



World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout

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To: International Commissioners

April 2006

THE STRATEGY FOR SCOUTING Setting targets and measuring impact

Dear colleagues,

The World Scout Conference in Tunisia adopted Resolution 8/2005 relating to the Strategy for Scouting which:

- 'adopts the process, outlined in Conference Document 6B: *The Strategy for Scouting – Setting Targets and Measuring Impact*, to measure progress in the Strategy for Scouting through setting targets and measuring the impact in society.'

Two documents are attached; one provides information on the process to be followed and the second is a questionnaire to be completed and returned to the World Scout Bureau. The documents are:

1. *The Strategy for Scouting: setting targets and measuring impact – information for NSOs.*
2. *The Strategy for Scouting: setting targets and measuring impact – action required.*

The form should be completed by the person who is responsible for managing the strategy in your National Scout Organization. It is important that he or she reads the information sheet first and then provides answers for the targets identified in strategic planning and all the strategic priorities. It would be helpful to make a copy of your responses before returning the form to the World Scout Bureau.

The information which you provide will give an indication of how work on the strategy is progressing and it will help WOSM to measure the impact of the strategy in 2008.

I look forward to receiving your completed forms.

Yours sincerely,

Eduardo Missoni
Secretary General

Enclosure : A/S

The Strategy for Scouting -setting targets and measuring impact



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Information for NSOs

April 2006

1. Introduction

At the World Scout Conference in Tunisia Resolution 8/05 was adopted, agreeing a process for measuring the Strategy for Scouting. The process and content were described in Conference Document 6B. This document confirms the actions that need to be taken to measure progress in implementing the strategy, which contributes to Scouting achieving its mission. A report on implementing the strategy will be presented to the World Scout Conference in Korea in 2008.

2. Background

The Strategy for Scouting was adopted at the World Scout Conference in Thessaloniki in 2002. The strategy sets out the mission, vision and identifies seven strategic priorities which provide a framework for action to help Scouting achieve its mission. The seven strategic priorities are:

1. **Youth Involvement** – revitalising the Scout Method
2. **Adolescents** – supporting their transition to adulthood
3. **Girls and Boys, Women and Men** – respecting differences, promoting equality and sharing responsibility.
4. **Reaching Out** – breaking down barriers and working with all segments of society
5. **Volunteers in Scouting** – developing new approaches to broaden the base of adult support
6. **An Organisation for the 21 Century** – becoming flexible, lean, innovative and participatory
7. **Scouting's Profile** – strengthening communications, partnerships and resources.

In the triennium 2002-2005 there was a focus on promoting strategic planning in associations and supporting action in the strategic priorities which were of relevance to them. The results were presented to NSOs in an interim report in 2004 and in documents and presentations to the Conference in Tunisia in 2005.

3. Tunisia to Korea (2005 - 2008)

During the triennium 2005-2008, Scouting will celebrate its centenary. There will be many activities planned during this special year and NSOs are encouraged to use the centenary activities to support their growth and development. Plans are also in place to measure progress in the strategy and how it has contributed to helping Scouting achieve its mission. This document sets out the actions required.

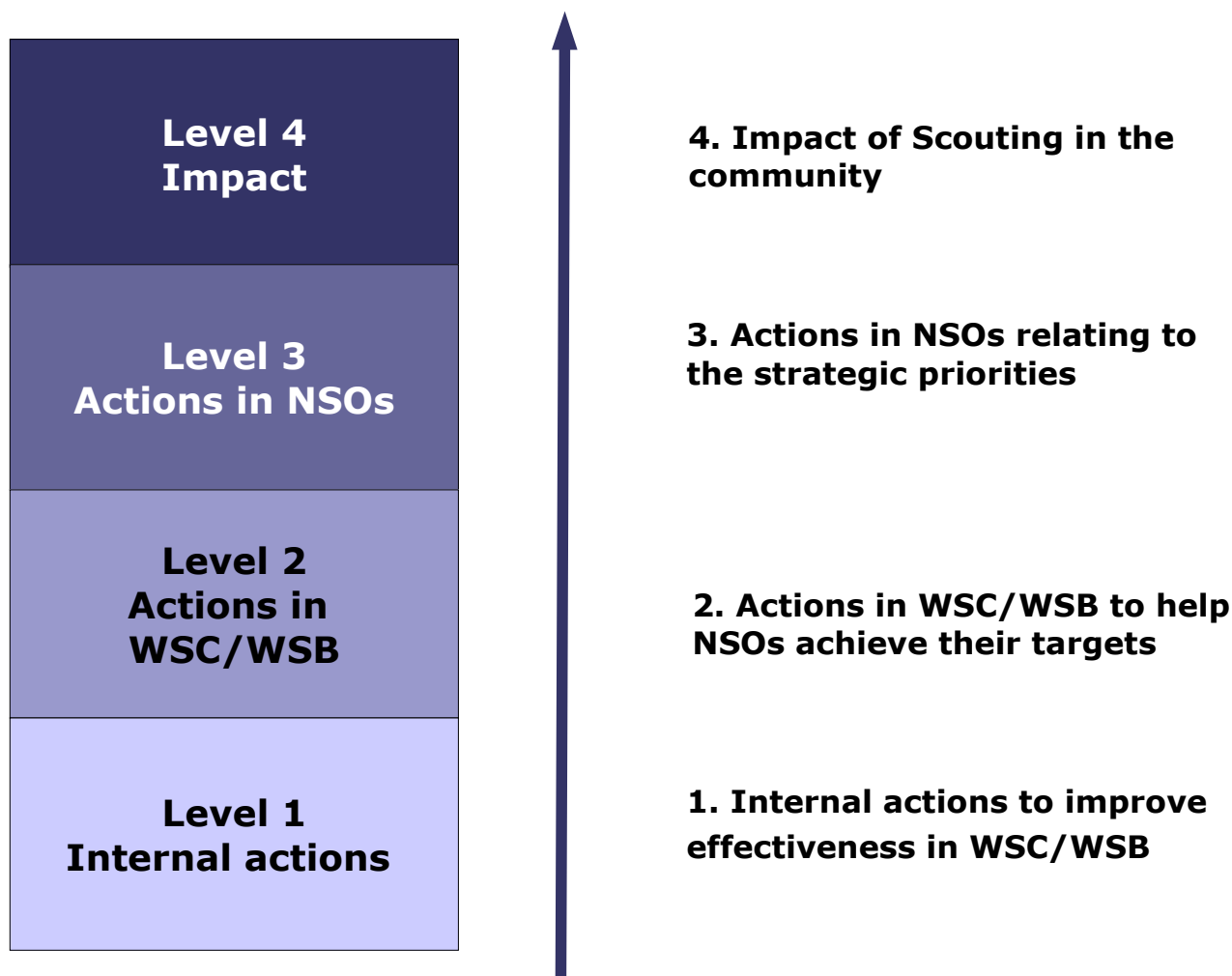
4. Measuring progress in the Strategy for Scouting

In measuring progress in the strategy there are two areas to be explored:

- A) the quality of the Scouting NSOs offer to young people and the impact that it has on the lives of young people and their communities.
- B) the support provided by the World Scout Committee and the World Scout Bureau to help NSOs deliver quality Scouting to young people.

In each area there are two different levels which should be measured. These are set out in the diagram below:

A: The quality of Scouting: activities at local and national levels



B: The Support to Scouting: activities at world and regional levels

There will be very different actions taken at each of the four different levels, so there needs to be different ways of measuring the results at each level. The proposed methods are set out below:

Level 4: Impact of Scouting in the community

To measure the actions taken at this level qualitative analysis is required. This will be undertaken through analysis of existing projects which can provide relevant data e.g. The Gifts for Peace Projects, The Jacobs Leadership Project in Africa, The European Growth Project etc.

The projects to be analysed will be confirmed at the World Scout Committee Meeting in April 2006.

Level 3: Targets in NSOs relating to the strategic priorities

The actions at this level will be measured by asking NSOs to identify which targets they have already achieved, which are relevant during this triennium and which will be relevant in the future. This information will be collected and a second questionnaire will be sent out at the beginning of 2008 with the same questions. This will enable progress to be determined. The list of targets for each of the strategic priorities is set out in the accompanying document *'The Strategy for Scouting – setting targets and measuring impact – actions to be taken'*.

It is important when identifying their targets for this triennium, that NSOs take a strategic approach. Targets which are achievable and support the growth and development of Scouting should be identified and not too many targets should be chosen.

Level 2: Targets in WSC/WSB to help NSOs achieve their targets

This is essentially the actions identified by the World Scout Committee and its sub-Committees, supported by the World Scout Bureau, to help NSOs achieve the results that they have set. These actions are currently being finalised, will be confirmed by the World Scout Committee at its meeting in April 2006 and will then be communicated to NSOs.

Level 1: Internal actions to improve effectiveness in WSC/WSB

The targets at this level recognise that the World Scout Committee and World Scout Bureau should take action to become more effective at providing support to NSOs. These targets are currently being determined and will be agreed by the World Scout Committee meeting in April and then communicated to NSOs.

In 2008, information on the targets set at all four levels will be collected and a report will be presented to the World Scout Conference in Korea.

5. Actions to be taken

This process requires that associations complete and return the form to inform the World Scout Committee and Bureau of their current focus in each of the strategic priorities.

An example of how the form should be completed is set out below for the targets related to Strategic Planning and Implementation.

NOW - Place a cross in one box in each row to identify the targets which are relevant for your NSO.

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	A strategic plan is in place which is reviewed regularly.		X	
2.	The strategic plan sets out clear actions to meet a small number of identified needs.		X	
3.	A process to promote strategic planning and work on the strategy at all levels of the association is in place.		X	
4.	Action plans identify key actions, target the people responsible for carrying out these actions and set a time-scale.			X
5.	The strategic plan includes targets and indicators for measuring progress.			X

2008 – Identify how you have progressed in achieving the targets that you identified as relevant.

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future	Met fully	Met mostly	Met partially	Not met at all
1.	A strategic plan is in place which is reviewed regularly.		X				X	
2.	The strategic plan sets out clear actions to meet a small number of identified needs.		X		X			
3.	A process to promote strategic planning and work on the strategy at all levels of the association is in place.		X			X		
4.	Action plans identify key actions, target the people responsible for carrying out these actions and set a time-scale.			X				
5.	The strategic plan includes targets and indicators for measuring progress.			X				

The Strategy for Scouting -setting targets and measuring impact



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Action required

April 2006

Please complete this form and return it to the WSB by 30th June 2006

Scout Association: _____

Country: _____

Name: _____

Appointment: _____

TARGETS

Strategic Planning and Implementation

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.

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	A strategic plan is in place which is reviewed regularly.			
2.	The strategic plan sets out clear actions to meet a small number of identified needs.			
3.	A process to promote strategic planning and work on the strategy at all levels of the association is in place.			
4.	Action plans identify key actions, target the people responsible for carrying out these actions and set a time-scale.			
5.	The strategic plan includes targets and indicators for measuring progress.			

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.

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	There is 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 Council and Sixers' Councils/Council Rock etc.			
3.	Opportunities are provided 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 are helped through adult training to develop the skills necessary to support young peoples' involvement in decision-making.			
6.	Young people are involved in the development and implementation of national and local Gift for Peace projects.			
7.	Young people play an active role in the promotion and achievement of the Millennium Development Goals.			

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.

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
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.	Leaders receive appropriate training to work effectively with adolescents and young adults.			
4.	The image of the Movement is attractive to adolescents and young adults.			
5.	There is growth in the quantity of young people in the adolescent and young adult age-ranges and in the quality of the youth programme offered to young people in the association.			

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.

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	The youth programme provides 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 are helped through training to understand and meet the needs of both genders within their section.			
3.	Leaders are helped to assess the interactions between young people in their sections and respond appropriately.			
4.	There is 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.	More female leaders are involved in decision-making in NSOs.			

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.

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	NSOs extend their membership to be open 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.			
2.	Programmes are developed to broaden the membership of young people and adults in NSOs.			
3.	The image of Scouting in an association reflects the different cultures in the society.			
4.	Scouting in Schools is promoted and expanded by setting up and/or renewing partnership agreements between Scouting and the school system.			
5.	Scouting is promoted as a non-formal education system to new partners.			
6.	Programmes are developed to reach children in especially difficult circumstances.			

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.

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	The approach to volunteering is reviewed so that strengths and weaknesses are known and future efforts can be targeted appropriately.			
2.	A recruitment campaign and tools to recruit and support a new group of volunteers to Scouting are available.			
3.	There is flexible and accessible training and support, designed to meet the needs of the volunteers in the role they have undertaken, and it is offered within an appropriate time-scale.			
4.	The number and quality of volunteers and their length of stay in the association increases in response to the recruitment campaign and the efforts made to attract and retain them.			
5.	Child Protection policies and practices are in place.			

Strategic Priority 6: An Organisation for the 21 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.

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	There is an effective membership management tool which provides information on: <ul style="list-style-type: none"> • 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.	The importance of strategic planning is understood and there is the capacity to develop a strategy, implement it and evaluate a corresponding plan of action and recognise the need to review it regularly.			
3.	The organisational structures are reviewed to make them lean and flatter and appropriate management styles are adopted so that the organisation can respond effectively to the changing needs of the 21 century.			
4.	The need for organisational performance indicators is understood and a base-line for the association developed.			
5.	Succession planning for key appointments is in place to ensure continuity and stability in the association.			

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.

7.1 Scouting's Profile – Communications

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	There is a communication strategy which clearly identifies brand identity, the target audiences, the key messages and the means of communication used.			
2.	The Centenary Celebrations are used to promote a positive image of Scouting to local, national and international communities.			
3.	Scouting's educational role, its ability to act as a 'social force', its contribution to peace and its particular relevance to the adolescent age-group are the key messages promoted by the association.			

7.2 Scouting's Profile - Partnership

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	Partnerships increase at local level, which help Scouts to experience the global dimension of Scouting through twinning projects, pen-pal schemes and youth exchanges etc.			
2.	The association, as a voluntary youth organisation takes advantage of the partnerships at world level and works in partnership with other youth organisations in particular with WAGGGS and other members of the Alliance of Youth CEOs (WOSM, WAGGGS, YMCA, YWCA, the International Federation of the Red Cross and Red Crescent Societies and the International Award Association) for mutual benefit.			
3.	The association takes advantage of the partnerships at world level and develops partnerships with external organisations, particularly within the UN family, which are supported by MOUs and designed to meet specific needs.			
4.	The association is in dialogue with the major faith groups represented in the country as well as with other community groups interested in supporting Scouting, such as parliamentarians (WSPU) or former Scouts (ISGF).			

7.3 Scouting's Profile - Resources

Please place a cross in one box in each row

Target	Details	Already in place	Relevant 2005-2008	Relevant for the future
1.	An assessment of the financial capacities/stability of the organisation is undertaken.			
2.	An effective membership management tool is in place and is the basis on which membership income is collected within the associations.			
3.	Sources of income are diversified so that the association is less dependent on the income from the membership.			
4.	Sound financial procedures and practices are in place which are audited regularly, both internally and externally.			
5.	The annual budget and accounts prepared are structured to reflect the strategy and strategic priorities.			