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To: International Commissioners

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37th World Scout Conference: Report of the Strategy Discussion Groups

Dear Colleagues,

At the World Scout Conference in Tunisia the participants spent 4 hours on Wednesday afternoon discussing aspects of the Strategy for Scouting. This provided an opportunity for the delegates and observers to report on progress in their strategies in the last three years and also to give feedback and information on the plans for the coming triennium.

Please find attached a copy of the report of the discussion groups which was presented to the World Scout Conference on Thursday 8 September, 2005. This report provides a short overview of the 40 discussion groups.

The second report provides a summary of the answers to each of the questions in the form of bullet points. This information is structured, where appropriate, under the following headings: Young people, Adults, Institutional aspects and Communications, partnerships and resources and also provides more detailed information on the answers provided on the Centenary of Scouting, the Growth of the Movement and the Social Impact of Scouting.

I hope this information is helpful in supporting the development of the strategy in your association.

With best wishes.

Yours sincerely,

Eduardo Missoni
Secretary General

Encl.

World Scout Conference - Discussion Group Report

Background

This is the report of the outcomes of the discussion groups which was presented to the World Scout Conference on Thursday 8 September 2005. The discussion groups took place at El Jem the previous day.

Each discussion group compiled a report and the overall report was prepared and presented by the group of strategy facilitators comprising:

Marios Christou: Vice-Chairman, European Regional Scout Committee
Cynthia Marquez: Director, Educational Methods, Scout Association of El Salvador
Jos Nanette: Chairman Africa Regional Scout Committee
Mustafa Salem: Libya Scout Association, former Chairman Arab Regional Scout Committee
Tamara Shukakidze: Director of Programme, The Georgia Scout Association
Cheng Kiong Tan: Member of the Asia-Pacific Regional Scout Committee

The compilation of the bullet points from the discussion groups is available in a separate document.

Report to the World Scout Conference

We had a very successful and productive afternoon with 32 discussion groups working at the coliseum.

- 23 groups worked in English
- 5 groups worked in French
- 4 groups worked in Arabic and reported back in English or French

In some of the working groups a second language was facilitated such as Spanish and Japanese.

The discussion groups were divided into three broad areas of thematic topics:

- The Centenary of Scouting
- The Growth of the Movement
- The Social Impact of Scouting

However, three of the four questions provided for discussion were common in all three thematic areas. These were:

Question 1: The Strategy for Scouting

- (i) What challenges and obstacles have been faced by NSO's?
- (ii) What successes and achievements have been recorded?
- (iii) What views were expressed by participants on the support provided by the World Scout Committee and the World Scout Bureau during the last triennium?
- (iv) What support would NSO's have liked to be available which was not provided?

Question 3: Setting targets and measuring impact

- (i) What views were expressed by participants on the proposed process to set targets and measure the impact of the strategy – set out in Document 6b?
- (ii) What experience have any of the NSOs got of developing and measuring indicators in Scouting?

Question 4: Support requested during the next triennium

- (i) What support was requested from the World Scout Committee and the World Scout Bureau for the triennium 2005-2008 to support the implementation of their strategies? Question number 2 was specific to each one of the three thematic area topics:

World Scout Conference - Discussion Group Report

2A. The Centenary of Scouting (10 working groups discussed the question : 8 English speaking, 2 French speaking)

- (i) What plans do NSOs have to participate in the world initiatives for the Centenary of Scouting: Gifts for peace, Scouting's Sunrise, World Scout Jamboree and Join-in-Jamboree?
- (ii) What plans do NSOs have to support the celebration of the Centenary at local levels in their countries?
- (iii) How are NSOs planning to use the Centenary as a means to move forward with their strategic plans and priorities?
- (iv) How are NSOs planning to use the Centenary to improve the image of Scouting and increase Scouting's impact in their societies?

2B. The Growth of the Movement (12 working groups discussed the question: 8 English speaking, 1 French speaking, 3 Arabic speaking)

- (i) How are membership figures analysed in NSOs? What parameters are being used and how are trends analysed over a period of time? Has this been done over the long term? What actions have been taken in NSOs based on this analysis?
- (ii) What are the challenges and obstacles to growth in NSOs?
- (iii) What impact does the image of Scouting have on the membership trends in NSOs?
- (iv) How can strategic planning assist growth in NSOs? What support is needed from the World Scout Committee and the World Scout Bureau to facilitate this?

2C. The Social Impact of Scouting (10 working groups discussed the question: 8 English speaking, 1 French speaking, 1 Arabic speaking)

- (i) How do NSOs help young people to develop the skills to participate fully in society? What impact does this have on their lives and on the community? How is this measured in NSOs?
- (ii) What are there examples of good practice in NSOs where scouting has reached out to new groups in society? What has been the impact on the community and the NSOs?
- (iii) What examples were provided of experiences/initiatives that have been undertaken by former Scouts, because they were Scouts?
- (iv) What is the image of Scouting in the societies represented in your group? What are the barriers that have been faced in the community and how have they been overcome?
- (v) What benefit is society getting from Scouting in the countries represented in your group?

The replies received in the reports of the rapporteurs have been grouped in bullet point forms and are available in a separate document.

With the diversity that our movement has, it was expected to receive replies and responses which reflect a variety of suggestions, comments, ideas and position statements.

In general however, we have identified the following overall comments:

- Strategy and strategic planning at world level is well received by NSO's as a tool to assist national planning and the development of a strategy at national, local and even group level.
- Support to NSO's to develop their own strategy is vital for the success of the process. This support however, should be provided on a tailor made basis, to respond to the different situation of NSO's. Regions can play an important role in this process strengthening further contacts with NSO's.

World Scout Conference - Discussion Group Report

- NSO's that have already designed and implemented their own Strategy can share their experiences and their results (successes and failures) with other NSO's. It's encouraged to use information technology to set up a network to facilitate the process. The World Scout Bureau is encouraged to take an initiative towards the creation of the network supported by a database.
- The quality of Scouting plays an important role in the growth of the Movement. To achieve better quality, it is important to:
 - improve the quality and the skills adult leadership at all levels has by using innovative and modern training methods and materials.
 - improve the youth program to respond to the needs of the youth of today, by enlarging and enriching the activities offered.
 - develop tools and clear quantitative measures to evaluate the quality of the youth programme provided by NSOs.
 - encourage youth participation and youth involvement in the decision-making process at all levels both in NSOs and Regional and World levels. A quota youth representation system may be introduced to safeguard minimum youth presence and participation in decision making.
- Statistical figures can be used as a reliable tool to measure the membership trends in the movement. However these figures should be accurate, reflecting the real situation in NSOs and not based on the fee payment system which might not reflect the reality. Statistical figures can be used to assist the analysis of the impact of Scouting to the society, measuring growth in absolute figures as well as the penetration that the Movement has among the youth population. Best practices should be shared and NSOs should be assisted either by the World Scout Bureau or the Regions to develop their own data bases and statistical tools.
- The image of Scouting plays an important role to the growth of the Movement. The image that we have at different countries or parts of the world is very diverse. There are countries and Regions where the image is highly respected while there are parts of the world where the image is not so good. It is encouraged to take initiative at world level to promote globally the image and the profile of the Movement especially through the use of global institutions and media. However, it is equally important to review scouting's image at National and local level. It is important to create an image attractive to youth rather than to parents and older people, however we need to be cautious not to destroy our well-respected image between parents.
- The preparation of materials and tools by the World Scout Bureau and the Regions is highly appreciated and encouraged. Materials and tools should be practical rather than theoretical, easily understandable and conceptionally accessible by the average member of a national board of a leader. Materials and tools such as RAP and other practical kits for workshops and trainings are widely used.
- The aspect of non-formal education in connection with the volunteer concept in Scouting should be strengthened and further explored. This is an important issue in many parts of the world and partnerships with institutions specializing on the matter would benefit the movement and may be used as an attractive opportunity for recruiting more adult volunteers.
- The strategic planning process should be viewed as a two-way process and not to take a top to bottom approach. This is important to achieve a successful outcome with the participation of all stakeholders who may bring their own perspective views and experiences reflecting local, regional and national needs.

World Scout Conference - Discussion Group Report

The Centenary of Scouting is an opportunity to promote the Movement and especially to improve the image worldwide. The World Scout Jamboree, the Scout Sunrise, the Gifts for Peace programme form a good basis for the media to report on our world centenary events and through that to promote and improve the image of the movement. At the same time, it is important that the Centenary is used at local and National levels to promote the movement and lift the profile of Scouting. Activities such as Gifts for Peace in their local perspective and impact, Jamboree on the Air and Jamboree on the Internet and other projects can be used for external communication purposes.

- Many NSOs have already started their planning or even have launched their Centenary activities and projects. The World Scout Bureau and the Regions should encourage all NSO to participate in the Centenary of Scouting by developing further programmes and activities as well as to work in partnership either with other NSOs and with national/international organizations.
- Partnerships at world level with large reputable organizations and agencies, such as UNICEF, should be further developed and exploited especially within the context of Scouting's Centenary. Those partnerships and activities may be used as platforms to develop further the growth of the Movement, contributing to the improvement of the quality of Scouting worldwide.
- Scouting has been working for peace for 100 years, therefore, the possibility for qualifying for the Nobel prize for peace is worth being exploited. This will reward the efforts of generations of scouts that have been working for world peace and at the same time it will contribute to the improvement of the image of the Movement.
- The implementation of strategy and strategic planning requires at the same time organizational changes. The management of change is an important factor to achieve such changes. It is evident that in many cases there is a strong resistance from within organizations to adopt changes. The management of change should be considered as a key issue to achieve successful internal organizational changes, therefore successful strategy tools should include the element of managing organizational change.

The Strategy for Scouting – results of the Discussion Groups

This paper contains the results compiled from all the discussion groups at the World Scout Conference in Tunisia from 5-9 September 2005.

QUESTION 1

(i) What challenges and obstacles have been faced by NSOs?

Young People

- updating of the youth programme
- insufficient challenges for young people
- insufficient opportunities for youth participation in decision-making
- insufficient training for young leaders working with authorities
- social barriers for youth involvement
- decrease in membership
- difficulty in attracting and retaining members, particularly adolescents (older members)
- strong competition from other youth organisations and leisure activities, more time spent in front of computers
- academic pressure
- lack of parental support (parental fear about security of children)

Adults

- lack of volunteers and adult resources policy
- time/commitment for volunteers
- adults holding too many appointments
- short term appointments of adult leaders makes it difficult to develop long-term plans
- women drop out of public life at a young age

Institutional aspects

- other priorities than WOSM's in NSOs
- lack of appropriate institutional management policy
- lack of information on NSOs situation
- too complex structure in large NSOs
- absence or difficulty in completing a strategic plan
- insufficient training in strategic planning
- lack of interest in national and local level in strategic planning
- fear of change
- diverging NSO/regional/WOSM/WAGGGS strategies
- difficulty in having a common vision in federations
- immobility of Scout units preventing access to potential new members
- rural to urban migration

Communications, partnerships, resources

- ineffective communication through regional office
- language barriers restrict information flow
- imperfect internal and external communication structures
- lack of understanding of religious beliefs and cultures
- lack of resources
- lack of media coverage
- lack of community and governmental support
- deterioration of Scouting's image

(ii) What successes and achievements have been recorded?

Young People

- more national leaders under 26 years of age
- youth forums and networks as real training opportunities for young leaders

The Strategy for Scouting – results of the Discussion Groups

- greater promotion of youth participation in world and regional conferences and decision-making (quota to ensure minimum youth participation)
- updated youth programme with relevant adolescent priorities in some NSOs
- develop new youth policies in NSOs
- growth in Rover and Venture Sections
- increased female and adolescent membership in different NSOs
- halt of the drop in membership
- extending Scouting to underprivileged and special groups
- Scouting in schools project
- HIV/AIDS, drug abuse, smoking, young offenders Scout projects
- university Venture/Rover units
- involvement in catastrophe management and conflict resolutions
- increase of activities and projects

Adults

- increased self-satisfaction of adult leaders
- more flexible leadership training methods for adult leaders
- more formal recognition of adult training (e.g. Scouts Australia Institute of Training)
- effective review of adults

Institutional Aspects

- accomplishing greater membership share in some areas
- updated and more relevant constitutions in NSOs
- more democracy in NSOs
- development of statistical tools to evaluate membership figures
- focus on local level development
- development of new strategic plan with measurable inputs and regular evaluation
- realization of national and international events

Communications, partnerships, resources

- improved profile of NSOs
- increase of Scouting web-sites
- more structured approach to communication and new information flows
- more partnerships with international and governmental agencies and between NSOs
- increase of the relations between NSOs to share experiences
- BP International House (Hong Kong)

(iii) What views were expressed by participants on the support provided by the World Scout Committee and World Scout Bureau during the last triennium?

Positive Views

Young People

- seminar on street children projects
- good to have guidelines for youth programme development
- encouragement of youth involvement

Institutional Aspects

- strategic development is now a global issue thanks to its promotion to NSOs
- WSC and WSB strategic planning has been adopted by some NSOs and it has been helpful for them developing their own strategies
- Strategic Planning Kit
- regional seminars, workshops and visits are helpful
- mission and vision statements are helpful
- good to have guidelines for strategic planning
- good regional support to small associations
- better response and support from regional offices and WSB

The Strategy for Scouting – results of the Discussion Groups

Communications, partnerships, resources

- rich and well-documented web-site
- excellent seminar on partnerships in Bangalore, India
- partnerships have increased
- closer co-operation in projects at national level
- good technical and financial support

Negative aspects

- support was insufficient or sometimes negative
- minimum awareness of support from world level
- little support in Middle-East conflict issues
- difficult terminology in documentation is sometimes an obstacle to good communication
- information regarding the strategy is not always relevant to local needs
- complete documentation should be available in languages other than English and French

(iv) What support would NSOs have liked to be available which was not provided?

Young People

- detailed tools should be developed by regions to meet specific needs
- provide more participation opportunities for young people

Adults

- facilitate human resources support by conducting workshops and seminars at regional and sub-regional levels

Institutional Aspects

- give more time for dialogue and exchange of local experience and activities during world events (conferences)
- help in developing strategies for membership growth by providing training on the implementation of the strategic priorities
- discuss the WOSM strategic priorities in different regional and international gatherings
- educational methods and the strategy should be linked together to help NSOs
- WSB to support NSOs through 'home' visits by WSB staff
- encourage networking between NSOs (group to group) that have similar challenges
- greater involvement of youth advisers in the World Scout Committee and workstreams

Communications, partnerships, resources

- WOSM web-site needs to be translated into more languages
- close co-ordination with WSB and regional offices, re success stories in order to increase societies awareness about Scouting through the media
- support material and documentation should be available with templates for translation and dissemination at local level
- provide tools to assist NSOs to enhance their image
- host regional and sub-regional events and activities to improve local image
- produce more support materials that are relevant to developing NSOs
- more communication and information should be provided on world events on time
- closer look at world events to issues of: financial support and limiting fees
- promote and facilitate co-operation between the regions (Europe and Africa in particular and north-south in general)
- provide opportunities for inter-regional participation in events and activities
- encourage inter-regional twinning projects that will enable participation in international events by NSOs
- to tap on the networking of potential B-P Fellows, former Scouts and friends of Scouting to support the Movement

The Strategy for Scouting – results of the Discussion Groups

QUESTION 2A – THE CENTENARY OF SCOUTING

2A (i) What plans do NSOs have to participate in the world initiatives for the Centenary for Scouting?

The World Scout Jamboree

- all countries are planning to attend
- need a lower fee to allow participants to get there
- satellite connections with Join-In Jamborees world-wide

Join-In Jamboree

- materials and programmes to allow others to participate if not going to the World Scout Jamboree – needs to be diverse to reflect Scouting around the world
- weekend events to take place at the same time as the World Scout Jamboree to create a sense of solidarity, with a programme similar to the WSJ
- Sweden will have a national jamboree prior to the WSJ to celebrate the centenary
- Join-In Jamboree programme to be published throughout the year and groups that participate should receive a badge for this

Scouting's Sunrise

- plan to go to the highest mountain in the country
- plan for local activities with all groups and get them to go to the highest spot in the local areas
- radio (JOTA) to link with WSJ
- international promotion for CNN on 1 August
- 'viking' fires
- Scout rallies (including older Scouts)
- TV spots
- follow footsteps of Lord Baden-Powell around the world and wear uniform on 1 August
- International Jamboree around Lord Baden-Powell's grave a Nyere

Gifts for Peace

- twinning projects – creating links with groups overseas
- River preservation, digital divide and language exchange programmes
- using an existing programme – Scouting for all (minorities, religious option)
- 'Small kindness' project
- 'Let's build a school in Africa' – promoting education in less privileged countries in Africa
- international Rover Scout projects in community development
- peace tree planting
- environment protection awards
- conflict resolution seminars
- peace education projects
- street children care projects
- 'Bring a smile' to vulnerable children and the elderly project
- Great Lakes AMAHORO project/reconciliation youth camps
- peace forum and education projects
- HIV/AIDS awareness programme and fighting against malaria with UNICEF
- young prisoners care project
- working with young people who have handicaps
- peace promotion activities in 'hot areas'
- slavery memory rally
- antipersonnel mines removal projects
- literacy project in youth hostels for young people on probation
- supporting the foundation of a new Scout association
- link with UNICEF to collect money for the less fortunate
- produce 101 celebration ideas e.g. Welcoming new migrants
- camps for all

The Strategy for Scouting – results of the Discussion Groups

- collecting and destroying toy weapons
- re-launch KANKAN 111 treaty
- 'Caravane en zone non-gouvernementale' (Cote d'Ivoire)
- NSOs to report on their activities so that WOSM may qualify for the Nobel Peace Prize in 2007

Others

- produce celebration sticker
- first day cover stamps and coins
- Scouting exhibitions in public places
- Scout summit on partnerships e.g. with UNICEF
- German speaking conference in 2007
- community events to promote Scouting
- DPSG annual action for Palestine and Africa
- special Thinking Day in 2007
- October holidays action weekend
- leaders' congress 'What is Scouting's Future?'
- birthday celebrations (150th) for Lord Baden-Powell
- special web-sites created
- water scarcity awareness projects
- setting up rehabilitation center for children of sexual abuse

2A (ii) What plans do NSOs have to support the celebrations of the Centenary at local levels in the country?

- mobilising initiatives at group and district level
- motivating individual Scouts
- 100 community actions project
- commemorative magazine, TV documentary on Scouting
- publication of centenary brochures at local level
- centenary badge (local or national)
- include former Scouts, non-Scouts and families in all activities
- encourage partnerships with local authorities and NGOs.
- provide financial and other support to realise local activities
- promote youth forums at group level

2A (iii) How are NSOs planning to use the Centenary as a means to move forward with their strategic plans and priorities?

- improve the communications strategy
- promoting the image and profile of the NSO
- maximising mass media
- encouraging public figures to commit themselves to the Movement
- using opportunities to re-launch recruitment campaigns
- using the opportunity to start a real plan
- updating the youth programme
- building new partnerships
- change resistance management

2A (iv) How are NSOs planning to use the Centenary to improve the image of Scouting and increase Scouting's social impact in their societies?

- community involvement and community development activities
- ecology and nature protection
- peace education
- Rover Scout peace boomerang
- adapt the uniform
- acquiring the status of a public utility

The Strategy for Scouting – results of the Discussion Groups

QUESTION 2B – THE GROWTH OF THE MOVEMENT

2B (i) How are membership figures analysed in NSOs? What parameters are being used and how are trends analysed over a period of time? Has this been done over the long term? What actions have been taken in NSOs based on this analysis?

- annual registration fee system provides the need for creating a basic census
- fee system leads to report unrealistic census statistics
- large countries and low income countries have difficulty in collecting reliable statistics/figures
- some advanced systems which include the following:
 - examination of reasons why young people drop out of Scouting
 - public profile for selected groups (external)
 - internal membership analysis
 - details of membership share (penetration rate)
 - analysis of gender balance
 - details of geographic location
 - age-range break down
 - social analysis (class/education)
 - statistics on Scout activities
 - use of IT for statistical collection and analysis

2B (ii) What are the challenges and obstacles to growth in NSOs?

- youth programme – delivery/relevance
- young age to join – demand not satisfied
- leaders/young members mobility – leave Scouting
- school pressures
- leaders – competence/training and recruitment/commitment/skills/motivation
- professional staff – qualified/retention
- women leave early due to family commitments
- older/'mature' leaders presence prevents younger leadership
- lack of opportunities for young leaders to express their views and participate in decision-making – leaders drop out
- leaders/young members mobility – leave Scouting
- competition from other youth organisations
- image – militaristic/old-fashioned
- communication – internal/external promotion
- local community support
- financial resources
- membership fees

2B (iii) What impact does the image of Scouting have on the membership trends in NSOs?

- stereotype (traditional image) appealing to parents rather than to young people
- programmes responsive to needs of local society
- communicate/promote the educational aspect of Scouting
 - non-formal education
 - acquisition of skills
- promote value of volunteering
- improve image/impact on governmental support to corporate support
- uniform
- image different in various countries
- raise profile through media/proper PR and promotion of activities

The Strategy for Scouting – results of the Discussion Groups

2B (iv) How can strategic planning assist growth in NSOs? What support is needed from the World Scout Committee and the World Scout Bureau to facilitate this?

- strategic planning tool assists growth
- diagnostic tool/assessment tool
- strategy creates one long-term vision for NSO
- applied at different levels (national/district/local) – keep it simple
- assists in creating a path/strategy and tactics to achieve long-term goals and objectives
- incorporates other sectors of society
- measurable/clear indicators
- assists the efficient allocation of resources

Support needed

- focus support on growth to specific NSOs
- share of best practices (data bank, seminars, workshops)
- 'thinking' task-force
- regions focus on support to NSOs
- adequate follow-up revision
- financial support to poor NSOs
- support to NSOs to raise national image
- global promotion/PR tools
- tactical planning to achieve the strategic plan

QUESTION 2C – THE SOCIAL IMPACT OF SCOUTING

2C (i) How do NSOs help young people to develop the skills to participate fully in society? What impact does this have their lives and on the community? How is this measured in NSOs?

How?

- through the Scout method, by allowing young people to practice and develop their abilities and personalities
- providing opportunities through community development projects and through quality programme, comprising long-term and short-term activities. Such activities broaden their experiences, develop basic life skills and behaviour, support network within the community, develop their Scouting spirit and the sense of belonging to Scouting
- using the international dimension of Scouting
- giving young people responsibilities, involving them in decision-making
- learning through the award system
- provide training by professionals
- pooling or human and material resources at all levels of Scouting
- partnerships with NGOs and other non-Scout organisations
- through information management, image and branding

What impact?

- creates employment
- creates understanding of community issues
- higher profile in the community
- understanding of sustainable development
- supporting networking in the community
- teaching values and independent thinking
- greater self-respect

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Measurement?

- performance of individuals linked to personal progress
- membership in older sections
- rate of employment
- community perception of Scouting
- acceptance of stakeholders, the society and parents
- having more citizens who can be called upon at times of need and/or when their resources are required

2C (ii) What are there examples of good practice in NSOs where scouting has reached out to new groups in society? What has been the impact on the community and the NSOs?

Examples

- peer education
- extending Scouting to and supporting physically impaired young people and young adults in prisons and juvenile delinquents
- life-skills development workshop on sexually transmitted diseases
- campaigns on health issues, drug abuse, first aid, fire-fighting, the environment etc.
- HIV/AIDS education
- common activities on peace for people of different religions and different ethnic groups
- offering our activities to non-Scouts
- community development activities through local initiatives
- starting Scouting amongst minority ethnic groups
- ROMA project (Slovakia) – integrating gypsies and new immigrants
- MOBA project
- working with the elderly in retirement homes and young people in need
- helping out in natural disasters
- partnerships with NGOs

Impact

- educational experience for the Scouts
- raising awareness about marginalised young people
- breaking down barriers
- raising the credibility and profile of Scouting
- developing awareness in NSOs

2C (iii) What examples were provided or experiences/initiatives that have been undertaken by former Scouts, because they were Scouts?

- Scout Guilds/Fellowships of ex-Scouts
- gathering external resources and providing local support
- prominent members of society such as government leaders, parliamentarians, sportsmen and women, industry leaders etc. openly identifying themselves as former Scouts
- establishment of a 'kindness movement' (Singapore) which reflects the daily good turns that Scouts do
- ethical business practices, religious and peace initiatives
- political and labour movement

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2C (iv) What is the image of Scouting in the societies represented in your group? What are the barriers that have been faced in the community and how have they been overcome?

Image (+ve)

- honesty
- integrity
- Scout Promise to serve God and country and help others
- casual uniform well received in Australia
- uniform gives sense of belonging in Hong Kong
- well organised, skilled and active citizens
- respected because of its code of conduct and leaders
- viewed positively when it deals with issues relevant to society such as health, environment etc.

Image (-ve)

- fragmented in some associations – no co-ordination or common image
- uniform does not give good image (Korea)
- militaristic, not good (Japan), seen as a continuation of totalitarian regimes
- old-fashioned
- volunteerism has a negative image in some societies
- negative image created by external agencies – books, movies etc.

Barriers

- peer pressure
- competition from other youth organisations and other leisure activities
- lack of appropriate media exposure, media prefers to cover bad news
- Scout uniform not comfortable
- lack of awareness of Scouting by non-Scouts
- lack of funding

Measure to overcome these

- training of adults to deliver the programme
- develop a national strategy that is realistic and responds to the needs of young people
- need to develop a sense of pride
- use the international dimension to promote image, using international events
- make known the fact that there are 28 million Scouts world-wide
- develop simple FAQs (frequently asked questions) so that Scouts can introduce themselves to non-Scouts
- increase public image by being seen in uniform in public
- create the image that Scouts are 'good people'
- re-introduce or re-emphasise 'good turns'
- aggressive marketing programme – media exposures or through the internet
- special PR related activities
- introduce new uniform (Taiwan)
- introduce new technologies
- work with UN agencies and have more partnerships with local communities
- branding

2C (v) What benefit is society getting from Scouting in the countries represented in your group?

- reinforcement of the value system of Scouting
- opportunity for young people to develop skills
- networking by young people
- Scouts make good responsible citizens
- community projects undertaken by young people

The Strategy for Scouting – results of the Discussion Groups

- voluntary work by leaders in society
- generation of new leadership
- the development of good relations with parents, schools, local authorities and NGOs

QUESTION 3 – SETTING TARGETS AND MEASURING IMPACT

(i) What views were expressed by participants on the proposed process to set targets and measure the impact of the strategy – as set out in Conference Document 6B?

- establish real, specific, quantitative and qualitative indicators
- proper evaluation needed before we go any further
- growth and decline of membership should be monitored regularly as part of the process
- feedback is important to put the world and regional strategies together
- design simple and understandable measuring tools to be answered annually
- co-ordination and realistic timing of implementation between world and national level
- increase participation in national, regional and international activities
- needs dedicated support team at WSB
- difference between regional and world strategic plans may confuse NSOs
- should be assisted by Regional offices
- regional strategy workshops will be helpful
- at national level the process should start by setting the mission
- young people should be consulted regularly
- some NSOs suggest to focus on certain local priorities rather than taking all 7 of WOSM's priorities
- in some NSOs, local targets are hard to set, therefore difficult to measure the results
- will NSOs be honest enough to 'play the game'?
- NSOs may need more motivation and recognition to be honest
- NSOs must take the responsibility to answer the questionnaires on time
- financial implications of the process may be an obstacle to its success
- not all NSOs have enough capacity to assimilate the implications of setting up targets and measuring the impact
- for some SAGNOs the process may be complicated WOSM vs WAGGGS
- sometimes expressions used in WOSM strategy documentation is too complicated to understand
- majority of participants feel that the process is complicated and NSOs are uncertain about the relevance of indicators/targets
- only a minority feels OK with the process

3 (ii) What experience have any of the NSOs got in developing and measuring indicators in Scouting?

- quite familiar with tools such as questionnaires
- a number of NSOs use indicators to measure success/impact/results of programmes and strategies
- projects were used by some NSOs as indicators to measure the impact of Scouting in society
- information technology is helpful in progress measurement
- some NSOs develop unrealistic targets (high expectations) due to economic and human resource realities
- feedback from different NSOs should be provided to assist in a process related to achievements
- to some NSOs, WOSM targets can only be used as an advisory tool
- many NSOs lack a proper evaluation culture
- it needs sufficient follow-up and support
- some NSOs feel that the suggested indicators in six areas are sophisticated and difficult

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- to understand
- application is complex and difficult, cumulative indicators are difficult to measure
- the information should be presented in a simpler way

QUESTION 4 – SUPPORT REQUESTED IN THE COMING TRIENNIUM

What support was requested from the World Scout Committee and World Scout Bureau for the triennium 2005-2008 to support the implementation of their strategies?

Young People

- clear youth policy
- provide more guidelines on RAP
- training in 'youth at risk' programmes or projects (youth on probation, child soldiers, street children, abused children etc.)
- encourage inter NSO exchanges/networking/partnerships (north-south) on youth programme and adult resource management
- more support on global issues
- do not undermine educational methods

Adults

- more frequent updating of NSOs on adult leader training needs
- training of young managers
- equal opportunities for leadership at all levels and all age-groups
- reinforcement of Scouting's fundamentals through training, documentation and appropriate strategies
- training kits for adult leaders
- gender integration in training policies in NSOs

Strategy/Institutional Aspects

- visit NSOs by Secretary General and senior staff
- conduct national surveys among our partners and other stakeholders to evaluate Scouting from the outside
- review the human resources at world and regional levels
- membership/growth workshops/training at world/regional level is needed
- develop tools to assist in evaluation, monitoring and measuring targets and make them available to all
- collect tools developed by NSOs and make them available to everyone
- produce more practical documentation and tools
- conduct an interim review of strategy for those NSOs that have started the process
- provide more examples of strategy frameworks
- use simpler language so that it can be understood by more people
- organisational capacity building and strengthening of NSOs
- better alignment between world and regional strategies
- identify similar challenges, success stories and needs to develop specific tools
- World Scout Committee should have representation elected by each of the regions
- extend the term of office of directors and WSC members

Communications, partnerships, resources

- closer and more receptive communication between WSB and NSOs
- training in Scouting's Profile and marketing management
- closer and more productive co-operation with the mass media world-wide
- youth friendly web-site
- Scouting e-games
- on-going development of the web-site
- more material (including web-sites) in more languages
- Promising Practice publications published more often

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- more examples of presentations and best practices available on-line
- training and support in the organisation of major events
- support WSPU in promoting Scouting at governmental level and encouraging WSPU in relevant countries
- develop more commercial partnerships to improve the financial support
- gaping fees for world events
- training and documentation in resource mobilisation
- keep the cost low for Scout related products