
Document 4



A Strategy for Scouting: The Proposed Concept



**36th
World Scout
Conference**

**36e Conférence
Mondiale
du Scoutisme**

H E L L A S 2 0 0 2

Conference Documents

- 1 - Provisional Agenda
- 2 - Rules of Procedure
- 3 - Registration Fee System
- 4 - A Strategy for Scouting: The Proposed Concept
- 4a - A Strategy for Scouting: Working Methods at the Conference
- 5 - World Scout Committee Elections
- 6 - Invitations to Future World Events
- 7 - Youth Involvement in Decision-Making – Policy Proposal
- 8 - Keeping Scouts Safe from Harm – Policy Proposal
- 9 - WAGGGS/WOSM Relationships
- 10 - Recognition of New Members
- 11 - Toward Scouting's Centenary: 2002 to 2007
- 12 - Suspension and Termination of WOSM Membership

The Mission of Scouting

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

This is achieved by:

- *involving them throughout their formative years in a non-formal educational process*
- *using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person*
- *assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.*



STRATEGY
ACHIEVING
OUR MISSION

1. INTRODUCTION

In November 2001, the World Scout Committee invited national Scout associations to comment on a document titled *“Towards 2007 and beyond, a Strategy for Scouting– Achieving our Mission”*. That document described a proposed conceptual framework for a strategy for Scouting to be considered by the 36th World Scout Conference. It also explained the reasons why a strategy for Scouting is important, as well as the historical background that led to its development.

At the date of publication, written feedback, using the questionnaire provided with the document, was received from 57 national Scout associations. A statistical summary of these results is provided in Appendix One.

The feedback on the conceptual framework of the strategy has been very positive and it appears that there is a large consensus within the Movement on the direction being proposed. As was expected, however, some of the respondents made suggestions for improvements to the proposal. These did not affect the overall concept but dealt mainly with clarifying the text. These suggestions have been considered by the World Scout Committee and its Strategy Task Force and changes have been introduced wherever it was felt appropriate.

National Scout Associations will continue to be encouraged to consider the strategy and strategic priorities and send in their response. At the Conference delegates and observers will receive an update of the results received.

This Conference Document contains the revised text of the proposal which will be submitted by the World Scout Committee for consideration by the 36th World Scout Conference.

The text below, which provides the overall framework for the Strategy, is the one which will be submitted to the World Conference for adoption. It should be noted that:

- The **Mission** and **Key Challenges** have already been approved by the 35th World Scout Conference in Durban
- The content of the section on **Expected Results** and **WOSM's Support** will be completed during the 36th World Scout Conference in Thessaloniki

2. THE PROPOSED STRATEGY

The World Scout Committee proposes the following Strategy for Scouting.

This strategy, detailed below, will provide a framework for NSOs to develop their own strategies to achieve the Mission of Scouting. This framework:

- recognises the work undertaken and the achievements since “Towards a Strategy for Scouting” was adopted by the World Scout Conference in Melbourne in 1988,
- notes the good progress made by the Regions and some NSOs in developing their own strategies,
- notes the strong pre-Conference endorsement by NSOs of the Vision Statement, the Strategic Areas and the seven Strategic Priorities.

MISSION (adopted by 35th World Scout Conference, Durban, South Africa, 1999)

The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.

This is achieved by:

- involving them throughout their formative years in a non-formal educational process
- using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person
- assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

KEY CHALLENGES (identified during the 35th World Scout Conference, Durban, South Africa, 1999)

- 1) **Relevance** – meeting the needs and aspirations of young people.
- 2) **Complementary nature** – focussing on the distinctive contribution Scouting can make to the education of young people, particularly through the Scout Method.
- 3) **Membership** – reaching out to more young people.
- 4) **Adults** – attracting and retaining the adults we need.
- 5) **Relationships and partnerships** – working with others to better serve young people.
- 6) **Unity** – pursuing a common purpose at all levels.

STRATEGIC AREAS

1. **Young people:** meeting young people's needs and expectations in different societies.
2. **Adults:** strengthening adult volunteer leadership and support.
3. **Structures and systems:** developing an organization for the 21st century for all levels of WOSM.

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

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

We see Scouting world-wide as **attracting and retaining more and more young people** (especially adolescents) of both genders and coming from broader segments of society.

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

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

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 broader segments of society.
5. **Volunteers in Scouting** - developing new approaches to broaden the base of adult support.
6. **An Organization for the 21st Century** - becoming flexible, lean, innovative and participatory.
7. **Scouting's Profile** - strengthening communications, partnerships and resources.

EXPECTED RESULTS

The “expected results” are the outcomes of the actions identified by NSOs. It is these outcomes which will enable Scouting to achieve its mission. These outcomes will result from the discussions at the World Scout Conference in Thessaloniki which, when collated, will represent what World Scouting as a whole will be expected to achieve.

WOSM' S SUPPORT

This is the role of the World Scout Committee and Bureau and the Regional Committees and Offices. This support will be targeted to enable NSOs to implement the strategy so that the mission and vision can be realised. This will also be part of the work in discussion groups during the 36th World Scout Conference.

3. NATURE AND SCOPE OF THE PROPOSED STRATEGY

Assessing the present situation

The strategy which is proposed for adoption by the World Scout Conference in Thessaloniki builds upon the results achieved since the adoption of “Towards a Strategy for Scouting” in Melbourne in 1988 and would not have been possible without the work accomplished in the past 14 years and the feedback received on the proposed strategy.

The proposed strategy continues to be based upon the very different roles of the national and world levels. The development of Scouting remains a function of National Scout Organizations; the role of the world bodies is still one of providing support. But the strategy differs from the approach adopted in Melbourne in the following respects :

- It will clearly identify a number of measurable results which NSOs, collectively, expect to achieve within a given time-frame.
- It will also clearly define the contribution of the world bodies in the form of a specific number of tools to support NSOs in achieving the expected results.

This implies that the proposed strategy can only function if the NSOs make an assessment of their present situation in relation to the seven strategic priorities, and provide the necessary data that would enable the formulation of a WOSM-wide perspective of where we are and where we want to go.

In addition and in light of the responses received to the questionnaire, it is important to clarify a number of questions concerning the nature and scope of the proposed strategy as described in the conceptual framework document *“Towards 2007 and Beyond, a Strategy for Scouting, Achieving our Mission”*.

It should be clear from the start that the strategy is not a top down process or an abstract concept developed at world level. The aim of the World Strategy is to give coherence to all the strategic initiatives within WOSM in order to have a shared vision and a sense of direction to achieve a common goal: the Mission of Scouting. It will also enable the WOSM bodies to develop their own action plans to support National Scout Organisations.

The strategy is not an action plan with defined objectives imposed on all National Scout Organizations

The strategy recognises that each NSO has its own needs and starts from a different level and must have or develop its own strategy and action plan. The strategy is not a rigid plan of action to be followed step by step. It is based on a shared vision which is the result of the work done at all levels of WOSM during the previous years culminating in the adoption of a Mission Statement in Durban 1999.

The seven strategic priorities are based on the needs of National Scout Organizations

The seven strategic priorities have emerged from NSOs and Regions since work started on “Towards a Strategy for Scouting” at the World Scout Conference in Melbourne in 1988. They are based on the consensus expressed by NSOs, on experiences developed at Regional level, on resolutions passed by the World and Regional Scout Conferences, and on the issues identified as constituting challenges that need to be faced to achieve Scouting’s mission. They represent the key sectors that need to be addressed in Scouting worldwide, although their relevance at national level obviously varies and they will therefore be taken into account differently in national and Regional strategies and plans.

Each level of WOSM has a different role to play in the World Strategy

The success of the strategy will depend upon:

- Adoption of the Strategy for Scouting as the overall framework within which World Scouting seeks to achieve its Mission.
- Provision by the Conference of the elements for the formulation of a three year revolving action plan for the world bodies, to support the work of NSOs within the strategy process in each triennium. This will be based on the identification by the Conference of the three or four priorities which should be a focus for the next triennium, to be reviewed by the following World Scout Conference.
- Commitment from NSOs. It is recognised that that strategic planning at national level necessarily varies and will not follow the same pattern in each NSO. However the objectives of their work will need to be fully in line with the strategic priorities agreed at world level. Without that commitment, the World Organization as a whole will not be able to pull together all the needs, expertise and good practice to enable the overall strategic process to function and for the Movement to grow and achieve its mission.

The full text of the proposed strategy is set out in the following chart.

A Strategy for Scouting - the proposed concept

Mission	Key Challenges	Strategic Areas	The Vision	Strategic Priorities	Expected Results	WOSM's Support
<p>The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society.</p> <p>This is achieved by:</p> <ul style="list-style-type: none"> involving them throughout their formative years in a non-formal educational process using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law. 	<ol style="list-style-type: none"> Relevance - meeting the needs and aspirations of young people. Complementary nature - focussing on the distinctive contribution Scouting can make to the education of young people, particularly through the Scout Method. Membership - reaching out to more young people. Adults - attracting and retaining the adults we need. Relationships and partnerships - working with others to better serve young people. Unity - pursuing a common purpose at all levels. 	<p>Young people: meeting young people's needs and expectations in different societies.</p> <p>Adults: strengthening leadership and support.</p> <p>Structures and systems: developing an organization for the 21st century for all levels of WOSM.</p>	<p>As a global Movement, making a real contribution to creating a better world...</p> <p>We see Scouting entering its second century as an influential, value-based, educational Movement focussed on achieving its mission, involving young people working together to develop their full potential, supported by adults who are willing and able to carry out their educational role.</p> <p>We see Scouting world-wide as attracting and retaining more and more young people (especially adolescents) of both genders and coming from broader segments of society.</p> <p>We see Scouting as attractive to adults, women and men in all cultures – a Movement through which they can make a significant contribution to society by working with young people.</p> <p>We see Scouting as a dynamic, innovative Movement with adequate resources, simple structures and democratic decision making processes where organisation, management and communication are effective at all levels.</p>	<ol style="list-style-type: none"> Youth Involvement - revitalising the Scout Method. Adolescents - supporting their transition to adulthood. Girls and Boys, Women and Men - respecting differences, promoting equality and sharing responsibility. Reaching Out - breaking down barriers and working with broader segments of society. Volunteers in Scouting - developing new approaches to broaden the base of adult support. An Organization for the 21st Century - becoming flexible, lean, innovative and participatory. Scouting's Profile - strengthening communications, partnerships and resources. 	<p>To be completed at the Conference</p> <p>The conceptual framework for the strategy can be set out at world level, but the concrete action plans must be designed and delivered by National Scout Organizations at national and local level. The "expected results" are the outcomes that will be achieved after a certain time by the NSOs and it is these results which will achieve the mission. This will be the focus of the discussion groups in Thessaloniki.</p>	<p>To be completed at the Conference</p> <p>In this context WOSM is seen as the World Scout Committee and Bureau and the Regional Committees and Offices. Based upon the expected results in NSOs these bodies will endeavour to target their support effectively to fully support NSOs in implementing the strategy. The Conference delegates and observers will also have an opportunity to provide an input on what that support might be. This work in NSOs and the support available will enable the mission to be achieved and the vision for the future realised.</p>
Text approved in Durban 1999	Challenges identified in Durban 1999	For adoption in Thessaloniki	For adoption in Thessaloniki	For adoption in Thessaloniki	Contents to be agreed in Thessaloniki	Contents to be agreed in Thessaloniki

4. THE PROPOSED STRATEGY

The Conference will be asked to vote upon the process, as outlined in the table on page 7, and the specific contents of the strategic areas, the vision and the strategic priorities. A full explanation of the strategic priorities and an outline of what is required for the expected results and WOSM's contribution are described below. The content of the strategic priorities, the expected results and WOSM's contribution will be a focus for the discussion groups during the World Scout Conference. The timing and content of the Conference sessions on the strategy are set out in Appendix Two.

The Seven Strategic Priorities

1. YOUTH INVOLVEMENT - Revitalising the Scout Method

Scouting is a movement of young people, supported by adults. A fundamental element of Scouting is the Scout method; which requires the active involvement of young people, from the time they join the Movement, in the process of their own development, and makes each person the principal agent of that process. This is the element which, when correctly applied, makes Scouting attractive to young people and enables their development as self-fulfilled individuals, able to contribute to a better world.

Unfortunately, the Scout method is not always fully applied. Young people are not being adequately prepared for the progressive responsibility and active involvement that are required at all levels in Scouting, starting from the youngest age sections up to institutional involvement in decision-making bodies. A policy on Youth Involvement is being submitted to the World Scout Conference in Thessaloniki. (Conference Document 7)

This strategic priority aims at assisting National Scout Organizations in revitalising this fundamental element of our Movement, which is crucial to its attractiveness and its ability to achieve its mission.

2. ADOLESCENTS - Supporting their transition to adulthood

Supporting young people in the transition from childhood to adulthood is at the core of the mission of Scouting as it was founded to help young people in this difficult transition. The relevance and quality of the Scout programme are measured by parents and potential partners, as well as by governmental and intergovernmental agencies, through Scouting's ability to support young people until the age of entering into adult society.

Today adolescence is becoming a crucial challenge in many societies and Scouting often fails to provide a relevant response. Young people express new expectations that the traditional systems are not able to meet: freedom, self expression, equal opportunities, better education, a job, the ability to find a creative role in society, etc. The traditional mould which prepared young people for adult life, is weakened, broken or has not adapted to the changing world. Therefore, when growing out of childhood, young people do not always have efficient and effective support as they move towards adult roles. Adults in all organizations face considerable difficulties in helping young people to meet their expectations.

The ability to respond to the needs and expectations of young people is a key factor for the success of Scouting and its recognition as a reliable contributor to the development of society. Scouting should be perceived as an expert in the adolescent age range, but in many countries, Scout associations are facing difficulties in delivering a programme which is adapted to the needs and expectations of adolescents.

However, there are tried and tested ways of supporting adolescents, which have been used successfully by many associations. These include placing an emphasis on the peer group, giving access to responsibilities and involving young people in decision-making. Another important aspect is developing positive relationships between young people and adults who are able to provide support, confidence, real challenges and opportunities to assist young people in trying out adult roles and acquiring skills recognised by society.

This strategic priority aims at supporting National Scout Organizations 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 organization which helps young people in their transition to adulthood.

3. GIRLS AND BOYS, WOMEN AND MEN - Respecting differences, promoting equality and sharing responsibility

Scouting contributes to the development of young people; helping to build a better world where people are self-fulfilled as individuals and play a constructive role in society.

As society is made up of people of both genders, the vision for Scouting is:

- To provide opportunities to help girls and boys to develop their full potential, respecting individual differences and not being limited by traditional gender roles within their society.
- To enable women and men in Scouting to co-operate on an equal basis, sharing leadership at all levels in associations.

Scouting in most associations has developed from a male organization. Although girls and women may have been members for many years, often not enough consideration has been given to their needs, the programme, leadership opportunities and structures to enable girls and women to participate fully. This can often be clearly seen in membership statistics in National Scout Organizations.

The aim of this strategic priority is to identify the support and tools required to help National Scout Organizations 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.

4. REACHING OUT -

Breaking down barriers and working with broader segments of society

If Scouting is to have a significant impact in the world today, it must extend its reach to all segments of society. Serving only traditional “target audiences” limits the Movement’s potential to help build a better world. Scouting must ensure that the education it offers to young people is made available to all who are prepared to adhere to the principles of the Movement, so that they may benefit from the opportunity to become self-fulfilled individuals and play a constructive role in society.

This also applies to adults who wish to serve the Movement in roles that support the education of young people.

There are many features of the Movement that detract from its attractiveness. These range from:

1. youth programmes that are not seen as relevant to the needs and aspirations of young people in some segments of society.
2. policies and practices that – sometimes inadvertently – serve to exclude those who might otherwise wish to join.
3. “external trappings” which are not of fundamental importance but which deter potential members from coming forward.

The aim of this strategic priority is to support National Scout Organizations 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.

5. VOLUNTEERS IN SCOUTING -

Developing new approaches to broaden the base of adult support

Young people join Scouting voluntarily. Adults too give their time and efforts voluntarily to offer the benefits of Scout education to young people.

Adult volunteers are not necessarily only people who obtain no compensation for the time and money they invest in Scouting. In many countries, this would not be possible and our long established traditional view of “volunteers” therefore needs to be broadened if we want to attract and retain adults who are keen to share their experience, knowledge and values with young people. The new concept of volunteering recognises the need for personal commitment as well as recognition in the community for the work undertaken but it does not exclude compensation for that work. As a result of this new concept of volunteering, it should be possible for new groups of potential leaders to be attracted to Scouting and retained.

With the support of the Adult Resources Policy we therefore need to attract, recruit and retain new types of adults to Scouting. These adults need to be trained to fully identify with the values of Scouting and to share them with (not impose them upon) young people.

This strategic priority aims at redefining the concept of volunteering as applied to Scouting and reviewing policies and practices to help National Scout Organizations recruit and retain a new group of adults in Scouting.

6. AN ORGANIZATION FOR THE 21st CENTURY -

Becoming flexible, lean, innovative, participatory

A key success factor in Scouting's ability to achieve its mission will be its capacity to think and act strategically. Taking on a strategic approach will require a review of the way our Movement is organized – its structures, systems, management, etc. – at all levels. This is all the more important at a time when fundamental technological change is having a far reaching effect on every aspect of an organization's work.

Unfortunately, an objective look at some structures within Scouting shows that Scouting often continues to work with old-fashioned, heavy structures inherited from the early years of the 20th century. Federations, for example, which are an additional structure at national level, duplicate and dilute Scouting's limited resources and weaken its effectiveness. But many countries which have single, non-federated structures also have too many levels which render the decision-making process cumbersome, slow and reactive rather than proactive to societal needs, and top-down rather than truly participative. There are many other examples of how our structures, systems and management are not in tune with the times.

This strategic priority aims at assisting National Scout Organizations, 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.

7. SCOUTING'S PROFILE -

Strengthening communications, partnerships and resources

There are three inter-related subjects which are necessary for the success of Scouting: communications, partnerships with other organizations, and financial resources.

Communications

Effective communications are vital to all aspects of Scouting. From inter-personal communication to mass communication, effective communication is necessary if Scouting is to attract and retain members; to attract and motivate volunteer and professional leaders; and to obtain the financial resources that it needs.

Recognising Scouting's resources, communications must be carefully planned and targeted to get specific messages across to clearly identified groups of people. Modern technologies offer Scouting many new techniques for doing this, more effectively, more efficiently and at a lower cost.

Partnerships

Scouting does not exist in isolation; it is part of the community and it needs to work in partnership with others, from individuals to organizations and institutions at local, national, and world levels. Partnerships with others create a synergy and provide benefits that neither could obtain alone. For Scouting to benefit from these partnerships, it must have a good product and communicate this successfully. Today, creating a good public image cannot just be left to chance; it needs a professional approach and positive action.

Resources

Financial and other resources can result from these relationships, but in addition Scouting needs to look specifically at its fundraising needs and opportunities at all levels, putting into place specific programmes for this purpose. Effective fundraising also requires good relationships with others, and good communication.

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

Expected Results

The conceptual framework for the strategy can be set out at world level, but the concrete action plans must be designed and delivered by National Scout Organizations at national and local level. The "expected results" are the outcomes that will be achieved after a certain time by the NSOs and it is these results which will achieve the mission.

The success of the proposed strategy will therefore depend upon the precision with which the expected results for NSOs are formulated and collated to form an overall world view. These expected results will be the cornerstone of the new approach and the basis upon which the world bodies' contribution will be defined.

Delegates and observers to the World Scout Conference will work together to develop the content of the column "Expected Results". An example of the sort of expected results which may be proposed by the Conference, relating to the second strategic priority on "Adolescents", is provided below.

Expected results for Strategic Priority 2: Adolescents:

1. By 2008, 80% of National Scout Organizations will have:
 - Reviewed their Youth Programme for the adolescent age-range.
 - Integrated educational objectives to help youth members to contribute to a tolerant and caring society.
 - Produced programme tools and activities to meet these objectives.
2. By 2011, through an increase in membership, at least 40% of the youth membership in each NSO will be over the age of 15.

A key premise on which the strategy is based and a factor of its success will be the partnerships and networks which are formed and further developed by NSOs, for mutual benefit and support at national, regional and world level. These partnerships and networks may be north:south, north:north or south:south.

To facilitate this process, sessions on the strategy in Thessaloniki will include opportunities for NSOs to share practices and tools and begin to network. (Appendix Two)

WOSM's Support

In this context WOSM is seen as the World Scout Committee and Bureau and the Regional Committees and Offices. Based upon the expected results in NSOs these bodies will endeavour to target their support effectively to fully support NSOs in implementing the strategy. The Conference delegates and observers will also have an opportunity to provide an input on what that support might be. This work in NSOs and the support available will enable the mission to be achieved and the vision for the future realised.

An example of the support relating to the strategic priority on "Adolescents" is provided below.

WOSM's support for Strategic Priority 2: Adolescents:

- Tools to help NSOs review the adolescent youth programme.
- Results of the survey on the Rover Section.
- Renewed Approach to Programme for adolescent age sections.
- Ideas of programmes for "Scouts of the World".
- WONDER network for people working on this issue.
- World Scout Moot and World Scout Youth Forum – opportunities for experimentation.
- Outcome of the research on the wants and expectations of adolescents.
- Adult resources support in terms of profile, training etc. of adults working in this age-range.

National Scout Organizations were also asked to rank the top 3 strategic priorities, in order of priority from 1-3.

1 - top priority, 2 - second priority, 3 - third priority.

The results of this feedback is provided in the chart below.

	1	2	3	1+2+3
1. Youth Involvement	19	14	8	41
2. Adolescents	9	7	6	22
3. Girls and Boys, women and men	1	1	6	8
4. Reaching out	6	3	4	13
5. Volunteers in Scouting	5	13	9	27
6. An organization for the 21 st century	7	5	8	20
7. Scouting's profile	6	6	8	20

When the rankings (1 + 2 + 3) are added together it becomes clear that, in terms of urgency, there is a considerable difference in the way the 7 priorities have been ranked.

A comparison between the results of the two tables would indicate that while all 7 priorities are important, some are presently considered more urgent than others.

Appendix Two:
CONFERENCE
PROGRAMME FOR
THE STRATEGY

Monday, 15 July: 17:00 – 18:25

“TOWARDS A STRATEGY FOR SCOUTING” – A Progress Report

A review of achievements of ‘Towards a Strategy for Scouting’ adopted in Melbourne 1988 and including the five strategic priorities:- Youth Programme, Adult Resources, Management, WOSM’s Financial Resources and Growth. This will be followed by a short presentation from each of the six Regions.

Tuesday, 16 July: 09:30 – 11:00

“A STRATEGY FOR SCOUTING” – The Proposed Concept

The overall concept of the proposed new Strategy for Scouting will be introduced, starting with the adoption of the Mission Statement in Durban 1999, then introducing the vision, the strategic areas and the strategic priorities and an outline of the expected outcomes and WOSM’s contribution, which are to be developed during the Conference. There will be a report on the feedback received on the strategy from NSOs.

Following time for discussion, this session will conclude with a vote on the overall strategic concept.

Wednesday, 17 July: 09:30 – 11:15

“A STRATEGY FOR SCOUTING” – The Strategic Priorities

Each of the proposed strategic priorities will be introduced, i.e. Youth Involvement, Adolescents, Girls and Boys, Women and Men, Reaching Out, Volunteers, An Organization for the 21st Century and Scouting’s Profile. Information provided on the current starting point and examples provided of work happening in these areas by NSOs and Regions.

After each presentation there will be an opportunity to comment or ask questions. At the end of the session information will be provided on the arrangements for the discussion groups in Naoussa.

Wednesday, 17 July: 14:00 – 18:00

“A STRATEGY FOR SCOUTING” – Identifying the Expected Outcomes and WOSM’s Support

All delegates and observers have an opportunity within small groups to discuss one of the strategic priorities in detail with a view to identifying what could be achieved by NSOs for each priority and the support required by WOSM to achieve this. The results of the discussion groups will be collated for consideration by delegations the next morning.

Thursday, 18 July: 09:10 – 10:00

“A STRATEGY FOR SCOUTING” – Results of the Discussion Groups

The results of the discussion groups will be presented in plenary and written reports on the outcomes of the discussion groups will be available for all delegates and observers.

Thursday, 18 July: 10:30 – 12:30

“A STRATEGY FOR SCOUTING” – Focus for the next Triennium

Time (one hour) is provided for delegations to discuss the outcomes of the discussion groups with a view to identifying three or four priorities to be a focus for WOSM in the next triennium. Following an open debate a vote will be taken at the beginning of the afternoon session.

Thursday, 18 July: 16:15 – 17:30

“A STRATEGY FOR SCOUTING” – Sharing Practices and Tools

Examples of Promising Practices in NSOs in relation to the Strategic Priorities will be presented with examples of useful tools developed by WOSM and NSOs.

Friday 19, July: 11:30 – 12:25

“A STRATEGY FOR SCOUTING” – An Opportunity to Network

This time is available for NSOs to network i.e. identify others with common interests, begin to have informal discussions and to identify ways of working together and sharing good practice on aspects of the strategy.