

DOCUMENT

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The Strategy for Scouting



**38th WORLD SCOUT
CONFERENCE**

**38e CONFERENCE
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DU SCOUTISME**

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SCOUTS
Creating a Better World

THE STRATEGY FOR SCOUTING

1. INTRODUCTION

This Conference Document sets out the details for the session on the Strategy for Scouting at the World Scout Conference and identifies some preparatory work for Conference delegates so that the discussions during this session, on each of the strategic priorities, can be enriched. The document includes a reminder of the progress that has been made since the adoption of the Strategy for Scouting in 2002 and proposes steps to take the strategy forward following the Conference in Korea.

An outline of the session on the Strategy for Scouting is attached in Appendix 1. The session includes a short plenary input followed by workshops in each of the strategic priorities.

2. BACKGROUND

The Strategy for Scouting was adopted at the World Scout Conference in Thessaloniki in July 2002. Its purpose is to help National Scout Organizations (NSOs) achieve the Mission and realise the Vision of Scouting. *The Strategy of Scouting - Towards 2007 and Beyond* is a global framework to support the development of the Movement over a period of time. A key focal point in the strategy was the Centenary of Scouting which in 2007 provided an opportunity for NSOs to focus on the growth and development of the Movement as well as celebrating 100 years of Scouting.

WOSM is made up of its member NSOs and each NSO is unique. Each has its own history, its unique position in society and its strengths and weaknesses, its challenges and opportunities. It is vital therefore that each NSO has its own strategy and its own plan of action. Scouting through its NSOs must respond to the needs and expectations of young people in very different situations around the world.

However NSOs also have much in common. All share a common purpose and the common values contained in the Promise and Law, as well as a common approach to the Scout Method and Youth Programme. The Strategy for Scouting and the seven strategic priorities provide a framework for action to develop Scouting in very different situations around the world. The strategy also provides an opportunity for learning through NSOs sharing their best or promising practices.

3. THE STRATEGY FOR SCOUTING

The strategy has seven strategic priorities:

- (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.

The content of each of the strategic priorities has been developed and tools and resources to support action in each priority and in strategic planning are available on the WOSM website. Some of the tools have been developed by WOSM and others have been developed by NSOs. The overall process for the strategy from 2002 – 2011 is set out below.

The Strategy for Scouting is adopted	NSOs focus on strategic planning and the strategic priorities	A process for measuring the strategy is adopted	Focus on the Centenary as a means of implementing the strategy	Report on progress in the Strategy for Scouting	Focus on membership development
2002	2002-2005	2005	2007	2008	2008 onwards

4. A FOCUS ON 2007

The initial document on the strategy included the phrase *'Towards 2007 and Beyond'* indicating that 2007 was a significant milestone in the strategic process. This was supported by a document which mapped the initiatives for the Centenary with the strategy and encouraged NSOs to take a strategic approach to their centenary activities and celebrations.

The Centenary celebrations and initiatives at local, national and world level provided an opportunity for Scouting to:

- improve its Youth Programme and be more attractive to young people, particularly in the adolescent age-group
- offer young people the opportunity to be involved in decision-making locally, nationally and internationally
- be attractive to adults who want to help young people grow and develop into constructive citizens of the world
- offer adults opportunities for fun, fellowship, learning and personal development
- increase its profile at all levels of the Movement
- increase the number of people and organisations that want to work in partnership with us
- offer greater opportunity for resource mobilisation, through being seen as a modern, credible, well managed organisation.

There have been a tremendous number of activities, initiatives and celebrations that have been organised to mark the Centenary of Scouting and these have helped NSOs to grow and develop. It is important that the Movement now assesses its progress and sets a new challenge for the future.

5. MEASURING PROGRESS IN THE STRATEGY

For the strategy to make a difference it is important that WOSM measures progress in the Strategy for Scouting and two aspects that demonstrate progress have been identified:

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

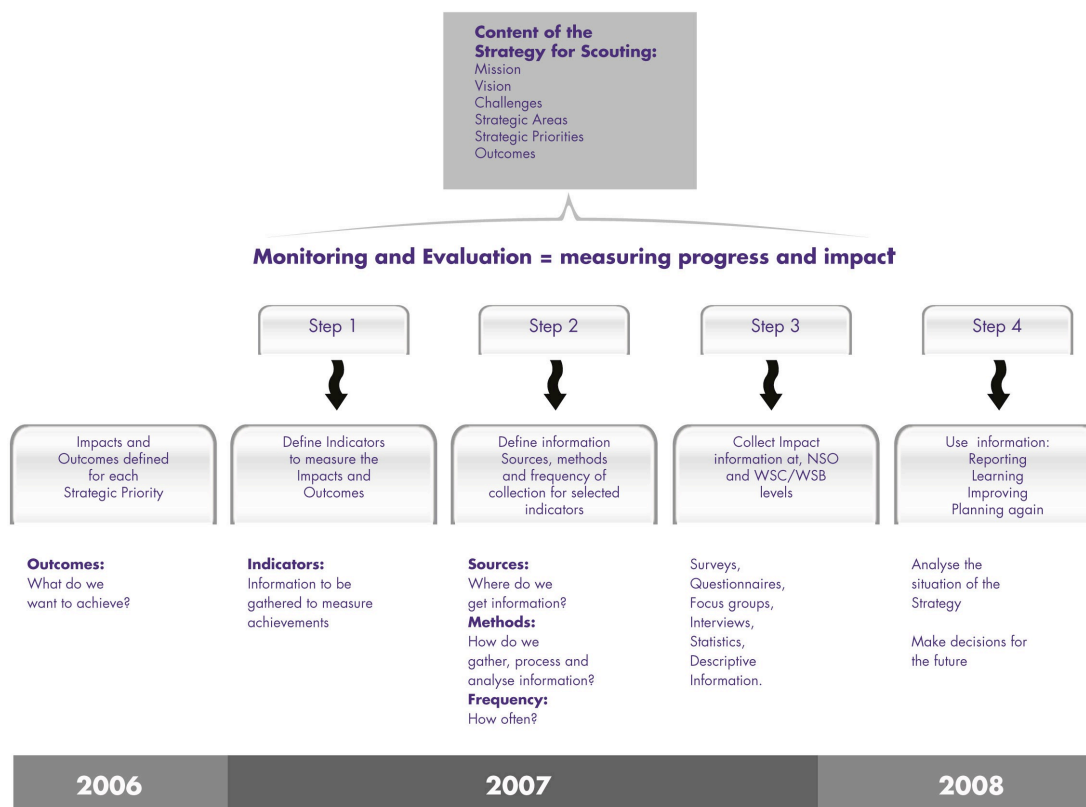
These aspects focus on the strategy and the results that can be achieved at different levels:

- **Global impact** – long term, meaningful and sustainable change brought about in Scouting's target populations through their Scouting experience
- **NSOs** – the delivery of Scouting by NSOs and its effect on young people and on the local, national and international communities
- **World Scout Committee/World Scout Bureau** – the support given to NSOs to help them to achieve their objectives.

The diagram below sets out the different levels and the process to measure progress and impact in the Strategy for Scouting.

A process for measuring progress in the Strategy for Scouting was adopted at the World Scout Conference in Tunisia in 2005. This paper will set out some of the achievements in the Strategy for Scouting and many more will be evident in the other Conference documents, plenary presentations and workshops. An outline of the strategy workshops is included in Appendix 1.

Process to Measure Progress and Impact of the Strategy for Scouting



6. PROGRESS FROM TUNISIA TO KOREA

There has been progress in the Strategy for Scouting in relation to:

- setting out a process for measuring the strategy
- identifying targets for each of the strategic priorities
- a focus on activities for the Centenary of Scouting which contribute to the implementation of the strategy
- developments in NSOs in relation to strategic planning and all the strategic priorities
- support to NSOs in the form of tools developed and seminars and workshops in each of the strategic priorities
- internal processes that have been developed in the World Scout Bureau Central and Regional Offices to support the implementation of the strategy and reporting on the strategy.

There has however been little systematic collection of data during the past triennium to provide evidence that there has been progress in all aspects of the strategy. There are however excellent examples of good practice, where NSOs have made significant progress in areas of the strategy often building on the support provided by WOSM at world and regional levels. For some examples quantitative and qualitative data are available and where possible this will be used in Conference reports and presentations.

In the reports to the Conference, both in the written reports available beforehand and the presentations during the event, there will be evidence of progress in the Strategy for Scouting.

7. THE WORLD SCOUT CONFERENCE

The Conference will receive feedback on the progress in the strategy and will maximise the opportunity for NSOs to share their experiences and learning to support the growth and development of Scouting around the world.

During the strategy workshops, which will focus on each of the strategic priorities, there will be a short input on the specific results that have been achieved at world or regional level to support the strategic priority. This will focus on one particular aspect and is designed to demonstrate monitoring and evaluation in the Strategy for Scouting. Following this input an NSO will provide an example of monitoring and evaluation.

The workshop participants will then have the opportunity to discuss the following topics in small groups and record their responses:

- the results that have been achieved by their NSO
- the challenges that the NSO has faced
- ideas for the future direction for the strategic priority.

These results will be collected and shared at a later date with the World Scout Committee and NSOs. An outline worksheet for each strategic priority is attached in Appendix 2.

8. PLANS FOR THE FUTURE

The Strategy for Scouting remains a useful framework to support the growth and development of NSOs. The strategic priorities provide a focus for work at national, regional and world level which facilitates the sharing of information, resources and the development of tools to support the strategy.

Membership development is a current focus for the World Scout Committee and a toolkit will be produced before the Conference. To keep this important topic as a focus it is suggested that the strap-line for the strategy is changed to 'action for growth', so the title would be ***'The Strategy for Scouting – action for growth'***.

Strategic planning is a process which assists in medium and long term planning in NSOs. As the Strategy for Scouting was adopted in 2002 and some work has been undertaken to measure progress in the strategy, it is suggested that the next World Scout Committee assesses the progress to date to assist with the development of medium and long term goals for the Movement.

These proposed plans for the future are contained in the draft Conference Resolution (Appendix 3).

Enclosures:

- Appendix 1 - An outline of the strategy session in Korea
- Appendix 2 - An outline worksheet for each strategic priority
- Appendix 3 - A draft resolution on the Strategy for Scouting

AN OUTLINE OF THE STRATEGY SESSION IN KOREA

The session on the Strategy for Scouting will take place on Wednesday 16 July from 09.45 – 12.15.

The objectives for the session are to:

- focus on the strategic priorities as a tool for development in NSOs
- report on impact/progress from information gathered at world/regional levels
- provide an example of good practice in an NSO so that learning can be shared
- enable NSOs to share their achievements in relation to each strategic priority
- obtain information on the challenges that have been faced by NSOs
- collect ideas for the future orientation in each of the strategic priorities.

Outline Workshop Session on the Strategy for Scouting

09.45 – 10.00	Introduction to the Strategy Workshops in plenary
10.00 – 10.30	BREAK and move to workshop rooms for each strategic priority
10.30 – 10.45	Introduction to the strategic priority and report on the impact/progress in the aspect that is identified in this document
10.45 – 11.00	<p>Presentation from an NSO on their work and achievements in a strategic priority outlining:</p> <ul style="list-style-type: none"> - what they set out to achieve - how they did it - the tangible results - plans for developing this work in the future.
11.00 – 11.10	Questions and Answers
11.10 – 12.00	<p>Small group discussions in language groups</p> <p>Participants will be asked to discuss and record:</p> <ul style="list-style-type: none"> • the results that have been achieved by their NSO • the challenges that the NSO has faced • ideas for the future direction for the strategic priority <p>Each small discussion group will be asked to post their results on a notice board. The results will be collated and shared with the new World Scout Committee and sent to NSOs via ScoutPak and the web-site</p>
12.00 – 12.15	<p>Summary and information on the support that is currently available for the strategic priority</p> <p>Return to plenary.</p>

Appendix 2

AN OUTLINE WORKSHEET FOR EACH STRATEGIC PRIORITY

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.

Here are some details of the outcomes identified and the progress made at world and regional levels in relation to young people's involvement in decision-making at institutional level, one aspect of strategic priority 1.

Two outcomes that were identified for the WSC and WSB to provide support to NSOs is:

1. Young people are involved institutionally on the governing bodies of WOSM at Regional and World levels.
2. Young people are given support appropriate to the roles they have undertaken.

Draft Indicators:

- i. The number of young adults engaged in WOSM governing bodies.
- ii. Quantitative information on the training and other support activities for youth representatives in WOSM.

World level

- Six Youth Advisors were elected at the World Scout Youth Forum in 2005. One was appointed to the WSBCO staff in April 2007 and this Youth Advisor vacancy was not filled.
- The Youth Advisors have planned the programme for the World Scout Youth Forum due to take place in Korea 2008 and will be responsible for delivering the programme and Scoutpost, a web forum.
- At least one Youth Advisor, and usually more than one, has attended each of the regular World Scout Committee meetings during the Triennium and all have been actively involved in the work of sub Committees and Task Teams during the triennium.
- Training specific to their role was provided in September 2006 and three of the five Youth Advisors supported the World Scout Centre at the World Scout Jamboree.
- The Guidelines for the World Scout Youth Forum were revised to clarify the purpose of the World Scout Youth Forum and the role of Youth Advisors to the World Scout Committee.
- The members of the External Relations Group comprises 20 young people who represent WOSM to the various UN bodies and meetings around the world.
- The Youth Event prior to the Scientific Congress was designed to support the participation of young people in the Congress and one Youth Advisor was part of the planning team.

Regional level

- Regional Youth Advisers have been appointed in 3 Regions and in all Regions a young person is an observer on the Regional Committee.
- Youth Involvement at Regional level is supported by Regional Youth Forums in two Regions (Asia-Pacific and Africa), a Youth Network in one Region (Interamerica) and two Regions (Europe and Eurasia) consider that no specific action needs to be taken at Regional Level because the age of the leaders involved sufficiently represents younger leaders in the Region. There were plans to hold a Youth Forum in the Arab Region but this was not possible due to the change of venue for the Regional Conference.
- There are initiatives in some of the Regions to develop skills in young adults so that they can take an active part in decision making in the Region and their NSOs. These initiative include:
 - allocation of all the Regional Youth Advisors to Regional sub Committees and working groups in the Asia-Pacific Region.
 - an open call for candidates to contribute to working groups in the European Region. Young people under 30 years of age comprise 50% of those recruited and 50% of these are under 25 years of age.
 - Young Spokesperson training as part of the Centenary of Scouting has

- empowered young people and assisted them in developing skills
- the involvement of young leaders in planning events in the Arab Region.
- a training event in co-operation with the Catholic Relief Agency on the importance of youth involvement in managing public life.
- the opportunities supported by the Arab Region for young adults from around the world on inter-cultural exchange, especially Together for Peace, an event in Saudi Arabia attended by 850 Rover Scouts who took part in a wide range of activities, including conflict resolution and consensus building to build a culture of dialogue.
- a network of youth representatives in the European Region who represent their National Association in the National Youth Council or the national youth structures and young Scout and Guide representatives in European Platforms or structures.
- A survey is taking place in some countries in the Interamerican Region, in conjunction with the Ibero American Youth Organisation (OIJ) based in Spain.

Input from a National Scout Organization (Costa Rica)

Guías y Scouts de Costa Rica have focused on youth involvement in decision-making over a period of time and will present their results during the workshop.

Results in your NSO

Please consider what progress you have made in your NSO in relation to youth involvement in decision-making, in Scout units, at institutional level and within the community; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

The results that have been achieved by your NSO:
The challenges that your NSO has faced:
Ideas for the future direction for this strategic priority:

Support materials available from WOSM

The Youth Involvement Toolbox - provides practical guidelines to unit leaders, programme developers and trainers on the ways to develop youth involvement in decision-making at the level of the Scout unit, at institutional level within Scouting and finally at the level of society.

Guidelines for the World Scout Youth Forum – the reviewed guidelines set out clearly the purpose of the Youth Forum and the roles of the Youth Advisors in running the forum.

Adults as Allies - by Barry Checkoway, University of Michigan This useful paper describes youth participation and looks at the important role that adults play in facilitating youth involvement, particularly in relation to the wider community. It also provides tools to help leaders promote youth involvement in decision-making.

Levels of Youth Participation - this document by Roger Hart, identifies eight levels of youth participation and sets out the educational value of each level.

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.

Here are some details of the progress that has been made at world and regional levels in relation to the support to the development of the Venturer and Rover Scout Sections, one aspect of strategic priority 2.

An outcome identified for the WSC and WSB to support NSOs.

1. Guidelines are produced on the development of the Venturer and Rover Scout Sections and the implementation in NSOs is supported.

Draft Indicators:

- i. Content of the guidelines produced.
- ii. Guidelines are distributed to NSOs in appropriate formats.
- iii. Proportion of NSOs that received specific support to implement the guidelines.
- iv. Number of NSOs using the guidelines.

World level

- Guidelines for the Rover Scout Section have been written and will be published in the coming months, along with support for adult training and other resource materials.
- The guidelines include the following topics:
 - The purpose and aims of the Rover Scout Section
 - The characteristics and needs of young people
 - The Scout Law and Promise
 - Learning by doing
 - The team system
 - The symbolic framework
 - Nature
 - Educational objectives and personal progression
 - Adult support
- The Scouts of the World Award was introduced during an international seminar in the Maldives, attended by 74 participants from 20 countries, and its development is now being supported in over 20 NSOs in five regions. New materials to have been produced to support this Award and they are on the web-site.
- The Open Minds Global Project has developed a training programme and training materials which will be useful for future programme development in the older age-sections.
- A partnership has been developed at world level between WOSM and the International Award Association (IAA) to assist NSOs to work with the IAA to develop the programme of the Rover Scout Section.
- Information on the Rover Scout Programme in NSOs was collected during the World Scout Jamboree.

Regional level

- The European Region has produced a resource on the Rover Scout Section targeted at Rover Commissioners (RoCoReKi) which contains many examples of good practice in Scout associations in the region.
- Rover Scouting in the European Region is also supported by RoverWay, an event which takes place every 3 years and RoverNet.eu a web-site which provides information for Rover Scouts and the possibility to share ideas.
- The European Scout Voluntary Programme provided an opportunity for 100 Scouts to develop leadership skills and intercultural learning by participating in volunteer programme for 4 weeks in another NSO.
- The RoverSteps project in the European Scout Region encourages Rover Groups to establish international partnerships projects in the areas of active citizenship, service and intercultural education.
- The Leaders' Handbook on the Venturer Scout Section has been produced in the Interamerica Region in Spanish.
- The partnership with IAA is very active in the Arab, Asia-Pacific and European

- Regions and is supported by workshops and partnerships in NSOs.
- A research project was undertaken in the Eurasia Region to identify the needs of young people in the adolescent age-range.
- The Danida project in the Africa Scout Region focuses on citizenship development.
- Youth Programme development workshops in the Asia-Pacific, Arab and Africa Regions have focused on the older age-sections.

Input from a National Scout Organization (Scouts et Guides de France)

Scouts et Guides de France has adopted Scouts of the World Award to strengthen the programme for the older age-sections. An input on their results will be presented in this workshop.

Strategic Priority 2: Adolescents – supporting their transition to adulthood

Results in your NSO

Please consider what progress you have made in your NSO in relation to Scouting in the adolescent age-range and how you support their transition to adulthood; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

<p>The results that have been achieved by your NSO:</p>
<p>The challenges that your NSO has faced:</p>
<p>Ideas for the future direction for this strategic priority:</p>

Support materials available from WOSM

Scouts of the World Award – guidelines, web-pages, resources, artwork, a network of NSOs involved and examples of good practice are available to support NSOs to adopt the Scouts of the World Award and integrate it into its programme.

RoCoReKi - is a tool primarily intended for Rover Commissioners and other leaders involved at national level who are responsible for designing/reviewing the programme for the last age-section.

RoverNet.eu – this web-site offers Rover Scouts a chance to create your own profile, add music, photos and videos, exchange views with other Rover Scouts in several discussion forums, plan joint initiatives, stay on top with all the new developments in World Scouting and find out about Rover Scout events.

The European Scout Voluntary Programme – its aim is to assist young people to develop their leadership skills and intercultural learning. This is achieved by providing young people with a residential experience of at least 4 weeks as a volunteer staff member at one of the participating sites within Europe.

Scouting and the International Award – a leaflet which sets out the links between the Scouts of the World Award and the International Award.

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

The aim of this priority is to identify the support and tools required to support 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.

Here are some details of the progress that has been made at world and regional levels in relation to supporting NSOs in gender mainstreaming, one aspect of strategic priority 3.

Two outcomes that were identified for the WSC and WSB to support NSOs:

1. Associations are provided with support and advice on gender mainstreaming.
2. Opportunities are promoted to ensure a gender balance at world and regional offices of the WSB world and regional committees/sub-committees and task forces.

Draft indicators:

- i. Appropriate guidelines are produced, distributed and support is provided to NSOs to implement the ideas.
- ii. The percentage of women:men engaged in world and regional offices of the WSB, world and regional committees, sub-committees and task teams.
- iii. A measurement of the perception of women and men regarding their role on these governing bodies.

World level

- This has not been the focus of work at world level during the last triennium; however the gender balance of working groups, task teams and professional staff has been considered and steps have been taken to obtain a more even gender balance in all teams. Some support and sharing of good practice has taken place at regional level.
- The percentage of women on the World Scout Committee and task teams is as follows:
 - World Scout Committee - 2 out of 14 = **14%**
 - Youth Advisors to the World Scout Committee – 0 out of 5 = **0%**
 - The Educational Methods Committee – 4 out of 14 = **29%**
 - The Adolescents and Young Adults Task Team – 3 out of 7 = **43%**
 - The Adult Volunteers Task Team – 3 out of 9 = **33%**
 - The Education for All Task Team – 6 out of 12 = **50%**
 - The Environment Education Task Team - 3 out of 7 = **43%**
 - The Spiritual Development Task Team – 2 out of 11 = **18%**
 - World Scout Bureau, Directors (all offices) – 7 out of 30 = **25%**
- Scouting has contributed to a resource being produced by UNICEF on Climate Change which includes a gender perspective. This resource should be available in October 2008.

Regional level

- A small group of NSOs in the European Region has been focusing on this topic and is working to implement a pilot project on identifying gender issues at local level.
- A Gender Toolkit has been produced by the European Scout Region.
- Surveys on gender have been undertaken in the European and Asia-Pacific Regions.
- The European Region has supported the translation of a handbook on gender, 'Him'n'Her', produced for the Swedish Scout and Guide Council.
- There has been a meeting of female delegates at the last two Africa Regional Conferences, which provided an opportunity for female delegates and observers to share ideas on how women can be encouraged to participate more fully in decision making bodies in NSOs and at regional level.

Input from a National Scout Organization (Kenya)

A gender policy has been introduced in Scouts Kenya and results from this initiative will be presented during the workshop.

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

Results in your NSO

Please consider what progress you have made in your NSO in relation to "Girls and Boys, Women and Men"; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

<p>The results that have been achieved by your NSO:</p>
<p>The challenges that your NSO has faced:</p>
<p>Ideas for the future direction for this strategic priority:</p>

Support materials available from WOSM

'One of the Boys? Doing Gender in Scouting' – the report of a research project by Harriet Bjerrum Nielson, Centre for Women's Studies, Oslo University.

The Gender Toolkit - this toolkit is to help NSOs to evaluate their youth programme from the viewpoint of gender balance. The toolkit is written for people who are responsible for the youth programme at national level.

Him 'n Her – is a resource on gender produced by the Swedish Scout and Guide Council and translated into English with the help of the European Scout Region.

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.

Here are some details of the progress that has been made at world and regional levels in relation to Scouting for children in especially difficult circumstances, one aspect of strategic priority 4.

One of the outcomes identified for the WSC and WSB to support NSOs in strategic priority 4:

1. Guidelines and tools on Scouting for children in especially difficult circumstances are produced and their implementation in NSOs supported.

Draft indicators:

- i. Appropriate guidelines are produced and distributed to NSOs.
- ii. Support is provided to NSOs to implement the ideas in the guidelines.

World level

- Guidelines on Scouting for Children in Especially Difficult Circumstances (CEDC) have been produced, building on the experiences of Scouting in a number of projects around the world where Scouting is meeting the needs of CEDC.
- The Gifts for Peace Project has recorded many projects working with CEDC.
- A partnership has been developed with ILO/IPEC which works to combat the worst forms of child labour which has the following components:
 - Scouts worldwide are encouraged to focus on the International Day Against Child Labour on 12 June through information and activities which are available on the WOSM website.
 - SCREAM, a resource to introduce Children's Rights using the media, can be freely downloaded in 12 languages from the ILO/IPEC web-site.
 - Partnerships have been developed between NSOs and local ILO/IPEC offices.

Regional level

- A seminar took place in the Asia-Pacific Region for around 30 people, supported by members of the Task Team, to encourage NSOs to develop Scouting for street children. To date projects have been developed in 7 NSOs and there has been a meeting to share ideas and review progress.
- A seminar has taken place in the Arab Region for around 40 people on Scouting for working children and street children. This seminar attracted NSOs from 11 countries in the Region and 1 from Africa and 1 from the Asia-Pacific Region. This seminar was supported by ILO/IPEC.
- The Overture Network in the European Region is an informal network that brings together Scout associations in Europe that are working to include marginalised young people in Scouting. This network meets twice per year.
- The Chilean government selected the WSB-IAO as an operator for their school educational and recreational camps. These camps brought together 2,640 children and 429 adult leaders from a Chilean programme that provides psychological and social support to families living in extreme poverty.
- Funding has been secured from the Irish Agricultural Wholesale Society to enlarge and enrich projects in six African countries for children in especially difficult circumstances. The aim of the project is to empower disadvantaged young people with agricultural and business skills as a means of earning their livelihoods.

Input from a National Scout Organization (Sri Lanka)

The Sri Lanka Scout Association, one of the associations in the Asia-Pacific developing the Ticket to Life project, which is extending Scouting to street children and other children in especially difficult circumstances, will present their experiences during the workshop.

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

Results in your NSO

Please consider what progress you have made in your NSO in relation to strategic priority 4 and reaching out to young people not traditionally involved in Scouting; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

<p>The results that have been achieved by your NSO:</p>
<p>The challenges that your NSO has faced:</p>
<p>Ideas for the future direction for this strategic priority:</p>

Guidelines on Scouting for people with disabilities – these guidelines are designed to encourage NSOs that do not provide Scouting for people with disabilities to reach out to this group of young people and adults. This will benefit everyone involved.

Guidelines on Scouting for children in especially difficult circumstances – these guidelines draw on the good practice in many NSOs, sharing the expertise that has been developed and helping NSOs to consider the steps needed to open Scouting up to children in especially difficult circumstances.

Breaking Down Barriers Toolkit – this toolkit was the result of a European Seminar on disabilities. It supports leaders who work with members with disabilities; supports National Member Organisations with their current educational programme; and encourages NSOs without a policy to begin to think about this subject. Finally, it would encourage international co-operation and cultural exchange.

Child Protection Toolkit – this resource, developed by WAGGGS and WOSM at European level aims at assisting NSOs and MOs to develop a policy for child protection and gives practical information as well as sample forms.

e-learning on Keeping Scouts Safe from Harm – this resource was produced for the International Service Team at the World Scout Jamboree, to introduce some of the key information and good practice on Keeping Scouts Safe from Harm. The e-learning package is still available on the WOSM web-site.

Them 'n Us – this resource has been produced by the Swedish Scout and Guide Council and has been translated to English with the help of the European Scout Region. It covers ethnic diversity and includes perspectives on ethnicity, religion, culture, Scout culture and outdoor life.

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

This strategic priority aims at redefining 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.

Here are some details of the progress that has been made at world and regional levels in relation to volunteering and a focus on supporting volunteers in Scouting, one aspect of strategic priority 5.

One outcome that was identified for the WSC and WSB to support NSOs.

1. A discussion paper on volunteering is produced to help NSOs to assess their situation.

Draft indicators:

- i. A discussion paper on volunteering is produced and distributed to NSOs.
- ii. Support is provided to NSOs to develop volunteering, in the form of information, workshops etc.

World level

- The Volunteers in Scouting Toolkit has been produced in English and French and distributed to NSOs.
- Two surveys have been undertaken to obtain feedback on volunteering in Scouting
 - in conjunction with Doxa, volunteers gave feedback on many aspects of Scouting during the World Scout Jamboree and these results have now been analysed and are being incorporated into different publications.
 - in conjunction with UNV, an online survey was undertakenResults on both surveys will be available in November 2008.
- A worldwide network of trainers has been established to share developments and good practice in training and provide support to develop new approaches to adult learning in Scouting.
- A partnership with an institute in Barcelona is being developed to support the development of e-learning materials in a range of subjects and in a number of different languages.
- Planning has started to support the UNV initiative to celebrate 2011 as the year of volunteering, ten years after the Year of the Volunteer in 2001.
- A e-card and message from the Chairman of the World Scout Committee was published in five languages on the WOSM website on International Volunteer Day, 5 December 2006 and 2007, to thank the volunteers around the world for their commitment to Scouting.

Regional level

- Support to the development of e-learning in NSOs so that training can be more available to adults in Scouting.
- Euro.Scout.doc has been published on how to use Scouting's Centenary to recruit volunteers to Scouting.

Input from a National Scout Organization (United Kingdom)

The Scout Association has been very active in recent years in developing its approach to volunteering, recognising that this is a pre-requisite to the growth of the Movement. The work undertaken and achievements made will be presented in this workshop.

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

Results in your NSO

Please consider what progress you have made in your NSO in relation to supporting volunteers in Scouting; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

The results that have been achieved by your NSO:
The challenges that your NSO has faced:
Ideas for the future direction for this strategic priority:

Support materials available from WOSM

Volunteers in Scouting Toolkit – this toolkit covers a series of topics to help National Scout Organizations to consider their approach to volunteering, explore what volunteering means in their country, determine their current situation, have a vision for the future and then make plans to achieve these goals.

Euro.Scout.Docs – these are documents produced by the European Scout Region to provide adults with information on developments in key areas of work. Three have been published on Volunteering:

- The value of volunteering
- Using Scouting's Centenary for Adult Recruitment
- Rewarding your leaders at camp.

Strategic Priority 6: An Organization for the 21st 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.

Here are some details of the progress that has been made at world and regional levels in relation to supporting strategic planning, implementation and monitoring and evaluation in NSOs, one outcome identified for NSOs in strategic priority 6.

An outcome that was suggested for NSOs.

1. 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.

Draft indicators:

- i. NSOs have a strategic plan developed and are in the process of implementing it.

World level

- A Strategic Planning Kit was developed and distributed to NSOs in English and French and is being updated to include implementation, monitoring and evaluation of strategies.
- Documentation setting out the outcomes that were identified for all the strategic priorities was sent out to NSOs.
- A document encouraging NSOs to develop a strategic approach to the Centenary celebrations was prepared.
- A document to support the recognition of new National Scout Organizations is being amended to become a tool to support the strategic development of NSOs.
- A toolkit has been developed to encourage NSOs to focus on the growth of Scouting as one of the outcomes of their strategy at national level.

Regional level

- NSOs in the Asia-Pacific Region have been supported in reviewing their strategies and developing new strategic plans.
- A Tailored Support Unit has been set up in the European Region to assist NSOs in developing a strategic approach.
- A seminar organised by the Arab Regional Office brought together 61 senior leaders from 13 NSOs to discuss contemporary challenges facing young people in the region and the role of Scouting in meeting these challenges. Policies in all areas of work were also evaluated and developed.
- The European and Asia-Pacific Regions have produced tools which help NSOs to measure quality so that they can take a strategic approach to their development.
- A seminar in the Arab Region for Strategic Planning Executives brought together 12 representatives from NSOs to review the regional strategic plan, identify the framework for a new regional strategic plan within the Strategy for Scouting and encourage NSOs to develop national strategic plans.
- A regional workshop in the Asia-Pacific Region on Marketing Scouting for Growth, which brought together 56 participants from 16 countries to help NSOs to reach out to a greater number of young people.
- All NSOs in the Asia-Pacific Region were asked to complete a questionnaire at the Regional Conference so that the needs of the Region could be accurately identified.
- A growth project in the European Region encourages NSOs to focus on the growth of the Movement as an outcome of the strategy.
- The Strategy was a focus at the Africa Regional Conference in Rwanda; NSOs completed a questionnaire and spend time in discussions in zonal groups to complete a SWOT analysis.

Input from a National Scout Organization (Mexico)

There will be an input from Mexico during this workshop on the work that has been undertaken in different areas to support the development of Scouting in Mexico.

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

Results in your NSO

Please consider what progress you have made in your NSO in relation to strategic priority 6 and strategic planning; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

The results that have been achieved by your NSO:
The challenges that your NSO has faced:
Ideas for the future direction for this strategic priority:

Support materials available from WOSM

The Strategic Planning Kit – This resource in English and French is available on the WOSM website and has information, tools and an outline training module to assist NSOs in developing a strategic plan.

Module 1 of the revised Strategic Planning Kit - is now available on the WOSM website and contains the monitoring and evaluation process and the Global impacts and Outcomes for all the strategic priorities.

Membership Development Toolkit – this resource encourages NSOs to take a strategic approach to membership development so that NSOs can offer Scouting to the maximum number of young people.

Strategic Priority 7: Scouting's Profile – strengthening communications, partnerships and resources.

This strategic priority aims at strengthening Scouting's communication, partnership and resources at all levels as these are vital in supporting the work to achieve the mission.

7.1 Communications

Here are some details of the progress that has been made at world and regional levels in relation to the development of the Brand and Communication Strategy, one aspect of strategic priority 7.1.

An outcome that was identified for the WSC and WSB to provide support to NSOs.

- The Brand and Communications Strategy is further developed and its implementation in NSOs supported.

Draft indicators

- i. NSOs have a Branding Communication Strategy or a branding component to their Communications strategy which follows the guidelines of the Global Brand and Communication Strategy.

World level

- A media centre has been set up on the web-site which contains pages related to different parts of the strategy e.g. media, brand and communications.
- A media managers network has been developed comprising all the NSOs that took part in the Regional Communications workshops and others that have responsibility in this area in their NSO or have expressed interest in being involved.
- Scout.Boom.Comm has been updated to include the new brand and information on its implementation in NSOs.
- The brand legal protection unit has been set up to support the implementation, growth and management of World Scouting's brand and trade marks.
- Scout.org has merged all regional sites into one web-site, with one look, for all of world Scouting. This includes the news section which highlights the work of NSOs sharing the news with different regions around the world.

Regional level

- Communication fora have taken place in all regions.
- Guidelines on the Protection of Intellectual Property has been produced in the Asia-Pacific Region for all NSOs.
- Radio programmes on HIV/AIDS awareness were produced in the Africa Region as part of the ongoing work to communicate more effectively within the region and communicate specific messages to target groups.
- 'Show and Tell' workshops in the European Region highlight best practices in communication training.
- Interamerica Region has a mailing list of communications representatives in NSOs.
- Arab Region has supported NSOs in the region to run their own national communication forum.

Input from a National Scout Organization (Australia)

Scouts Australia will provide an input on the work that has been undertaken to support the Centenary of Scouting and the Year of the Scout in 2008, celebrating 100 years of Scouting in Australia.

Strategic Priority 7: Scouting's Profile – strengthening communications, partnerships and resources.

Results in your NSO

Please consider what progress you have made in your NSO in relation to Scouting's Profile – strengthening communications; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

The results that have been achieved by your NSO:
The challenges that your NSO has faced:
Ideas for the future direction for this strategic priority:

Support materials available from WOSM

The following materials are available from WOSM to support work on this strategic priority.

ScoutBoom.Comm – published in three languages, provides a reflection of the reality of Scouting and a methodological approach to improving our image.

Media Centre pages of the WOSM web-site - the web-site has an area for press which includes: factsheets on Scouting, press releases, information on press conferences, training and support for media managers in NSOs, information on the Scout Brand and design, promotional video clips, documents and publications and a list of contacts in all offices of the WSB worldwide.

Youth a Force for Development – this report, prepared for the Centenary of Scouting, reflects on Scouting's contribution, now and in the future, to creating a better world.

Leaflets on Representing the Scout Movement – simple guidelines on how to get your message across effectively, whether in a 30 second input, an interview or a speech.

Publication World Scouting's Brand and its Trademarks – a publication which provides guidance on the use of these elements by NSOs.

Strategic Priority 7: Scouting's Profile – strengthening communications, partnerships and resources.

7.2 Partnerships

Here are some details of the progress that has been made at world and regional levels in relation to the review of current partnerships and Memorandums of Understanding (MOUs) to identify achievements and tangible outcomes, one aspect of strategic priority 7.2.

An outcome for the World Scout Committee and World Scout Bureau to support NSOs:

1. The current partnerships and the content of the MOUs are reviewed to:
 - a) determine what has been achieved
 - b) ensure that they reflect the priorities of WOSM and are achievable
 - c) ensure that they are offering tangible outcomes.

Draft indicators:

- i. The number of MOUs that have been revised during the triennium
- ii. Qualitative information on the content of the MOUs and their achievements
- iii. Descriptive information on other partnerships without MOUs.

World level

- A Policy Statement (Guiding External Relations and Partnerships in WOSM) was adopted by the WSC (02/08). It provides the basis to increase the effectiveness of WOSM's external relations and partnerships and proposes thematic priorities such as the promotion of non-formal education, youth and children's rights and policies, environment and health.
- WOSM has focused its work with other organisations following its priorities and trying to maximise the results of the partnerships.
- All the valid MOUs were revised during the triennium and those that were due to renewal were renewed refocusing on the priorities for the triennium. MOUs are time-limited.
- Partnership agreements have been considered unless institutionally the need for a MOU was identified e.g. with the International Award Association.
- Partnership agreements and MOUs have been shared with NSOs following the formal ways of communication (ScoutPak and web-site) as these should facilitate bi-lateral agreements at national level).

Regional level

- The Relationships and Funding Team (RFT) in the European Scout Region. This team, supported by the External Funding Unit, works to representing the interests of Scouting in general and contribute to the development and method of delivery of the policies and positions in the region.
- The review of the DANIDA project in the Africa Region "Developing Citizens Through Scouting" resulted in an extension of the sponsorship so that the project can be introduced into four new countries, Malawi, Namibia, Swaziland and Zimbabwe.
- Meetings took place with current and potential partners in the Africa Region to explore how partnerships could support the development of Scouting in the Region. The potential partners identified were: United Nations Volunteers (UNV) and UN Habitat and the meetings with current partners included: UNDP, UNICEF, ILO/IPEC, United Nations Office for Drugs and Crime (UNODC).
- Regular consultative and co-ordination meetings were organised in the Arab Region with relevant International Organizations, UN agencies and International NGOs and areas of mutual co-operation and possible financial support and technical assistance were explored and previous activities evaluated.

Input from a National Scout Organization (Algeria)

Scouts Musulmans Algériens has had success in developing successful partnerships over a number of years and will present their results and future plans during the workshop.

Strategic Priority 7: Scouting's Profile – strengthening communications, partnerships and resources.

7.2 Partnerships

Results in your NSO

Please consider what progress you have made in your NSO in relation to strengthening partnerships in your NSO; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

The results that have been achieved by your NSO:
The challenges that your NSO has faced:
Ideas for the future direction for this strategic priority:

Support materials available from WOSM

The Marrakech Charter – this document sets out the principles of partnerships in Scouting and provides a framework for all partnerships in Scouting.

The web-pages on partnerships - the WOSM web-pages on partners contain news and information on partnerships in all sectors; civil society, corporate sector, governmental, intergovernmental, inter-religious, with the United Nations and with youth platforms.

Guidelines on Partnership – these guidelines produced by WAGGGS and WOSM in the European Region approach partnerships from a very broad perspective. They offer ideas for partnerships between Guide and/or Scout Organizations and other external organizations at different levels, from local to international.

Strategic Priority 7: Scouting's Profile – strengthening communications, partnerships and resources.

7.3 Resources

Here are some details of the progress that has been made at world and regional levels in relation to the development of a resource mobilisation policy, one aspect of strategic priority 7.3.

An outcome that was identified for the WSC and WSB internally:

- A proactive search for alternative initiatives and collaborations to differentiate the financial portfolio is undertaken as part of a comprehensive resource mobilisation strategy.

Draft indicators:

- i. Data and quantitative information of different sources of funding.
- ii. Descriptive information about the different sources of funding.

World level

- An analysis of the relationships framework and donor's context, in relation to WOSM, was undertaken.
- Opportunities were taken to meet immediate needs e.g.
 - Indesit Company funded publication of The Scout Leader's Handbook in Russian for the Eurasia Region.
 - The Alcoa Foundation has supported the development of environment education in Scouting with the development of a framework for environment education, support to the World Scout Environment Badge, the relaunch of SCENEs and support to five European countries to develop projects on environment and sustainability to meet their particular needs.
 - Pikeo provided knowledge and services to support Scouting's sunrise which enabled Scouts from around the world to share their photographs from 1 August 2007.
 - IBM/World Community Grid – the partnership with the World Community Grid resulted in IBM providing computers for the World Scout Centre and Open Source Academy workshops.
- Plans have been developed, in line with the development of the brand, to create a favourable environment for a medium to long term resource mobilisation strategy.

Regional level

- The Relationships and Funding Team (RFT) in the European Scout Region, supported by the External Funding Unit, works to secure the funding and cultivate the environment in which policies are developed and implemented favourable to Scouting.
- A handbook on Financial Resources Management and Development produced in the Asia-Pacific Region is a very useful for Scouts involved in the financial management of an NSO.
- A sub-regional workshop in Sri Lanka brought together 20 local Scout leaders to explore diverse ways of developing resources, including registration fee systems and educational training institutes.

Input from a National Scout Organization (Korea)

There will be an input from the Korea Scout Association on the work that has been undertaken in Korea in recent years on resource mobilisation.

Strategic Priority 7: Scouting's Profile – strengthening communications, partnerships and resources.

7.3 Resources

Results in your NSO

Please consider what progress you have made in your NSO in relation to resource mobilisation in Scouting; the challenges that you are facing and your ideas for the future. It will be helpful if you can make notes that you can share with others during the strategy workshops at the Conference.

The results that have been achieved by your NSO:
The challenges that your NSO has faced:
Ideas for the future direction for this strategic priority:

Support material available from WOSM

The following material is available from WOSM to support work on this strategic priority.

Handbook on Financial Resources Management and Development – produced in the Asia-Pacific Scout Region.

A DRAFT RESOLUTION ON THE STRATEGY FOR SCOUTING

The Conference:

- valuing the work undertaken to provide National Scout Organizations with tools and information to support progress in strategic planning and each of the strategic priorities
 - recognising the value of the Strategy as a framework to support the growth and development of Scouting
 - recognising the value of the strategic planning process in identifying medium and long term goals for Scouting
 - valuing the commitment in National Scout Organizations to align activities for the Centenary with the Strategy for Scouting
 - applauding the achievements made in National Scout Organizations in relation to the Centenary of Scouting and the Strategy for Scouting
-
- adopts '**membership development**' as the strategic focus for the triennium 2008-2011
 - agrees that the strap-line for the Strategy should be 'action for growth' so that the title of the Strategy would be ***The Strategy for Scouting – action for growth***
 - strongly recommends that the World Scout Committee assesses progress in the Strategy and sets up a process to develop medium and long term goals for the Movement
 - encourages National Scout Organizations to maintain a focus on strategic planning and set up a process to identify indicators and measure progress in their strategies
 - requests the World Scout Committee to provide support to National Scout Organizations in strategic planning, monitoring and evaluation.