

A Strategy for Scouting



STRATEGY
ACHIEVING
OUR MISSION

Video Script 2 - A Strategy For Scouting

- A) Mission, Vision And Strategic Areas
- B) The Seven Strategic Priorities
- C) Expected Results - WOSM's Support

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A. Mission, Vision and Strategic Areas

A Strategic Approach

In a rapidly changing world, we, as individuals and as members of organisations, face many opportunities and many challenges.

Organisations, like living organisms, are dependant on each other and co-exist in a fragile external environment.

Like living organisms, to survive and thrive in organisations we need to:

- assess our capabilities, know our limitations and determine what we can change and cannot change.
- understand our external environment and predict how it will respond to our attempts to change.
- have a vision of how we would like things to be in the future.
- match our vision to our capabilities and our environment.

We need to evolve, we cannot stand still because the world around us is changing.

We also need to think and act strategically. But where do we begin?

In the proposed strategy for Scouting there are a number of clearly identified steps.

- Agreeing a mission
- Setting out a vision for the future
- Determining broad strategic areas
- Identifying specific strategic priorities
- Setting expected results
- Identifying the support required to help NSOs to achieve the results.

The first step was to agree a Mission for Scouting.

The adoption of the Mission Statement in 1999, marked a major milestone in the work towards developing a strategy for Scouting.

This statement, based on WOSM's constitution

- reaffirms Scouting's role in today's world,
- sets out clearly the purpose of Scouting
- provides a common starting point.

No organisation can set out a strategy unless,

- it is clear why it exists,
- the members have a common understanding of what it wants to achieve
- and they know to achieve it.

The Mission Statement for Scouting provides this. Let us have a look at the Mission Statement now.

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.

For the mission to become a reality, it is important that adults are informed of the mission, helped to understand it and identify their role in achieving it.

The next step is setting out a vision for the future.

A vision is vital if we are to achieve our mission.

A vision is a picture of the future that we wish to create.

The vision,

- must be positive.
- It must be inspirational
- It must set out how we see Scouting in the future

A common vision is important because,

- It helps people to work together to achieve common goals
- It helps to keep people focussed
- It helps people to overcome challenges.

Here is the vision for Scouting

As a global Movement, making a real contribution to creating a better world...

We see Scouting entering its second century as an **influential, value-based, educational Movement**, focussed on achieving its mission, involving young people working together to develop their full potential, supported by adults who are willing and able to carry out their educational role.

We see Scouting world-wide **as attracting and retaining more and more young people**

(especially adolescents) of both genders and coming from broader segments of society

We see Scouting as attractive to **adults, women and men** in all cultures – a Movement through which they can make a significant contribution to society by working with young people

We see Scouting as a **dynamic, innovative Movement** with adequate resources, simple structures and democratic decision making processes where organisation, management and communication are effective at all levels

The vision sets the broad agenda for the long-term. It also helps us to identify what actions we need to take in the short term to realise the vision.

The vision also sets out three broad areas, called strategic areas.

These areas are 'young people', 'adults' and 'structures and systems'.

In the work undertaken in past years in 'Towards a Strategy for Scouting', the sectors identified at the time were developed in relative isolation to each other for example youth programme, adult resources and management.

In the proposed strategy for Scouting a more integrated approach is anticipated and the work in any of the strategic priorities requires all three strategic areas to be considered.

This will be explained in more detail once we look at each of the strategic priorities.

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B. Seven Strategic Priorities

Strategic Priorities

The strategic priorities identify a more specific focus to be developed for Scouting to achieve its mission.

The seven strategic priorities identified have emerged from the successes and challenges in national Scout associations and regions.

Here is a short explanation of why each is considered a priority and what we hope can be achieved.

The Seven Strategic Priorities

The first strategic priority is:

Youth Involvement – revitalising the Scout Method

The Scout Method is fundamental to Scouting.

- It actively involves young people in decision-making, appropriate to their age and experience.
- This helps young people to take responsibility for themselves.
- It helps them to work with others in a small group and to actively participate in larger groups.

Unfortunately the Scout Method is not always fully applied.

- Young people are not always fully prepared and actively involved in this aspect of Scouting.
- This affects young people's sense of ownership and sense of belonging.

It limits their capacity to be involved in decision-making bodies at the institutional level in Scouting and in decision making in external bodies.

It is hoped that national Scout associations can be assisted to revitalise this fundamental element of the Movement, making Scouting more attractive and relevant to young people and preparing them more fully to contribute to a better world.

The second strategic priority is:

Adolescents – supporting their transition to adulthood.

Supporting young people in the transition from childhood to adulthood is at the core of the mission of Scouting.

Today adolescence is becoming a crucial challenge in many societies because:-

- Young people have different expectations from previous generations, in terms of freedom, self-expression, equal opportunities, education and employment.
- Many traditional jobs no longer exist, so young people need different skills from their parents.
- The period of adolescence is longer – young people may not be capable of being fully independent until the age of 25.
- It is the period during which young people can acquire a value system to guide them for the rest of their lives.

Scout associations need to understand the situation for adolescents in their country and then respond in an appropriate way.

Some of the tried and tested ways of supporting adolescents are:-

- Placing an emphasis on the peer group.
- Helping young people to take on real responsibility.
- Involving young people in decision making.
- Providing real challenges for young people.
- Developing supportive relationships with adults.

The aim is to help national Scout organisations respond effectively to the needs and expectations of adolescents in their country.

The third strategic priority is:

Girls and Boys, Women and Men – respecting differences, promoting equality and sharing responsibility.

Scouting is open to girls and boys and women and men.

Throughout the world gender discrimination and stereotyping limit the full development and participation of girls and young women as well as boys and young men.

Until all girls receive the same opportunities as their male counterparts, their fundamental human rights are denied and the conditions for sustainable development are unfulfilled.

It is vital for the future that girls and young women grow up to become leaders in their families, and communities; and increasingly in the workplace and in society.

Scouting has a powerful role to play in the development of young people to create a society with true equality of opportunity.

The aim is to help national Scout associations to assess the current situation in their countries, and by identifying appropriate tools and support, help associations to offer equality of opportunity to all their members, whether male or female.

The fourth strategic priority is:

Reaching Out – breaking down barriers and working with all segments of society.

If Scouting continues to serve only its traditional audiences it will reduce its impact on society, and limit its potential to create a better world.

Scouting is open to all who accept the fundamental principles.

However, many of the external trappings of Scouting make it unattractive to young people from communities which traditionally are not attracted to Scouting.

The aim of this strategic priority is to help associations to identify and respond to the needs of young people, adults and society where Scouting is not currently having an impact.

The fifth strategic priority is:

Volunteers in Scouting – developing new approaches to broaden the base of adult support.

The contribution of volunteers to their communities has recently been recognised when 2001 was designated by the United Nations as the International Year of Volunteers.

The traditional concept of volunteer is someone who does not receive compensation for the time and effort they contribute.

Today, with diverse economic and family situations around the world, the traditional concept of volunteering may be preventing Scouting recruiting the volunteers that it needs.

Scouting is dependent on volunteers to achieve its mission and realise its vision.

This will be limited if our concept of volunteering is too narrow.

The aim of this strategic priority is to redefine the concept of volunteering as applied to Scouting and then, take action to attract and retain new groups of volunteers to enable us to achieve our mission.

The sixth strategic priority is:

An organisation for the 21st century – becoming flexible, lean, innovative and participatory.

The structures that associations use today were often put in place when the Movement started.

Generally reviews have not taken place regularly, despite the many developments in business, management and organisations, for example

- The motivation of people, which is particularly important when working with volunteers.
- The understanding and application of management and human resource development.
- The range of possibilities in organisational structure.
- The communications revolution and how that impacts on our way of working.

Federations add an additional structure at national level. This dilutes Scouting's resources and weakens its effectiveness.

WOSM too, at world and regional level, needs to review its structures and systems to respond to the changing needs.

The aim of this strategic priority is to assist all levels of WOSM to put in place structures and systems which enable them to respond to the needs of its members.

The seventh strategic priority is:

Scouting's Profile – strengthening communications, partnerships and resources.

For Scouting to be effective it must have the means to secure the resources it requires.

Scouting needs to communicate effectively with others, it needs to work in partnership with others and through this and good financial management be able to obtain the necessary financial resources.

- We live in an age of mass communications – Scouting must make decisions on how best to communicate.
- We live in a competitive age – where organisations are competing for members, funds, profile and publicity. Scouting needs to decide which partners will be most effective in helping it to achieve its mission.
- We live in an age of stretched finances – there will never be enough money available to meet all our needs. Scouting needs to fundraise effectively to realise its plans.

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C. Expected Results, WOSM's Support

A new approach

For each of the strategic priorities, it is envisaged that work will be required in more than one of the strategic areas to achieve the desired results.

For example, under the second priority – Adolescents – the focus of the work will be on the programme for young people, but unless adults are recruited and receive appropriate training and support to work effectively with adolescents and the structures facilitate this, any changes to the programme will have minimal effect rather than maximum impact.

It is important that national Scout associations consider the three strategic areas when they are identifying actions in each of the strategic priorities.

The Expected Results

The conceptual framework for the strategy can be set out at world level, but the concrete action plans must be designed and delivered by national Scout associations at national and local level.

These results are the outcomes that will be achieved after a certain time by national associations and it is these results that will achieve the mission.

When associations identify concrete actions and set targets, which can then be collated to form a world-view, this will form the 'expected outcomes' for the strategy.

These results should be precise targets which can be measured.

WOSM's Support

Based on the expected results in associations and the actions identified by NSOs, the World Scout Committee, the World Scout Bureau and the Regional Committees and Offices, will target their support to help these actions to be achieved.

This support may be in the form of information, publications, tools to support work on a topic, the sharing of good practice and facilitating networking.

The strategy is designed to take us forward and create a Movement, rooted solidly in our fundamental principles that is relevant and attractive to young people today.

- We recognise that there is a great need for Scouting in our world today.
- We recognise that there is a great potential for Scouting to change the lives of young people, adults and communities.
- We recognise that there is a great challenge for Scouting to identify its niche, where it can flourish and achieve maximum impact.

Can we meet the need?

Do we see the potential?

Can we rise to the challenge?

- **We believe that the strategy meets the needs of World Scouting as we move towards our second century.**
- **We believe that the strategy will unlock Scouting's potential and make a real and needed difference in the world today.**
 - **We believe that together we can rise to this challenge.**

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We owe it to ourselves.

We owe it to young people.

We owe it to the future.

Strategy – Achieving our Mission.



World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout



World Scout **Bureau** Mondial du Scoutisme