

Towards
2007 and beyond

A Strategy for Scouting

 Achieving our Mission

The proposed concept
for action
by the
36th World Scout
Conference

July 2002
Thessaloniki
Greece



For pre-conference discussion and feedback

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



Strategy for Scouting the Proposed Concept

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Summary

At the World Scout Conference in Thessaloniki, it is anticipated that the delegates will adopt a strategy for Scouting. What is meant by 'strategy' and why is this an important step for Scouting world-wide?

The growth and impact of Scouting world-wide has been a success over the past ninety-five years and Scouting continues to have an impact on the world today. As Scouting prepares to celebrate its centenary in 2007, it is important for our Movement to develop a strategy to meet the rapidly changing needs of the 21st century, so that it can maintain its impact and remain attractive to young people, particularly adolescents. To do this it needs to re-affirm its purpose (agree its mission), identify what it wants to achieve (set out a vision) and then develop a plan which will focus on the key actions required to achieve the vision. A strategy involves all of these steps which are set out in detail in this document.

The Mission Statement, adopted in Durban in 1999, re-affirms Scouting's role in today's world. Over the past two years National Scout Organizations (NSOs) have been encouraged to develop their understanding of the mission and respond to the challenges to achieve it. This work has been very important in providing a common starting point for the adoption and implementation of the strategy.

No movement can undergo renewal and growth and achieve common goals without a shared vision. A shared vision is vital because it provides a focus, it creates opportunities for learning and generates the energy to overcome difficulties. It is also important because it engages people emotionally and is a strong motivating factor. It is vital that once a vision is adopted it is shared widely with people inside and outside the Movement.

A vision for Scouting world-wide has been developed and the text is set out in this document. NSOs are invited to comment on this text, with a view to adopting a vision in Thessaloniki (2002).

The vision sets out what Scouting should be like in the future. This enables new priorities to be identified to which Scouting must respond to achieve its vision. Seven strategic priorities have been identified on which NSOs are invited to comment and again further information is provided in this document.

A STRATEGY STARTS WITH AN ORGANIZATION RE-AFFIRMING ITS MISSION

THE NEXT STEP IS TO SET OUT A VISION FOR THE FUTURE

THEN AN ACTION PLAN CAN BE DEVELOPED

The seven strategic priorities are:

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.

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

Scouting's Profile – strengthening communications, partnerships and resources.

It is envisaged that by working together on these strategic priorities, Scouting will strengthen its mission and be able to play its full part in building a better world, through the education of young people.

Therefore the strategic priorities, when agreed, will set the agenda for the future. NSOs will be asked to assess their current situation in relation to these priorities with the help of an assessment tool (which is being developed) and to identify the actions required to progress in these areas. This will clearly identify the support which needs to be provided by the World Scout Bureau and the Regional Offices to help NSOs to achieve the targets that they have set. It will also enable NSOs to share resources and good practice.

The strategy for Scouting is currently in the design stage. For the strategy to have an impact on Scouting in the future it is important that all NSOs engage in the process. This is the first in a series of documents which will be produced on the strategy in the preparations up to the next World Conference in Thessaloniki. These documents will provide information on the strategy and invite a response from National Scout Organizations.

In Thessaloniki a strategy will be proposed which truly reflects the needs of Scouting world-wide as Scouting prepares to enter its second century with renewed purpose and confidence.

1 Why a Strategy ?

1.1 Importance of a long term vision

Scouting will celebrate its centenary in 2007 and enter into the second century of its existence. Will this be the beginning of a decline or an opportunity for renewal, continuous development and growth?

The first century of Scouting was a success story and Scouting is now one of the few really global organizations. It has adapted to just about all cultural and economic backgrounds. This has resulted in a doubling of its membership every 20 years and a presence in 151 countries world-wide. Its spectacular rebirth in countries of the former communist block is proof that it continues to respond to a fundamental need.

However, we have to face some facts. Membership is falling in some industrialised countries and a number of National Scout Organizations (NSOs) are losing so many of their adolescents that they are fast becoming organizations for children.

Scouting's educational proposal sometimes tries to span too large an age-range or cover too many specific subjects, leaving it unable to respond effectively to the expectations required of it. In the worst cases some Scout associations are questioning their own effectiveness. This can result in a reduction of their own self-confidence and the confidence of society.

Renewal implies the ability to identify and manage the changes necessary to meet the evolving needs in each society.

Renewal requires a long-term strategy

To manage change successfully, clear objectives, good planning and sufficient time are needed. A long-term strategy will identify common goals for the Movement and articulate the responsibility of all levels (world, regional, national, local) to reach these goals.

No strategy is possible without a shared vision of the future

No Movement can undergo renewal and growth and achieve common goals without a shared vision. A shared vision is vital because it provides the focus for learning and the energy to overcome difficulties. It is also important because it involves people emotionally and is a strong motivating factor.

Building a great organization is like growing a tree: it takes at least 25 to 50 years. Scouting is often compared to an oak tree and our Founder had a long-term vision for Scouting, which is why he was successful. It is now our turn to invest in the future and strengthen our shared vision of Scouting.

SECOND CENTURY OF SCOUTING

MANAGING CHANGE

1.2 A Vision from our Mission

THE MISSION STATEMENT ADOPTED IN DURBAN

In Durban (1999), the World Scout Conference adopted a mission statement. This was the result of a long collective process undertaken at the Oslo World Scout Conference in 1996. The adoption of this statement was clearly understood as the beginning of a new process towards renewal.

Our duty is now to look at the ways to implement the mission.

ADOPTING A VISION BASED ON THE MISSION

It is now necessary to adopt a vision based on the mission because we have to prepare ourselves for new challenges. Together we have to build a picture of what we want to achieve in the future and to visualise the Scout Movement we want for the 21st century.

1.3 Strategy versus plan

NOT AN ACTION PLAN BUT A STRATEGY

To achieve our vision, it would be unrealistic to propose a single action plan to be implemented by all NSOs. National backgrounds are very different and require specific and different action plans.

A world strategy however makes sense because:

- Based on a shared vision, it strengthens the feeling of belonging to a united, world-wide Movement for both National Scout Organizations and individual Scouts.
- Developed at world level, it enables us to "step back" far enough from the details to make us see the forest rather than the trees.
- International co-operation on common issues enables us to help each other identify the "mental models" we are using and make the necessary "mind-shifts" which are required to find and implement innovative solutions.
- Sharing experience at international level enables us to avoid becoming static and to benefit from success stories and good practices.
- Building up and implementing a world strategy together, offers the best opportunity for National Scout Organizations to develop team learning and networking and to benefit from belonging to a world organization.

WHAT DO WE WANT TO ACHIEVE THROUGH THE STRATEGY ?

In *"The Fifth Discipline - The Art & Practice of the Learning Organization"* (1990), Peter M. Senge quotes the manager of a big company:

"In the traditional authoritarian organization, the dogma was managing, organising, and controlling."

However “*In the learning organization, the new “dogma” will be vision, values and mental models. The healthy corporations will be ones which can systematize ways to bring people together and develop the best possible mental models for facing any situation at hand.*”

This is exactly what all of us in WOSM intend to achieve through the world strategy process.

The strategy for Scouting will respond to the needs of Scouting because:

- It is based upon the mission of Scouting adopted in Durban.
- It takes into account the key challenges which NSOs are facing in implementing the mission.
- It proposes a shared vision of Scouting for the 21st century.
- It focuses on three main areas which are crucial for the success of Scouting:
 - a) the needs and expectations of young people,
 - b) the motivation of adult leaders to contribute to the mission of Scouting,
 - c) new trends in managing non-governmental organizations (profile, finances, structures and systems).
- It identifies and proposes seven strategic priorities which should be used by each National Scout Organization to build up its own action plans.
- It identifies clearly the areas on which the world and regional bodies should focus in order to support associations.

HOW IS THE STRATEGY RESPONDING TO THE NEEDS OF SCOUTING?

1.4 Sharing responsibilities at all levels of WOSM

The strategy should be an interactive process involving all levels of WOSM:

- Strategic priorities are decided and evaluated at world level by the World Scout Conference under the leadership of the World Scout Committee.
- The strategy is to be implemented through action plans undertaken by National Scout Organizations.
- The role of the Regions is to support NSOs in this work by developing co-operation and mutual assistance through Regional plans and Regional events.
- The World Scout Bureau and its Regional Offices will provide assistance and produce tools/materials to support implementation and evaluation.

2 Historical Background

2.1 Melbourne Conference

In the mid eighties, the World Committee and World Bureau devoted much time and resources to the subject of strategic review and planning, both at the level of National Scout Organizations and at their own level. The result of this work was the adoption of "*Towards a Strategy for Scouting*" by the World Scout Conference in Melbourne in January 1988.

"*Towards a Strategy for Scouting*" basically did the following:

- It explained the changes in society in the closing years of the 20th century, the impact of these changes on young people, and the implications for Scouting's ability to continue to fulfil its role.
- It identified six main issues – mission, youth programme, adult leadership, management, finance, public relations & communication – which were seen as obstacles to the development of Scouting in many parts of the world, and defined each issue in detail.
- It emphasised that the solution to these obstacles must be found by each NSO, through a systematic planning process adapted to their specific environment. The role of world bodies is not the same as that of an NSO – they cannot, for example, aim at increasing the number of Scouts, which can only be done by the NSOs themselves; they have a supportive, service function, which is to assist NSOs.
- It identified four strategic areas which should be the priorities of the world bodies in support to NSOs: *Youth Programme, Adult Leadership, Management and WOSM's own financial resources*.

Two important aspects of the work of the Melbourne Conference were the following:

- The approach adopted by the Conference was, deliberately, not a strategy, but one of working "*Towards a Strategy...*"
- The priorities selected by the world bodies were, again, of a very general nature, touching upon broad sectors such as youth programme or adult leadership, rather than setting precise targets.

Both of these key aspects were selected as a starting point, in order to provide the necessary foundation for the adoption, at a later stage, of a true strategy with precise objectives.

2.2 Melbourne to Oslo

Building on the foundation established at the Melbourne Conference, work began at world, regional and national levels on the priorities which had been agreed at that event.

In the field of *Youth Programme*, the first ever World Programme Policy was developed and approved at the Paris Conference in 1990. This policy included a standard definition of Youth Programme, and outlined the responsibilities of National Scout Organizations and WOSM in the areas of programme development and delivery. A series of new programme tools were to follow for use by NSOs.

The same Conference approved a set of principles for the management of *Adult Resources* in the Movement. And a new, fifth, priority, the *Growth of the Movement* – adding a quantitative dimension to the work on the strategy – was added.

The main focus of the World Conference in Bangkok in 1993 was on *Adults in Scouting and Management*. Based on the principles accepted in Paris three years earlier, the World Adult Resources Policy, proposing steps to be taken during all stages of the lifecycle of adults in the Movement, was adopted. New tools for use by NSOs in implementing the policy were also introduced later.

In the lead up to the Oslo Conference in 1996, work progressed on two fronts. A new, more equitable, registration fee system was developed, involving extensive consultation with a large number of NSOs, with a view to stabilising this source of *WOSM's own financial resources*. The system was adopted unanimously in Oslo.

Parallel to this, an evaluation was conducted of the impact of the work on the strategy to date. While it was recognised that much had been accomplished under each of the priorities, it was also felt that something was still missing: a clear understanding of what Scouting was meant to achieve in society – its mission. While “*mission*” had been identified in 1988 as one of the original six issues in “*Towards a Strategy for Scouting*”, it had been felt at that time that the issue would be overcome through work on the other priorities; clearly this had not been the case. The agenda of the Oslo Conference therefore focussed on two key questions: “*Scouting for what? and Scouting for whom?*”. Based on these discussions, the Conference called on the World Scout Committee to begin work on the development of a mission statement for the Movement.

2.3 Oslo to Durban

Following the Oslo Conference, a process began that was designed to lead every National Scout Organization from Oslo to Durban, where it was expected that a mission statement for the Movement as a whole would be adopted. Because of the success of the Oslo Conference group discussions, the World Scout Bureau published “*Scouting for What? Scouting for Whom?*” as a tool for use by NSOs at their own level.

A Strategy Task Force, which had been appointed by the World Scout Committee after Oslo, designed the process that would eventually lead to the drafting and adoption of a mission statement.

At the Durban Conference, delegates and observers broke into discussion groups. Their inputs were used to produce a draft statement, which was refined by a Select Committee and finally adopted by the Conference.

The mission statement is based on the Constitution of WOSM and reaffirms Scouting's role in today's world. It should foster a sense of unity, direction and commitment in World Scouting.

2.4 Durban to Thessaloniki...

The adoption of the mission statement in Durban marked a major milestone in the work towards developing and adopting a strategy for Scouting. Work has continued within NSOs, supported by the world bodies, to help all members of the Movement become familiar with the mission statement and understand it. A document entitled *"A Strategy for Scouting... from Durban to Thessaloniki – Understanding the Mission Statement"* was published.

But approving a mission statement – and gaining an effective understanding of it – was only one step in the next phase of work on the strategy. Conference participants in Durban also identified a number of challenges that would need to be overcome if the mission was to be achieved. These include:

- **Relevance:** meeting the needs and aspirations of young people.
- **Complementary Nature:** making a distinctive contribution to the education of young people, in particular 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.

These six challenges have set the current agenda for work in NSOs and at world level. The second of two documents published by the World Scout Bureau under the title *"A Strategy for Scouting... from Durban to Thessaloniki. Achieving the Mission of Scouting"* presents the six challenges, expands on the key points and provides a list of issues which need to be addressed to achieve the mission.

For Scouting to successfully achieve its mission, it is important that National Scout Organizations recognise that these challenges are permanent and ongoing. Through the Regional Conferences in 2001, NSOs have been encouraged to develop their understanding of the mission and respond to the key challenges that need to be overcome.

The proposed new strategy for Scouting therefore builds on the mission and these six key challenges.

From Melbourne to Durban

A summary of the main phases of the strategy, and the key achievements within each phase, is provided in the table below.

A continuous process

Towards a Strategy for Scouting

	1988	1990	1993	1996	1999
	MELBOURNE	PARIS	BANGKOK	OSLO	DURBAN
Issues:	Selection of 4 strategic priorities	Focus on:	Focus on:	Focus on:	Focus on:
Mission	Youth Programme	Youth Programme	Adults in Scouting and Management	WOSM's Own Financial Resources	The mission of the Movement
Youth Programme	Adults in Scouting	Adoption of the World Programme Policy	Adoption of the World Adult Resources Policy	Adoption of a new fee system	Adoption of a mission statement
Adults in Scouting	Management	Addition of a 5th strategic priority: the Growth of the Movement		Start of thinking process concerning the mission of the Movement:	
Management	WOSM's Own Financial Resources				
Finance					
PR & Communication					
				<i>" Scouting for What ? Scouting for Whom ?"</i>	

As the above table illustrates, work on the strategy has been a focal point of every World Conference since 1988.

	KEY CHALLENGES	STRATEGIC AREAS	OUR VISION
MISSION	Relevance	Young people meeting young people's needs and expectations in different societies.	We see Scouting entering the second century of its existence as an educational social force 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.
	Complementary nature		
	Membership	Adults strengthening adult volunteer leadership and support.	We see Scouting world-wide as attracting and retaining more and more young people (especially adolescents) of both genders and coming from all segments of society.
	Adults		
	Relationships and partnerships	Structures and systems developing structures and systems for the 21 st century.	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.
Unity			
			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	EXPECTED RESULTS	WOSM'S CONTRIBUTION
<p>Youth Involvement - revitalising the Scout method.</p> <p>Adolescents - supporting their transition to adulthood.</p> <p>Girls and Boys; Women and Men - respecting differences, promoting equality and sharing responsibility.</p> <p>Reaching Out - breaking down barriers and working with all segments of society.</p> <p>Volunteers in Scouting - developing new approaches to broaden the base of adult support.</p> <p>An Organization for the 21st Century - becoming flexible, lean, innovative and participatory.</p> <p>Scouting's Profile - strengthening communications, partnerships and resources.</p>	<p>The “expected results” are the outcomes of the actions identified by NSOs and it is these outcomes which will achieve the mission of Scouting.</p> <p>It is important that these actions are set by the NSOs themselves and this will be part of the work on the strategy leading to the World Scout Conference in Thessaloniki.</p> <p>An example of the sort of expected results, relating to the second strategic priority on “Adolescents”, is provided below.</p> <p>1. By 2008, 80% of National Scout Organizations will have:</p> <ul style="list-style-type: none"> • 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. <p>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.</p>	<p>World Scout Committee and World Scout Bureau</p> <p>This is the contribution from the World Scout Committee and Bureau and the Regional Committees and Offices. Once the expected results have been identified, this support can be targeted to enable NSOs to implement the strategy so that the mission and vision can be realised.</p> <p>An example of the support relating to the strategic priority on “Adolescents” is provided below.</p> <p>WOSM provides</p> <ul style="list-style-type: none"> • 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.

3.1 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.

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

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. 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.

3.2 The Strategy for Scouting

The adoption of the mission in Durban was a major milestone for World Scouting. The mission and the six challenges identified are essential to be addressed if our mission is to be achieved.

3.2.1 The Mission

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.*

The six challenges which were identified at the Durban Conference and are referred to earlier are:

- 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.

The six challenges provide three broad areas of work:

Young People: encompassing the challenges on Relevance, Complementary nature and Membership in order to bring better Scouting to more young people, especially adolescents.

Adults: encompassing the challenge on Adults: attracting and retaining the adults we need, with an emphasis on the concept of volunteering.

Structures and Systems: encompassing the challenge on Relationships and partnerships - which recognises the need to work with others to serve young people - and the challenge on Unity: pursuing a common purpose at all levels. Work in this strategic area should lead to an increase in the overall effectiveness of the Movement.

3.2.2 The Six Challenges

3.2.3 The Three Strategic Areas

3.2.4 The Vision

The next step in developing a strategy is to set out what we want Scouting to be like in the future. The proposed vision for Scouting is:

The Vision

We see Scouting entering the second century of its existence as an educational social force 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 all 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 organization, management and communication are effective at all levels.

3.2.5 The Seven Strategic Priorities

1. YOUTH INVOLVEMENT

Revitalising the Scout Method

Scouting is not just a movement for young people managed by adults; it is also 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 most 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.

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 intergovern-

mental 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 try out adult roles and acquire 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.

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.

3. GIRLS AND BOYS, WOMEN AND MEN

Respecting differences,
promoting equality and
sharing responsibility

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 all 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 are volunteers when joining Scouting. Adults too volunteer their time and efforts 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.

A key success factor in Scouting's ability to achieve its mission will be 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 review their structures, systems and management to enable them to be sensitive to the changing needs of society and to respond quickly and effectively.

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.

6. AN ORGANIZATION FOR THE 21ST CENTURY

Becoming flexible,
lean, innovative,
participatory

7. SCOUTING'S PROFILE

Strengthening
communications,
partnerships
and resources

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.

3.2.6 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 Organisations 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 expected results therefore must be set by each association after taking into account its current position. This is the next step in the process for the strategy which again requires full consultation with the NSOs.

At the World Scout Conference in Thessaloniki, all the delegates will work together to develop the content of the column "Expected Results". The chart in this publication, which sets out the conceptual framework of the strategy, includes an example of the sort of results which may be proposed by the Conference.

3.2.7 WOSM's Contribution

In this context WOSM is seen as the World Scout Committee and Bureau and the Regional Committees and Offices. It is vital that the support from WOSM is co-ordinated and focussed at supporting the outcomes in National Scout Organizations. It is only through targeting this support effectively and fully supporting NSOs in implementing the strategy that the mission can be achieved and the vision for the future realised.

4

Your Involvement and Response

National Scout Organization

A key success factor in the proposed strategy is the active involvement of National Scout Organizations from the very start of the process.

This is the reason why the World Scout Committee wishes to test the proposed strategy on NSOs, and to obtain feedback from them well in advance of the World Scout Conference in Thessaloniki. This feedback will assist the World Committee in preparing the discussions and adoption of the strategy in Thessaloniki in the most effective way.

You are therefore kindly requested to complete this simple questionnaire and return it to the World Scout Bureau before 1 February 2002. The World Committee counts on your co-operation in this important subject for the future of our Movement. A separate form is included.

1. Do you agree with the general approach taken with the proposed strategy ?

Yes No

Comments

2. Do you agree that the "Vision" (p.16) generally captures the essence of what Scouting should be ?

Yes No

Comments

3. Do you feel that the three "Strategic Areas" (p.15) reflect the key areas of work that need to be addressed as part of the strategy ?

Yes No

Comments

4. Do you agree that the seven "Strategic Priorities" (p.16-20), although in varying degrees depending upon national conditions, are a fair reflection of the needs of Scouting world-wide to meet the challenges facing the achievement of its mission ?

Yes No

Comments

5. On the grid provided please rate the importance of each of the strategic priorities from the point of view of your Association, by putting a ✓ on either A, B or C in the first 3 columns of the table below.

A – most important B – important C – less important.

Please also rank the top 3 in order of priority from 1-3 in the last column of the table below.

1 – top priority 2 – second priority 3 – third priority

Strategic Priorities	A	B	C	Priorities 1-3
1. Youth Involvement Revitalizing the Scout method				
2. Adolescents Supporting their transition to adulthood				
3. Girls and Boys, Women and Men Respecting differences, promoting equality and sharing responsibility				
4. Reaching Out Breaking down barriers and working with all segments of society				
5. Volunteers in Scouting Developing new approaches to broaden the base of adult support				
6. An Organization for the 21 st century Becoming flexible, lean, innovative, participatory				
7. Scouting's Profile Strengthening communications, partnerships and resources				

Here is example of a completed chart

A	B	C	Priorities 1-3
✓			2
✓			1
	✓		
	✓		
✓			3
		✓	
	✓		

Signature:

Position in NSO:
