



A Strategy for Scouting: Group Discussion Report



H E L L A S 2 0 0 2

**36th
World Scout
Conference**

**36e Conférence
Mondiale
du Scoutisme**

Strategic Priority 1 - Youth Involvement - revitalising the Scout Method

Ideal situation		
1. Young people are actively involved at all levels of institutional decision making.		
Examples of possible obstacles	Actions needed to overcome obstacles	Support from WOSM to undertake actions
<ul style="list-style-type: none"> • Old-fashioned mentality of older people. 	<ul style="list-style-type: none"> • Consider quotas of young people in national committees as a transitional tool or propose an alternative to quotas in case of disagreement. 	<ul style="list-style-type: none"> • Publish the reports of World Scout Youth Forums and discuss them in the Regions, including the recommendation on quotas.
Ideal situation		
2. Full educational and institutional participation of young people is implemented at all levels of the organisation.		
Examples of possible obstacles	Actions needed to overcome obstacles	Support from WOSM to undertake actions
<ul style="list-style-type: none"> • The Scout method is not always applied. • Poor analysis of youth needs. • Resistance from adults. • Economic constraints. • Regulations preventing change. • Cultural constraints (supremacy of older people) • Lack of motivation among young people. 	<ul style="list-style-type: none"> • Reinforce training. • Reinforce learning by doing and full participation. • Encourage adults to adopt an educational approach to the daily management of the organisation. • Make financial and political means available to prevent economic issues from stifling participation. • Adapt regulations and statutes, removing obstacles to participation. • Reassure adults. • Encourage the use of the Marrakech Charter. • Encourage young people to be candidates for various vacant posts. 	<ul style="list-style-type: none"> • Training tools. • Collect experiences from different National Scout Organizations and disseminate them. • Allocate human and financial resources. • Encourage youth participation in international events by reducing participation fees. • WOSM should set an example. • A formal and informal communication network encouraged by WOSM. • A “top-down” and “bottom-up” approach (not only “bottom-up”) • Set up a fund to support young people in countries where this is needed.
Ideal situation		
3. Adolescents are retained in the Movement.		
Examples of possible obstacles	Actions needed to overcome obstacles	Support from WOSM to undertake actions
<ul style="list-style-type: none"> • Adolescents have no say in the way things are run, so they leave. • Adolescents do not have real responsibilities, so they leave. 	<ul style="list-style-type: none"> • Give young people a real say at all levels of decision making. • Offer real responsibilities to adolescents. • Involve young people in developing youth programmes. 	<ul style="list-style-type: none"> • Involve young people in Regional and World Committees. • Encourage the World Scout Youth Forum to make recommendations to the Conference.

<p>Ideal situation</p> <p>4. Young people make decisions and have the skills and qualities needed for this.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Young people have no experience in “Scout management” and have no administrative competencies. 	<p>Actions needed to overcome obstacles</p> <ul style="list-style-type: none"> • Offer and create opportunities for young people to become accustomed to institutional work and use methods like RAP and MACPRO. • Enable young people to gain experience with a minimum of adult support. • Acknowledge competencies acquired outside the Movement. • Involve young people in defining competence. • Get competencies acquired within Scouting recognised outside the Movement. 	<p>Support from WOSM to undertake actions</p> <ul style="list-style-type: none"> • Keep Youth Forums.
<p>Ideal situation</p> <p>5. Strengthened partnership between adults and young people.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Marginalisation due to Forums and discussion groups having no influence on the situation faced by young people. 	<p>Actions needed to overcome obstacles</p> <ul style="list-style-type: none"> • Adults recognise the value of young people and really involve them. 	<p>Support from WOSM to undertake actions</p> <ul style="list-style-type: none"> • Regional support for training.
<p>Ideal situation</p> <p>6. Adult leaders encourage youth participation in the Movement.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Leaders don't take young people's aspirations into account. • Leaders are afraid of losing their power. 	<p>Actions needed to overcome obstacles</p> <ul style="list-style-type: none"> • Allow adults to make mistakes and learn from them, and develop relevant training. 	<p>Support from WOSM to undertake actions</p> <ul style="list-style-type: none"> • Regional support for training.

<p>Ideal situation</p> <p>7. In the decision-making process, the opinions of young people take precedence.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Difficulty in checking whether this is done. 	<p>Actions needed to overcome obstacles</p> <ul style="list-style-type: none"> • Set up a youth committee. • Develop effective communication. • Create national Youth Forums. • Develop training for adults, delivered by young people, in order to show them what young people are capable of. 	<p>Support from WOSM to undertake actions</p> <ul style="list-style-type: none"> • Develop youth participation in National Scout Organizations.
<p>Ideal situation</p> <p>8. Young people have access to information and education.</p>		
<p>Examples of possible obstacles</p>	<p>Actions needed to overcome obstacles</p> <ul style="list-style-type: none"> • Support Rover patrol activities in universities and maintain contact with their original troops. 	<p>Support from WOSM to undertake actions</p> <ul style="list-style-type: none"> • Offer seminars to develop various competences.
<p>Ideal situation</p> <p>9. All managerial responsibilities in an association are given to young people, with advice and support provided by adults.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Young people have to continue their studies. • Adults have much more money. • Responsibility is a synonym for experience. 	<p>Actions needed to overcome obstacles</p> <ul style="list-style-type: none"> • Former commissioners should become honorary advisers. • Share responsibilities between young people and adults. 	<p>Support from WOSM to undertake actions</p> <ul style="list-style-type: none"> • Youth committees at all levels.
<p>Ideal situations</p> <p>10a. Revitalising the Scout Method on every level, progressive responsibility and learning by doing.</p> <p>10b. Same number of youths and adults on national board; every competent person should have same opportunity for any position.</p> <p>10c. Adults should support young people, allow them to make mistakes, and let go of the power – partnerships between adults and young people.</p> <p>10d. Need for regulations for maximum age.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Instead of support the adults take over – leaders are not ready to let go of their power or position. • No legislation on length of terms. • Youth not always prepared to take responsibility. • Few trainers. 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Start training your successor in advance. • Prepare an action plan for good turnover of leadership. • Have legislation on length of terms. 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Introducing new ways to revitalise the Scout Method. • Assist associations in leader training and implementation of World Adult Resources Policy. • The world level to set an example for national and regional levels – increase youth participation at world

<ul style="list-style-type: none">• Education policies (for example in Asia, with too many exams) prevent young people from being able to do anything else.• Late age of graduation from university.• In Africa, very young people (because of AIDS) assume very great responsibilities.	<ul style="list-style-type: none">• Implement adult resources policy.• Simplify school and university curriculum.• Encourage schools to allow Scout functions.• Co-operate with governments.• Increase youth participation at national and world levels.	level. <ul style="list-style-type: none">• Introducing new ways of limiting terms and ensuring good turnover of leaders.• Provide more examples to help associations – Promising Practices are very good and we want more.
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Strategic Priority 2 – Adolescents - supporting their transition to adulthood

Ideal Situation 1. Youth/adolescents consider Scouting an attractive way of life		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • “Closed organizations” • Competition with other youth organizations and activities • Out of date image • Value crisis in society • Scout values are invisible • Lack of public awareness 	<ul style="list-style-type: none"> • Open up - cooperate with other organizations (non-Scouts) also through better communication • Find the best way possible to promote the positive impact that Scouting has on adolescents (marketing/communication) • Raise public awareness of the values you get from being a Scout • Put young people in charge of as many matters as possible 	<ul style="list-style-type: none"> • Initiate a regional debate on how to solve the problems (use the Internet perhaps). Then undertake the actions the NSOs must do themselves • Guidelines for marketing Scouting • More surveys on the needs of adolescents • Nominate outstanding young Scouts as role models
Ideal Situation 2. Many high adventure programme options exist, with local units voting for activities to be used by that unit during the year		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of flexibility of adult leaders 	<ul style="list-style-type: none"> • Establish national programmes to have youth training for youth leaders on regional/local levels • Develop broad, flexible framework of programme 	<ul style="list-style-type: none"> • Develop “training tools” (books) • Publish information with examples of successful programmes from countries around the world • More official support for projects
Ideal Situation 3. NSOs offer a programme to adolescents which is innovative, diversified, in accordance with the needs, characteristics, interests of young people, up to date, related to society and consequently attracts adolescents.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of young adults who want to become leaders • Lack of volunteer leaders • Age sections which are not appropriately adapted to needs • Insufficient academic level of the leaders 	<ul style="list-style-type: none"> • Will to change in NSOs • Encourage leaders to seek more training and improve it • Create job descriptions and profiles for leaders • Flexibility in training (seminars/workshops) 	<ul style="list-style-type: none"> • Technical support to produce promotional material • Information about previous experiences in order to avoid similar mistakes • Training for leadership

<ul style="list-style-type: none"> • Resistance to training and updating competences • Lack of positive attitude of leaders towards the needs of adolescents 	<ul style="list-style-type: none"> • Remove unsuitable leaders • Leadership training for youth leaders run by youth (less than 21) • Create role models for leaders 	
<p>Ideal Situation 4. Appropriate leadership opportunities are provided by the adolescents' programme.</p>		
<p>Examples of possible obstacles</p>	<p>Actions required to overcome the obstacles</p>	<p>Support from WOSM to achieve the actions</p>
<ul style="list-style-type: none"> • Adolescents made leaders (lack of leaders) • Lack of well-trained leaders for younger adolescents • Concept “how to share the power” 	<ul style="list-style-type: none"> • Include some leadership training and provide opportunities in the adolescent section programmes. • Provide a balance of leadership and personal development opportunities. • Let Rovers be Rovers. • Have leaders with enough time and well-trained for the different age groups. • Strengthen the “sharing of power” with youth people. 	<ul style="list-style-type: none"> • Training for leadership
<p>Ideal Situation 5. Have suitable, properly trained leaders who appreciate working with youth people and are an example to follow.</p>		
<p>Examples of possible obstacles</p>	<p>Actions required to overcome the obstacles</p>	<p>Support from WOSM to achieve the actions</p>
<ul style="list-style-type: none"> • Lack of young adults who want to become leaders • Lack of volunteer leaders • Age sections which are not appropriately adapted to needs • Insufficient academic level of the leaders • Resistance to training and updating competences • Lack of positive attitude of leaders towards the needs of adolescents 	<ul style="list-style-type: none"> • Will to change in NSOs • Encourage leaders to seek more training and improve it • Create job descriptions and profiles for leaders • Flexibility in training (seminars/workshops) • Remove unsuitable leaders • Leadership training for youth leaders run by youth (less than 21) • Create role models for leaders 	<ul style="list-style-type: none"> • Technical support to produce promotional material • Information about previous experiences in order to avoid similar mistakes • Training for leadership

Ideal Situation		
6. NSOs preparing adolescents to be active participants in society through the Scout method and in the association's daily life.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Role models • Lack of involvement of adolescents in decision-making processes 	<ul style="list-style-type: none"> • Designing and updating programmes and activities for adolescents through regular discussions with the youth • Involving young people in the decision-making process • Information and policy to be diffused to the grass roots • Include relevant training/information regarding the “labour market” (particular skills) in the programmes 	<ul style="list-style-type: none"> • Resources support if available (finance, manpower, materials, contacts) • Promote intercultural and inter-association forums • Cooperation with international labour organizations and UNICEF, UNESCO...

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

<p>Ideal Situation</p> <p>1. An open organisation with equal opportunities based on mutual respect that pushes the frontiers to change historical barriers, while appreciating cultural and religious diversity within local NSOs.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Culture, tradition, religion • Afraid of change (not prepared to change) • Social acceptance • Different priorities • Hypocrisy / perception • Economic resources • Lack of effective information on own culture • Poor image • Lack of educational tools • Behaviour and attitudes • Prejudice 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Change attitudes and perception through education and training • Focussed research projects • Exchange programmes and working together • Include gender issue in the programme • Encourage positive adult role models 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Make research tools available • Readable and simple to understand resource tools on training in Scouting values on this topic • Personal visits by WOSM and regional staff
<p>Ideal Situation</p> <p>2. NSOs ensure equal opportunities for boys and girls while respecting gender differences and provide diverse programmes to enhance the individual growth of boys and girls that enables each to fully develop their potential.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Programmes aimed specifically for boys and not attractive to girls • Inappropriate / incomplete leader training • Facilities, accommodation • Social • Cultural mindsets and traditions contrary to the ideal • The role of men and women in society • Marital relationship • Socio-cultural obstacles / taboos, customs, 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • More inclusive programmes attractive to girls • Focus the youth programme on co-education • Strong female leaders to act as role models • Adequate leadership training • Being aware of gender specific characteristics • Using other group programmes as a starting point or reference to improve scouting • “External” resource person • New literature 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Sharing of cross cultural experiences and networking on equal opportunities from within and outside Scouting • Providing a network of resources • Produce educational tools to enable NSOs to translate the principles of co-education into youth programme implementation, adult resources and management • Trainer's manual • Promote resource material and promising practices

<p>prejudices, social codes</p> <ul style="list-style-type: none"> Natural and physiological differences 		<ul style="list-style-type: none"> Advertise Scouting is co-ed International symposium for young people focused on equal opportunities Consultation group Visits to countries by WOSM to push the issue
<p>Ideal Situation</p>		
<p>3. The appropriate number of qualified leaders are available within the NSOs, and the leader demographic is representative of the youths</p>		
<p>Examples of possible obstacles</p>	<p>Actions required to overcome the obstacles</p>	<p>Support from WOSM to achieve the actions</p>
<ul style="list-style-type: none"> Men historically have been leaders and woman were helpers, resulting in woman not getting experience Woman do not have same opportunities as men Time limitation on woman (family) Cultural barriers preventing women in participating fully Mainly male leaders in the scout section Men being trainers 	<ul style="list-style-type: none"> New training system, more user friendly Restructure course plan (evening courses, weekend) Educate female trainers Improved recruitment techniques including focus on rovers and parents Skill training to empower and attract leaders Change understanding of «volunteering» Exchanges to change perspectives 	<ul style="list-style-type: none"> Networking Create links between associations Questions on the situation in NSOs Visits from WOSM to NSOs Training courses and seminars in the regions
<p>Ideal Situation</p>		
<p>4. Equal opportunities regarding positions in formal Scouting structures, based on competence, not simply Scouting experience</p>		
<p>Examples of possible obstacles</p>	<p>Actions required to overcome the obstacles</p>	<p>Support from WOSM to achieve the actions</p>
<ul style="list-style-type: none"> Cultural and traditional perceptions Men are more focused on getting positions Not enough encouragement for woman Female role in society 	<ul style="list-style-type: none"> Encourage woman to take position at all levels in the organisation Training for woman NSOs take culturally appropriate action 	<ul style="list-style-type: none"> Support group Organise seminars and workshops Networking Visit to countries by WOSM

Ideal Situation 5. One national association.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none">• Loss of members in WOSM• Administration gets to large	<ul style="list-style-type: none">• Dialogue with WAGGGS organisation	<ul style="list-style-type: none">• Literature on topic• Courses / workshops• Dialogue between WOSM / WAGGGS at world level

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

Ideal Situation		
1. Scouting is accessed by immigrants and youth in refugee camps		
Examples of possible obstacles	Actions required to overcome obstacles	Support required from WOSM
<ul style="list-style-type: none"> • Language 	<ul style="list-style-type: none"> • Translation of Law and Promise in other local languages including programme material. • Training identified leaders from these communities. • Work with UNHCR and other NGOs 	<ul style="list-style-type: none"> • Financial support to print translated materials • Support in the training of would-be Scout leaders.
Ideal Situation		
2. Scouting is accessed by street children and children with special needs		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of trained leaders and volunteers to handle these special groups. • Tradition (uniform) requirement • Lack of suitable programmes 	<ul style="list-style-type: none"> • Special training for this category of leadership • Remove uniform barrier to join Scouting • Network with NGOs already involved with these segments of society. • Writing marketable project proposals 	<ul style="list-style-type: none"> • Identification of professionals to help in training leaders. • Funding of training • Assistance in marketing proposals
Ideal Situation		
3. Training and camping sites are accessible to all Scouts.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Distances too long, unaffordable by Scouts from poor families. • Scout troops very far from those willing to join 	<ul style="list-style-type: none"> • Establish moderate camping and training sites close to the beneficiaries. • Open-up more troops 	<ul style="list-style-type: none"> • Training more leaders to cope with increase in troop numbers.

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

Ideal Situation 1. Re-defined concept of volunteers. Those who offer a needed service through a personal commitment without an equivalent form of financial compensation.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Economic problems which result in the volunteers being more concerned with their own lives. • Culture that is unfavourable towards volunteering. • Excessive commitment on the part of volunteers. • Lack of financial resources. 	<ul style="list-style-type: none"> • Promote benefits of volunteering for Scouting to help the community. • Compensate volunteers for time and effort. 	<ul style="list-style-type: none"> • Promote a new global concept of volunteering. • Conduct a research on volunteering.
Ideal Situation 2. The NSOs have an Adult Resources Policy capable of recruiting a broad range of volunteers with diverse capabilities.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of a well defined Adult Resources Policy. • Lack of an ideal profile of adult leaders. • Lack of organisational support to give job satisfaction • Competition from other voluntary organisations • Image of Scouting is a deterrent to attracting volunteers. 	<ul style="list-style-type: none"> • Have an Adult Resources Policy in place that caters to the needs of the NSO. • Have a well-defined structure to implement the policy. • Provide adequate resources for recruitment. • Build up adequate competence within the organisation for the volunteers. • Give recognition to volunteers for achievements. • Look for new sources for volunteers, such as university students. 	<ul style="list-style-type: none"> • Provide support to develop tools for recruitment. • Share success stories.
Ideal Situation 3. Scouting is the leading youth organisation with a positive impact on the community.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Competition from other youth organisations (sport groups, etc). • Poor image in the community. • Lack of financial support. 	<ul style="list-style-type: none"> • Funding from government and private sources. • Promote positive image of Scouting. 	<ul style="list-style-type: none"> • Promote exchanges between NSOs, networks and partnerships.

Ideal Situation 4. Adults are fully supported by resources and appropriate training.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of appropriate training. • Lack of support. • Lack of quality adult leaders/trainers. 	<ul style="list-style-type: none"> • Provide appropriate quality training that is tailored to the individual's needs. • Provide adequate material and financial support. • Look for other methods of training, such as e-training. 	<ul style="list-style-type: none"> • Support communication. • Share good practices. • Provide support to develop more effective training.
Ideal Situation 5. Adults are committed and understand their roles.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of training. • Lack of personal support. • Lack of resources. • Lack of time. • Change in personal circumstances. 	<ul style="list-style-type: none"> • Provide appropriate training. • Recognise personal contributions. • Recognise skills and expertise that volunteers bring to Scouting. 	
Ideal Situation 6. Balanced demographics among adult leaders, including age and gender.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • The structure or culture inherent within NSOs. • Lack of funding for human and material resources. • Difficulty in breaking into other groups. 	<ul style="list-style-type: none"> • Gender sensitive environment. • NSO policies open to diversity. • Fundraising for human and material resources. • Outreach to other community groups. • Involve volunteers in decision-making at all levels. 	<ul style="list-style-type: none"> • Research on gender issues among adults.
Ideal Situation 7. Adequate system of recognition and compensation.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of community recognition of volunteers. • Structure or culture of NSO. • Low recognition. 	<ul style="list-style-type: none"> • Financial assistance for volunteers: <ul style="list-style-type: none"> - out of pocket expenses; - NSOs cover part of training costs; 	<ul style="list-style-type: none"> • Expand international system of recognition for volunteers.

	<ul style="list-style-type: none"> - appropriate travel subsidies; - tax-deductible donations. - compensation from loss of earning. • Government and community recognition of Scout adult training. • Facilitate job opportunities. 	
<p>Ideal Situation 8. NSOs retain adult volunteers.</p>		
<p>Examples of possible obstacles</p>	<p>Actions required to overcome the obstacles</p>	<p>Support from WOSM to achieve the actions</p>
<ul style="list-style-type: none"> • Lack of well defined Adult Resources Policy • Non adherence to Scout principles in the Scout Method • Internal problems. • Unfavourable working environment. • Inappropriate working relations between professionals and volunteers. • Lack of participation in decision-making. • Excessive commitment required from volunteers. • Lack of support. • Lack of recognition and compensation. • Poorly defined roles. • Lack of facilities and support when the volunteer is on the job. 	<ul style="list-style-type: none"> • Involve all volunteers in decision-making. • Match adult availability to Scout role. • Make Scouting a family affair. • Provide motivation (career progression, promotions, relevant on-going training) • Develop a support strategy (training, evaluation, recognition) • On the job training and support. • Promote the training provided in Scouting as being useful to other areas of life and professional life. 	<ul style="list-style-type: none"> • Share experiences and promising practices. • Tools to review roles and responsibilities of all volunteers and professionals in an association.

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

Ideal Situation		
1. Efficient (smooth) communication exists between all levels of the organisation		
Examples of possible obstacles	Actions required to overcome obstacles	Support required from WOSM
<ul style="list-style-type: none"> • Top down • Lack of methods • Minimal attendance at meetings • Difficulty in understanding and being understood • Fields not involved in strategic decisions 	<ul style="list-style-type: none"> • Information flow in both directions • Internet • More face-to-face • Website/new modern tools/chat rooms • A more participative structure 	<ul style="list-style-type: none"> • Internet usage • Information flow in both directions • Financial resources
Ideal Situation		
2. Each NSO capable of raising sufficient funding		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Membership fees • Lack of organisator's skill/capacity • Poor public image 	<ul style="list-style-type: none"> • Seek guidance from professionals and other NSOs • "Don't just talk" 	<ul style="list-style-type: none"> • Share knowledge • Handbook of fund-raising
Ideal Situation		
3. Volunteers are capable of supporting membership growth		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of support • Lack of dedicated leaders • Poor image 	<ul style="list-style-type: none"> • P.R. support • Reach out to new segments of society (e.g. new immigrants) 	<ul style="list-style-type: none"> • Provide publications to NSOs unable to produce their own.
Ideal Situation		
4. A well-defined and thought-out risk management plan exists		
Examples of possible obstacles	Actions required to overcome obstacles	Support required from WOSM
<ul style="list-style-type: none"> • Lack of awareness and training • Social responsibilities 	<ul style="list-style-type: none"> • Professional guidance and support • Proper training and screening of leaders 	<ul style="list-style-type: none"> • Set guidelines and standards in risk management

<p>Ideal Situation</p> <p>5a. Creation of effective and efficient management systems:</p> <p>5b. sound infrastructure, relevant to needs, streamlined</p> <p>5c. transparent, accountable, balanced</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Irrelevant to needs of association • Personal interest presiding over organisational interest. • Mis-match between competence and popularity. • Lack of general resources • Lack of transparency • Lack of effective planning • Lack of checks and balances within systems • Lack of staff and volunteer training/education/evaluation • Lack of understanding means, People do not subscribe to system. • Lack of communication (dialogue) • Lack of responsibility (i.e. no one makes the decision) 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Ensure relevance to needs of NSO. Periodical reviews of needs at ground level. • Make changes to meet needs. (Review processes at all levels). • Clear job description for each person (at all levels). • Clear job description for each person (at all levels). • Set realistic targets • If it doesn't work, drop it! • Adequate, relevant training at all levels. • Accept that needs are constantly changing and ensure structures are flexible to meet these changing needs. • Introduction of information technology 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • <u>Communication and networking</u> • WOSM to identify needs of all NSOs individually and design specific package of support. • With this knowledge act as brokers; put partnership/networks into action, with ongoing support as required. • Dissemination of information to NSOs, including publications and best practices (full use of Internet technology). • Partnership agreements between NGOs and WOSM, which both sign (e.g. a service contract). <p><u>Transparency – Accessible</u></p> <ul style="list-style-type: none"> • Information and decision-making process within WOSM (including route-results). • Eliminate distinction between regional and world level, e.g. raising at multinational level common issues and deal with an operational level at regional level. <p><u>Note:</u> whilst priority is given to 3 areas, WOSM should provide support on all 7 areas.</p> <p><u>Note:</u> WOSM should show itself as a good example of best practice.</p>

<p>Ideal Situation</p> <p>6. There is an organisation structure that is flexible and adaptive; effective bottom-up communication, well-defined identity in society; project-oriented; decision-making authority at lowest possible level, ensuring optimum member inclusion, clear strategies.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Leaders afraid of loosing control/power. • Acceptance of change /fear of charge. • Traditions (i.e. uniform, activities, leadership) • Lack of staff renewal • Lack of resources (members, staff funding) • Lack of competence/skill/ability/visdom • Lack of a clear strategy • inadequate structure regulations 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Implement the method of continuous improvement Do – Plan – Evaluate – Decide • NSO to perform internal evaluation for instance “National McKinsey study” and implement the results. • Youth involvement in decision-making • Demands flexible organisation • Develop funding strategy and working groups but retain independence. • Establish alliances with other NGOs • Create networks on strategic area • Develop and define a vision vis-à-vis the mission 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Being a good example/practice. It has started by doing a study but must continue with the full implementation of the results. • Support the sharing of work done by NSOs (within regions/between regions) i.e. seminars, internet publications, best practices, videos, CD’s for sharing experience. • Fund-raising, success stories • Support open debate to redefine structure • Documents and tools in multiple language(s) • Sharing of experiences among NSOs (e.g. Marrakech)
<p>Ideal Situation</p> <p>7. Efficient utilisation (i.e. no duplication) of human, financial and administrative resources</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Vertical structure • Too many levels • Too de-centralised in many countries • Legal constraints in financing • Too much power at administrative level 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Horizontal structure; less hierarchical • Co-ordinate action/policies within countries • Local role is to administer, not decide. • Clear role description of sectors and priorities 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Actively support national reviews and reunions of functions/structure. • Management and auditing tools, videos, CD’s

<p>Ideal Situation</p> <p>8. Organisations open to youth involvement in a relevant decision-making process at all levels of the Association</p>		
<p>POSSIBLE OBSTACLES</p> <ul style="list-style-type: none"> • Young people not involved in the decision-making process. • Lack of financial resources • An effective/appropriate programme • Youth transition in their positions • Youth not given appropriate responsibility 	<p>Actions required to overcome obstacles</p> <ul style="list-style-type: none"> • Evaluation of what the obstacles are. • Eliminate barriers (minimum age, financial independence) that effectively has youth participation. • Adjust programme with new relevant elements to attract youth and leaders. • Limit duration of their mandate. • AIS process (Adults in Scouting) 	<p>Support required from WOSM</p> <ul style="list-style-type: none"> • Tools to assist in this evaluation • A new profile of staff volunteers: where ability, not age, is the governing factor. • recognise Scouting's contribution to young people.
<p>Ideal Situation</p> <p>9. Relationships exist to support Scouting.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Lack of good relationship with governments and business communities 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • P.R. and marketing for young people and leaders (i.e. let government and business see Scouting's active and positive role both in youth development and society). 	<p>Support required from WOSM</p>

Strategic Priority 7 – Scouting’s Profile - strengthening *communication, partnerships and resources*

Ideal situation 1.1 Information is available at all levels of organisation		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Information being filtered instead of being passed. • Information overload. • Semantics and jargons. • Lack of clear communication strategies. • Lack of access to communication media 	<ul style="list-style-type: none"> • Develop processes to establish clear communication pathways, policies. • Identify priorities. • Publicise and promote communication media. • Use simple language on emails or SMS 	<ul style="list-style-type: none"> • Help to develop relevant skill and knowledge. • Review the format of WOSM web site to make it more user friendly for eg create index for easy location of information. • Assist in the dissemination of program such as Radio Africa.
Ideal situation 1.2 The aim of scouting is known to the community		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of time • Complicated message. • Lack of accessibility to the media. • Conflicting and inconsistent message resulting in confusion. • Events the community hears about are not what scouting is really about. • Lack of relevant skills. 	<ul style="list-style-type: none"> • Prioritise resources. • Conduct fund raising. • Provide the skills and knowledge required to do the job. • Reinforce the scout method for delivery of program. • Develop more interaction with the community. • Establish an open and transparent organisation. 	<ul style="list-style-type: none"> • Simple messages to convey the desire meaning and elements. • Develop clear messages on scouting. • Develop a publicity and materials package to assist NSOs. eg. videos, resources materials.

<p>Ideal situation</p> <p>1.3 Scouting receives positive publicity at all levels at a reasonable price from external media organisations</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Complicated and inconsistent messages. • Lack or no on going relationships with the media. • Lack of resources in terms of time and money. • No clear communication on publicity / PR strategy. • Unnecessarily hide some of our best practices to the wider community. 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Need to be clear about priority messages for the media (currently media receives too many mixed messages from scouting). • Need to establish a communication strategy. • Need to train PR people. • Need to consider media (external publicity) when planning major activities (same for local groups). 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Assist to develop a communication strategy. • Support Regions to train PR people. • Establish guidelines for the public image / profile of scouting (i.e. website). • Possibly incorporate the strategic priorities. • Sell promising practices to the international media
<p>Ideal situation</p> <p>1.4 Achieve more dynamic communications that reaches cities and communities in the entire country</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Technical Means <ul style="list-style-type: none"> - Limited access to the internet - Inadequate skills and ability e.g. powerpoint, CDs • Financial Means <ul style="list-style-type: none"> - Guarantee the salary for a professional who ensures continuity of communication • Human Means <ul style="list-style-type: none"> - Inadequate training - Inadequate awareness of importance of communication 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Provide stable access to the internet (identify communication centres that are low priced) • Provide training at National & Regional levels (better resources at Regional level at the least possible cost) • Identify a professional e.g. second from Administration, someone who is retired. • Develop training in programs on website 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • WOSM to manage sessions within Regions at a low cost. • Sensitise NSOs to the importance of communication and provide training.

<p>Ideal situation</p> <p>1.5 Communication pathways are short, simple and direct, without distortions</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Organisational structures are complex • People – block pathways of information <ul style="list-style-type: none"> - Time - Understanding - Deliberate blocking • Don't know who the customer is – no accurate information • Don't have processes • New technologies are overestimated in ability to reach all i.e. some countries / individuals do not have access to emails, fax 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Develop a database of up to date contact details • Simplify organisational structures and pathways for information dissemination • Maintain data availability for those not able to access new technology • Encourage use of new technologies • Establish communication direct to the source if possible (bypass the IC but copy) 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • WOSM to make available up to date contact details for all national IC & CCs • WOSM to explore possibility of sending information directly to the person responsible
<p>Ideal situation</p> <p>1.6 Ability to manage the total amount of information (past and present)</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Physical amount of information • Competence of people to handle / cope with the amount of information • Skill level of individuals • Information is not concise (too long and wordy) • People think they or others need all the information when this is not the case • Information and data management is not user friendly 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Establish processes to identify and prioritise key and needed information • Teach people to write shorter or require summaries (sender should try and see themselves as the receiver) • Be selective • Develop an archiving policy and strategy • Establish policy for all levels (local, national, regional and world) for the update and maintenance of information on website 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • WOSM should consolidate all policies / recommendations on each topic, so it is not necessary to refer to many documents • WOSM to make all information on the website easier to locate (restructure the website)

<p>Ideal situation</p> <p>1.7 NSO's have a clear communication strategy and implementation plan</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> ▪ Lack of skills ▪ Lack of priorities ▪ Lack of understanding of what it is (knowledge and skills) 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> ▪ Establish a strategy and implementation plan ▪ Send what NSOs have developed to WOSM to assist WOSM in the development of 'good practices' 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> ▪ WOSM to assist in the development of a communication strategy and implementation plans ▪ WOSM should survey NSOs to determine good practice and help NSOs move forward / drive changes
<p>Ideal situation</p> <p>1.8 Effective Public Relations programme</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Lack of marketable product • Lack of / ineffective PR team • No / poor strategy • Lack of network • Lack of finance • Time constraints • Overcome negative image • Lack of information / manuals 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Conduct internal consensus of what our product is • Conduct external research to identify the best product • Outsource (optional) • Recruit and train professional team • Consult external agents • Create sound strategy • Source network options • Establish sponsorship and fundraising • Use networks • Use short campaigns focussed on aspects rather than continuous • Promote marketable image (product) • Create a PR Team 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Support materials • Global campaigns • PR Team
<p>Ideal situation</p> <p>1.9 Information is multilingual.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Lack of money and time for translation • Cultural expectation 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Identify volunteer translators where possible and appropriate • Identify what is required for translation • Advance preparation and social interaction 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Translate priority documents into 5 official languages • Official glossary of common scouting terms to be available in all 5 languages

Strategic Priority 7 – Scouting’s Profile – strengthening communications, *partnerships* and resources

Ideal Situation 2.1 Establish active partnerships for mutual benefit of youth organisations, international and local NGOs.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of information and knowledge of mutual capabilities and needs. • Lack of self-confidence. • Other youth organisations are seen as a threat. 	<ul style="list-style-type: none"> • Reach out to these organisations and develop greater understanding so as to settle opportunities for partnerships. • Explore areas where youth organisations can work together to develop common resources. 	<ul style="list-style-type: none"> • Provide linkages and information. • Provide opportunities for networking. • Be a clearing house for mutually beneficial projects, bringing parties together.
Ideal Situation 2.2 Partnerships are publicly visible and mutually beneficial.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Poor media coverage. • Projects benefit only partner. 	<ul style="list-style-type: none"> • Work with media in advance and prepare press releases. • Emphasise benefits to other partner. • Develop a policy to guide Associations in their search for partners who correspond to our values. • Change mindsets to enable people to have more recourse to publicity. 	<ul style="list-style-type: none"> • Supply media materials and develop training packages for NSOs. • Facilitate experience and successful practice. • A policy to guide Associations in their search for partners who correspond to our values.
Ideal Situation 2.3 Active partnerships with religious bodies utilising an existing resource – adult, facilities, finance and members are established.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Fear of division of Scouting along religious lines. 	<ul style="list-style-type: none"> • Take steps to promote Scouting within religious bodies. • Manage expectations and promote brotherhood so as to minimise risk of division. 	<ul style="list-style-type: none"> • Notify NSOs of possible links and partnerships.

Ideal Situation		
2.4 Every NSO has at least one other NSO partner in another part of the world.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Language. • Cost. • Cultural difference. • Commitment. 	<ul style="list-style-type: none"> • Identify a translator, language training. • Establish fund-raising. • Seek supporting partner. • Recognise problem – apply Scout spirit. 	<ul style="list-style-type: none"> • Sharing best practices. • Sharing past experiences.
Ideal Situation		
2.5 Partnerships that set goals, periodically evaluate and measure the success of the partnership.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • No written partnership plan or timelines. 	<ul style="list-style-type: none"> • Develop plans and timelines. 	<ul style="list-style-type: none"> • Provide models.

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

Ideal situation		
3.1 Increase and retain membership		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Ineffective Youth Programme • Inappropriate peer behaviour • Fees and Registration Costs • Poor leadership and Lack of Leadership • Time Availability of youth • Lack of Resources • Government Policies 	<ul style="list-style-type: none"> • Ensure Youth programme is of highest quality • Involve youth in planning and policy development • Promote positive image of Scouting • Set and enhance standards • Improve training • Support and encourage use of media, World Scout Parliamentary Union. 	<ul style="list-style-type: none"> • Enhance and promote promising practice • Support and extend youth programme guidelines • Develop manual on image and promote its availability.

Ideal situation 3.2 An effective current and past membership database exists		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Cost of labour and system not a priority • Dispersion of people. • Lack of basic record. • Lack of accurate data • Privacy and data protection acts. • Lack of level of training 	<ul style="list-style-type: none"> • Start early • Skill an effective workforce. • Source initial funding. • Computer programme. • Electronic update of group records via web database. • Sign dispensation form. 	<ul style="list-style-type: none"> • Program, infrastructure policy. • ISFG (Resources source). • Funding for NSOs. • Incentives for successful implementation. • Global sharing. Via internet. • Solicitation for assistance.
Ideal situation 3.3 A strategic business plan exists		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of vision • Lack of expertise • Not sure of product • Lack of resources • Lack of awareness of the market in terms of risks and Technology. • Unrealistic expectations 	<ul style="list-style-type: none"> • Provision of training • Explore using external consultants to identify needs. • Reflect and review resources, budgets. • Measure performance 	<ul style="list-style-type: none"> • Develop policy and guideline templates • Specific expectations and calendar from WOSM. • Management and facilitation training. • Networking of international companies.
Ideal situation 3.4 There is a sound financial management policy and practice.		
Examples of possible obstacles	Actions required to overcome the obstacles	Support from WOSM to achieve the actions
<ul style="list-style-type: none"> • Lack of policy and guidelines. • Internal and external politic. • Lack of financial advisors. • Lack of vision. • Lack of appropriate audit facilities. • Capacity of team to perform expected duties 	<ul style="list-style-type: none"> • Arrange access and appointment of financial advisors. • Conduct independent audit. • Support and develop professional teams. 	<ul style="list-style-type: none"> • Develop financial manual, policies and guidelines. • Enforcement of procedures. (suspension in extreme cases).

<p>Ideal situation 3.5 Professional staff support is provided.</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Costs-Salary, travel and benefits. • Distance. • Appropriate supervision. • Accountability. 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Recognise and support professional staff. • Recognise the need for training. • Use appropriate volunteers for supervision. 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Offer specialised training programme. • Provide mentors.
<p>Ideal situation 3.6 Associations are financially self sufficient</p>		
<p>Examples of possible obstacles</p> <ul style="list-style-type: none"> • Poor image of Scouting. • Poor visibility. • Lack of creativity in fund raising. • Lack of relevant expertise. • Poor perception in the eyes of public. • Difficulty in raising funds. 	<p>Actions required to overcome the obstacles</p> <ul style="list-style-type: none"> • Involved in community projects. • Visibility. • Explore various PR channels at low or no cost at all.. • Use resources efficiently. • Rationalise ownership of assets. • Ensure Subscriptions pay for general expenses. • Identify projects and those willing to sponsor. 	<p>Support from WOSM to achieve the actions</p> <ul style="list-style-type: none"> • Share success stories. • Assist NSOs in developing good management practices. • Disseminate information in bullet points instead of voluminous documents. • Coordinate and assist NSOs in making connections with the right organisations.