



Strategy Paper 1-2007

Measuring progress and assessing the impact of the Strategy for Scouting

The Strategy for Scouting has gone through development, planning and implementation phases. Advancements have been shared with National Scout Organizations (NSOs) on different occasions. The intention of this Strategy Paper is to update NSOs in the process of measuring the strategy's progress.

The content of this paper focuses on two items:

1. Describing the process of progress measurement and assessing the impact of the Strategy for Scouting, explaining where we are now and what the next steps are.
2. Presenting the outcomes to be achieved and measured under each of the seven strategic priorities to NSOs.

The Strategy for Scouting states **what** we expect to achieve as a global Movement. We need to ask ourselves **if** what was proposed in the strategy has been achieved and **if** we are on the right path. Providing answers to these questions is **the purpose** of measuring progress and impact. The information necessary to compare what was projected at the strategy level with the actual situation should be provided by a coherent and coordinated process of monitoring and evaluation (M&E). This process will help us identify what has been achieved to date.

The aims of progress measurement and assessing the impact of the Strategy for Scouting are:

1. to identify if and how the strategy is helping Scouting to achieve its Mission and realize its Vision
2. to help NSOs ensure that they provide quality Scouting to help build a better world through contributing to the education of young people.
3. to focus and improve the support provided to NSOs by the World Scout Committee (WSC) and World Scout Bureau (WSB).

The principles of the monitoring and evaluation process:

- The process involves the key people responsible for the implementation of the strategy, at world, regional and national levels.
- The process is open and transparent.
- The indicators selected are relevant and can be measured.
- The monitoring process supports improved performance at individual and organizational levels, i.e. the outcomes identified and indicators set will help people to strive for excellence rather than be satisfied with mediocrity.
- The process and language used are clear and simple.
- World and regional events, as well as the 2007 Centenary Celebrations, will be used as opportunities to measure specific outcomes of the strategy.

There are three levels by which the process of measuring progress needs to take place:

1. **Global impact:** This is the **long term**, meaningful and sustainable change brought about in Scouting's target populations through their Scouting experience. **Qualitative** measurements are needed to identify how and if Scouting is achieving its Mission and realising the Vision. Impact level measurements can be applied during a **midterm** evaluation, before a strategy comes to an end, to find out if it is having the expected results or if it needs to be revised and adapted.
2. **Outcomes at NSO level:** These refer to the **delivery of Scouting by NSOs and its effect** on young people and on the local, national and international communities. **Short term** measurements of **quantitative** nature, related to the **process** of Scouting, will be used because most NSOs can collect and monitor this type of information routinely.

At the NSO level, measurements of **qualitative** nature can and should be used as well. Qualitative measures related to the **effect** of Scouting on the lives of Scouts and the **quality** of Scouting interventions that are offered to young people are critical. These can allow NSOs to assess if they are investing their efforts and resources appropriately in order to achieve their Mission. NSOs are strongly encouraged to use qualitative measurements whenever resources and

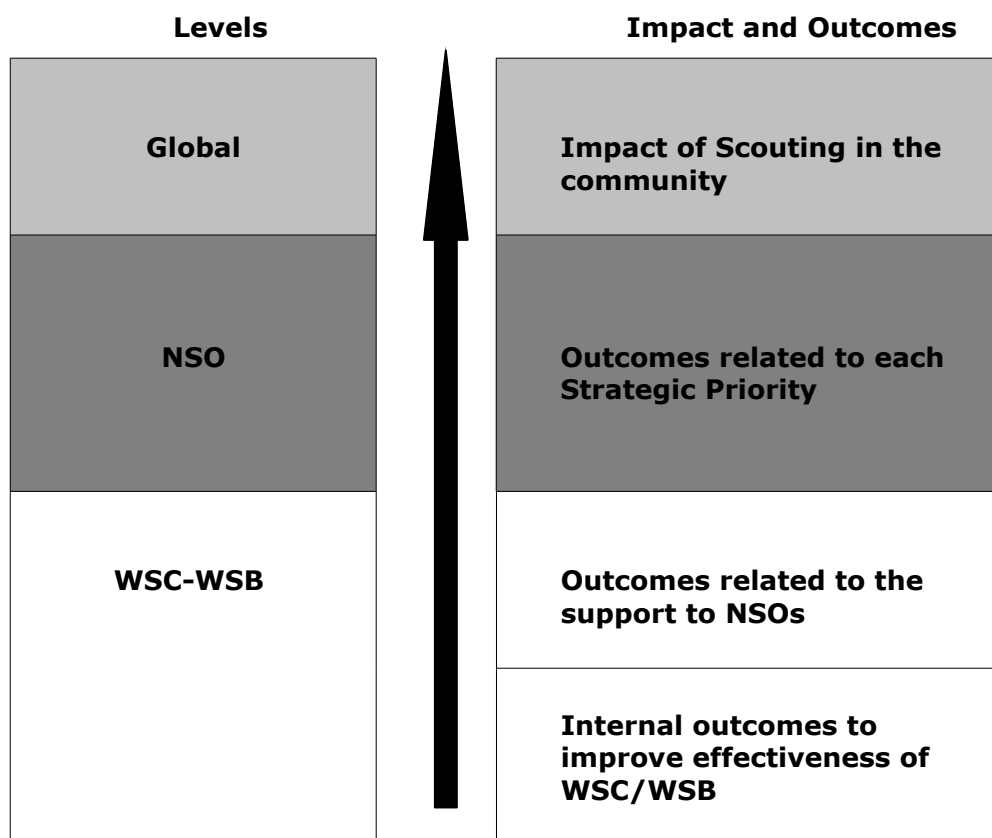
priorities permit them to and when they are technically adequate.

3. **Outcomes at WSC and WSB level:** These refer to the **support given to NSOs** to help them achieve their objectives, namely how the WSB and WSC operate and how they promote the implementation of the strategy. Indicators of quantitative as well as qualitative nature will be used to monitor the work done at this level.

The following diagram illustrates the levels at which impacts and outcomes, endorsed by the WSC, have been set and will be measured for each Strategic Priority. Monitoring and evaluation need to take place at all three levels:

1. Global impact level
2. NSO level
3. WSB and WSC level: for this level, outcomes to support NSOs and outcomes of internal nature have been defined.

Diagram No. 1:
Levels of implementation and measurement



A. Impacts and outcomes under each Strategic Priority

Specific impacts and outcomes have been defined under each strategic priority. Please refer to **Annex I** to see detailed information about them. These impacts and outcomes have been organised in levels as well, using the same three levels presented in Diagram 1: Global impact, Outcomes for NSOs and Outcomes for WSB/WSC levels.

The following table contains examples of impacts and outcomes related to the strategic planning process that should take place at all levels:

Table 1:
Strategic Planning: Global Impact and Outcomes at NSO and WSB/WSC levels

Strategic Planning and Implementation / Under the umbrella of the Strategy for Scouting, strategic planning and implementation, NSOs, WSC and WSB need to achieve their goals through effective team work, learning and networking. Coherent strategic planning following the strategy strengthens a united, world-wide Movement as well as individual NSOs and Regions.	
Global Impact	<ul style="list-style-type: none"> • WOSM at all levels has the ability to identify strategic issues and develop plans which will contribute to its long-term development, resulting in stronger, more focused NSOs, supported efficiently and effectively by the WSC and WSB. • The Centenary Celebrations are used as a vehicle to move forward with the strategy and strategic planning at all levels of the Movement.
Outcomes for NSOs	<ul style="list-style-type: none"> • A process to promote strategic planning and work on the strategy at all levels of the association is in place. • A strategic plan is in place which is reviewed regularly. It sets out clear actions to meet a small number of identified needs and includes indicators and targets for measuring progress. • Action plans identify key actions, the people responsible for carrying out these actions, as well as setting a time-scale and budget. • The NSOs use Centenary Celebrations to strengthen their work on strategic priorities. • NSOs share their experiences and learning with others.
Outcomes for WSC/WSB to support NSOs	<ul style="list-style-type: none"> • Development of a way of measuring progress of the Strategy for Scouting and reporting the results to the World Scout Conference in Korea in 2008 • There is a clear link between the activities planned for the Centenary of Scouting and the Strategy for Scouting. • The growth and development of the Movement are promoted through the Strategy for Scouting. • NSOs are supported and motivated to use the strategy to plan and implement activities at national level.
Outcomes for WSC/WSB internally	<ul style="list-style-type: none"> • Preparations (initial thinking and setting out a consultation process) for the next stage of the strategy is undertaken in this triennium so that a direction for the future is in place. • There is transparency in consultation and reporting to NSOs.

B. The process of measuring progress and impact of the Strategy for Scouting

As indicated earlier, the Strategy for Scouting states **what** we expect to achieve as a global Movement. In order to know **if** we are on the right path or have achieved our outcomes, we need to compare what was planned with the actual situation. To do this comparison we need information. Information that can answer one question: "Have we achieved this?", in reference to the impacts and outcomes, as these are the projected achievements and, as such, they become object of measurement.

In order to know how much and how well we are doing, information needs to be gathered to help us answer **if** we are in the right track to achieve the proposed impact and outcomes. **Indicators** are the measurable expression of these achievements.

These are the steps that will be used to measure progress at the strategic level:

1. **First step:** Develop indicators to measure impact and outcomes.
2. **Second step:** Determine where we get the information, how we gather and analyse it, how often and who will be using the information. This requires the definition of information sources, methods and frequency of collection.
3. **Third step:** Refers to the collection and analysis of data.
4. **Fourth step:** Has to do with the use of the information for learning, improving, making decisions and reporting.

The diagram below illustrates these steps as part of a process of monitoring and evaluating progress of the Strategy for Scouting:

Diagram 2:



C. Step One: Develop indicators to measure impact and outcomes

A set of indicators has been developed to measure the impact and outcomes set under each strategic priority. **Development of indicators** is the process used to identify the information we need to measure. Indicators allow us to compare the **actual** situation versus the **projected** situation or the situation we planned to be at a certain point in time.

The indicators are under revision and will be shared with NSOs in the next Strategy Paper 2-2007.

To illustrate the work being done to develop indicators, examples of Global Impact indicators are provided in the following table:

Table 2:
Indicators to measure Global Impact

Strategic Priority measured	Key Indicators	Complementary information
SP1: Youth Involvement SP2: Adolescents SP3: Girls and boys...	<u>Perception of Scouting in an internal audience of Scouts</u> of different age ranges.	During the Jamboree and other selected Scout events, anonymous questionnaires will be applied to find out: <ul style="list-style-type: none"> • Motivation to join Scouting, feeling of fulfilment with his/her Scouting experience, if new skills or new knowledge have been integrated. • Networking and learning experience. • Changes in his/her commitment to local, national and international communities. The level of awareness about issues of the surrounding world. • Support received to take responsibility for his/her own development. • His/her contribution to the development of Scouting and suggestions to improve the Scouting experience.
SP1: Youth Involvement	<u>Perception of an internal audience of young Scouts</u> about the support received, the empowerment and decision-making	Anonymous questionnaires and focus groups will be used to find this out.
SP3: ... women and men SP4: Reaching out SP5: Volunteers in Scouting	<u>Perception of Adults</u> about the support received, learning experience, challenges, satisfaction and suggestions for improvement.	Anonymous questionnaires will be used to find out the perceptions of adults, women and men, who are involved in WOSM working groups as staff or volunteers.
SP1: Youth Involvement SP2: Adolescents SP3: Girls and boys... SP4: Reaching out SP7: Scouting's profile	<u>Perception of Scouting in external audiences</u>	The audiences can be stakeholders as well as the general population. A special survey is needed to measure how the Movement is seen, if it is perceived as a youth movement, if it provides opportunities for young people, if it have an impact locally, nationally, globally and if it is perceived as a global organization.
SP7: Scouting's profile	Level of effectiveness of the <u>Brand and Communications</u> Strategy	Special study on branding and marketing

D. Step Two: Define information sources, methods and frequency of collection

Together with the development of indicators for each strategic priority, the WSB has developed matrices containing the possible information sources, the methods that can be used to gather the information, the frequency with which the data should be collected, who will use the information, when it's going to be used and for what. This will also be included in the next Strategy Paper.

E. Step Three: Collect and analyse information

It is envisioned that, after preparatory work, **selected indicators will be measured in the second half of 2007 and early 2008**. Special opportunities such as the Centenary Celebrations, world and regional events will be used. Information exchange with NSOs is vital for the success of this measuring process. It is expected and will be supported. More details on this step will be sent in the near future.

F. Step Four: Use the information for learning, improving, making decisions and reporting.

All information that is collected needs to have a specific purpose. There is information that may be **"nice to know"** but that we don't **"need to know"**. Such information should not be gathered. This avoids wasting resources by searching and managing data without a specific purpose. After gathering information, it needs to be used to learn, improve and make decisions. The information obtained should support better informed decisions at global, national and local levels. The information from M&E activities is key to shape the Movement's collective actions in the following triennium, 2008-2011.

For the World Scout Conference in 2008, a comprehensive report will be prepared using the monitoring and evaluation data. Obtaining quality information to support joint decisions related to the future of the Strategy, its implementation and improvement should be a common goal. The following table synthesises the steps of the monitoring and evaluation process, the actual situation and what is planned for the near future:

Table 3:
Monitoring and Evaluation Steps: situations and deadlines

M&E Steps	Situation	Deadline
First step: Develop indicators to measure impact and outcomes.	Under revision	To be sent to NSOs by mid 2007
Second step: Define information sources, methods and frequency of collection	Under development	To be sent to NSOs by mid 2007
Third step: Collect and analyse the information.	Under planning	Coordination with NSOs, sharing tools and guidelines from late 2007 onwards Information collection initiated during the next World Scout Jamboree Collection and analysis of information will continue during the second half of 2007 until early 2008
Fourth step: Use of the information for learning, improving, making decisions and reporting.	Constant process	From now on, frequent communication with NSOs about all M&E activities is expected to stimulate interest to participate in the gathering as well as the use of the information.

References

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