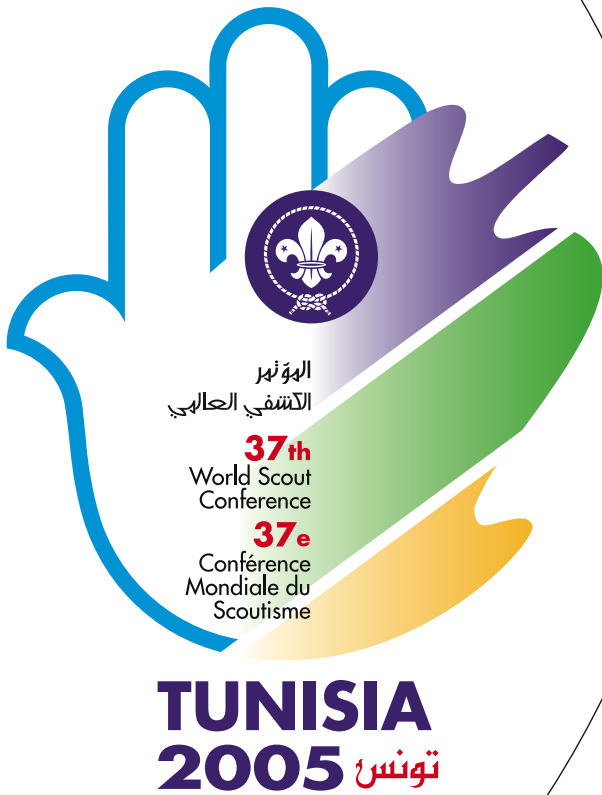


Document



6B

The Strategy for Scouting

→ Setting Targets and
Measuring Impact



THE STRATEGY FOR SCOUTING – SETTING TARGETS AND MEASURING IMPACT

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The Mission of Scouting

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

This is achieved by:

- involving them throughout their formative years in a non-formal educational process
- using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person
- assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.



1. INTRODUCTION

The Strategy for Scouting was adopted at the World Scout Conference in Thessaloniki in July 2002. The purpose of the strategy is to help NSOs achieve the Mission of Scouting. The strategy sets out the Mission, Vision, Strategic Areas, seven Strategic Priorities, Expected Results and WOSM's Support. It was agreed in Thessaloniki that there would be a focus on three priorities for the triennium 2002-2005: Youth Involvement, Volunteers in Scouting and Scouting's Profile.

During this triennium there has been a focus on promoting the strategy and supporting associations in their efforts in each of the strategic priorities. Tools have been produced and distributed in ScoutPak and are available on the WOSM web-site. The work undertaken in associations has been highlighted in the Promising Practices, Strategy News and on the strategy pages of the WOSM web-site.

Regional Committees and Offices have focused their efforts to help NSOs take a strategic approach and meet their specific challenges.

So, the Strategy for Scouting has been adopted and promoted and it now needs to enter into a new phase – one of focused implementation to achieve identified results. The Centenary Celebrations in 2007 offer a unique opportunity to concentrate our efforts and help Scouting make a real impact in our societies across the world.

This will be our key theme at the World Scout Conference in Tunisia in September 2005.

2. THE STRATEGY FOR SCOUTING – A FRAMEWORK FOR NSOS

The World Organization of the Scout Movement is made up of its member National Scout Organizations (NSOs) and each NSO is unique. Each has its own history, its unique situation in society, its strengths and weaknesses and its challenges and opportunities.

It is vital therefore that each NSO has its own strategy and its own plan to grow and develop. Scouting must, through NSOs, meet the needs and expectations of young people in very different situations around the world.

However, NSOs also have much in common. All share a common purpose and the common values contained in the Promise and Law, as well as a common approach to the Scout Method and the Scout Programme. There are shared customs and cultures in different regions of the world. The Regional Offices of the World Scout Bureau offer support to meet some of the shared needs of NSOs in a particular Region.

Scouting is a world-wide Movement and our strength lies in our common values and our shared approach to working with young people that was introduced by our Founder, Robert Baden-Powell. These values and ways of working are enshrined in the WOSM Constitution and expressed in the Mission for Scouting and the Vision Statement.

The Strategy for Scouting provides a global framework for Scouting to achieve its mission and realise its vision. It identifies common areas of concern and can help NSOs to develop a strategic planning process and/or develop in one or more of the seven strategic priorities.

It is through NSOs developing their own strategies and sharing their results with others that progress will be achieved. Scouting will then be more relevant to young people and our impact on society will be even greater as we enter our second century.

The Centenary of Scouting in 2007 provides us with a unique opportunity to take up the challenge of planning strategically to achieve results. The sessions at the World Scout Conference will focus on the challenges NSOs are facing in implementing their strategy; sharing results achieved and setting and measuring indicators for the future.

Diagram: National Scout Organizations and the Strategy for Scouting.



3. THE STRATEGY ROAD-MAP 2002 – 2011

Since the strategy was adopted in 2002, there has been much progress.

- The regional strategies and plans have been aligned to the Strategy for Scouting.
- There has been progress in the production of support material for the strategic planning process and the seven strategic priorities.
- NSOs have been helped to develop strategic plans and share their successes with others.

A lot remains to be achieved. The draft plan below outlines what has been achieved and the possible route for the strategy to 2011.

- 2002** Adoption of the Strategy for Scouting in Thessaloniki.
Identification of Expected Results and WOSM's Support.
Leading to**The development of a full strategic plan for the Strategy for Scouting.**
- 2003** Production of support material for the strategy and seven strategic priorities.
Regions amend regional strategies/plans to the Strategy for Scouting.
Links identified between the Strategy for Scouting and the 2007 Celebrations.
Leading to**Start of strategic implementation.**
- 2004** Regions amend strategies/plans in line with the Strategy for Scouting.
Interim report published to inform NSOs of progress on: the support from WOSM to meet the 'Expected Results', progress in the Regions and links with 2007.
Progress in strategic planning and factors affecting strategies in NSOs determined through questionnaires at Regional Conferences.
Leading to**Information shared with and collected from NSOs.**
- 2005** Process set out to focus on the implementation of the strategy through setting targets and measuring the results (tangible results more clearly identified for the strategic planning process and achievements in the strategic priorities – linked to development in NSOs).
Tools in place to support the three strategic priorities chosen as a focus in 2002 and tools either in place or identified to support remaining four strategic priorities.
World Scout Conference in Tunisia
- trends in external environment identified
- WSB (Central and Regional Offices) & NSOs share challenges and progress in all aspects of the strategy
- NSOs consider how the growth of the Movement and Scouting's impact in society can be strengthened
- support from WOSM identified
- NSOs encouraged to use 2007 as a means of implementing their strategies.
Leading to**A progress report on implementation to date and planning for the evaluation phase.**
- 2006** Publish targets and impact.
Focus on implementation of the strategy.
Support the implementation of strategic plans in NSOs.
Prepare evaluation content and format.
Leading to**A focus on implementation of the strategy at all levels.**

- 2007** The Centenary of Scouting.
Begin evaluation of progress to date using 2007 Centenary activities, Regional Conferences and other means identified.
Leading to**Beginning of evaluation process.**
- 2008** World Scout Conference in Korea
- full evaluation report
- decisions taken regarding future direction of the strategy and strategic priorities.
Leading to**Evaluation report and new direction set.**
- 2009/2010** Expected results agreed and disseminated widely and Regional Conferences to amend plans in light of new direction.
Tools and processes developed to support NSOs to achieve the results.
Implementation phase.
Interim report produced.
Leading to**Results determined and tools developed and a focus on implementation.**
- 2011** World Scout Conference
- Progress report
- Evaluation of results to date.
Leading to**A report on progress and identify future actions.**

4. OUR FOCUS 2005-2008

Our focus for 2005 – 2008 is implementation of the strategy at all levels of the Movement. To do this we need to identify more clearly what we plan to achieve in the strategy and use the activities planned for the Centenary of Scouting to help us meet these targets. There will be a comprehensive review during 2007 when data will be collected from NSOs. This information will determine the progress that has been made in the strategy.

5. MEASURING PROGRESS

There are essentially three aspects to measuring the impact of the Strategy for Scouting:

- a) quantitative data received from NSOs in relation to strategic planning and the seven strategic priorities.
- b) qualitative information relating to the impact of Scouting in communities and its ability to achieve its mission.
- c) quantitative and qualitative data from actions undertaken by the World Scout Committee and the World Scout Bureau to support the implementation of the Strategy for Scouting.

a) Quantitative data from NSOs

Clear targets have been drafted for strategic planning and for each of the strategic priorities. These are based on the outcomes of the discussion groups at the World Scout Conference in Thessaloniki and the 'Expected Results' which were developed as a result of the discussion groups.

Following the Conference in Tunisia, NSOs will be asked to select a small number of targets which are relevant to them and then report on their progress in these targets in early 2008.

The draft targets, set out in Appendix 1, define clear results to be achieved. The process to measure these targets will be the focus of the discussion groups in Tunisia. Some targets will be identified by NSOs to meet their specific needs.

b) Qualitative information on the impact of Scouting in society

For the strategy to be successful, Scouting must demonstrate that it is achieving its mission. This will be reflected in stories on the impact Scouting is having in communities and in the lives of young people and adults, rather than in the statistics gathered.

The impact of the strategy will be assessed through the collation of stories and reports from NSOs on the impact of Scouting during its centenary year.

c) Quantitative and qualitative information from the World Scout Committee and World Scout Bureau

To support NSOs in the implementation of their strategies, the World Scout Committee and World Scout Bureau need to focus clearly on providing the appropriate support structures and human and financial resources.

Targets are in the process of being drafted for consideration and adoption by the new World Scout Committee elected in Tunisia in September 2005.

So, in the triennium which starts in September 2005, the focus will be on implementation of the strategy to achieve tangible results.

A full report, covering the quantitative and qualitative measures will be presented to the World Scout Conference in Korea in 2008.

6. SETTING TARGETS/IDENTIFYING INDICATORS

For the strategy to make a difference and help us to achieve the mission of Scouting we have to be able to measure results, quantitative and qualitative.

The text in Appendix 1 sets out some draft indicators and targets which are designed to help Scouting world-wide focus on achieving the mission of Scouting. These targets and indicators offer us, as the World Organization of the Scout Movement, a means of measuring our progress as we celebrate our centenary and enter into our second century.

For strategic planning and each of the strategic priorities, some targets are proposed. For each area there is a general statement of intent, which sets out the overall purpose of strategic planning and the strategic priorities. This is the text in italics.

In the next section the targets are defined. These have been developed from the work undertaken in discussion groups at the World Scout Conference in Thessaloniki and through the work undertaken in each of the strategic priorities in NSOs.

NSOs will be asked to identify the targets which are most relevant to them and supplement this list with their own targets and report on all of these targets by 2008. They will also be encouraged and supported in developing quantifiable indicators to measure the targets.

Impact statements are also included which set out the impact that is expected in society when the targets are met. To measure the impact, stories and reports will be collected from NSOs.

7. MEASURING TARGETS AND IMPACT IN NSOS – THE PROCESS

a) Quantitative data from NSOs

The following steps will be used to collect the quantitative data from NSOs.

Actions	Timescale
1. The draft targets and the process proposed will be discussed at the World Scout Conference in Tunisia.	September 2005
2. Amendments will be made following the discussions at the World Scout Conference.	September 2005
3. NSOs will be asked to identify on which targets they will be working in the next triennium.	October 2005
4. NSOs will be asked to identify other targets which are specific to their association, so that the document becomes a working document for each association.	October to December 2005
5. The results of this consultation should be provided to the World Scout Bureau by the end of December 2005.	End of December 2005
6. The results will be collated and shared with NSOs	March 2006
7. NSOs focus on achieving the targets they have identified and set.	September 2005 – December 2007
8. Information collected from NSOs on the results achieved	January to March 2008
9. Report presented to the World Scout Conference in Korea.	July 2008

A sample chart is provided below.

b) Qualitative information on the impact of Scouting in society

The purpose of the strategy is to achieve the Mission of Scouting. This will be measured by looking at the impact Scouting is having in society and in the lives of young people and adults.

To measure the impact of Scouting in society, stories and reports will be systematically collected from a number of sources. These will be collected throughout the centenary year so that a report on the impact of Scouting can be prepared for the World Scout Conference in Korea, 2008.

Sample chart for Measuring Targets, with the timescale indicated

Strategic Priority 1: Youth Involvement – revitalising the Scout Method

September to December 2005

Step 1 - discuss the process proposed for setting and measuring targets for the Strategy in Tunisia.

Step 2 - targets will be amended following the discussions and sent to NSOs.

Step 3 - identify the targets that your NSO will be working on in the next triennium. An example for Youth Involvement is provided in the tables below.

WOSM Targets	Relevant	Met fully	Met partially	Not met at all
1. Scout associations have a policy on 'Youth Participation in Decision-Making' which covers all ages in the association.				
2. Youth involvement is supported structurally in the Youth Programme through the use of small teams and unit councils e.g. Patrol and Sixers' Councils etc.	✓			
3. NSOs will provide opportunities for young people to be involved in decision-making institutionally.				
4. Young people are coached and assisted in developing the skills to participate in decision-making, appropriate to their age and experience.	✓			
5. Leaders will be helped through adult training to develop the skills necessary to support young peoples' involvement in decision-making.	✓			

Step 4 - identify targets which are specific to your NSO in relation to Youth Involvement

NSO's own Targets	Relevant	Met fully	Met partially	Not met at all
a) Young people are involved in the management of the Gifts for Peace Project.	✓			
b) Young people are trained to be 'spokespeople' to speak to others on behalf of the association throughout 2007.	✓			

Step 5 - send the results to the World Scout Bureau.

January 2006 – March 2006

Step 6 - the results of all the targets collected will be shared with NSOs.

September 2005 – December 2007

Step 7 - focus on achieving results in the targets identified.

January 2008 – March 2008

Step 8 - assess progress and return results to the World Scout Bureau.

For sample chart see below:

WOSM Targets	Relevant	Met fully	Met partially	Not met at all
1. Scout associations have a policy on 'Youth Participation in Decision-Making' which covers all ages in the association.				
2. Youth involvement is supported structurally in the Youth Programme through the use of small teams and unit councils e.g. Patrol and Sixers' Councils etc.	✓	✓		
3. NSOs will provide opportunities for young people to be involved in decision-making institutionally.				
4. Young people are coached and assisted in developing the skills to participate in decision-making, appropriate to their age and experience.	✓		✓	
5. Leaders will be helped through adult training to develop the skills necessary to support young peoples' involvement in decision-making.	✓	✓		

NSO's own Targets	Relevant	Met fully	Met partially	Not met at all
a) Young people are involved in the management of the Gifts for Peace Project.	✓	✓		
b) Young people are trained to be 'spokespeople' to speak to others on behalf of the association throughout 2007.	✓		✓	

Step 9 - report presented to the World Scout Conference.

This is a sample of the information that will be provided.

WOSM Targets	% selected	% Met fully	% Met partially	% Not met at all
1. Scout associations have a policy on 'Youth Participation in Decision-Making' which covers all ages in the association.	63	75	20	5
2. Youth involvement is supported structurally in the Youth Programme through the use of small teams and unit councils e.g. Patrol and Sixers' Councils etc.	59	85	10	5
3. NSOs will provide opportunities for young people to be involved in decision-making institutionally.	75	65	35	-
4. Young people are coached and assisted in developing the skills to participate in decision-making, appropriate to their age and experience.	80	70	20	10
5. Leaders will be helped through adult training to develop the skills necessary to support young peoples' involvement in decision-making.	73	80	15	5

APPENDICES

- 1 - Draft Targets and Impact Statements**
- 2 - Conference Sessions on the Strategy for Scouting**

APPENDIX 1 - DRAFT TARGETS AND IMPACT STATEMENTS

Draft Targets and Impact Statements for...

Strategic Planning

Through implementing the Strategy for Scouting, NSOs are encouraged to develop team learning and networking and benefit from belonging to a world organization. The strategy also strengthens the feeling of belonging to a united, world-wide Movement for both NSOs and individual Scouts.

Targets

1. NSOs will have strategic plans which they review regularly.
2. The strategic plans set out clear actions to meet a small number of identified needs.
3. There will be a process to promote strategic planning and work on the strategy at all levels of the association.
4. The action plans will identify key actions, target the people responsible for carrying out these actions and set a time-scale.
5. The strategic plan will include targets and indicators for measuring progress.

Impact

- NSOs will have the ability to identify strategic issues and develop plans which will contribute to their long-term development, resulting in stronger, more focussed NSOs.
- NSOs will recognise the value of sharing their experiences and learning with others.

Draft Targets and Impact Statements for...

Strategic Priority 1: Youth Involvement – revitalising the Scout Method

This strategic priority aims at assisting NSOs in revitalising this fundamental element of our Movement, which is crucial to its attractiveness and its ability to achieve its mission.

Targets

1. Scout associations have a policy on 'Youth Participation in Decision-Making' which covers all ages in the association.
2. Youth involvement is supported structurally in the Youth Programme through the use of small teams and unit councils e.g. Patrol and Sixers' Councils etc.
3. NSOs will provide opportunities for young people to be involved in decision-making institutionally.
4. Young people are coached and assisted in developing the skills to participate in decision-making, appropriate to their age and experience.
5. Leaders will be helped through adult training to develop the skills necessary to support young peoples' involvement in decision-making.

Impact

- There will be a greater number of young people engaged in decision-making processes at all levels of the Movement.
- Young people who are Scouts and former Scouts will be involved in decision-making in civil society.

Draft Targets and Impact Statements for...

Strategic Priority 2: Adolescents – supporting their transition to adulthood

This strategic priority aims at supporting NSOs in responding effectively to the needs and expectations of adolescents. This will result in an increase in membership in this age-range and enhance Scouting's reputation as an organisation which helps young people in their transition to adulthood.

Targets

1. The youth programme for adolescents offers opportunities for young people to prepare their 'life-plan' and develop 'life-skills'.
2. Young people are coached and assisted in developing the skills to participate in decision-making and encouraged to use these skills in Scouting and in society.
3. NSOs offer Scouts of the World or similar programmes to adolescents.
4. Leaders receive appropriate training to work effectively with adolescents.
5. The image of the Movement is attractive to adolescents.
6. There is growth in the quantity of young people in the adolescent age-range and in the quality of the youth programme offered to young people in the association.

Impact

- Young people join Scouting to be part of a network of young people committed to make a difference in their local, national and international communities.
- The percentage of adolescents in each Scout association will increase because they are offered a wide range of activities which challenge them and help them to engage in civil society.

Draft Targets and Impact Statements for...

Strategic Priority 3: Girls and Boys, Women and Men – respecting differences, promoting equality and sharing responsibility

The aim of this priority is to identify the support and tools required to help NSOs offer equality of opportunity to girls and boys, women and men at all levels in Scouting. This should offer new opportunities for everyone and, through an increase in youth membership and adult leadership, result in a more even balance in the male:female ratio in associations.

Targets

1. The programme will be developed to ensure parity in participation to both boys and girls (equality of recognition of capacities and skills and equality of access to resources and positions).
2. Leaders will be helped through training to understand and meet the needs of both genders within their section.
3. Leaders will be helped to assess the interactions between young people in their sections and respond appropriately.
4. There will be a more even gender balance in the membership at all levels i.e. in all of the sections for young people and in adult leaders.
5. The gender balance of the Movement will be reflected in the decision-making bodies of the associations.

Impact

- Scouting will be a Movement that is attractive to girls and boys and women and men of all ages. Each individual will be valued and will be helped to take responsibility for their own development and contribute to the development of Scouting.

Draft Targets and Impact Statements for...

Strategic Priority 4: Reaching Out – breaking down barriers and working with all segments of society

The aim of this strategic priority is to support NSOs in identifying and responding to the needs of young people, adults and society where Scouting is not currently having an impact. This should result in an increase in membership and increase Scouting's impact in the world today.

Targets

1. NSOs have an effective membership management tool which provides information on:
 - the total number of members, male and female for the different sections and adult leaders.
 - the composition of the membership from the different segments of society.
 - the geographical distribution of the membership.
2. NSOs recognise the need to reach out to different segments of society if Scouting is to increase its impact in society.
3. Programmes are developed to broaden the membership of young people and adults in NSOs.
4. The image of Scouting in an association reflects the different cultures in the society.

Impact

- NSOs will extend their membership to young people and adults who have not traditionally been attracted to Scouting and particularly to young people who find themselves in difficult circumstances. Through Scouting they will be able to become self-fulfilled individuals who can play a constructive role in society.
- Scouting will be seen in societies as an agent of social change and will work in partnership with others to develop communities.

Draft Targets and Impact Statements for...

Strategic Priority 5: Volunteers in Scouting – developing new approaches to broaden the base of adult support

This strategic priority aims at re-defining the concept of volunteering as applied to Scouting and reviewing policies and practices to help NSOs recruit and retain a new group of adults in Scouting.

Targets

1. NSOs review their approach to volunteering so that they know where their strengths and weaknesses lie and where future efforts need to be targeted.
2. NSOs develop a recruitment campaign and tools to recruit and support a new group of volunteers to Scouting.
3. Training and support is developed to meet the needs of the volunteers in the role they have undertaken and is offered within an appropriate time-scale.
4. The number of volunteers in the association increases in response to the recruitment campaign and the efforts made to attract them.

Impact

- NSOs will be able to attract and retain the volunteers that they need to support all aspects of Scouting in their association.
- Volunteers in Scouting will find the experience fulfilling and have the opportunity to make new friends, learn new skills and contribute to the growth of the Movement.

Draft Targets and Impact Statements for...

Strategic Priority 6: An Organisation for the 21st Century – becoming flexible, lean, innovative and participatory

This strategic priority aims at assisting NSOs as well as WOSM itself at world and regional levels, to adopt a strategic approach, reviewing their structures, systems and management to enable them to be sensitive to the changing needs of society and to respond quickly and effectively.

Targets

1. The importance of strategic planning is understood and NSOs, have the capacity to develop a strategy and implement and evaluate a corresponding plan of action and recognise the need to review it regularly.
2. NSOs review their organisational structures to make them lean and flatter and adopt appropriate management styles so that the organisation can respond effectively to the changing needs of the 21 century.
3. NSOs understand the need for organisational performance indicators and develop a base-line for their association.
4. NSOs adopt succession planning for key appointments to ensure continuity and stability in the association.

Impact

- The Scout Movement, through its NSOs, will be seen as a modern, dynamic Movement, capable of adapting to meet the changing needs of young people in society today, while retaining its strong ethos and values.

Draft Targets and Impact Statements for...

Strategic Priority 7: Scouting's Profile – strengthening communications, partnerships and resources

This strategic priority aims at strengthening Scouting's communications, partnerships and resources at all levels as these are vital in supporting the work to achieve the mission.

Communications

Targets

1. NSOs have a communication plan which clearly identifies the target audiences, the key messages and the means of communication used.
2. The Centenary of Scouting is used by NSOs to promote a positive image of Scouting to the local, national and international communities.
3. Scouting's educational role, its contribution to peace and its particular relevance to the adolescent age-group are the key messages promoted by NSOs.
4. WOSM develops a branding strategy enabling it to improve its image through its communication strategy. WOSM shares elements of its branding strategy with NSOs wishing to undertake a similar process at national level.

Impact

- Scouting's image is of a modern youth movement, which provides opportunities for young people to work together to make an impact locally, nationally and internationally.
- Scouting is recognised by the international community as a global organization which has local impact. This image creates new opportunities for partnerships and funding.
- This new strategic approach to branding and communications reinforces WOSM's partnership and resources mobilisation strategy.

Partnerships

Targets

1. The concept of partnerships, as described in the Marrakech Charter, will be promoted in NSOs, resulting in an increase in partnerships at local level, which help Scouts to experience the international dimension of Scouting through twinning projects, pen-pal schemes and youth exchanges etc.
2. NSOs, as voluntary youth organisations, work in partnership with other youth organisations in particular with WAGGGS and other members of the 'Big Six' (the alliance of CEOs of WOSM, WAGGGS, YMCA, YWCA, the International Federation of the Red Cross and Red Crescent Societies and the International Award Association) for mutual benefit.
3. NSOs will have partnerships with external organisations, particularly within the UN family, which are supported by MOUs and designed meet specific needs.
4. NSOs will be in dialogue with the major faith groups represented in their country as well as with other community groups interested in supporting Scouting, such as parliamentarians or former Scouts.

Impact

- Through partnerships, Scouts of all ages will have the opportunity to experience the international dimension of the Movement and learn more about the world around them.
- Scouting will be seen as a key player in the national and international communities, working in partnership with others, sharing our experiences to broaden our horizons and extend our impact on society and to obtain more support in difficult fields.

Resources

Targets

1. NSOs are making the most of their membership registration system to design and implement a national fee system which provides the necessary income, and, when added to other sources of income, enables them to fulfil their mission and implement their plan for development.
2. NSOs diversify their sources of income in order to become less dependent on a particular source of income such as membership fees or government grants.
3. The annual budget and accounts prepared by an NSO are structured to reflect its strategy and strategic priorities.

Impact

- NSOs have a clear picture of their current membership and develop plans to support the existing membership and develop Scouting in new target groups.
- NSOs have the financial and material resources in place to operate efficiently and effectively and can identify and secure the resources required to support development and growth.

APPENDIX 2 - CONFERENCE SESSIONS ON THE STRATEGY FOR SCOUTING

Monday 5 September, 17.20

THE STRATEGY FOR SCOUTING - Progress Report

(Resolution 3/02)

Step 1: Reporting

A report will be presented on the progress made in the implementation of the Strategy for Scouting at world level, particularly on the achievements of the Workstreams related to the three top priorities selected by the World Scout Conference in Thessaloniki. Refer to Conference Documents N° 6 A and 13.

Tuesday 6 September, 16.50

THE STRATEGY FOR SCOUTING - Results in NSOs and Regions

Step 2: Listening

Many NSOs have achieved results from their strategic planning and working on each of the seven Strategic Priorities. Regions have adjusted their own plans and aligned their regional strategies to the Strategy for Scouting. These results will be presented during this session.

Refer to Conference Document N° 6 A.

Wednesday 7 September

09.25 - THE STRATEGY FOR SCOUTING - The Road-Map for the Future

Step 3: Understanding

The Centenary of Scouting in 2007 can be the vehicle for moving the Strategy forward and measuring its impact. The possible route for the Strategy to 2011 will be presented and explained during this session.

Refer to Conference Documents N° 6 B and 8.

13.30 - THE STRATEGY FOR SCOUTING - Discussion Groups

Step 4: Expressing

In discussion groups, participants will have an opportunity to share their successes and achievements during the past three years, as well as the challenges and obstacles that they have faced in developing and implementing their strategies. They will also have the opportunity to express their views on the achievements of the Workstreams. Refer to Conference Documents N° 6 A and 6 C, as well as to Conference Documents N° 11, 12 and 13.

16.30 - THE STRATEGY FOR SCOUTING - Discussion Groups

Step 5: Participating

In the same discussion groups, participants will have the possibility to comment on the process proposed to assess progress in the Strategy from 2005 to 2008. Refer to Conference Document N° 6 B.

Participants will be invited to discuss one of the following three topics:

- a) How Scouting's Centenary can be used to support strategy implementation in NSOs. Refer to Conference Document N° 8.
- b) How NSOs can ensure the growth of the Movement.
- c) How Scouting can increase its impact on society.

The discussion groups will also offer the opportunity to share ideas on how the development and implementation of strategies in NSOs can be supported by the World Scout Committee and World Scout Bureau to ensure the growth of the Movement and increase its impact on society.

Refer to Conference Documents N° 6 A, B and C.

Thursday 8 September

14.30 - PLENARY SESSION

THE STRATEGY FOR SCOUTING - Results, impact, future

Step 6: Deciding

During this session there will be an opportunity for participants to listen to a report on the discussion groups and see presentations from NSOs on the impact Scouting is having on communities in different parts of the world.

16.30 - THE STRATEGY FOR SCOUTING - Results, impact, future

The Conference will be invited to consider a synthesis of ideas for the Strategy in the next triennium, from the outcomes of the discussion groups. Following discussion and debate, the Conference will be asked to adopt this synthesis which outlines the direction for the Strategy in NSOs and WOSM in the next triennium.

One World One Promise

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Un Monde Une Promesse

Один Мир Одно Обещание

Un Mundo Una Promesa



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World Organization of the Scout Movement

World Scout Bureau
Rue du Pré-Jérôme 5
P.O. Box 91
CH-1211 Geneva 4 Plainpalais
Switzerland

Tel: (+41 22) 705 10 10
Fax: (+41 22) 705 10 20

worldbureau@world.scout.org
www.scout.org

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