, safe, inclusive, accessible and sustainable international experiences for WOSM's membership. In its first phase of implementation, the WOSM Events Strategy focuses on improving existing in-person events at the World level, and then at the Regional level after consultation with the Regions. Later implementation phases will broaden the scope of the WOSM Events Strategy to include the many ways in which international experiences can be facilitated.

2. Background for the WOSM Events Strategy

The WOSM Events Strategy brings together a number of ongoing processes, some dating back to the beginning of the 2021-2024 triennium. In response to the impact of COVID-19 pandemic on Regional and World Scout Events, Conference Resolution 2021-09 focused on increasing uncertainty and managing risks around events in Scouting.

The "Innovating World Scout Events" Operational Framework project team subsequently reviewed various aspects of event planning, funding, operations, and impact, leading to the development of the [Innovating World Scout Events Report](#) in February 2024.

Meanwhile, teams continued to plan and deliver the 25th World Scout Jamboree in 2023. Challenges relating to the event were reviewed by an independent panel of experts, resulting in the [25th World Scout Jamboree: Report of the Independent Review Panel](#) in March 2024.

3. WOSM Events Strategy

The WOSM Events Strategy incorporates perspectives from documents noted in the background section, as well as additional learnings from a wide range of stakeholders, including Member Organizations, current event Hosts, WOSM committees, World Scout Bureau staff, and more.

It is expected that the WOSM Events Strategy will be implemented in phases over the next two triennia, from 2024 to 2030.

3.1. Ambition

Experiencing the international community of Scouting around the world is a key ingredient in achieving the educational mission of Scouting. With a membership of 57 million Scouts and growing, WOSM is aware of the need to:

- upgrade WOSM Events to guarantee safe and impactful experiences for those attending,
- find new ways of providing or contributing to international experiences for those in WOSM's membership who are not able to attend WOSM Events in person. These experiences may go beyond being in-person, may be outside of traditional WOSM Events, and may include new formats altogether.

WOSM has the aspiration to provide: One international experience for every Scout, everywhere, every year.

Recognising that this ambitious aspiration requires significant time and investment, the WOSM Events Strategy provides a clear vision for the development of WOSM Events and a roadmap on how to get there.

3.2. Role and responsibilities

This ambitious journey begins with a fundamentally revised understanding of the role events play in WOSM's strategy and operations, and of WOSM's role in supervising and supporting events, both at a World and Regional level.

With a refined definition of roles and responsibilities, WOSM will continue to organise WOSM Events in shared leadership and partnership with Hosts and Member Organization Contingents.

- Responsibility for the organisation of an event rests with the Host.
- Ultimate accountability lies with WOSM as represented by the World Scout Committee for World Scout Events, and as represented by the Regional Scout Committees for Regional Scout Events.

Fulfilling these functions requires building capacity and capabilities in WOSM at World and Regional levels, an improved and more transparent collaboration between WOSM, Hosts, and Member Organization Contingents, and the development of a robust, state-of-the-art support and supervision mechanism.

3.3. Strategic objectives

Five strategic level objectives have been identified for working towards the ambition related to WOSM Events. These five strategic objectives will be implemented over the course of several years until 2030, starting with improving existing WOSM in-person events at the World level, and then key events at the Regional level, after consultation with the Regions. Subsequently, the strategic objectives will provide the basis for innovating and scaling WOSM's offer of providing international experiences to more of its membership.

1. Safe international experiences

WOSM aims to provide international experiences that prioritise the safety and well-being of young people and adults in line with the World Safe from Harm Policy. Risks associated with the event formats, such as large outdoor gatherings and virtual mass gatherings, will be managed thoroughly while navigating expectations of WOSM Events as educational Scouting activities and adventures.

In order to implement this, WOSM plans to develop core standards and frameworks for risk management, operational planning and delivery, and comprehensive site and safety assessments for in-person events. These mechanisms will be used by WOSM, Hosts and Member Organization Contingents. A shared leadership model between WOSM, Hosts, and Member Organizations will improve the transparency and

understanding of roles and responsibilities. This includes increased transparency, independent verification, and early warning systems in the monitoring of event preparations.

2. Accessible international experiences

WOSM aims to explore new ways and formats so that international experiences can be hosted and attended by more of WOSM's membership. Some may be outside of traditional WOSM Events. The scale of WOSM's offerings of international experiences will increase alongside growth in the Scout Movement.

In order to implement this, WOSM plans to expand solidarity programmes, develop and prioritise new formats for international experiences beyond in-person events, and strengthen and develop different hosting modalities. These hosting modalities and support include further strengthening the concept of Member Organizations forming an alliance for bidding on an event in addition, to single bidders, as well as strengthening capacity building efforts for potential bidders.

3. Sustainable international experiences

WOSM aims to provide international experiences that, in line with WOSM's commitment to carbon neutrality, minimise our carbon footprint and act to promote eco-friendly practices.

In order to implement this, WOSM plans to set core standards for sustainability in WOSM Events, prioritise eco-friendly formats in scaling WOSM's offer of international experiences, and provide practical assistance to Hosts. Additionally, WOSM plans to develop strategies to organise events that are resilient to climate change-related weather challenges and ensure contingency plans are in place for extreme weather scenarios.

4. Impactful international experiences

WOSM aims to provide international experiences that act as a catalyst of transformative learning for young people and adult participants.

In order to implement this, WOSM plans to refine the educational objectives of its international experiences, ensuring alignment with WOSM's mission and initiatives. This includes alignment with the Strategy for Scouting and relevant policies, such as the World Scout Youth Programme Policy, World Adults in Scouting Policy, and the World Scout Youth Involvement Policy.

5. Inclusive international experiences

WOSM aims to provide international experiences that welcome and engage Scouts of all backgrounds, highlighting the global community of Scouting.

In order to implement this, WOSM plans to refine participant experiences so that all feel equally included, especially participants attending through the solidarity programmes and those coming from diverse backgrounds. Support will be provided to Hosts in planning and delivering more inclusive events.

3.4. Tools and solutions

Achieving these strategic objectives will require developing new tools and solutions and significantly reshaping current practices in WOSM. Initially, these key tools and solutions will apply to World Scout Events, and, after consultation with Regions, will be rolled out at key Regional Scout Events. To power the implementation of the WOSM Events Strategy, WOSM will invest in the following five areas.

1. Support and Supervision Systems

Fulfilling its constitutional duties, the World Scout Bureau, World Scout Committee, and - after consultation at the Regional Conferences - Regional Scout Committees will strengthen their support and supervision systems throughout the full lifecycle of WOSM Events, from bidding to evaluation.

- **Standards** - WOSM will work with World Scout Bureau Staff, volunteers, and external professional advisors to develop binding minimum standards and frameworks for WOSM Events. This will include, but is not limited to, standards related to health, safety, risk management, food, solidarity, sustainability, accessibility, legal frameworks and enforcement options, and programme. These standards will cover the entire event lifecycle from bidding to evaluation, and will be integrated into the bidding requirements, Host Organisation Agreements, event guidelines, and other governing documents.
- **External experts** - WOSM recognises the need for outside expertise and insight to make events safe and more operationally efficient. A pool of experts will be recruited to be engaged, when needed, to assist in functions ranging from geophysical site assessment to medical and health readiness. These experts may be volunteers or paid external experts in their field.
- **Support team** - WOSM has traditionally provided a small team of volunteers and World Scout Bureau staff to support Hosts through the planning, delivery, and evaluation process. WOSM will expand and strengthen this multidisciplinary "Support Team". This team will engage with the Host's management and planning teams from the very start of the planning process, and offer a wider range of expertise and support.
- **Supervision team** - A new "Supervision Team" will be established, consisting of volunteers and World Scout Bureau staff, to provide independent oversight of WOSM Events. This team will report to the World Scout Committee on issues related to risk assessment, and site and event readiness. The supervision team will meet regularly with the Host to review planning documents and progress. If the supervision team identifies a concern, they will communicate their recommendations to the World Scout Bureau and World Scout Committee.
- **Crisis leadership plan** - WOSM, on the authority of the World Scout Committee, will establish a crisis leadership plan. This plan includes processes and roles that can be ready to act and make decisions swiftly in times of crisis. The individuals enacting this plan will proactively anticipate potential scenarios and support the conduct of practice responses with Hosts, in alignment with WOSM's crisis communication response team. It will serve as the principal decision-making body and process for WOSM in the management of the WOSM Event-related crises.
- **Finances** - Improvements to how finances are planned and managed will also be rolled out. WOSM will review and implement changes to improve financial transparency, contracts between Hosts and their vendors, and general financial management. Changes to the financial model may occur in the future, including to participant fees, Host contribution fees, and other financial aspects of WOSM Events.

2. Transferable Systems

The development of systems that can be transferred from one event to the next present a significant opportunity to reduce risks, decrease costs, and improve operational delivery. By investing in the transferable systems listed below, institutional knowledge and insight are built, critical data is gathered, and knowledge and experience is transferred from one event to another.

- **Project management system and software** - WOSM will select and deploy a project management structure that helps planning teams organise and track the numerous tasks, dependencies, and deadlines required to plan and deliver an event. Reporting tools will provide both Hosts and WOSM with visibility into planning progress and flag areas requiring attention.
- **Risk management systems and software** - WOSM will select and deploy risk management systems and software to help planning teams identify, monitor, mitigate, and measure a wide range of risks around planning large events. These systems will include risk registers, risk assessments, and monitoring functions. Risk identification and management will be a critical element in all phases of event planning - from pre-bid assessment through to planning, on-site monitoring and mitigation, and post-event evaluation. The goal is to be transparent with Member Organizations, Contingents, and other stakeholders so they can plan appropriately and make informed decisions.
- **Registration systems** - In order to reduce costs and improve service delivery, WOSM will select and work with Hosts to deploy a unified registration system that can be transferred from event to event and complies with international data privacy standards.
- **Knowledge management systems** - To better facilitate the transfer of information, processes, best practices, resources, and learnings, WOSM will develop and deploy knowledge management systems to better store, access, and share documents and information that can assist future planning. These systems will benefit from both digital solutions and access to knowledge of

individuals. The knowledge management systems will also provide critical data and benchmarks to help plan events and reduce risks more effectively.

- **Sustainability** - In order to deliver more environmentally sustainable events, WOSM will develop a comprehensive event sustainability framework, including minimum standards in line with local realities, the measurement of key performance indicators, transferability between Hosts, and enable the measurement of success and challenges. Strategies will be developed to support events that are resilient to climate change-related weather challenges and ensure contingency plans are in place for extreme weather scenarios.
- **Safe From Harm** - While WOSM has a robust Safe from Harm framework and training programme in place, WOSM will ensure that standards, training protocols, and tracking systems are more efficiently transferred between Hosts and is effectively applied at WOSM Events.
- **Frameworks and standards for WOSM Events** - WOSM will develop standard processes and procedures for certain elements of WOSM Event that can be transferred between Hosts. Framework areas may include site safety, health and medical, mental health and well-being, communications (such as web-based platforms and communication channels), voting systems, crisis management, site transportation and crowd control, etc.

3. Capacity Building

A key goal of WOSM Events is to increase the capacity of the Scout Movement and its Member Organizations to host events. These capacity building areas that WOSM will invest in are listed below.

- **Volunteers** - Training of volunteers to serve on the WOSM Events Team (such as the Support Team and Supervision Team), as well as subject matter experts to support WOSM and the Hosts throughout the process. Additionally, WOSM Events Consultants will be trained and deployed to support events on an ad-hoc basis and across multiple events, supplementing the Supervision Team and Support Team.
- **External experts** - will be required to provide insight, advice, and assessments in all stages of the event lifecycle. The output of these experts can better inform current and future WOSM Events and their Hosts.
- **Knowledge sharing** - WOSM will facilitate knowledge transfer between Hosts, including a formal induction and training process, as well as a regularly updated "WOSM Events Academy" that onboards Hosts to the transferable systems, event guidelines, and best practices. At a later stage, the WOSM Events Academy is also envisioned to serve as a platform for potential bidders and Hosts to network and exchange best practices.
- **Culture of transparency** - WOSM, Hosts, and Member Organizations will strive for a culture of transparency, encouraging conversations about risk, being accountable for project and risk management and financial visibility. Relevant information will be shared with Contingents and Member Organizations so they can make informed decisions.
- **Safe from Harm** - WOSM will provide guidance and resources to support Safe from Harm measures during events, helping Member Organizations to strengthen their own Safe from Harm programmes.

4. Image of WOSM Events

WOSM will invest in communication strategies that will build confidence and trust in WOSM Events, particularly with key stakeholder groups, such as Member Organizations, parents of Scouts, Scouts, and partner organisations.

- **Marketing and public relations** - This will include marketing and public relations efforts alongside Hosts and bidders to communicate how WOSM offers safe events. Insight will also be received for continuous improvement. Part of this effort will be to manage expectations around WOSM Events in regards to realistic understandings of the risks, benefits, and opportunities for a wide range of stakeholders.
- **Collaboration with Member Organizations** - WOSM will work with Member Organizations and Hosts to ensure that a desirable public perception of WOSM Events is reflected in the operations and practices of an event's organisation throughout its entire lifecycle, e.g. by highlighting the Code of Conduct for bidders or a commitment to preparedness in crisis planning.

- **Fundraising and partnership communication** - WOSM will work with Hosts to provide, based on increased confidence in WOSM Events, appropriate fundraising and partnership messaging in order to attract external partners which will in turn benefit the image of WOSM Events.

5. Innovating New Formats for International Experiences

In pursuit of WOSM's aspiration to provide every Scout with an annual international experience in the future and its priority on innovating education in the Strategy for Scouting, it is necessary to explore new event formats. This entails strong collaboration with Member Organizations and a close consultation with the Regions, as well as a willingness to explore innovative approaches to ensure the broadest engagement possible. Some approaches may include the following:

- **WOSM initiatives and resources at National Scout Events** - The idea of "Jamboree in a Box" may include programme, human resources, and transferrable systems to bring a bigger international experience to national or smaller international events.
- **Member Organization events and cross-border events** - By partnering with other events, WOSM can provide benefits to organisers and offer international experiences to more Scouts.
- **Investing in partnerships** - There may be opportunities to work more closely with current and future partners in Scouting's network to give Scouts an international experience.
- **Digital engagement** - Scouts can be engaged worldwide through digital means, including digital-only events, digital-live hybrid events, broadcasting, and gamification to expand our reach beyond traditional in-person events.
- **Expand to more age groups** - Explore ways to engage Scouts who are younger than the traditional Jamboree age of 14-17 years and Moot age of 18 – 25 years.

The innovation of new formats will particularly consider the underlying need of the event, and be inline with the World Scout Youth Programme Policy, World Scout Youth Involvement Policy, and the World Adults in Scouting Policy.

3.5. Resource assessment

A resource check of the proposed WOSM Events Strategy was undertaken by the World Scout Bureau. It is estimated that the implementation of the proposed WOSM Events Strategy will require the following resources:

Human resources	Financial resources
<i>The number of staff and volunteers needed will be determined once the Conference approves the WOSM Events Strategy, within the capacity of the World Scout Bureau's budget.</i>	<p>USD 250,000 per annum</p> <p><i>This is in addition to what is currently planned for World Events as part of the budget for the World Triennial Plan 2024-2027.</i></p>

ANNEX 1: WOSM Events Strategy development process

The table below outlines the different phases in the development of the WOSM Events Strategy and indicates opportunities for further input of Member Organizations.

Planning phase

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

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

Stakeholder review phase

The initial draft of the strategic objectives for the WOSM Events Strategy was shared in April 2024. Stakeholders, including Member Organizations, had the opportunity to engage in the review process to provide broad input for the further development of the WOSM Events Strategy, before the final draft was agreed by the World Scout Committee to be proposed to the Conference.

Engagement phase steps	Timeframe	Actions
Stakeholder engagement	March - April 2024	The initial draft of the WOSM Events Strategy underwent further discussions with various stakeholders, including the World Scout Committee, World Scout Bureau, key volunteers associated with World Scout Events, the World Events Workstream, current and future World Scout Event hosts, and external experts. This collaborative process ensured diverse perspectives were considered, enhancing the strategy's effectiveness and inclusivity.
Member Organization engagement	Mid to end of April 2024	The initial draft of the WOSM Events Strategy was shared through this Conference Document 8 on 17 April 2024. Member Organizations had the opportunity to give initial inputs to the project team on the strategy overall.
Consolidation of feedback	April – May 2024	The project team for the WOSM Events Strategy consolidated all feedback gathered in this phase and updated the draft strategy accordingly.

World Scout Committee approval	May 2024	The World Scout Committee considered the updates to the WOSM Events Strategy and approved it for proposal to the 43rd World Scout Conference.
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Conference phase

The final draft of the WOSM Events Strategy found in this latest version of [Conference Document 8](#) was communicated to Member Organizations in June 2024. Member Organizations can now engage on the formal proposal for consideration of the Conference.

Approval phase steps	Timeframe	Actions
Member Organization engagement	June – August 2024	Member Organizations have the opportunity to engage with and learn about the proposed WOSM Events Strategy in this Conference Document 8 . A webinar on 30 June 2024 will provide an in-depth understanding of the proposal, allowing for questions and perspectives from Member Organizations. A plenary panel discussion will be conducted at the World Scout Conference on 20 August 2024. Breakout sessions will also be organised to facilitate further discussions on the WOSM Events Strategy before the voting session during the Conference.
Consolidation of feedback	June – August 2024	The project team will gather and consolidate all feedback before and during the Conference. This consolidated operational-level feedback will be provided to the newly-elected World Scout Committee for reference during the implementation phase.
Conference Approval	During Conference	The WOSM Events Strategy will be considered by the Conference through Draft Resolution 2024-F found in Conference Document 4A .

ANNEX 2: WOSM Events Strategy implementation process

After the closure of the 43rd World Scout Conference, the WOSM Events Strategy, if approved, will begin to be implemented. The WOSM Events Strategy will become part of the World Triennial Plan 2024-2027, and be an integral part of the Operational Framework structure feeding into the volunteer requirements of the next triennium and beyond. The WOSM Events Strategy will also integrate into the World Scout Bureau Master Operational Plan, driving the organisation and staffing of the World Scout Bureau for the coming period.

The implementation of the WOSM Events Strategy requires time, meticulous planning, and strategic implementation, especially bearing in mind the long lead times for WOSM events which can be up to seven years between the confirmation of a Host and the event delivery. Three phases are envisioned for reaching the strategic objectives of the WOSM Events Strategy.

Implementation phase 1

Focus: Upgrading governance, safety, and operations of upcoming events

Timeframe: Mid 2024 - August 2025

Primary events in scope: 16th World Scout Moot (2025), 26th World Scout Jamboree (2027), and, by extension, future World Scout Youth Events. The focus of this phase will be primarily on educational World youth events.

Examples of planned activities and tools:

- Clarify organisational and accountability structures.
- Update Host Organisation Agreements and event guidelines.
- Develop a support team and supervision team.
- Develop a crisis leadership plan.
- Recruit, train, and deploy the support team, supervision team, and WOSM Event Consultants.
- Structure and recruit a pool of experts (volunteers and external paid individuals).
- Establish minimum standards for different event types.
- Increase support to Hosts and contingent leaders to enhance event preparedness.
- Strengthen crisis preparedness tools, management, and execution.
- Implement more rigorous site assessment, planning, and testing protocols to ensure site readiness.
- Establish transferable systems.
- Source and launch digital tools (e.g. project management, risk management, registration software).
- Initiate the development of a detailed resourcing plan, including World Scout Bureau staffing, capital, and operational budgets.
- Begin consultations with Regions and Regional Scout Conferences to integrate key Regional Scout Events into the WOSM Event Strategy.

Implementation phase 2

Focus: Integrate systems and Regional Scout Events

Timeframe: Mid 2025 - August 2027

Primary events in scope: 26th World Scout Jamboree (2027) and future World Scout Youth events, 44th World Scout Conference (2027) and similar key Regional Scout Events. The focus of this phase will be on both World and key Regional youth and adult events.

Examples of planned activities and tools:

- Build on the transferable systems initiated in Phase 1.
- Fully deploy across events the digital solutions that were sourced in Phase 1.
- Implement the resourcing plan developed in Phase 1.
- Strengthen knowledge management and transfer protocols and systems.

- Evaluate the WOSM Event bidding process and revise it for the next bidding cycle for WOSM Events.
- Launch the WOSM Events Academy to facilitate knowledge transfer and inductions.
- Integrate Regional Scout Events into the implementation of the WOSM Events Strategy after consultation with the Regions and following decisions at the Regional Scout Conferences. The expectation would be to then apply minimum standards and frameworks across these events.
- Define minimum programme requirements in alignment with WOSM policies, and integrate into Host Organisation Agreements and event guidelines.
- Strengthen environmental sustainability, including the implementation of standards and requirement of sustainability plans from Hosts.
- Improve operations around communications, media, and press, supporting Hosts, Member Organization Contingents, and external stakeholders.
- Strengthen budget and financial management to enhance transparency and accountability, including exploring global sponsorship opportunities.
- Strengthen funding mechanisms for solidarity programmes, focusing on Category A and B countries.
- Implement a robust risk management system with monitoring for early warning signs.
- Strengthen Safe from Harm requirements and expectations with Hosts.
- Initiate an image-building campaign and activities.

Implementation phase 3

Focus: Scaling solutions

Timeframe: Mid 2027 - Mid 2030

Primary events in scope: All key World and Regional Scout Events from 2027 onward. The focus of this phase is to scale and improve performance of all the tools, standards, and frameworks initiated in prior phases.

Examples of planned activities and tools:

- Continue to integrate key Regional Scout Events into the WOSM Events Strategy implementation.
- Explore and experiment with innovative ways of offering international experiences.
- Invest in digital engagement, new event formats, partnerships, and opportunities.
- Develop an events support assessment tool to institutionalise standards, support, and supervision models for WOSM Events.