



Operational Framework Workstreams

Terms of Reference

The purpose of this Terms of Reference document is to define the role and the mandate of each of the four Work streams:

- Research & Development
- Member Support
- Advocacy and Campaigns
- WOSM Events

Purpose: The work streams are designed to oversee work allocated to them from different Areas of Work from the Triennial Plan, defined by the Areas of Work assigned to it by the World Triennial Plan Coordination Group. It ensures the Triennial Plan objectives are achieved through designing and delivering on a series of sub projects throughout the Triennium. Areas of Work will ensure cross collaboration between the four workstreams to avoid “closed silos”.

Functions of the Work streams: Each work stream will have the following responsibilities:

- i. Design and oversee the implementation of a series of pieces of work throughout the triennium to deliver on the objectives of the Triennial Plan and different Areas of Work.
- ii. The WTPC and the World Scout Bureau are empowered in their responsibility to operationally coordinate the operational framework, ensuring clear WSC reporting on the strategic priorities and the Areas of Work.
- iii. During any project design phase and the peer review, the WTPC will ensure there’s a clear collaboration and understanding established between work streams with different projects contributing to Areas of Work.
- iv. Each Area of Work will have assigned deliverables within a set timeframe, which will be peer-reviewed and aligned with other work streams through the WTPC.
- v. Each Area of Work will be divided into sub projects. The sub projects will either be delivered through
 - A project team, appropriate in size for the work to be done, and co-lead by a volunteer and a WSB staff member, or
 - WSB staff in partnership with WOSM Consultants, Youth Representatives or expert external consultants, depended on the nature of the work.
- vi. Implement its deliverables following an agreed project methodology within the work stream and aligned with the overall guidance provided by the WTPC.
- vii. Empower project teams in the workstream to deliver on the project scope by providing support, giving feedback and ensuring the project stays in scope.
- viii. Follow up on progress of projects and approve deliverables.
- ix. Ensure that the necessary project methodologies are used in managing the projects.
- x. Ensure the wellbeing of their team members and support the development of project team members.

Membership: The Work stream is composed of the following roles

- 1 staff workstream co-lead - *appointed by the Secretary General*
- 1 volunteer workstream co-lead - *appointed by the WTPC WSC member lead, in collaboration with the 2 World Scout Committee members serving on the WTPC.*
- support staff so assigned by the staff co-lead

In the specific case of the WOSM Events Work Stream

- A WSC oversight - *appointed by the WSC*
- direct communication between the workstream leads and the WOSM Event liaisons are critical to ensure a link between the workstream and the WOSM Events.
- The WSC Liaisons for WOSM Events however continue to be directly accountable to the World Scout Committee in their individual capacity.

The expanded work stream group also includes

- Co-leads for project teams within the workstream, within the timeframe of when each project is ongoing.

Leadership: The leadership of the **work stream** will be carried jointly by the appointed volunteer co-lead and the WSB Staff Team member as staff co-lead.

Term of office:

- Members of the work stream are appointed for the Triennium. Annually a review in line with the AiS process agreed on Work Stream Coordination level will be done.
- Members of Project Teams created by the Work Stream are appointed for the duration of the project. AiS reviews are carried out in line with the AiS process agreed on Work Stream Coordination level.
- The Workstream is tasked to complete the work assigned to them by the time of the 44th World Scout Conference.

Frequency: The work stream is meeting on a regular basis throughout the Triennium. The frequency of meetings will be defined by the workstream based on the nature of work and needs.

The workstream will meet online.

Responsibilities of Workstream co-leads:

The role of the work stream co-leadership is to:

1. Ensure the effective and timely achievement of the Areas of Work assigned to the work stream in the WSC's Triennial Plan.
2. Organise the work stream in an appropriate way for it to be able to coordinate delivery on its assigned Areas of Work.
3. Coordinate the design, starting and closing of projects, including
 - a realistic assessment of capacity in scoping and sequencing of projects,
 - propose the appointment of a suitable project team to deliver on agreed projects,
 - actively work to avoid scope creep during implementation, and
 - if it becomes clear during implementation that the full scope of a project can't be timely achieved, either reduce its scope or ensure additional resources are added.
4. Ensure regular exchange of information
 - within the work stream on the full scope of work, including a regular briefing on related activities carried out internally in the World Scout Bureau, and
 - with other bodies established within the Operational Framework facilitated by the WTPC.
5. Ensure guidance of the WTPC with regard to Adults in Scouting is implemented across projects.
6. Regularly report on progress to the WSC through the established reporting framework.
7. Contribute to the monitoring of KPIs set to measure overall delivery of the Triennial Plan.
8. Conduct performance evaluation for team members and proactively follow up on it.

**Accountability
and reporting:**

- Accountability on the operational level will rest with the World Scout Bureau, and on the governance level oversight happens through WTPC.
- The workstream is authorised to structure itself as is required to deliver on its assigned Areas of Work.
- The workstream reports, through the workstream co-leads, to the WPTC and provides updates to the WSC.

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