THE STRATEGY FOR SCOUTING

Tool Kit - Strategic Planning, Monitoring & Evaluation

GUIDELINES FOR NATIONAL SCOUT ORGANIZATIONS
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I. The Strategy for Scouting

Scouting is a value-based, educational movement for young people. It has a membership of around 28 million young people (boys and girls), without distinction of origin, religious beliefs or social background. It offers adults, men and women from all cultures, the opportunity to support young people with the process of self-development. The World Organization of the Scout Movement (WOSM) is an independent non-profit organization at the service of the Scout Movement. It comprises a global network of National Scouts Organizations (NSOs) in 156 countries. The World Scout Bureau (WSB) is the secretariat with offices based in Cairo, Geneva, Gurzuf, Manila, Nairobi and Santiago de Chile.

The Strategy for Scouting was developed to promote cohesive actions among the members of the Movement. The main purpose of the Strategy is to help National Scout Organizations to achieve Scouting’s mission which consists in educating young people to play a constructive role in society, based on the values expressed in the Scout Promise and Law. The Strategy also expresses the way we see ourselves in the future, with the vision of “creating a better world”. It also includes the strategic priorities that should guide our work to achieve our objectives.

Adopted in 2002, the Strategy for Scouting recognises that each National Scout Organization has peculiar needs and challenges. Consequently each NSO has to adapt the Strategy to its own reality. Therefore, the Strategy for Scouting is not rigid, it is a framework for integral action. The adoption of the Strategy was the result of work done at all levels of WOSM in recent years and it is presented in this document for reference and documentation.

The Strategy for Scouting, a process built over time

- 1999: Start of the renewal process with the adoption of the mission statement by the World Scout Conference in Durban;
- 2002: A Vision for the Scout Movement was adopted by the World Conference in Thessaloniki;
- 2003: Materials and tools were developed to assist with planning and all aspects of strategy;
- 2004: The members of the World Scout Committee met representatives of each National Scout Organization to discuss applying the Strategy at national level;
- 2005: A full report on all the progress achieved was presented to the World Scout Conference in Tunisia in September and the projects for the Centenary were discussed;
- 2006: The emphasis was on implementing the Strategy while the Scout associations finalised their programme for the Centenary;
- 2007: The Centenary was an important milestone because it provided an opportunity to measure the progress that has been achieved;
- 2008: The impact of the strategy is assessed.
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.

In 1999, during the Conference held in Durban, the mission statement was adopted, which clarifies the purpose of Scouting and reaffirms Scouting’s role in today’s world. Materials to support the understanding of the mission were developed and made available to NSOs worldwide. These can be found on the WOSM web-site http://www.scout.org

In addition, other challenges were defined: “relevance” to meet the needs and aspirations of young people, our “complementary nature”, related to the distinctive contribution that Scouting can make to the education of young people, particularly through the Scout Method; “membership increase” or the need to reach out to more young people; “attracting and retaining” the adults we need; “working with others” in partnership to better serve young people and “unity”, pursuing a common purpose at all levels.

The following step was to draft a vision statement and undertake a situation analysis. This process involved volunteers and staff at various levels of the Movement. When comparing the results of the situation analysis with the vision of the future, gaps were identified and, in order to reduce these gaps, seven strategic priorities were defined. The strategic priorities cover the main topics, but not the only ones, that need to be the focus for action of Scouting worldwide to achieve the Mission and realise the Vision of the Movement.

The Background

For a strategy to be successful it has to become ‘everybody’s business’. It was important therefore to involve people at all levels of the Movement in the planning and preparation of the of the Strategy for Scouting. There was a wide consultation in the development and adoption of the Strategy and there is commitment to continue and improve this involvement during the implementation, monitoring and evaluation phases.

The process to develop a strategy started in 1988, when helping young people to respond to the rapid changes taking place in society was identified as a key challenge. In response to this, work was undertaken in four areas: Youth Programme, Adult Leadership, the Management of Associations and WOSM’s financial resources. Subsequently, in 1990 “Growth” was added as an area of focus. Discussions on “Scouting for What?” and “Scouting for Whom?” were a key element of the work during the World Scout Conference of 1996 in Oslo and this led to the development of a mission statement.
A draft framework of the Strategy was shared with National Scout Organisations for feedback, six months before the World Scout Conference of 2002 in Thessaloniki and finally the “Strategy for Scouting” was adopted during this Conference. It was also decided then that three strategic priorities should be the focus of the World Organization of the Scout Movement during the triennium of 2002-2005. These were:

1) “Youth Involvement - revitalising the Scout Method”;
2) “Volunteers in Scouting - developing new approaches to broaden the base of adult support” and
3) “Scouting’s Profile - strengthening communications, partnerships and resources”. To date, the Strategy for Scouting has been the basis for the development and adaptation of multi-annual plans and annual plans at the world and regional levels of the Movement.

Discussions held in Thessaloniki provided the input to define the main objectives that National Scouts Organizations and WOSM’s should obtain under each strategic priority. These were further developed and finally endorsed in the World Scout Conference in Tunisia (2005). During this event emphasis was made on the need and means to measure the progress of the Strategy. For the period between 2005 and 2008 the implementation of the Strategy has been identified as a priority and reports on its performance by 2008 are under development. The Centenary of Scouting was an important milestone that was used to promote the implementation and to find opportunities to monitor progress in the Strategy.

The Vision for Scouting

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.
II. The process to develop the Strategy for Scouting

The development of the Strategy for Scouting has followed the strategic planning process presented in the following chart.

**Strategic Planning Level**

- **Clarify Values**: What do we stand for? (What) Scouting Principles  
  - **STEP 1**

- **Understanding the Mission**: Purpose of Scouting (Why)  
  - **STEP 2**

- **Envisioning**: What do we really want? Desirable future state  
  - **STEP 3**

- **Situation Analysis**: Where are we now? Actual situation  
  - **STEP 4**

- **Strategic Priorities**: Focus / Emphasis «Gap» Now vs Future  
  - **STEP 5**

- **Objectives**: What to do? (How)  
  - **STEP 6**

- **M&E Plan**: Knowing if we are in the right path. If we achieved expected results  
  - **STEP 7**

**Operational Planning Level**

- **Yearly Plans**
- **Project Evaluation & Audit**
- **Project Identification**
- **Project Implementation**
- **Project Formulation**
Step 1: Clarify the Values
The first step in the process of development of the Strategy for Scouting, was to reaffirm our value system, which is set out in WOSM’s Constitution, and is the basis for the development of the Strategy.

Step 2: Understand the Mission
The Mission re-affirms Scouting’s role in today’s world and provides a common starting point for the implementation of the Strategy. The text is set out below.

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.

Step 3: Envision the Future
The Vision sets the broad agenda for the long term. It is important that the vision is positive and inspirational. Setting out a vision is important because it helps people to be motivated, to work together and to overcome challenges. Our vision is set out below.

The Vision for Scouting is:

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

Step 4: Develop a Situation Analysis
Over a period of time, using a number of different sources and involving staff and volunteers at various levels of the Movement, a situation analysis was undertaken.

Step 5: Define Strategic Priorities
The strategic priorities emerged from detection of gaps between the Vision and the situation analysis. They represent the key topics to be addressed in Scouting world-wide, although their relevance at national level will vary, these should be taken into account when developing or adapting national and regional plans. All the strategic priorities are important and valid for the overall purpose of achieving our Mission. At the national level the focus may be put in some of them or in all, depending on the local circumstances.
These are the seven strategic priorities under the Strategy for Scouting:

**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 effectiveness and its ability to achieve its mission.

**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.

**Strategic Priority 3: Girls and Boys, Women and Men - respecting differences, promoting equality and sharing responsibility.**
The aim of this priority is to identify the support and tools required to help NSOs offer equality of opportunity to girls and boys, women and men at all levels in Scouting. This should offer new opportunities for everyone and, through an increase in youth membership and adult leadership, result in a more even balance in the male: female ratio in associations.

**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 currently not having an impact. This should result in an increase in membership and increase Scouting’s impact in the world today.

**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.

**Strategic Priority 6: An Organisation 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.

**Strategic Priority 7: Scouting’s Profile - strengthening communications, partnerships and resources.**
This strategic priority aims at strengthening Scouting’s communications, partnerships and resources at all levels as these are vital in supporting the work to achieve the mission.

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**The Seven Strategic Priorities**

- 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 all segments of society.
- Volunteers in Scouting - developing new approaches to broaden the base of adult support.
- Scouting’s Profile - strengthening communications, partnerships and resources.
III. Strategy Level Goals and Outcomes

After defining the strategic priorities that can help the Movement succeed in achieving its Mission, specific and measurable objectives were determined for each one of them. Different levels of objectives have been defined:

1. Long term objectives, or goals, aim at fundamental changes in Scouting target population and in society at large. Their achievement is the impact of Scouting on that population.

2. A second level refers to more specific objectives. Their achievement is the direct consequence of several interventions. These are outcomes, measurable effects on Scouting target populations.

3. Finally, at the lowest level, results need to be produced and their corresponding outputs clearly identified. These are concrete the products or services to be delivered by implementers.

There is a cause-effect relationship among these objectives; meaning that the delivery of planned outputs ensures the accomplishment of the desired outcomes; the achievement of these outcomes, in turn, contributes to the overall impact of the of the Strategy for Scouting, the accomplishment of our Vision: creating a better world.

<table>
<thead>
<tr>
<th>Objective types</th>
<th>What is it?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact</td>
<td>Long term objectives.</td>
</tr>
<tr>
<td></td>
<td>Is the change of state or improved condition to which an intervention is oriented.</td>
</tr>
<tr>
<td></td>
<td>Is the improvement in the well-being of the target population to which the organization is making its contribution.</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Mid term objectives</td>
</tr>
<tr>
<td></td>
<td>Reactions and actions of target populations as consequence of exposure to several interventions</td>
</tr>
<tr>
<td></td>
<td>Observable changes in performance</td>
</tr>
<tr>
<td>Outputs</td>
<td>Shorter term</td>
</tr>
<tr>
<td></td>
<td>Products or services that are direct responsibility of the implementers</td>
</tr>
<tr>
<td></td>
<td>Activities or interventions that must be delivered by a project or program</td>
</tr>
</tbody>
</table>
In order to present the objectives for each of the seven strategic priorities in a comprehensive and manageable way, these have been classified as follows:

1. Global impact
2. Outcomes at NSO level
3. Outcomes at WSB and WSC levels

Outcomes at NSO level
These are a consequence of the delivery of Scouting by NSOs and its effect in young people and in the local, national and international communities. These guide the NSOs to invest their efforts and resources appropriately in order achieve the Mission of Scouting.

Outcomes at World Scout Committee (WSC) and World Scout Bureau (WSB) levels
These refer to the support given to NSO’s to help them achieve their objectives. A first set of outcomes, relate to the type an quality of the support provided directly to NSOs. A second set of outcomes, relate to interventions of the World Scout Bureau and the World Scout Committee that allow them to be more efficient and serve the Scout Movement more effectively; setting an example and encouraging NSOs to review their ways of working.

Global impact
Is determined by long term, meaningful and sustainable changes in Scouting target populations.

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Strategy Level Objectives

<table>
<thead>
<tr>
<th>Levels</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global</strong></td>
<td>Impact of Scouting in the community</td>
</tr>
<tr>
<td><strong>NSO</strong></td>
<td>Outcomes related to each strategic priority</td>
</tr>
<tr>
<td><strong>WSC-WSB</strong></td>
<td>Outcomes related to the support provided to NSOs</td>
</tr>
<tr>
<td></td>
<td>Internal outcomes to improve effectiveness of WSC/WSB performance</td>
</tr>
</tbody>
</table>
Please refer to Annex I to get the detailed impacts and outcomes for each Strategic Priority. The following table contains an example of impacts and outcomes related to the strategic planning process that should take place at all levels of the Movement:

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

<table>
<thead>
<tr>
<th>Strategic Planning and Implementation</th>
<th>Global Impact</th>
<th>Outcomes for NSOs</th>
<th>Outcomes for WSC/WSB to Support NSOs</th>
<th>Outcomes for WSC/WSB internally</th>
</tr>
</thead>
</table>
| Under the umbrella of the Strategy for Scouting strategic planning and implementation, NSOs, WSC and WSB need to achieve their goals through effective team work, learning and networking. Coherent strategic planning following the Strategy, strengthens a united, world-wide Movement as well as individual NSOs and Regions. | • WOSM at all levels has the ability to identify strategic issues and develop plans which will contribute to its long-term development, resulting in stronger, more focused NSOs, supported efficiently and effectively by the World Scout Committee and World Scout Bureau.  
• The Centenary Celebrations are used as a vehicle to move forward with the strategy and strategic planning at all levels of the Movement. | • A process to promote strategic planning and work on the strategy at all levels of the association is in place.  
• A strategic plan is in place which is reviewed regularly, it sets out clear actions to meet a small number of identified needs and includes indicators and targets for measuring progress.  
• Action plans identify key actions, the people responsible for carrying out these actions, set a time-scale and budget.  
• The NSO use Centenary Celebrations to strengthen their work on Strategic Priorities  
• NSOs share their experiences and learning with others. | • A way of measuring progress of the Strategy for Scouting and reporting the results to the World Scout Conference in Korea in 2008 is developed.  
• There is a clear link between the activities planned for the Centenary of Scouting and the Strategy for Scouting.  
• The growth and development of the Movement are promoted through the Strategy for Scouting.  
• NSOs are supported and motivated to use the Strategy to plan and implement activities at national level. | • Preparations (initial thinking and setting out a consultation process) for the next stage of the strategy is undertaken in this triennium so that a direction for the future is in place.  
• There is transparency in consultation and reporting to NSOs. |
The Strategy for Scouting states “what” we expect to achieve as a global Movement. In order to know “if” we are on the right path or have achieved our outcomes, we need to compare “what” was planned with the actual situation. To do this comparison we need information to answer the question: “Have we achieved this?”. Indicators are the tools we use to measure these achievements. Indicators need to be easily verifiable and the source of verification needs to be clearly stated.

The steps that will be used to measure achievements at the Strategy level are:

**First step:**
Develop verifiable indicators to measure impact and outcomes.

**Second step:**
Determine where to get the information (the source of verification), how to gather and analyse it, how often and who will use this information. This is done by defining information sources, methods and frequency of collection.

**Third step:**
Is the actual collection and analysis of data.

**Fourth step:**
Is the use of the information for learning, improving, making decisions and reporting.
Below are the steps to monitor and evaluate progress of the Strategy for Scouting:

### Process to Measure Progress and Impact of the Strategy for Scouting

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impacts and Outcomes defined for each Strategic Priority</td>
<td>Define indicators to measure the Impacts and Outcomes</td>
<td>Define information Sources, methods and frequency of collection for selected indicators</td>
<td>Collect impact Information at NSO and WSC/WSB levels</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2006</th>
<th>2007</th>
<th>2008</th>
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</table>

### Outcomes: What do we want to achieve? | Indicators: Information to be gathered to measure achievements | Sources: Where do we get information? | Methods: How do we gather, process and analyse information? | Frequency: How often? | Surveys, Questionnaires, Focus groups, Interviews, Statistics, Descriptive Information. | Analyse the situation of the Strategy | Make decisions for the future |

### Content of the Strategy for Scouting:
- Mission
- Vision
- Key Challenges
- Strategic Areas
- Strategic Priorities
- Outcomes
V. The Strategy for Scouting: Outline of the Concept

<table>
<thead>
<tr>
<th>KEY CHALLENGES</th>
<th>STRATEGIC AREAS</th>
<th>OUR VISION</th>
<th>STRATEGIC PRIORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance</td>
<td>Young people</td>
<td>As a global Movement, making a real contribution to creating a better world...</td>
<td>Youth Involvement</td>
</tr>
<tr>
<td>Complementary nature</td>
<td>Adults</td>
<td>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.</td>
<td>- revitalising the Scout Method (Strategic Priority 1).</td>
</tr>
<tr>
<td>Membership</td>
<td>Structures and systems</td>
<td>We see Scouting developing structures and systems for the 21st century.</td>
<td>Adolescents</td>
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<td>Adults</td>
<td></td>
<td>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.</td>
<td>- supporting their transition to adulthood (Strategic Priority 2).</td>
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<tr>
<td>Relationships and partnerships</td>
<td></td>
<td>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.</td>
<td>Girls and Boys, Women and Men</td>
</tr>
<tr>
<td>Unity</td>
<td></td>
<td>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.</td>
<td>- respecting differences, promoting equality and sharing responsibility (Strategic Priority 3).</td>
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<td>Reaching Out</td>
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<td>- breaking down barriers and working with all segments of society (Strategic Priority 4).</td>
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<td>Volunteers in Scouting</td>
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<td>- developing new approaches to broaden the base of adult support (Strategic Priority 5).</td>
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<td></td>
<td>An Organisation for the 21st Century</td>
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<td>- becoming flexible, lean, innovative, and participatory (Strategic Priority 6).</td>
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<td>Scouting’s Profile</td>
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<td>- strengthening communications, partnerships and resources (Strategic Priority 7).</td>
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### Expected Outcomes

The achievement of specific outcomes at the NSO level will support the accomplishment of the mission of Scouting. It is important that these outcomes are defined by the NSOs themselves.

The World Scout Bureau puts forward a common set of outcomes to the NSOs. This will support the aggregation of data from several countries and regions and allow trend analysis and comparisons at world, regional and national levels.

Examples of expected outcomes at NSO level are:

- **Strategic Priority 1:** There is a policy on 'Youth Participation in Decision-Making' which covers all ages in the association.
- **Strategic Priority 2:** The youth programme for adolescents offers opportunities for young people to prepare their 'life-plan' and develop 'life-skills'.
- **Strategic Priority 3:** More female leaders are involved in decision-making in NSOs.
- **Strategic Priority 4:** Programmes are developed to reach children in especially difficult circumstances.
- **Strategic Priority 5:** The number and quality of volunteers and their length of stay in the association increases...
- **Strategic Priority 6:** 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.
- **Strategic Priority 7:** There is a communication strategy which clearly identifies brand identity, the target audiences, the key messages and the means of communication used.

### WOSM Contribution

World Scout Committee and World Scout Bureau

These outcomes are the contributions of the World Scout Committee and World Scout Bureau to the NSOs. By achieving these outcomes, appropriate support should be delivered to NSOs to implement the Strategy for Scouting so that the mission and vision can be achieved worldwide.

Examples of expected outcomes at this level are provided below.

**WOSM provides:**

- **Strategic Priority 1:** Guidelines on the training required for leaders in relation to young peoples’ involvement in decision-making are produced and their implementation in NSOs is supported.
- **Strategic Priority 2:** Guidelines are produced on the development of the Venturer and Rover Scout Sections and the implementation in NSOs is supported.
- **Strategic Priority 3:** Associations are provided with support and advice on ‘gender main-streaming’.
- **Strategic Priority 4:** Guidelines on children with special needs are produced and their implementation in NSOs is supported.
- **Strategic Priority 5:** Guidelines on the content of Child Protection Policies are produced and NSOs are supported in developing Child Protection Policies.
- **Strategic Priority 6:** An effective membership management tool is developed, setting out the key information to be collected by NSOs and support to use this tool is provided to NSOs.
- **Strategic Priority 7:** Tools/processes are in place to collect and disseminate stories and information on the Centenary Celebrations at local, national and international levels.
Annex I: Global Impact and Outcomes at NSO and WSC/WSB levels for all Strategic Priorities

Global impact

Outcomes for NSOs

Outcomes for WSC/WSB to support NSOs

Outcomes for WSC/WSB internally
### Strategic Priority 1 (SP1):
**Global Impact and Outcomes at NSO and WSC/WSB levels**

#### SP1: 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.

#### Global Impact

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<tbody>
<tr>
<td></td>
<td>There are increasing numbers of young people engaged in decision-making processes at all levels of the Movement.</td>
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<tr>
<td></td>
<td>Young people who are Scouts and former Scouts are involved in decision-making in civil society.</td>
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<tr>
<td></td>
<td>Scouting’s contribution to the achievement of the Millennium Development Goals is recognised by the Millennium Development Campaign, UN partners and governments.</td>
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</table>

#### Outcomes for NSOs

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<tbody>
<tr>
<td></td>
<td>There is a policy on ‘Youth Participation in Decision-Making’ which covers all ages in the association.</td>
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<tr>
<td></td>
<td>Youth involvement is supported structurally in the Youth Programme through the use of small teams and unit councils e.g. Patrol Council and Sixers’ Councils/Council Rock etc.</td>
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<tr>
<td></td>
<td>Opportunities are provided for young people to be involved in decision-making institutionally.</td>
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<tr>
<td></td>
<td>Young people are coached and assisted in developing the skills to participate in decision-making, appropriate to their age and experience.</td>
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<tr>
<td></td>
<td>Leaders are helped through adult training to develop the skills necessary to support young peoples’ involvement in decision-making.</td>
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<tr>
<td></td>
<td>Young people are involved in the development and implementation of national and local Gift for Peace projects.</td>
</tr>
<tr>
<td></td>
<td>Young people play an active role in the promotion and achievement of the Millennium Development Goals.</td>
</tr>
</tbody>
</table>

#### Outcomes for WSC/WSB to Support NSOs

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>New Youth Programmes in NSOs are reviewed in relation to young peoples’ involvement in decision-making, educationally, institutionally and in the community.</td>
</tr>
<tr>
<td></td>
<td>Guidelines on the training required for leaders in relation to young peoples’ involvement in decision-making are produced and their implementation in NSOs is supported.</td>
</tr>
<tr>
<td></td>
<td>Young people are given support appropriate to the roles they have undertaken.</td>
</tr>
</tbody>
</table>

#### Outcomes for WSC/WSB Internally

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Effective participation of younger staff in internal (WSB) top management decision-making is undertaken.</td>
</tr>
<tr>
<td></td>
<td>The participation of the Youth Advisers to the World Scout Committee is reviewed for effectiveness.</td>
</tr>
<tr>
<td></td>
<td>The effectiveness of spreading information and networking between the elected Youth Advisers and young people in NSOs and Regions is monitored.</td>
</tr>
<tr>
<td></td>
<td>Young people are involved institutionally on the governing bodies of WOSM at Regional and World levels.</td>
</tr>
</tbody>
</table>
### Strategic Priority 2 (SP2): Global Impact and Outcomes at NSO and WSC/WSB levels

**SP2: 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.

<table>
<thead>
<tr>
<th>Global Impact</th>
<th>Outcomes for NSOs</th>
<th>Outcomes for WSC/WSB to Support NSOs</th>
<th>Outcomes for WSC/WSB Internally</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Young people join Scouting to be part of a network of young people committed to make a difference in their local, national and international communities.</td>
<td>• The youth programme for adolescents offers opportunities for young people to prepare their ‘life-plan’ and develop ‘life-skills’.</td>
<td>• Guidelines are produced on the development of the Venturer and Rover Scout Sections and the implementation in NSOs is supported.</td>
<td>• The usefulness of <a href="http://www.scout.org">www.scout.org</a> and other associated web-sites to adolescents is assessed.</td>
</tr>
<tr>
<td>• Adolescents and young adults are offered a wide range of activities which challenge them and help them to engage fully in civil society.</td>
<td>• Young people are coached and assisted in developing the skills to participate in decision-making and encouraged to use these skills in Scouting and in society.</td>
<td>• Guidelines are produced on the training required for leaders who are working in the Venturer and Rover Scout Sections and the implementation in NSOs is supported.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Leaders receive appropriate training to work effectively with adolescents and young adults.</td>
<td>• Guidelines are produced to support the brand and image of the Movement focus on the adolescent age-range and their implementation in NSOs is supported.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The image of the Movement is attractive to adolescents and young adults.</td>
<td>• World and Regional Youth events receive active support and follow-up from World and Regional Committee members and members of the World Scout Bureau, Central and Regional Offices.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• There is growth in the quantity of young people in the adolescent and young adult age-ranges and in the quality of the youth programme offered to young people in the association.</td>
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</tr>
</tbody>
</table>

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Strategic Priority 3 (SP3):
Global Impact and Outcomes at NSO and WSC/WSB levels

<table>
<thead>
<tr>
<th>SP3: Girls and Boys, Women and Men – respecting differences, sharing responsibility, promoting equality</th>
</tr>
</thead>
<tbody>
<tr>
<td>The aim of this priority is to identify the support and tools required to help NSOs offer equality of opportunity to girls and boys, women and men at all levels in Scouting. This should offer new opportunities for everyone and, through an increase in youth membership and adult leadership, result in a more even balance in the male:female ratio in associations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Scouting is a Movement that is attractive to girls and boys and women and men of all ages.</td>
</tr>
<tr>
<td>• Each individual is valued and helped to take responsibility for his or her own development and contribute to the development of Scouting.</td>
</tr>
<tr>
<td>• The gender balance of the Movement is reflected in the decision-making bodies of the Movement at every level.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes for NSOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The youth programme provides parity in participation to both boys and girls, (equality of recognition of capacities and skills and equality of access to resources and positions).</td>
</tr>
<tr>
<td>• Leaders are helped through training to understand and meet the needs of both genders within their section.</td>
</tr>
<tr>
<td>• Leaders are helped to assess the interactions between young people in their sections and respond appropriately.</td>
</tr>
<tr>
<td>• There is a more even gender balance in the membership at all levels i.e. in all of the sections for young people and in adult leaders.</td>
</tr>
<tr>
<td>• More female leaders are involved in decision-making in NSOs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes for WSC/WSB to Support NSOs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Associations are provided with support and advice on ‘gender mainstreaming’.</td>
</tr>
<tr>
<td>• 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes for WSC/WSB Internally</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The gender balance of all Committees and task groups is monitored and action is taken to achieve a more balanced gender ratio in decision-making bodies and working groups at world and regional levels.</td>
</tr>
<tr>
<td>• The Committee and Bureau consider ‘gender mainstreaming’ in all aspects of their work.</td>
</tr>
<tr>
<td>• There is collaboration with partners to promote co-education as a valuable approach in non-formal education</td>
</tr>
<tr>
<td>• Positive images of girls and women in Scouting are developed in the work on branding and communications.</td>
</tr>
<tr>
<td>• Countries are identified which offer no Scouting or Guiding to females.</td>
</tr>
<tr>
<td>• Women in SAGNO’s are entitled to hold positions in WOSM.</td>
</tr>
</tbody>
</table>
Strategic Priority 4 (SP4): Global Impact and Outcomes at NSO and WSC/WSB levels

SP4: 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.

Global Impact

- The need to reach out to different segments of society if Scouting is to increase its impact in society is recognised at all levels of the Movement.
- Scouting is seen in societies as an agent of social change, working in partnership with others to develop communities.

Outcomes for NSOs

- NSOs extend their membership to be open to young people and adults who have not traditionally been attracted to Scouting and particularly to young people who find themselves in difficult circumstances. Through Scouting they will be able to become self-fulfilled individuals who can play a constructive role in society.
- Programmes are developed to broaden the membership of young people and adults in NSOs.
- The image of Scouting in an association reflects the different cultures in the society.
- Scouting in Schools is promoted and expanded by setting up and/or renewing partnership agreements between Scouting and the school system.
- Scouting is promoted as a non-formal education system to new partners.
- Programmes are developed to reach children in especially difficult circumstances.

Outcomes for WSC/WSB to Support NSOs

- WOSM membership is analysed according to the criteria set out in the membership management tool.
- Guidelines on Scouting in Schools are produced and their implementation supported in NSOs.
- Guidelines on children with special needs are produced and their implementation in NSOs is supported.
- Guidelines and tools on Scouting for children in especially difficult circumstances are produced and their implementation in NSOs supported.
- Guidelines produced to support the brand and image of the Movement promote the diversity of the membership in terms of culture, circumstances and special needs.
- Partnerships with NGOs and institutions specialised in working with children who are marginalised and socially excluded are developed.

Outcomes for WSC/WSB Internally

- Expansion of Scouting is promoted, to countries where it is not present or not recognized, including to mainland China, with the support of the China Task Force.
- Membership growth through the work of the Membership Development Task Force is supported.
- There is recognition that social issues can discourage adults from volunteering and support is provided to overcome this.
**Strategic Priority 5 (SP5): Global Impact and Outcomes at NSO and WSC/WSB levels**

**SP5: 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 National Scout Organisations recruit and retain a new group of adults in Scouting.

| Global Impact | • NSOs are able to attract and retain the volunteers that they need to support all aspects of Scouting in their association.  
• Volunteers in Scouting will find the experience fulfilling and have the opportunity to make new friends, learn new skills and contribute to the growth of the Movement. |
| Outcomes for NSOs | • The approach to volunteering is reviewed so that strengths and weaknesses are known and future efforts can be targeted appropriately.  
• A recruitment campaign and tools to recruit and support a new group of volunteers to Scouting are available.  
• There is flexible and accessible training and support, designed to meet the needs of the volunteers in the role they have undertaken, and it is offered within an appropriate time-scale.  
• The number and quality of volunteers and their length of stay in the association increases in response to the recruitment campaign and the efforts made to attract and retain them.  
• Child Protection policies and practices are in place. |
| Outcomes for WSC/WSB to Support NSOs | • A discussion paper on volunteering is produced to help NSOs assess their situation.  
• Guidelines and best practices on the recruitment of volunteers are produced and their implementation in NSOs is supported.  
• Guidelines on introducing flexibility in leader training, while maintaining quality, are produced and their implementation in NSOs supported.  
• Guidelines on the content of Child Protection Policies are produced and NSOs are supported in developing Child Protection Policies. |
| Outcomes for WSC/WSB Internally | • There is a development of a significant ‘Training Service’ to support NSOs.  
• Team spirit is fostered internally as a tool to increase the motivation of volunteers.  
• A mid-term review of the WSC is undertaken. |
### Strategic Priority 6 (SP6):
Global Impact and Outcomes at NSO and WSC/WSB levels

**SP6: An organisation 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.

<table>
<thead>
<tr>
<th>Global Impact</th>
<th>Outcomes for NSOs</th>
<th>Outcomes for WSC/WSB to Support NSOs</th>
<th>Outcomes for WSC/WSB Internally</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>The Scout Movement, through its NSOs, is seen as a modern, dynamic Movement, capable of adapting to meet the changing needs of young people in society today, while retaining its strong ethos and values.</strong></td>
<td><strong>A review of the governance of the Movement, using a participatory approach is undertaken.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>There is an effective membership management tool which provides information on:</strong></td>
<td><strong>An effective membership management tool is developed, setting out the key information to be collected by NSOs and support to use this tool is provided to NSOs.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the total number of members, male and female for the different sections and adult leaders.</td>
<td><strong>The staff of the WSB reflects the diversity of membership in respect to age, culture, gender.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the composition of the membership from the different segments of society.</td>
<td><strong>Strategic leadership and improving the quality of membership and participation in all committees and task forces at World and Regional levels is promoted and supported.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- the geographical distribution of the membership.</td>
<td><strong>IT systems are updated and implemented to facilitate the spread of information, sharing responsibilities and taking decisions.</strong></td>
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<tr>
<td></td>
<td></td>
<td><strong>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.</strong></td>
<td><strong>Action is based on strategic, globally integrated, outcome-based planning.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>The organisational structures are reviewed to make them lean and flatter and appropriate management styles are adopted so that the organisation can respond effectively to the changing needs of the 21st century.</strong></td>
<td><strong>To strengthen the SG’s CEO function and establish clearly identified responsibilities and “command chains” at all levels.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>The need for organisational performance indicators is understood and a base-line for the association developed.</strong></td>
<td><strong>An integrated planning approach is implemented in the World Scout Bureau, including the alignment of structures, standardisation of practices and outcome-based plans.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Succession planning for key appointments is in place to ensure continuity and stability in the association.</strong></td>
<td><strong>WSB’s corporate unity is built, through organisational integration (structures, information and knowledge management, rules and procedures) and recovery of Constitutionally defined roles.</strong></td>
</tr>
</tbody>
</table>

**Global Impact**

- The Scout Movement, through its NSOs, is seen as a modern, dynamic Movement, capable of adapting to meet the changing needs of young people in society today, while retaining its strong ethos and values.

**Outcomes for NSOs**

- There is an effective membership management tool which provides information on:
  - the total number of members, male and female for the different sections and adult leaders.
  - the composition of the membership from the different segments of society.
  - the geographical distribution of the membership.
- 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.
- The organisational structures are reviewed to make them lean and flatter and appropriate management styles are adopted so that the organisation can respond effectively to the changing needs of the 21st century.
- The need for organisational performance indicators is understood and a base-line for the association developed.
- Succession planning for key appointments is in place to ensure continuity and stability in the association.

**Outcomes for WSC/WSB to Support NSOs**

- A review of the governance of the Movement, using a participatory approach is undertaken.
- An effective membership management tool is developed, setting out the key information to be collected by NSOs and support to use this tool is provided to NSOs.
- The staff of the WSB reflects the diversity of membership in respect to age, culture, gender.
- Strategic leadership and improving the quality of membership and participation in all committees and task forces at World and Regional levels is promoted and supported.
- IT systems are updated and implemented to facilitate the spread of information, sharing responsibilities and taking decisions.

**Outcomes for WSC/WSB Internally**

- Action is based on strategic, globally integrated, outcome-based planning.
- To strengthen the SG’s CEO function and establish clearly identified responsibilities and “command chains” at all levels.
- An integrated planning approach is implemented in the World Scout Bureau, including the alignment of structures, standardisation of practices and outcome-based plans.
- WSB’s corporate unity is built, through organisational integration (structures, information and knowledge management, rules and procedures) and recovery of Constitutionally defined roles.
- Effective and comprehensive human resources policies and procedures are established and implemented.
- Effective information and knowledge management and corporate communications.
- WSC’s role as the executive organ of WOSM is facilitated.
### Strategic Priority 7 (SP7): Global Impact and Outcomes at NSO and WSC/WSB levels

#### 7.1 Communications

<table>
<thead>
<tr>
<th><strong>SP7: Scouting’s Profile – strengthening communications, partnerships and resources</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Global Impact</strong></th>
<th><strong>Outcomes for NSOs</strong></th>
</tr>
</thead>
</table>
| • Scouting’s image is of a modern youth movement, which provides opportunities for young people to work together to make an impact locally, nationally and globally.  
• Scouting is recognised by the international community as a global organization which has local impact.  
• This image creates new opportunities for partnerships and funding. | • There is a communication strategy which clearly identifies brand identity, the target audiences, the key messages and the means of communication used.  
• The Centenary Celebrations are used to promote a positive image of Scouting to local, national and international communities.  
• Scouting’s educational role, its ability to act as a ‘social force’, its contribution to peace and its particular relevance to the adolescent age-group are the key messages promoted by the association. |

<table>
<thead>
<tr>
<th><strong>Outcomes for WSC/WSB to Support NSOs</strong></th>
<th><strong>Outcomes for WSC/WSB Internally</strong></th>
</tr>
</thead>
</table>
| • The Brand and Communications strategy is further developed and its implementation in NSOs supported.  
• Tools/processes are in place to collect and disseminate stories and information on the Centenary Celebrations at local, national and international levels.  
• Scouting’s contribution to peace is a central theme of all communications related to the Centenary Celebrations. | • To support the mission of Scouting through a comprehensive publishing strategy ensuring the widest possible access to appropriate educational tools, institutional documents and to evidence the social value of Scouting.  
• To devise an appropriate repositioning of World Scouting in the public opinion, through the development and implementation of a comprehensive and modern worldwide brand communication strategy, also supported by a strong corporate identity.  
• The concept of ‘Second Aid’ – support to Scouting and Guiding in countries where there have been national disasters is developed. |
### Strategic Priority 7 (SP7)

**Global Impact and Outcomes at NSO and WSC/WSB levels**

#### 7.2 Partnerships

<table>
<thead>
<tr>
<th><strong>SP7: Scouting’s Profile – strengthening communications, partnerships and resources</strong></th>
<th><strong>Global Impact</strong></th>
</tr>
</thead>
</table>
| 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. | • Through partnerships, Scouts of all ages have the opportunity to experience the global dimension of the Movement and learn more about the world around them.  
• Scouting is seen as a key player in the national and international communities, working in partnership with others, sharing our experiences to broaden our horizons and extend our impact on society and to obtain more support in difficult areas.  |

<table>
<thead>
<tr>
<th><strong>Outcomes for NSOs</strong></th>
<th><strong>Outcomes for WSC/WSB to Support NSOs</strong></th>
</tr>
</thead>
</table>
| • Partnerships increase at local level, which help Scouts to experience the global dimension of Scouting through twinning projects, pen-pal schemes and youth exchanges etc.  
• The association, as a voluntary youth organisation takes advantage of the partnerships at world level and works in partnership with other youth organisations in particular with WAGGGS and other members of the Alliance of Youth CEOs (WOSM, WAGGGS, YMCA, YWCA, the International Federation of the Red Cross and Red Crescent Societies and the International Award Association) for mutual benefit.  
• The association takes advantage of the partnerships at world level and develops partnerships with external organisations, particularly within the UN family, which are supported by MOUs and designed to meet specific needs.  
• The association is in dialogue with the major faith groups represented in the country as well as with other community groups interested in supporting Scouting, such as parliamentarians (WSPU) or former Scouts (ISGF) | • The current partnerships and the content of the Memorandums of Understanding are reviewed to determine what has been achieved, to ensure that they reflect the priorities of WOSM and are achievable, offering tangible outcomes.  
• SCOPE is developed as a tool to increase effective partnerships between Scout Associations.  
• The Alliance of Youth CEOs at world level is promoted as good practice to NSOs.  
• The Inter-religious Forum, WSPU and ISGF are helped to contribute to the development of the Movement. |

<table>
<thead>
<tr>
<th><strong>Outcomes for WSC/WSB Internally</strong></th>
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</thead>
</table>
| • External relations are oriented towards:  
  - a high internal recognition of Scouting’s social value and consequent support;  
  - build relationships that offer concrete benefits for NSOs in developing and implementing the Scout programme;  
  - advocacy for appropriate youth policies according to World Scouting’s role in global civil society.  
• Partners are developed and engaged to improve the relationships between Scouting in Palestine and Israel.  
• The goals, approaches and priorities of Scouting when establishing networks and alliances with other world organisations and agencies, are clarified and published.  
• Young representatives for external relations positions are promoted assisted and trained to fulfil their roles. |  |
Strategic Priority 7 (SP7): Global Impact and Outcomes at NSO and WSC/WSB levels

7.3 Resources

<table>
<thead>
<tr>
<th>SP7: Scouting’s Profile – strengthening communications, partnerships and resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Impact</th>
<th>• NSOs have a clear picture of their current membership and a system for collecting membership subscriptions.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• NSOs have the financial and material resources in place to operate efficiently and effectively and can identify and secure the resources required to support development and growth.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes for NSOs</th>
<th>• An assessment of the financial capacities/stability of the organisation is undertaken.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• An effective membership management tool is in place and is the basis on which membership income is collected within the associations.</td>
</tr>
<tr>
<td></td>
<td>• Sources of income are diversified so that the association is less dependent on the income from the membership.</td>
</tr>
<tr>
<td></td>
<td>• Sound financial procedures and practices are in place which are audited regularly, both internally and externally.</td>
</tr>
<tr>
<td></td>
<td>• The annual budget and accounts prepared are structured to reflect the strategy and strategic priorities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes for WSC/WSB to Support NSOs</th>
<th>• The format of the Financial Strategic Planning workshops that exist at Regional and WSCCO levels are shared.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Learning from NSOs who are successful in this area is collected and shared widely.</td>
</tr>
<tr>
<td></td>
<td>• An effective membership management tool is developed, setting out the key information to be collected by NSOs and support to use this tool is provided to NSOs.</td>
</tr>
</tbody>
</table>

| Outcomes for WSC/WSB Internally | • To ensure more effective use of traditional sources of funding and differentiate the financial portfolio with a pro-active search for alternative initiatives and collaborations, as part of a comprehensive resource mobilisation policy. |
Tool-kit:
Strategic Planning, Monitoring and Evaluation
Guidelines for National Scouts Organizations

MODULES
☐ MODULE ONE: The Strategy for Scouting
☐ MODULE TWO: Strategic Planning Guidelines
☐ MODULE THREE: Project Implementation guidelines
☐ MODULE FOUR: Monitoring and Evaluation
☐ MODULE FIVE: Work aids to plan, monitor and evaluate
☐ Glossary of terms in Strategic Planning, Monitoring and Evaluation