

Growth Best Practice

Scouts South Africa



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Growth Best Practice

Scouts South Africa

Market research for
Membership Growth

Project name	A market research to discover the growth potential of Scouts South Africa and the issues that need to be addressed to grow increase its membership.
Country - NSO/NSA	Scouts South Africa
Period of implementation of the project	July 2017-March 2018

The project

The board of Scouts South Africa decided to embark on a market research to discover the growth potential of Scouts South Africa and the issues that need to be addressed to increase its membership. Based on the budget available, we decided to focus on the Cub Scout and Boy Scout sections. This allowed us to understand where the growth potential of Scouts South Africa lies and what needs to be addressed to grow this membership base.

The objectives of the research

The aim of the research was to find out the following:

1. The general perception of Scouting

To what extent is the concept of Scouting known in South Africa? Are South African parents aware of it and do they have an understanding of what it involves and offers? How relevant is the concept of Scouting to parents and children in South Africa nowadays? Does it still fit today's lifestyle?

2. The factors that motivate young people to join or quit Scouting

What are the factors that motivate or prevent children and their parents to join Scouts South Africa?

3. The organisation's internal and external environment as well as its strengths and weaknesses

To understand currently met needs and unmet needs/opportunities of Scouts South Africa. In other words, what is Scouts South Africa doing well and where are they missing the mark? Exploration of the competitive environment of Scouting and understanding of the potential challenges in terms of the way Scouts South Africa is structured and managed.

4. Understand why Scouts are well established in the KwaZulu-Natal region and what can be replicate

To collect insights on why Scouts South Africa is doing so well in Kwazulu-Natal and find out what can be applied in other provinces?

How was the research conducted?

Defining the objectives we had for the research allowed us to apply appropriate measurement methods. The research was done by collecting information from various target groups such as local and international experts and parents who have, had, and do not have children participating in Scouting. It is detailed below:



The results

Based on the research, we know that the main reasons for not joining Scouting are: the cost, young people already having other activities, Scouting being too time consuming, non-availability of Scout groups in the area, safety concerns, and transportation.

Additionally, we learned from parents who had children in Scouting that they left because: their children were already too busy, their children were not available to attend meetings, the programmes were not interesting/relevant for teenagers, and it is too time consuming.

Understanding this allowed us to better address each problem specifically and to prioritise. We also learned that, contrary to what we thought, the bulk of our members leave Scouting around the age of 11, which corresponds to Boy Scout age section. We also analysed this against other criteria such as the fact that in urban areas, the first challenge for growth is to get children to join a Scout group whereas in rural areas, it is to get adult volunteers to support the Scout groups.

Overall, this research gave us a better understanding of parents' perception of Scouting. For example, the research showed that according to parents, Scouting is fun, educational, and outdoors. For experts, it stands for life skills, adventure, and fun. We also know that the Scout uniform, ceremonies, and traditions are well-perceived by the parents and this is not a barrier for joining Scouting.

In addition to this, suggestions were made to improve our communication, by drawing inspiration from our competitors' success, making the training of adult leaders more accessible, and improving the relationship between national and regional staff.

"In urban areas, the main factor drawing young people to Scouting are parents who were Scouts. In rural areas, it is the lack of competition in terms of after school activities."
Hot Buttons, researcher.

Impact

The results have provided us with a wide range of information that we are using to adapt our strategic plan and work towards growing our membership. The research highlights what we should focus on and allows us to adapt our action plan to the needs at the local level.

This table shows some of the impact the research had on our operational plan:

Outcome of the research project	Response via strategic plan (planned/ongoing or done)
Growing numbers	
Growth potential is high in under-represented population	<ul style="list-style-type: none"> • Increase the number of groups and units in each region <ul style="list-style-type: none"> ○ Develop a guideline on how to start a group ○ Project to develop a kit to start a new group
Work with the government to expand Scouting in schools	<ul style="list-style-type: none"> • Partner with national organisations with similar objectives that have the facilities and young people but no similar programme <ul style="list-style-type: none"> ○ Partner with youth development non-governmental organisations ○ Partner with churches ○ Partner with the National Department of Education
Advice to focus on four to six year olds	<ul style="list-style-type: none"> • Increase in the number of young people and young adults <ul style="list-style-type: none"> ○ Develop, formalise, and implement a branch for young people under seven years of age
Programme	
Programme is a barrier to retain members	<ul style="list-style-type: none"> • Provide members with a competitive edge in all aspects of their lives by incorporating vocational, educational, and life skills training in our Youth Programme and activities <ul style="list-style-type: none"> ○ Review interest badges ○ Rollout new programmes ○ Increase programme flexibility, e.g. “Programme on a plate”
Adult leaders	
Lack of adult volunteers to support sustainable growth Need to simplify the training and onboarding requirements Cost of adult training is high	<ul style="list-style-type: none"> • Attract new adults to Scouting by having a recruitment process which is easily accessible and easy to navigate <ul style="list-style-type: none"> ○ Ensure the Adult Recruitment Working Kit on the website is up to date • Attract retired Scouters and members to support Scouting through the alumni • Attract new adults to Scouting by partnering with the public and corporate sectors to recruit and train interns • Assist new and existing Scout leaders to develop their full potential through appropriate training as well as adult development programmes and initiatives <ul style="list-style-type: none"> ○ Expand the training team to include a training methods and materials support team ○ Fundraise to expand the training teams through free Leader Trainer and Assistant Leader Trainer courses ○ Implement e-learning platform and develop courses where applicable ○ Develop materials to promote the benefits of training to new and experienced Scouters ○ Develop and use Recognition of Prior learning (RPL) for all courses ○ Develop “Guide to Mentoring and Support of Adult Members” and include mentor training in Stage three (Wood Badge training) • Promote flexibility in the assignment of adult members to retain their interest • Promote the importance of recognition and rewarding of adults in a variety of ways to retain them
Lack of information from the national level about members in rural areas	<ul style="list-style-type: none"> • Development of an internal membership system which easily accessible
External marketing/communication	

Outcome of the research project	Response via strategic plan (planned/ongoing or done)
<p>Biggest barriers are the lack of time and awareness among parents</p> <p>Scouts needs to be more known in the society</p> <p>Need for greater focus on social media</p> <p>Commission above the line advertising</p> <p>Brand ambassador programme can work well</p>	<ul style="list-style-type: none"> • Make Scouting relevant in the public eye <ul style="list-style-type: none"> ○ Implement an annual media plan ○ Implement an ambassador programme ○ Compile email addresses for each group ○ Create and relevant websites ○ Appoint and train two young people in each region to promote Scouting via social media ○ Appoint and train two young people in each region to promote Messengers of Peace projects ○ Increase the number of Messengers of Peace projects and showcase them ○ Build Scout brand awareness and promote its use in Scout groups ○ Create a social media badge
Internal communication	
<p>Communication between levels is a challenge within the organisation</p>	<ul style="list-style-type: none"> • Design internal communication plan, including key messages <ul style="list-style-type: none"> ○ Design and implement internal communication plan ○ Assessment of effective engagements
Funding	
<p>Funding is a challenge that compromise sustainable growth</p>	<ul style="list-style-type: none"> • Develop financial support from the government and business sectors <ul style="list-style-type: none"> ○ Update target list of government and business sectors for financial fundraising ○ Promote the MySchool/MyVillage programme ○ Complete an introductory document ○ Define specific fundraising projects and targets • Partner with business sector, non-profit organisations, and the government <ul style="list-style-type: none"> ○ Create a list of businesses that can provide pro bono services and nurture current donors ○ Ensure press releases are published ○ Recognise partners' contributions annually



We are now testing the ideas and implementing new projects linked to the research. The value derived from this work has allowed us to identify areas of growth and ways to go about promoting it.

Resources needed

- External market research company and financial resources

The research was conducted by an external market research company. From the three companies we contacted, we worked with the one that fitted our budget and had managers which were personally involved. We coordinated with the company, providing guidelines, and sharing the issues we had and what we wanted to know (the uniforms, the age when kids leaves, the reasons kids leaves, and the general perception of Scouting in the society).

They were then able to develop the evaluation scheme with questions for the interview. We reviewed and modified this together to ensure that the information we were looking for would be collected. To use an external company allowed the project to have a fixed cost implication of USD 17,000 which was supported by the Messengers of Peace fund.

- Support from the UK Scouts

We coordinated with the UK Scouts communication and research department who helped us to formulate some of the questions and review the objectives evaluation. This helped us to formulate well our requests to the research company.

Challenges faced

One of the challenges faced during the project were the summer holidays which significantly delayed the collection of data from parents and the evaluation. However, the most important challenge was to communicate well about the ongoing evaluation to the parents. Despite the fact that we shared the information in the monthly announcements to the adults in Scouting, some parents were not all aware of the ongoing interviews and were surprised to be contacted to participate in an interview about their children. To address this issue, we decided to increase communication with the parents.

Lessons learned

Lesson 1 – To collect data from parents who don't have kids in Scouting provided good and reliable information to the organisation in an area that is otherwise subject to interpretation.

Lesson 2 - Using a professional research team allowed us to have a more objective view. The third-party involvement allowed us to have an independent research and provided conclusions that are different from the leadership's assumptions.

Lesson 3 – This study is useful and we now would like it to be followed by a research to assess the impact of Scouting on adults and young people in South Africa.

Advice to NSO willing to start this kind of project

We would advise NSOs that are planning to conduct a market research to have clear idea of the questions they want to be answered by the research. This will allow them to create a good relationship with the market company and to always keep in mind why is your organisation doing this research.

Another important advice is that, the problems identified by the research are not always what the leadership expects. Thus, the leadership has to be ready to admit that they are not always right and to adapt its vision to the results of the study. This is what will give real value to the study. For example, it helped us to orientate the strategic plan and to look more specifically in the action plan that would be the most relevant and efficient for our organisation to achieve its goals.

Learn more about the project

The [official report](#) of the research allowed us to discover even more about the research methodology and how it enabled our NSO to gain deeper insights about Scouting in South Africa.

NSOs planning to run a similar can reach out to us to gain a better idea of what such a project entails.

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RESEARCH REPORT - PROJECT UPBEAT: DELVING INTO THE WORLD OF SCOUTS

UNDERSTANDING THE TARGET MARKET AND ITS GROWTH POTENTIAL

DATE: 29 MARCH 2018



HOTBUTTONS
MARKETING RESEARCH AND CONSULTING

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- **Looking ahead, what are the main challenges Scouts SA is facing?**
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- **Conclusion & Strategic Recommendations**



BACKGROUND AND OBJECTIVES



BACKGROUND

- SCOUTS South Africa is the biggest volunteer run youth development organisation in the country with currently approximately a total of 190.000 members.
- SCOUTS worldwide use the outdoors to teach children and youth life skills. The South African SCOUT organisation is a member of the World Organisation of Scout Movements.
- Currently – in South Africa - the majority of the members are in KZN – as in this province schools are running Scouting as an extramural activity financed by the interest of a donation done by the Premier of KZN many years ago.
- The member base can be split between Cubs (7-10), Scouts (11-18) and Rovers (18+) – latter can be both just members or leaders as well.
- In countries where SCOUTS is popular, 5% of the youth population is a member. In South Africa this percentage lies around 1.2% only.
- The board of SCOUTS South Africa decided to embark upon a marketing research project in order to get an understanding how the membership base can be grown.
- Due to budget constraints they decided - as a first step – the research to focus on their Cubs and Scouts departments.

KEY OBJECTIVE



UNDERSTANDING WHERE THE GROWTH POTENTIAL OF SCOUTS SOUTH AFRICA LIES AND WHAT NEEDS TO BE ADDRESSED TO GROW THE MEMBERSHIP BASE

SPECIFIC OBJECTIVES

- To what extent is the concept of SCOUTS known in South Africa? Are SA parents aware of it and do they have an understanding of what it all involves and offers?
- To understand what motivates children and their parent(s) to become a member of SCOUTS SA? What are drivers and what are barriers to become a member?
- How relevant is the concept of SCOUTS to parents and children in SA nowadays? Does it still fit today's lifestyle?
- To understand currently met needs and unmet needs / opportunities of SCOUTS SA? In other words what is SCOUTS SA doing well and where are they missing the boat?
- To explore the competitive environment of SCOUTS.
- To collect insights on why SCOUTS SA is doing so well in KZN? What can be learned from KZN that can be applied to other provinces?
- And lastly, to understand if any challenges exist in terms of the way the SCOUTS SA organisation is structured and managed.



METHODOLOGY



SUMMARY OF RESEARCH TARGET GROUPS AND WHY THESE?

EXPERTS

1 LOCAL EXPERTS

People employed by or working voluntarily for SCOUTING SA

Why: to gain insight on organisational challenges and possibilities

2 INTERNATIONAL EXPERT

People employed by or working voluntarily for a 'more successful' Scouting organisation elsewhere
In the world → the UK

Why: to learn from other Scouting organisations that have been successful in attracting a larger membership

PARENTS OF SA CHILDREN

3 USERS

Parents of children in the age group 7 to 18 yrs old who are currently either a Cub or Scout member of SCOUTS SA

Why: To gain insight into the pros and cons of being a member of SCOUTING SA and receive input on required changes & improvements

4 LAPSED USERS

Parents whose child(ren) used to be a Cub or Scout member of SCOUTS SA but are no longer.

Why: To understand main reasons for ending the membership and shortcomings of the organisation.

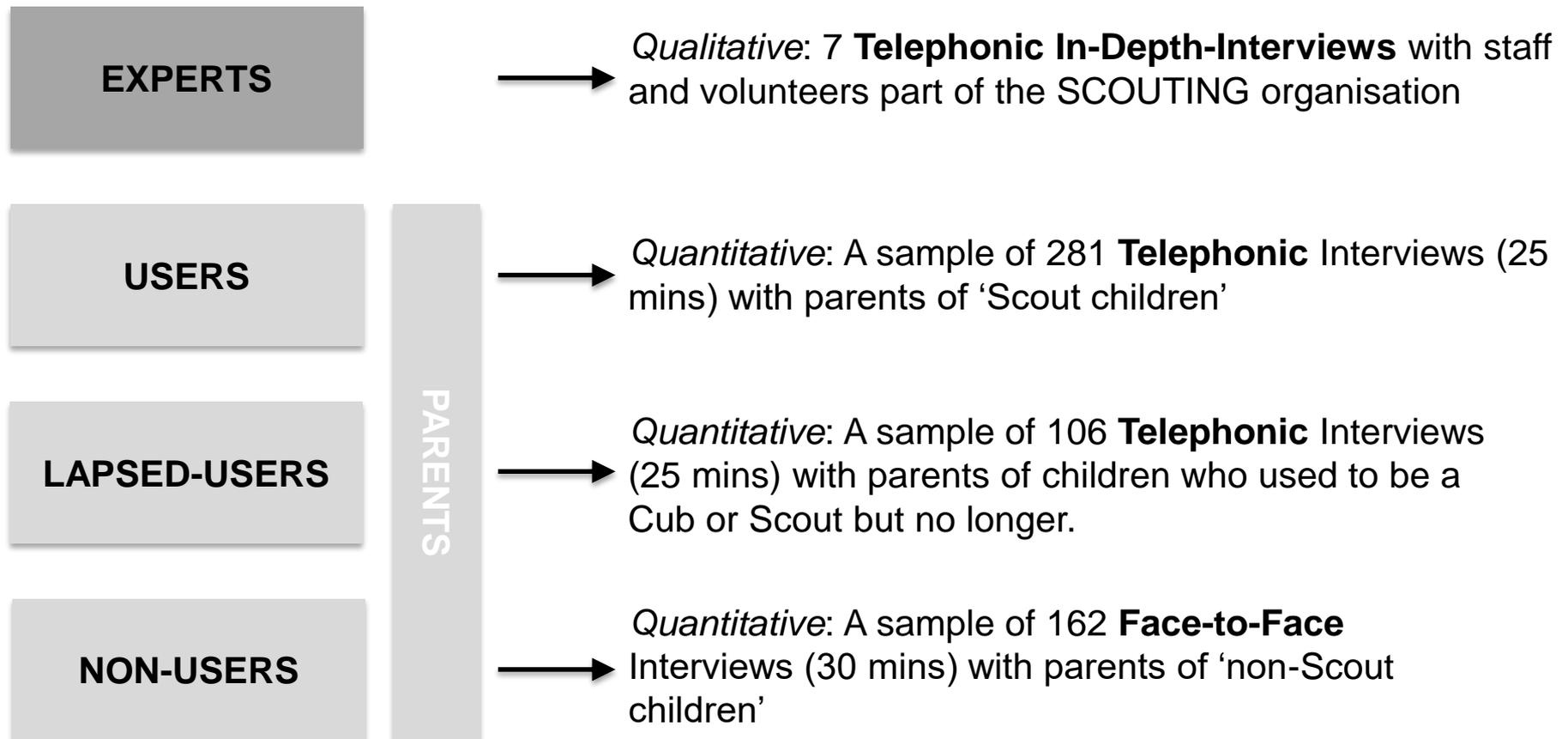
5 NON-USERS

Parents of children in the age group 7 to 18 yrs old who were never a member of SCOUTS SA.

Why: To gain insights into awareness levels, perception of SCOUTS SA and barriers of uptake

OUR APPROACH TOWARDS THE RESEARCH PROBLEM

Different target groups were addressed in different ways in order to retrieve the information that is required on one hand and on the other hand manage the research process as efficient as possible.





OUR QUALITATIVE SAMPLE



CHIEF EXECUTIVE OFFICER, SCOUTS UK



Matt Hyde

- Involved since: Not specified
- Current role since: 2012
- Head Office, United Kingdom
- Salaried

“We’ve got a convoluted beauracracic model which makes it harder to compete with other more streamlined organisations”

Role(s):

- CEO; UK
- Member of the board

Responsibilities:

- Strategy development
- Management of 350 staff
- Management of the Scouting directorates (Operates, Commercial, Communications)

#1 Challenge (in the role)

- Messy, convoluted structure, tension between staff and volunteers

#1 Challenge for organisation

- Not diverse/ inclusive enough

CHIEF SCOUT, SCOUTS SA



Brendon Hausberger

- Involved since: 1997
- Current role since: Oct '17
- Johannesburg
- Volunteer (3 days a week)

“We are trying to change from being managers and gate-keepers to being mentors and supporters. But we’re not there yet.”

Role(s):

- Chief Scout
- Chief Commissioner (moved out of role but position hasn't been filled yet)

Responsibilities:

- Ultimate responsibility for developing the strategy in SA
- Align to the responsibilities and activities of the CEO
- Liaison between MANCO and the board
- Help develop budget
- Approve payments

#1 Challenge (in the role)

- Lack of transparent, 2-way communication

#1 Challenge for organisation

- Funding (further burdened by disadvantaged members who can't pay fees)/ capacity to train adult volunteers

CHIEF EXECUTIVE OFFICER, SCOUTS SA



Milly Siebrits

- Involved since: 2003
- Current role since: 2007
- Head Office, Cape Town
- Salaried

“One of our biggest challenges is getting every member to at least contribute something towards membership.”

Role(s):

- CEO; SA
- Secretary of Board & Management Committee
- Non-voting member on Board, voting member on EXCO

Responsibilities:

- Deals with: governance, insurance, financial management, HR, PR, marketing, funding/ fund-raising
- Vets adult volunteers and supplies licenses
- Appoints staff in regions, develops programs
- Checks sexual offender clearances of volunteers against database of Dept. of Social Development

#1 Challenge (in the role)

- Resistance to National structure; lack of consistency/ buy-in from volunteers

#1 Challenge for organisation

- Funding & finance; getting every member to at least contribute something towards membership

SCOUT PROGRAM CHAIR, SCOUTS SA



Nimmy Abrahams

- Involved since: 38 years
- Current role since: Not specified
- Johannesburg
- Volunteer (20 hours a week)

“The national executive calls for change, but the people on the ground don’t get involved in bringing about that change. It’s a lack of engagement by people on the ground.”

Role(s):

- National Chair of the Scout Program
- Member of Exco
- Board member of the Scout Jamboree Committee for SA

Responsibilities:

- Oversees running of Scout Program

#1 Challenge (in the role)

- Lack of engagement from the people on the ground

#1 Challenge for organisation

- Facilitating membership for those who can’t afford any fees or extras

CUB PROGRAM CHAIR, SCOUTS SA



Jeanette Angus

- Involved since: 1983
- Current role since: 2012
- Johannesburg
- Volunteer (“lots of time, evenings & weekends”)

“We are working on keeping it modern; the cub program has changed quite a bit to suit the youth of today.”

Role(s):

- Cub Program Chair
- Assistant in a Cub pack
- Member of National Training Team - Exco

Responsibilities:

- Looks after Cubs across the country
- Review and amend cub program, and adult training material
- Evaluate Cub staff

#1 Challenge (in the role)

- Getting materials and resources approved, funded and implemented

#1 Challenge for organisation

- More kids (Cubs) than adult leaders available

CHAIR OF MARKETING COMMITTEE, SCOUTS SA



Gerhard Sagat

- Involved since: 2012 (no Scouting background)
- Current role since: 2012
- Johannesburg
- Volunteer (3 – 10 hrs per month)

“Until you change the image, it's going to continue to be seen as a nerdy, uncool movement, because people don't really understand what you do there.”

Role(s):

- Chair, Marketing Committee - Exco

Responsibilities:

- Develops & implements marketing campaigns
- Helps to grow and better the brand
- Works on creating top-of-mind awareness
- Driving relevance
- Repositioning Scouting image

#1 Challenge (in the role)

- Lack of budget for marketing (great product but can't shout about it)

#1 Challenge for organisation

- Disconnect between National and Regional/ Group level

REGIONAL COMMISSIONER WC, SCOUTS SA



Paddy Milner

- Involved since: 1961
- Current role since: Not specified
- Johannesburg
- Volunteer (5 – 6 hours a day., 7 hours a week)

“In a conservative organisation like Scouting there is a lot of resistance to change.”

Role(s):

- Manager/ Leader of Western Cape Scouting
- Member of the adult training team

Responsibilities:

- Recently led Project Revit, ‘Revitalizing Scouting SA’

#1 Challenge (in the role)

- Getting buy-in from other regions in terms of achieving cohesion with National Office

#1 Challenge for organisation

- Lack on unity around the concept of a National Office



OUR QUANTITATIVE SAMPLE



IN TOTAL A SAMPLE OF N=516 SA PARENTS WERE INTERVIEWED

	Total (516)	Users (281)	Lapsed Users (106)	Non Users (162)
Users (281)	54%	100%	40%	-
Lapsed Users (106)	21%	15%	100%	-
Never Users (162)	31%	-	-	100%
Gauteng (230)	45%	34%	76%	45%
KZN (83)	16%	29%	2%	-
Western Cape (203)	39%	37%	22%	55%
White (251)	49%	60%	67%	22%
Black (157)	30%	21%	22%	49%
Coloured (83)	16%	12%	8%	26%
Indian (25)	5%	7%	4%	3%
Has a Cub Members (170)		60%	-	-
Has a Scout Member (136)		48%	-	-
Has both (25)		9%		

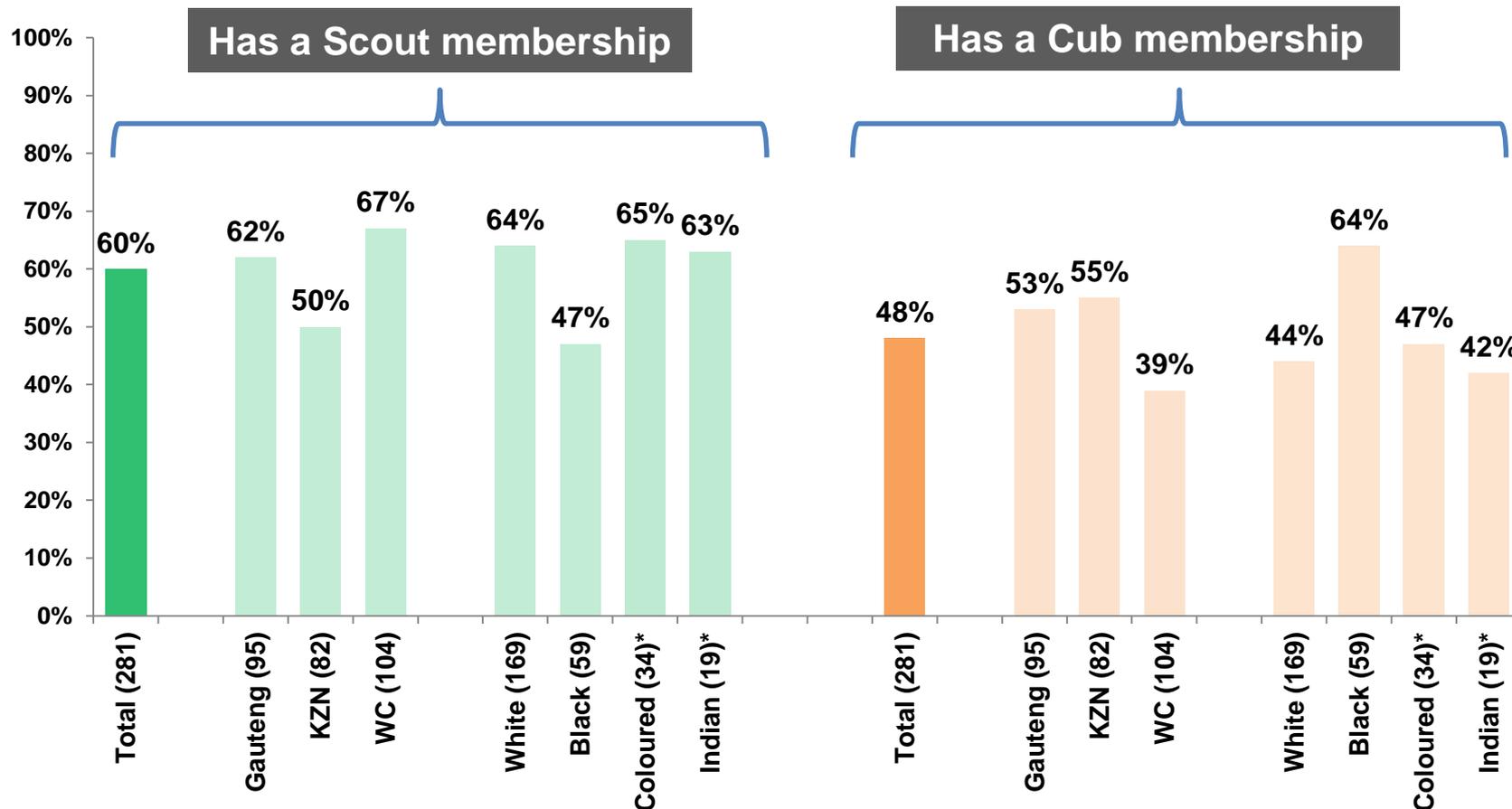
Majority of the parents who have one or more children at Scouts had a child of Scout age (60%). About half had a child of Cub age (48%). 'User parents' are mostly white (60%), approximately one in five is black (21%). The 'Non User' sample is skewed towards black parents (49%).

Q19. As I am sure you are aware of Scouts SA is split up in different sections being Cubs, Scouts and Rovers? In which of these 3 sections is your child / are your children a member?

* Low base size!

SCOUT VERSUS CUB MEMBERSHIP BY AREA AND RACE

Base: All Users (n=281)



About two in three parents in our user sample indicated to have a Scout membership for one (or more) of their children and about half claimed the same for the Cub membership. Scout membership is lowest amongst black families in KZN. Cub membership on the other hand is higher among our black families than white families, and featuring strongest in KZN.

MARITAL STATUS

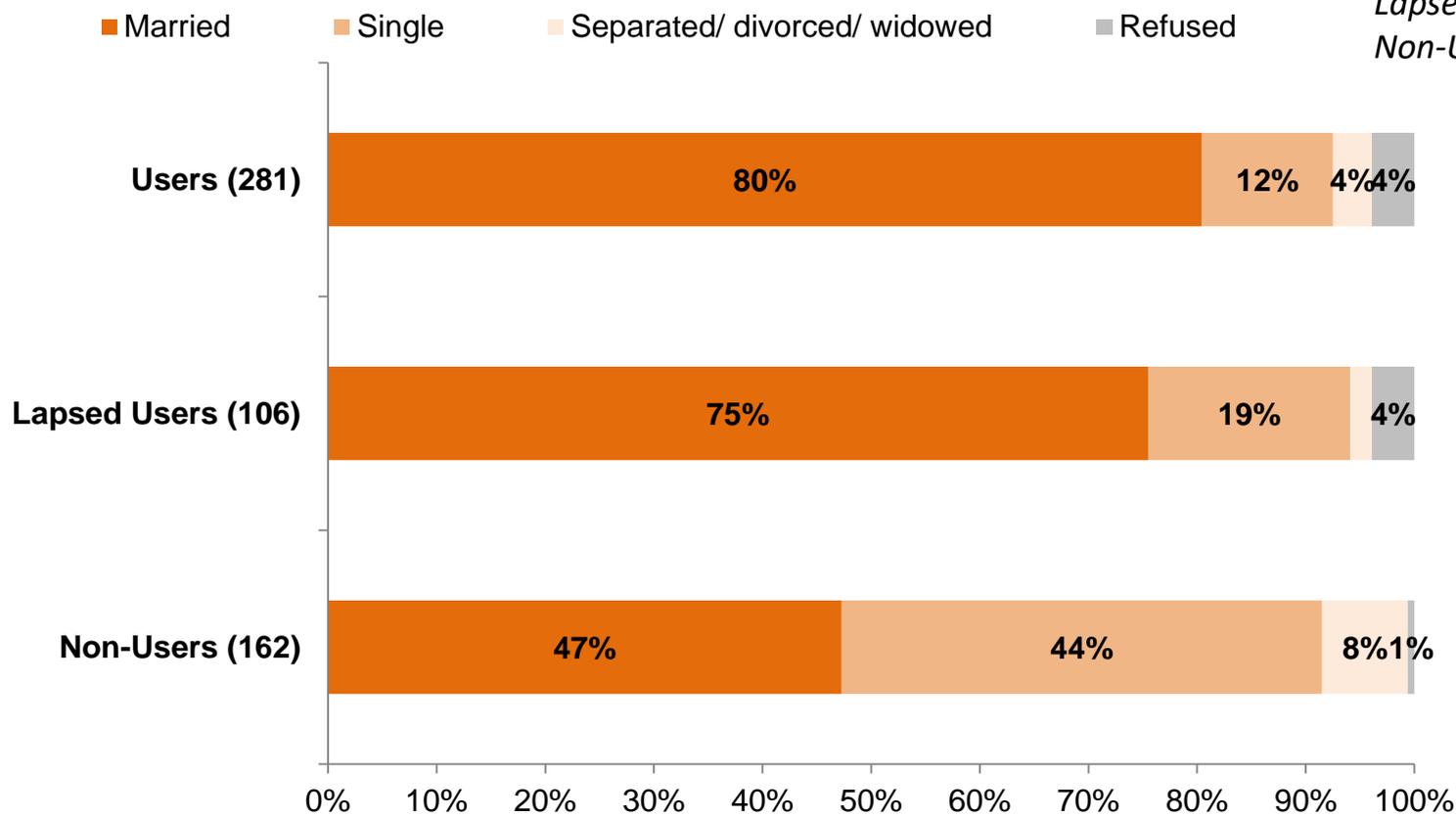
Base: All respondents (n=516)

Average Age of Respondents:

User Parent: 42.6

Lapsed Parents: 42.7

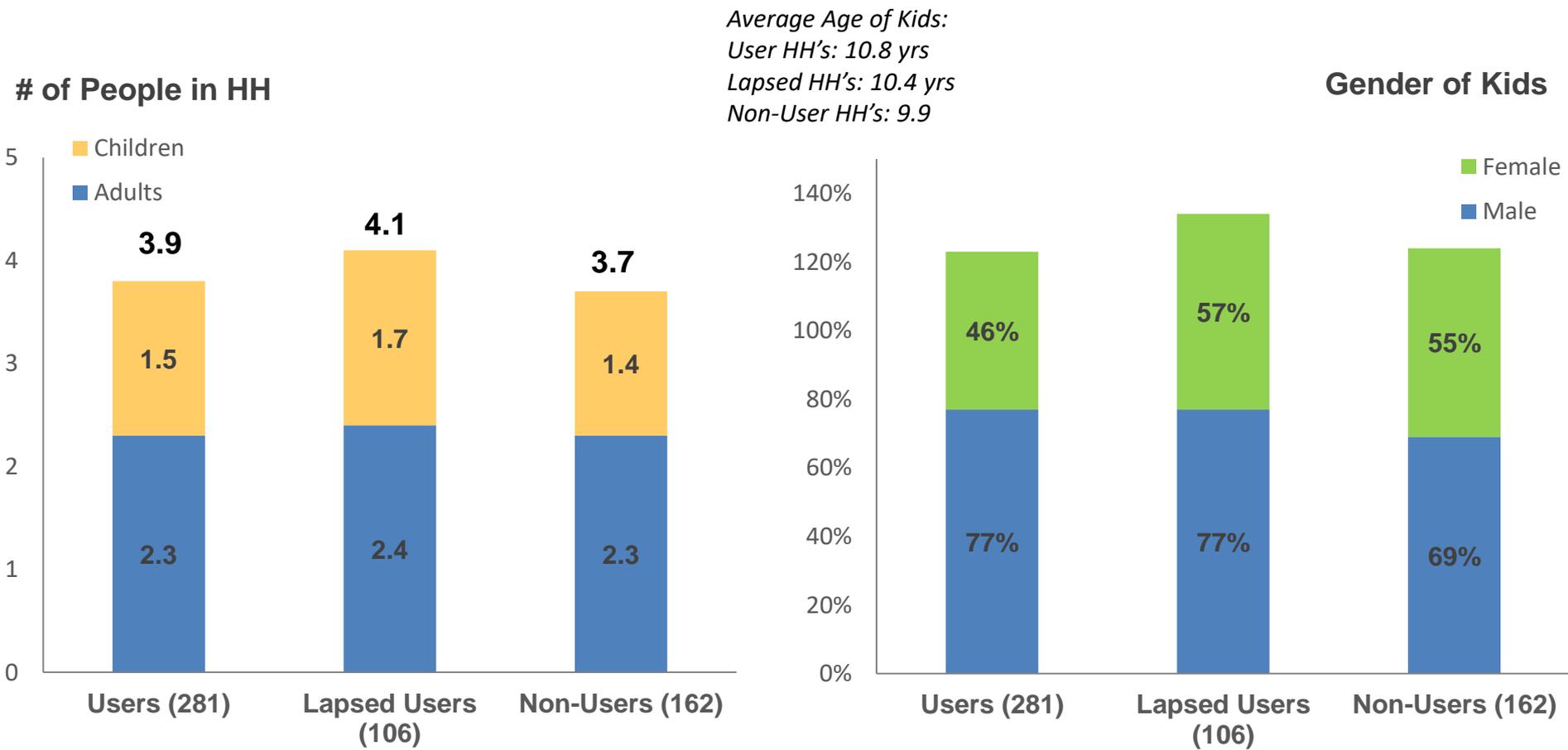
Non-User Parents: 38.5



Majority of Scouts are part of a so called nuclear family. Single parenthood is highest amongst our non-user sample. Parents of the 'Non-User' sample are slightly younger than the parents of the other two user groups.

NUMBER OF PEOPLE IN THE HH & GENDER OF CHILDREN*

Base: All respondents (n=516)



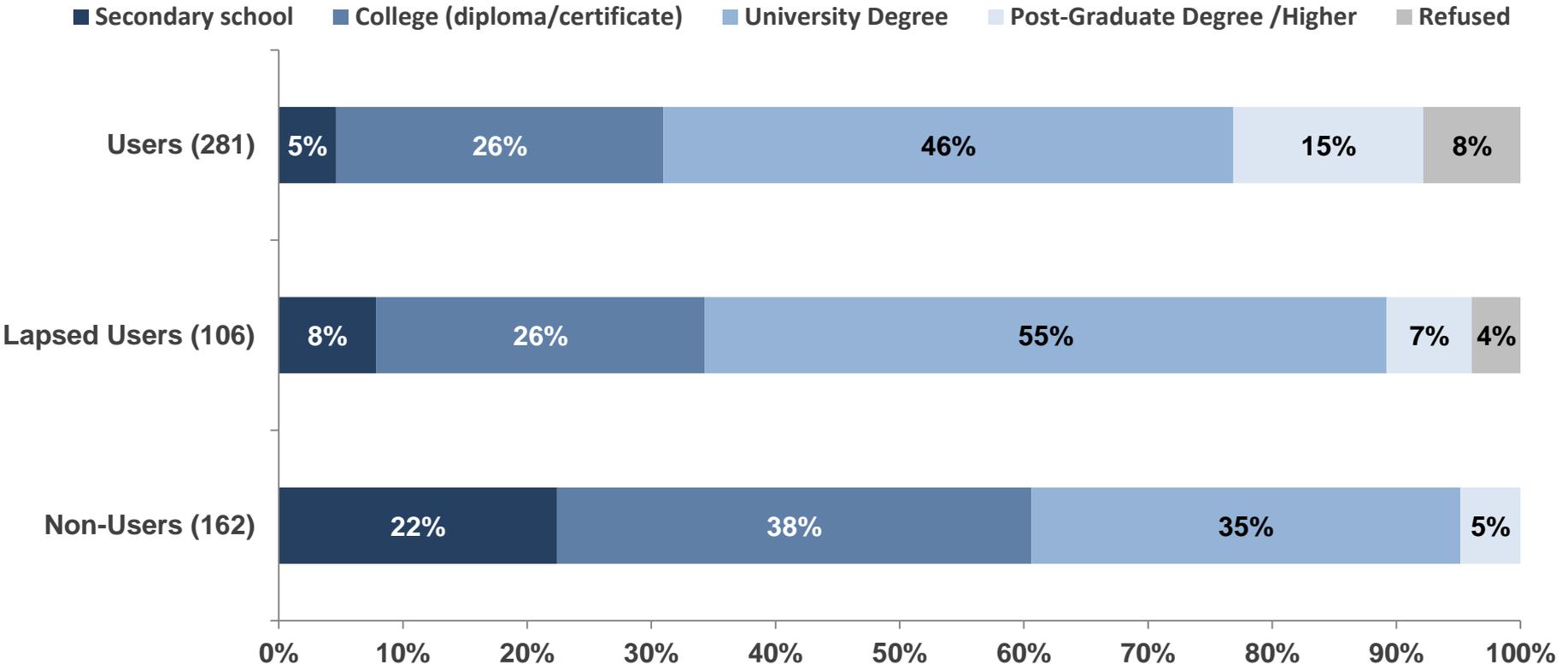
**Average HH size in SA is 3.9 – 48.2% is male and 51.7% is female (2011 census).*

HH's of Non-Users are slightly smaller than User and Lapsed-User HH's. This probably has mostly to do with the fact that Non-User HH's are HH's with slightly younger parents and younger kids. The skew towards boys in the HH's is largest amongst User HH's.

Q10. What is your highest level of education that you have completed?

HIGHEST LEVEL OF EDUCATION ACHIEVED

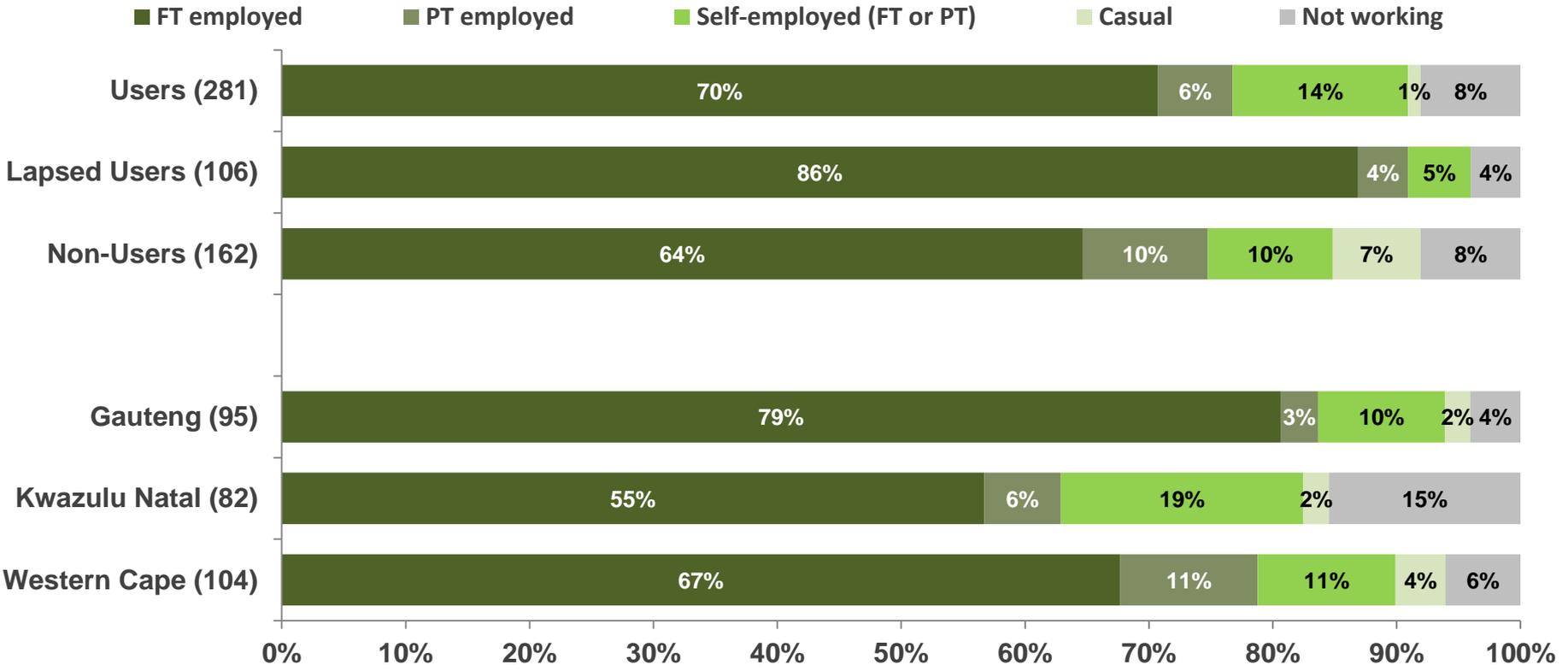
Base: All Respondents (n=516)



Majority of the User and Lapsed User parents have a university degree or higher. Our Non-User sample shows slightly lower education levels than their counterparts in the other two user groups.

STATUS OF EMPLOYMENT

Base: All Respondents (n=516)



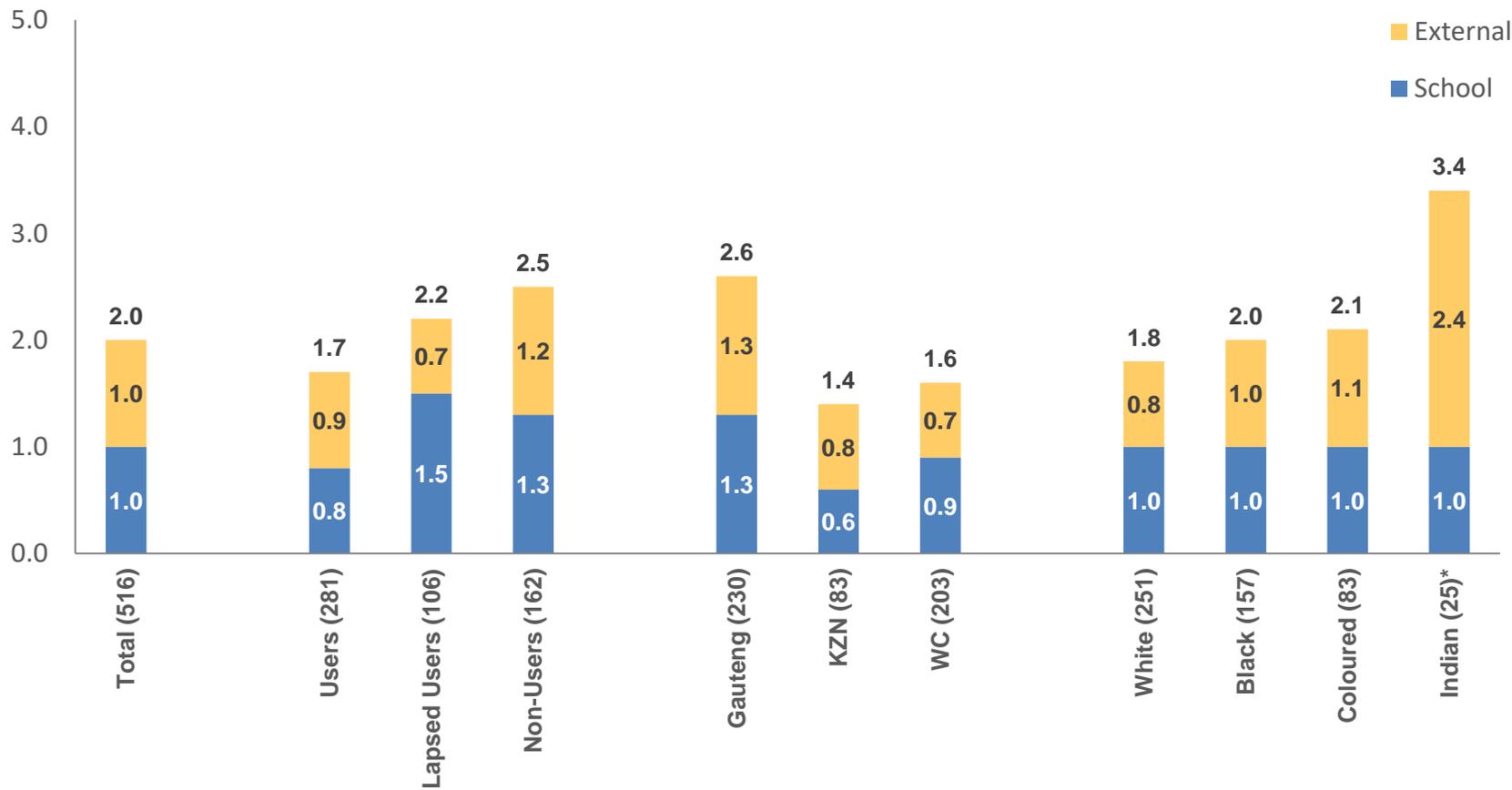
The Non-User sample is showing the lowest percentage of full time employed people. When comparing the employment status between the three area we notice that in Gauteng the percentage of people being full-time employed is significantly higher than in the other two areas. In KZN we see the highest percentage of unemployed people.



PERCEPTION & OFFER OF OUT OF SCHOOL ACTIVITIES FOR SA KIDS

NUMBER OF TIMES OF AFTER SCHOOL ACTIVITIES PER WEEK

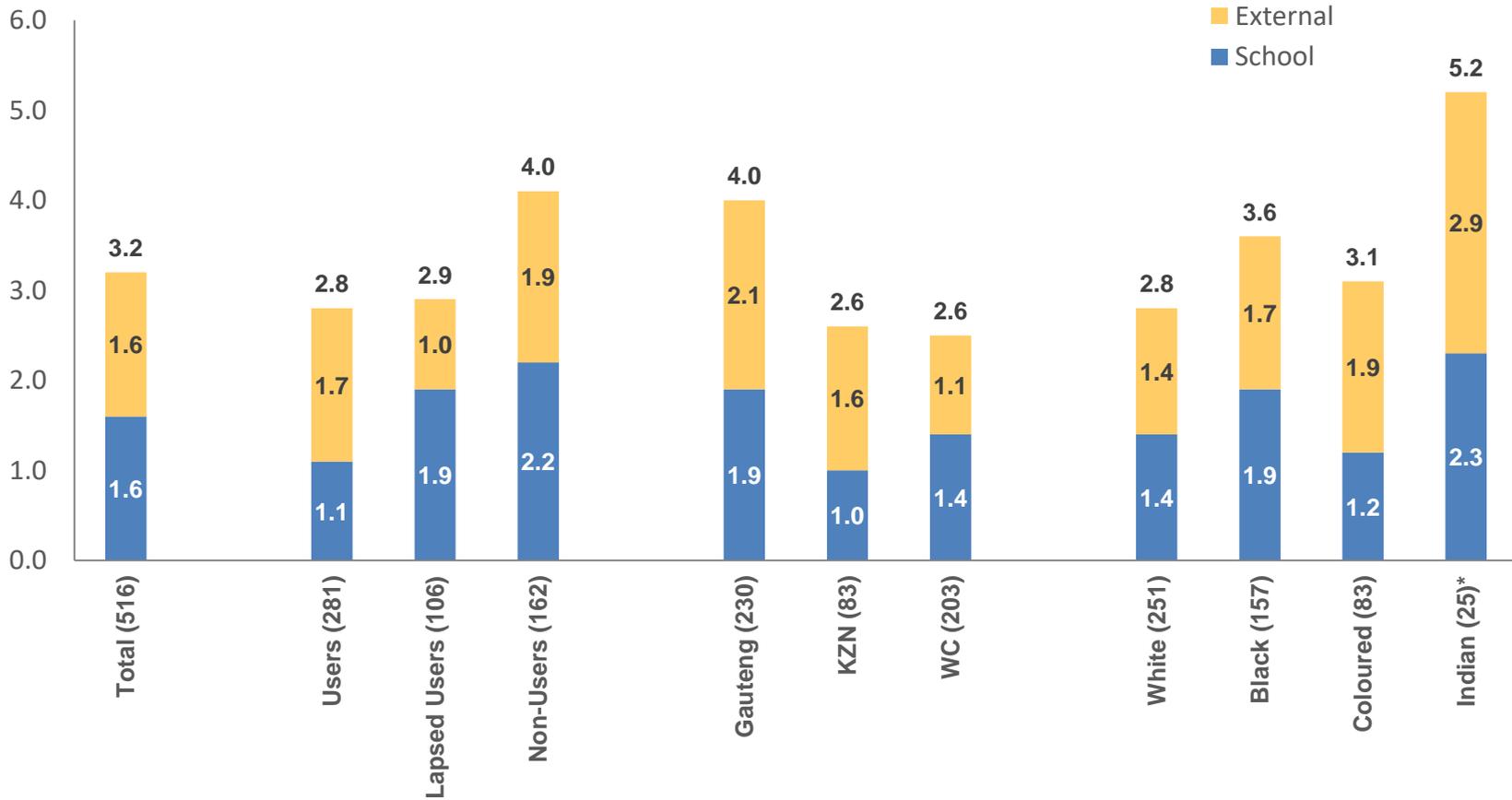
Base: All Respondents (n=516)



On average SA kids have 1 school and 1 externally organised activity per week after school hours. Gauteng kids have most and particularly the ones that are not a member of Scouts SA. Their already busy program could be a reason why they haven't signed up with Scouts.

NUMBER OF HOURS OF AFTER SCHOOL ACTIVITIES PER WEEK

Base: All Respondents (n=516)



On average SA kids spend 3.2 hours per week on after school activities either organised by school or externally. Again, above shows that the Gauteng kids have the busiest program and particularly the black kids that are not a member of Scouts SA.

WHAT IS SA PARENTS' ATTITUDE TOWARDS OUT-OF-SCHOOL ACTIVITIES?

Base: All Respondents (n=516)

Top Box Scores - % Strongly Agree

	Total (516)	Users (281)	Lapsed Users (106)	Non Users (162)	Gauteng (230)	KZN (83)	WC (203)	White (251)	Black (157)	Coloured (83)	Indian (25)*
It's very important for children to have a range of non-school related activities available to them	65%	75%	58%	54%	68%	78%	56%	67%	61%	66%	68%
There should be more choice for children in terms of out of school activities	61%	66%	59%	59%	56%	75%	63%	65%	57%	60%	64%
It's a critical part of children's upbringing and development to attend non-school activities	46%	54%	43%	40%	58%	30%	39%	47%	46%	40%	56%
Out of school activities are a luxury that most parents cannot afford	27%	23%	21%	37%	23%	25%	31%	21%	36%	30%	20%
Involving your children in non-school activities puts too much pressure on parents	19%	12%	25%	28%	19%	6%	25%	14%	24%	25%	16%
School puts a lot of pressure on children nowadays, leaving them with no time for out of school activities	19%	14%	26%	23%	19%	14%	21%	20%	24%	14%	4%
There is no need for out of school activities as what schools are offering children nowadays is sufficient	14%	11%	15%	21%	12%	8%	19%	14%	17%	11%	12%

Parents value the importance and relevance of extra non-school activities – Scout user parents more so than lapsed Scouts and non-Scouts parents. All are, however, of the opinion that the offer available is a bit limited. The lack in the available offer is most prominent in KZN. Black and coloured parents are more hindered by financial and time pressure than the white parents.



AWARENESS AND PERCEPTION OF SCOUTS SA



FIRSTLY, WHAT IS SCOUTING ACCORDING TO THE 'EXPERTS'?

"It's a values-based organisation that teaches children valuable life and leadership skills, which gives them an advantage for employability. In poor/rural areas, the focus is on teaching children how to get out of poverty."

"It's an adventure-based program that prepares children to be better citizens, and gives them the right skills that they need to succeed."

"It is developing leaders to play a meaningful role in society, using the Scout principles and the Scout value system."

It's a citizen development program covering comprehensive life skills."

Key tenets of Scouting:

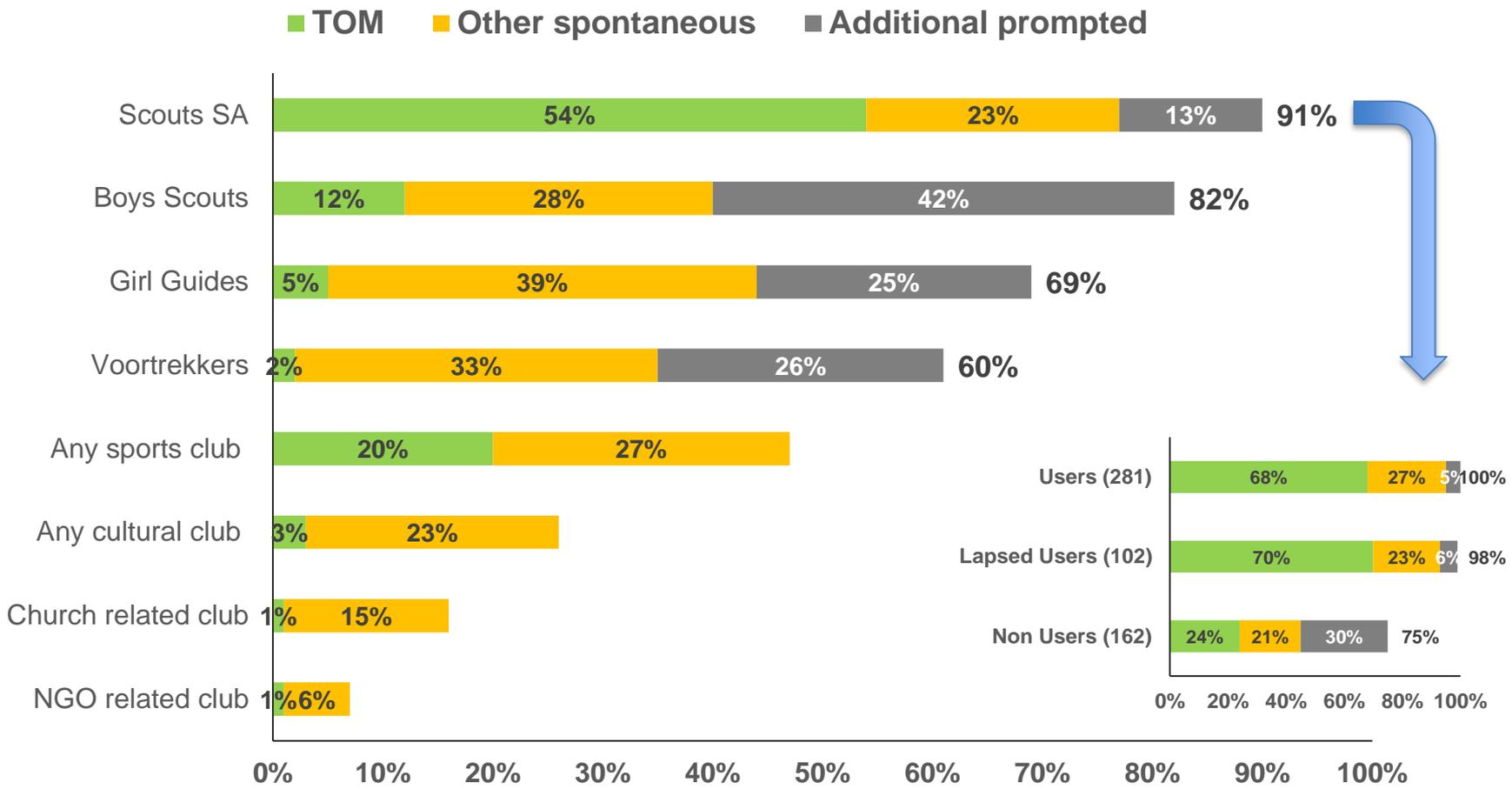
- Values-based organisation;
- Largely volunteer-run; but under-resourced;
- World-wide;
- Focused on developing youth; equipping them with life skills;
- Hands-on, adventure-based learning approach;
- Aims to be inclusive and accessible to all BUT SA's socio-economic situation presents challenges around this.



Q15-18. Which non-school organisations or clubs are you aware of that organize activities or have a programme specifically aimed at children who are primary or highschool age? Any others? (SPONTANEOUS & PROMPTED)

HOW AWARE ARE PARENTS OF SCOUTS SA IN COMPARISON TO OTHER YOUTH CLUBS/ORGANISATIONS IN SA?

Base: All respondents (n=516)



Scouts SA shows a high level of spontaneous awareness amongst parents who use or have used the brand. One in two has the brand top-of-mind. However, the awareness amongst non-users of the brand is relatively low.

AND WHAT ARE AWARENESS LEVELS BY AREA & RACE?

Base: All respondents (n=516)

	Total (516)	Gauteng (230)	KZN (83)	WC (203)	White (251)	Black (157)	Coloured (83)	Indian (25)*
Scouts SA	91%	87%	100%	91%	98%	81%	88%	92%
Boys Scouts	82%	84%	63%	87%	82%	82%	82%	72%
Girl Guides	69%	59%	84%	74%	74%	62%	63%	80%
Voortrekkers	60%	60%	60%	60%	67%	50%	59%	64%

The awareness of Scouts SA is highest in KZN – every parent interviewed (including the Non-Users) in this region, is aware of Scouts SA! The biggest opportunity of raising awareness and consequently uptake for Scouts SA seems to lie in Gauteng and the Western Cape amongst the black and coloured populations.

STRONG DISCONNECT EXISTS IN TERMS OF AWARENESS..

Those involved in Scouts (kids and parents) love it, and see a clear benefit. But, a large proportion of South Africans is either unaware of Scouts (skewed to lower income) or does not even feature it in their consideration set!



“What happens in Scouting is incredible, but people don’t know about it.”

- Fun for kids: adventure, learning, friendships
- Motivating for parents for their children to get life-skills

- No awareness (no or limited marketing presence)
- Not top-of-mind; other activities take preference

“When they get to see what it involves, they get really excited.”

“When we get new children joining, they tell us they didn’t even know we existed.”

IS THE MESSAGE NOT BEING HEARD, OR DOES THE MESSAGE NOT EXIST?

Is the movement not being seen or heard, or are they in fact not saying anything?

Strong buy-in once in the movement, but no awareness and consequently interest, outside of it

“I think the product is good. I think the packaging sucks.”



HOW EFFECTIVELY HAS MARKETING EFFORTS BEEN IN THIS ENVIRONMENT?

Billboard Campaign - Johannesburg

- Scouts built billboard themselves; speaks to Scout values & programs.
- Perceived increase in awareness.
- BUT, red tape around getting the Scouts involved was significant.

“Our billboard campaign was great for impact and awareness, and the video on our website saw a marked response in interest, we got lots of enquiries as to how to join.”

Video Campaign (Website)

- Marked increase in interest and enquiries around joining.

“Getting around the bureaucracy and internal politics to get the Scouts to build the billboard was a mission.”

“I'm quite sure it's easier to smuggle children across international borders than it is to arrange a Scouts event.”



AND PROMPTED, WHAT DOES SCOUTING SA STAND FOR ACCORDING TO PARENTS? (1)

Base: All respondents (n=516)

	Total (516)	Users (281)	Lapsed Users (106)	Non-Users (162)	Gauteng (230)	KZN (83)	WC (203)	White (251)	Black (157)	Coloured (83)	Indian (25)*
Adventurous	98%	100%	99%	96%	98%	100%	98%	99%	96%	100%	100%
Educational	98%	100%	99%	94%	99%	100%	96%	99%	96%	98%	100%
Empowering	96%	99%	96%	91%	97%	100%	93%	98%	94%	93%	100%
Exciting	95%	98%	95%	91%	96%	98%	95%	96%	93%	96%	100%
Inspiring	95%	99%	97%	87%	97%	99%	91%	97%	93%	92%	96%
Practical	93%	99%	93%	82%	90%	100%	93%	98%	85%	92%	96%
Supportive	93%	98%	90%	86%	90%	100%	94%	96%	92%	87%	92%
Friendly or welcoming	90%	97%	93%	76%	88%	99%	89%	95%	88%	81%	88%
Innovative	90%	98%	95%	73%	88%	98%	88%	96%	83%	83%	92%
Independent	89%	98%	90%	74%	84%	100%	91%	94%	82%	87%	92%
Dynamic	88%	98%	90%	72%	86%	98%	87%	95%	85%	75%	92%
Professional	87%	98%	90%	69%	82%	100%	88%	96%	79%	80%	84%
Traditional	87%	92%	77%	78%	90%	95%	80%	91%	87%	76%	84%
Authoritative	86%	98%	90%	65%	79%	99%	90%	95%	78%	76%	92%

Users have a more positive picture of Scouts SA than Non-Users. It is interesting to note though that although Lapsed Users are not as positive as Users, their perception of Scouts is still a very rosy picture. In other words, their departure from Scouts has not coloured their perception of Scouts in a negative way. White parents have a more positive perception of Scouts than Black and Coloured parents – this most likely due to the fact that usership is highest amongst white parents, in other words they know the organisation better than their black and coloured counterparts.

AND PROMPTED, WHAT DOES SCOUTING SA STAND FOR ACCORDING TO PARENTS? (2)

Base: All respondents (n=516)

	Total (516)	Users (281)	Lapsed Users (106)	Non-Users (162)	Gauteng (230)	KZN (83)	WC (203)	White (251)	Black (157)	Coloured (83)	Indian (25)*
Established	86%	97%	92%	67%	79%	94%	92%	94%	77%	78%	92%
Reputable	85%	95%	91%	63%	78%	93%	89%	94%	74%	75%	88%
Open to all cultures and backgrounds	84%	94%	78%	65%	74%	99%	88%	91%	77%	77%	72%
Fair	81%	91%	80%	61%	76%	94%	81%	87%	76%	73%	80%
Faith based	72%	88%	69%	43%	64%	96%	71%	80%	66%	58%	76%
Sympathetic	71%	85%	63%	42%	56%	89%	80%	82%	59%	63%	64%
Conservative	70%	83%	70%	50%	64%	81%	71%	76%	58%	70%	76%
Modern	70%	81%	80%	49%	68%	76%	70%	75%	64%	65%	84%
Mostly for young kids	59%	67%	44%	48%	40%	92%	67%	62%	44%	73%	72%
Old school	44%	43%	34%	50%	44%	34%	49%	43%	51%	40%	32%
More for white people	18%	7%	10%	40%	22%	12%	17%	7%	39%	16%	12%
Not for teenagers	11%	13%	13%	6%	12%	7%	10%	14%	9%	6%	8%
Boring	4%	4%	5%	5%	3%	5%	5%	5%	3%	5%	-

When comparing regions, it's interesting to note that parents from KZN overall have a more positive perception of Scouts SA than the parents in Gauteng. That Scouts is more for young kids than for older kids is not believed by black parents, but driven by white and coloured parents in KZN. Black parents are of the opinion though that Scouts is still more for white kids than for kids of other races.

OUTSIDERS ARE BELIEVED TO HAVE A NEGATIVE PERCEPTION OF THE SCOUTS MOVEMENT....

"It's actually really cool stuff, but people don't see it that way."

"Scouts is a bit on the back foot, it's seen as old and out-dated, and losing relevance."



OUT-DATED



NERDY

"Can you be a cool kid and a Scout, and never be available on a Friday night for a party?"

"Scouts needs to come into the consideration list, I don't think it's getting there. I don't think people are even considering Scouts."



LACKING PRESENCE



PERVASIVE PERCEPTION

"The predominant view remains that Scouting is old, white, male and middle-class/ rich."



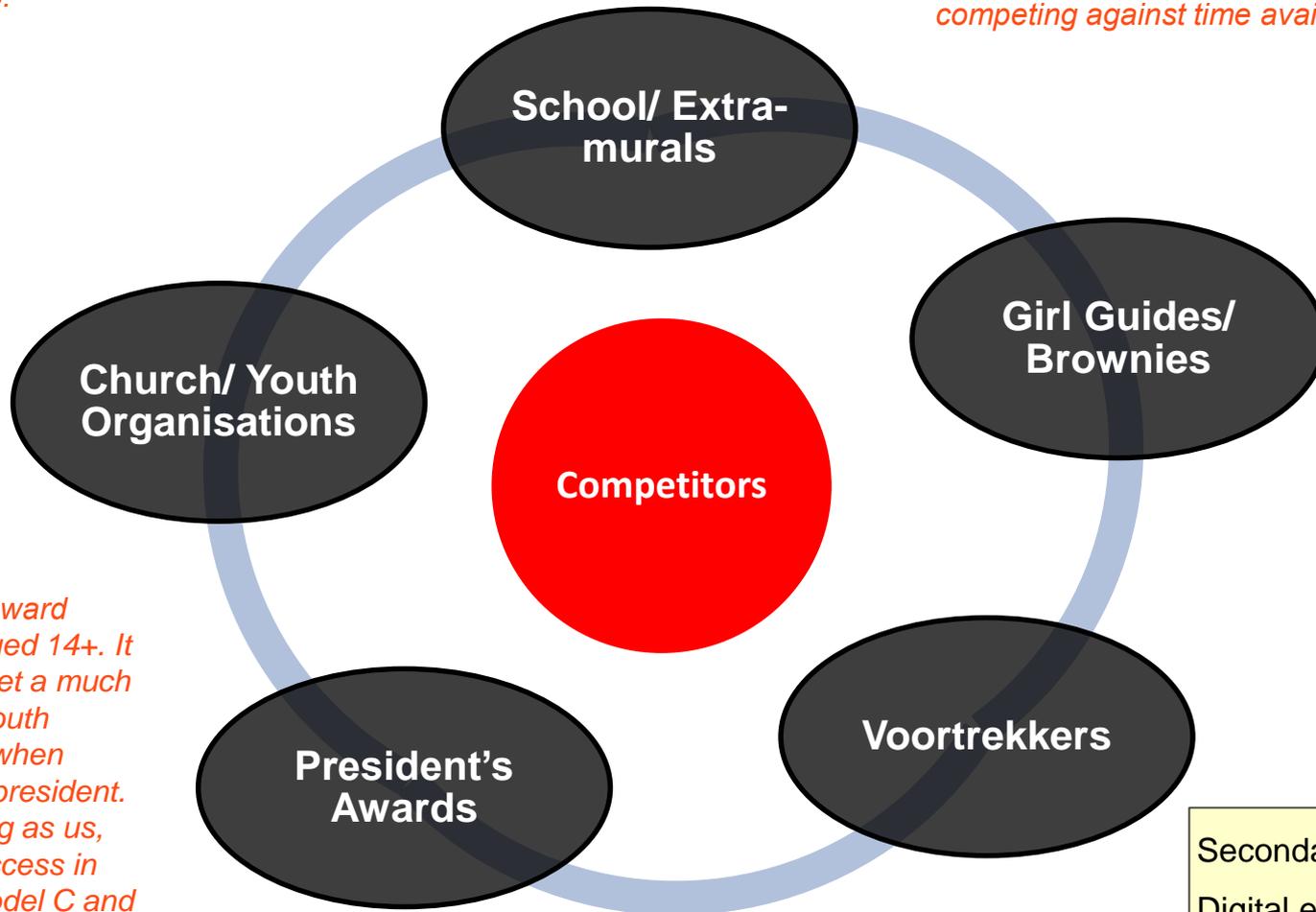
COMPETITIVE ENVIRONMENT OF SCOUTS SA



COMPETITIVE LANDSCAPE

“Kids have so many pressures, so many responsibilities and requirements on them. It's hard for them to just be kids. So you are competing against time availability primarily.”

“My husband said ‘our son is too busy – maybe he should leave Scouting. It always seems to be the first thing to go.’”



“The President’s Award targets children aged 14+. It has managed to get a much higher profile in South Africa, especially when Mandela was the president. They are not as big as us, but have good success in urban schools (Model C and Private).”

Secondary Competitor:
Digital explosion →
Xbox, Social Media etc.

UNPACKING COMPETITORS

	School/ Extra-Murals	Girl Guides	Voortrekkers	President's Award	Church/ Youth Organisations
<i>What it is?</i>	<ul style="list-style-type: none"> • Time-consuming; no time left for anything else 	<ul style="list-style-type: none"> • Female; personal preference for some children and parents 	<ul style="list-style-type: none"> • Very similar proposition (outdoors, adventure-based) 	<ul style="list-style-type: none"> • Similar but more appealing to affluent; higher profile in urban areas 	<ul style="list-style-type: none"> • Various, often less structured, easier to join and to come and go
<i>What is the Benefit over Scouting?</i>	<ul style="list-style-type: none"> • Sports 'cooler' than Scouting (14+) • School activities easier for parents to manage • Speak to kids' specific interests and talents (ballet, piano, karate) 	<ul style="list-style-type: none"> • Perhaps a perceived security benefit? (<i>not explored</i>) 	<ul style="list-style-type: none"> • More strongly resourced (Linked to NGK and Government funding) • Entrenched in Afrikaans culture (play on cultural pride); possibly more appealing to Afrikaans children/ adult volunteers 	<ul style="list-style-type: none"> • Higher profile (linked to President of SA), better reach and engagement in Model C and Private Schools • Quicker, easier training to become a leader • Don't have uniforms 	<ul style="list-style-type: none"> • Perceived cost-saving; no uniform/ course costs
<i>Which Opportunity exists for Scouting?</i>	<ul style="list-style-type: none"> • Entrench Scouting in schools (KZN) rather than trying to fight a highly established system 	<ul style="list-style-type: none"> • Communicate that Scouting is now for males and females (perceived lack of awareness) 	<ul style="list-style-type: none"> • Membership has shrunk dramatically in urban areas • Encourage Inclusiveness and culture-pride e.g. through area-specific viral campaigns; 'encourage diversity and sameness' 	<ul style="list-style-type: none"> • Look at appealing to potential members outside of the Scouting movement; to-date the organisation hasn't managed to do this 	<ul style="list-style-type: none"> • Continue to evaluate cost implications of disadvantaged members, and to look at alternatives to sustainable inclusion of members who can't afford to pay anything



ORGANISATIONAL CHALLENGES IMPACTING THE OFFER

OVERVIEW OF KEY ORGANISATIONAL CHALLENGES

“The success or failure of the program is largely going to come down to how effectively the adults implement it.”

“Funding is a huge concern because it takes away Scouting from the impoverished communities.”

(1) Financial strain

“Volunteers think they know better, so try to tell me how to do my job.”

(2) Socio-economic discrepancies

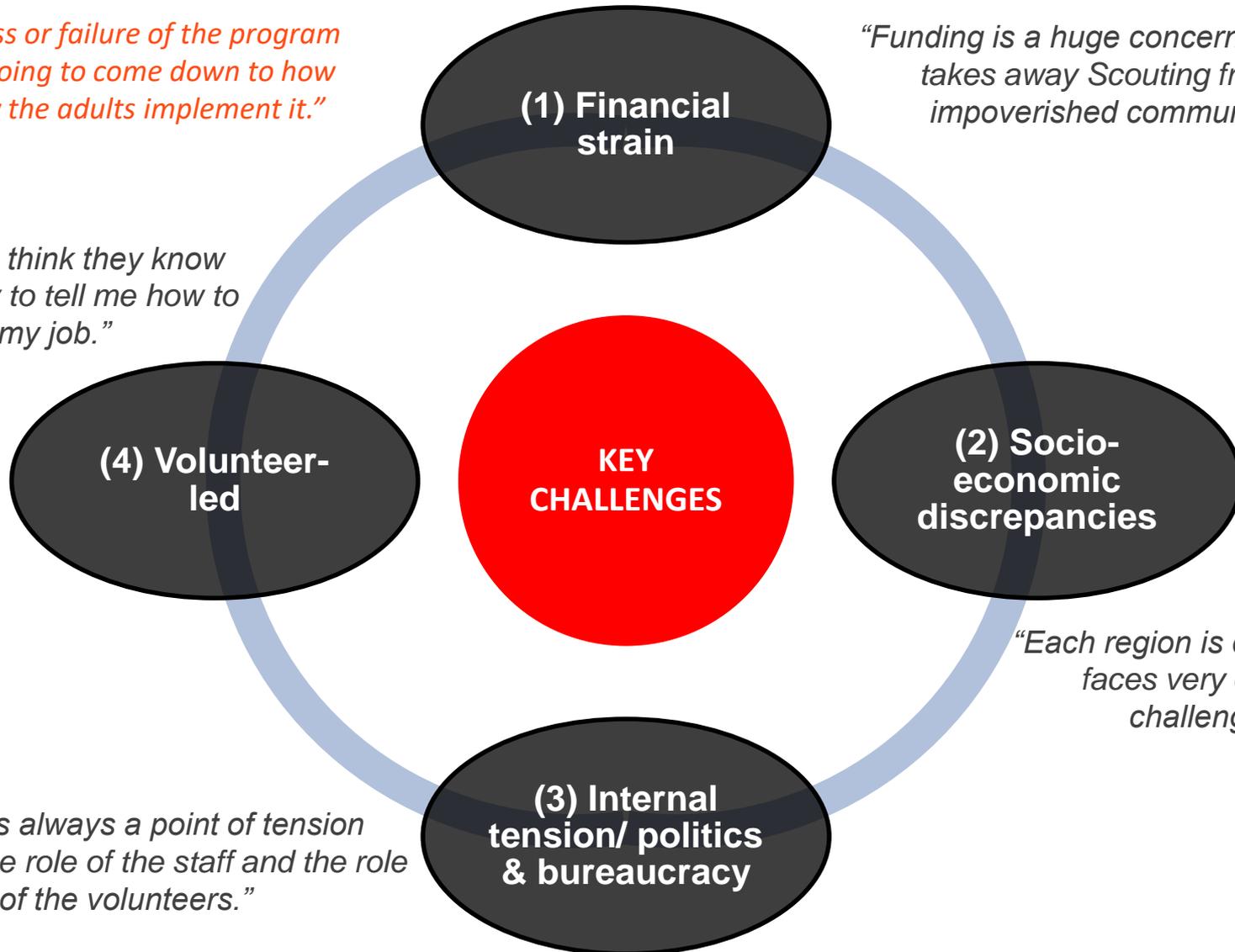
(4) Volunteer-led

KEY CHALLENGES

“Each region is different, and faces very different challenges.”

(3) Internal tension/ politics & bureaucracy

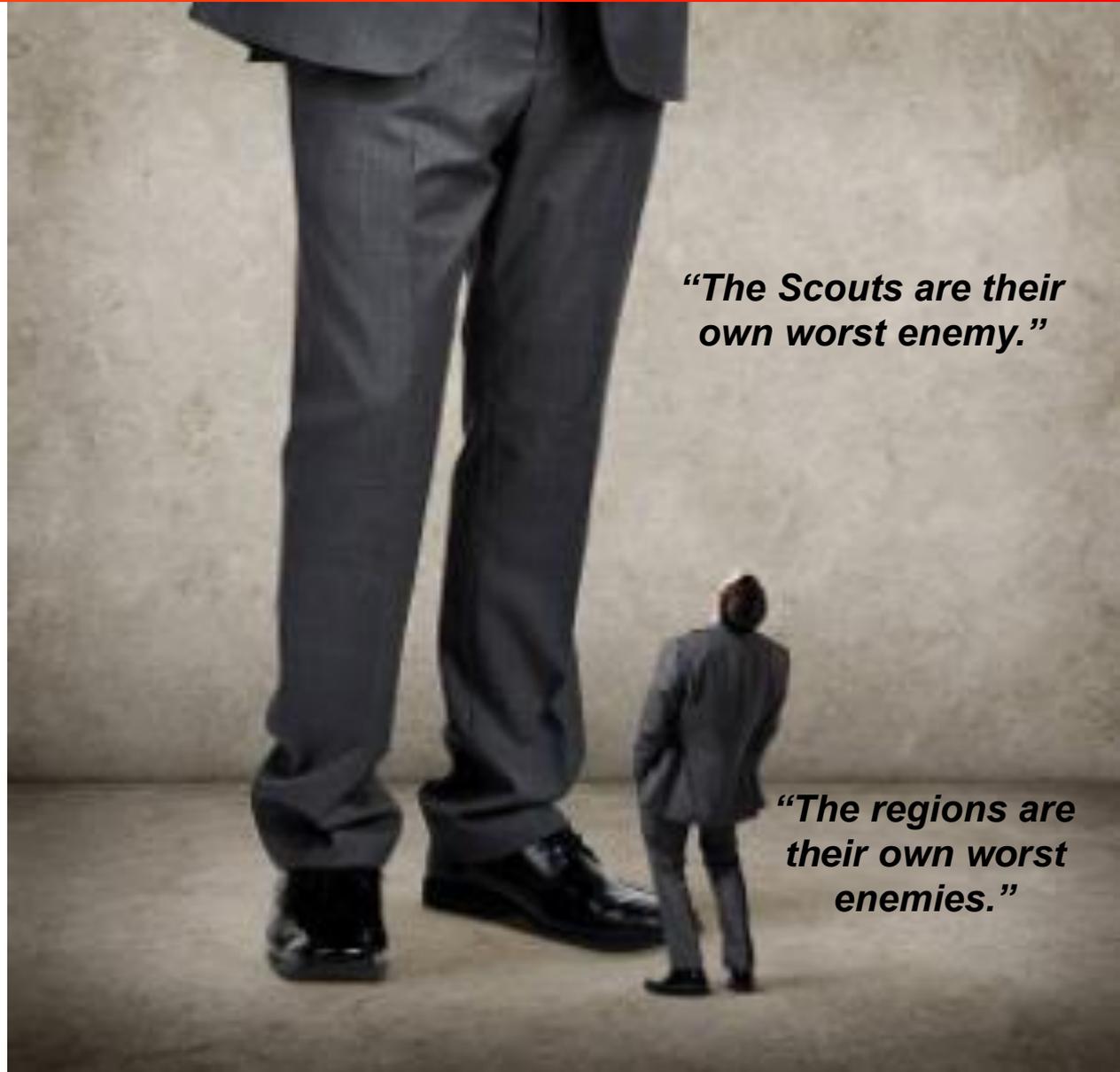
“There is always a point of tension between the role of the staff and the role of the volunteers.”



TOP-OF-MIND ISSUE

The disconnect between National and Regional is a top-of-mind concern across the expert sample....

*“There’s a **big divide between the National Committee, and what’s happening on the ground.** What they are trying to do on a national level is very disconnected to what’s happening at a regional Scout & group level. **It almost feels like 2 separate organisations.**”*



“The Scouts are their own worst enemy.”

“The regions are their own worst enemies.”

CHALLENGES: (1) FINANCIAL STRAIN

Not a challenge in the UK
"We have got good reserves and diverse income streams, so we don't have financial challenges." CEO, Scouting UK

FUNDING



Funding resource

- **Fundraising function not actively pursued** by the team assigned to this → Scout Foundation (have only recently started doing this, so the onus has fallen to Head Office up to now).

Funding sources

- Overseas/ corporate **funding comes and goes** (not guaranteed).

Strong competition for CSI budgets

- Numerous initiatives in SA competing for funding and CSI budgets; **highly limited pool.**

RESOURCE



Human resource

- **Limited salaried positions** → time and cost pressure on volunteers.
- 2 salaried employees recently retrenched due to lack of funds.

Lack of capacity to train adult volunteers

- Requires additional time and funds; training costs **R5,000 per adult.**

Materials resource

- Lack of funds to update/ manage **training materials** etc.

"Adults have to fund their own training because sometimes there is no funding for that."

MEMBERSHIP FEES



Membership fees

- Members in disadvantaged groups/ areas **don't pay fees** or pay minimal fees (R20/year)
- This puts **additional strain** on more affluent membership fees, and on the fundraising function

"In the past, you had 50 or 60% in paying memberships, when it drops to 10 or 15%, it's not sustainable."

"The members who can't pay put additional burden on affluent members, groups and on national to find 3rd-party funding."

UNPACKING MEMBERSHIP FEES AND FUNDING

“The regional offices don’t see the full benefit of what the National Office actually delivers, and is able to deliver.”

Key issues

- A huge fight takes place annually between National and Regional in terms of how much should be paid to the National Office.
- Regions don’t think that they should contribute substantially to the running of the National Office.
- The National Office struggles to fundraise on its own, as regions won’t allow access to the membership databases (these sit with the regions).
- Regions set their own membership fees.



“Scouting SA needs a foundation that has about R100 million in it. That will be a game changer. Then you can offer Scouts for free to those who can’t afford it. Without that, you will be the poor cousin for the rest of your days.”

CHALLENGES: (2) SOCIO-ECONOMIC DISCREPANCIES

FINANCIAL IMPLICATIONS



Financial barriers can only be softened to a point

- Despite heavy subsidy & 2nd hand shops etc., **Scouting adds up**; additional costs are prohibitive for highly cash-starved households in disadvantaged communities.
- ✓ Cost of uniform is key
- ✓ Cost of badges, courses, outings, transport etc.

“Even with 2nd-hand uniforms, if you are earning R3000 a month, you can’t spare money for the uniform.”

PROGRAM IMPLICATIONS



One-size fits all doesn’t work in SA

- Programs that were **traditionally designed around middle/upper-income** families have needed to be adapted to cater to various income brackets.
- ✓ E.g. Can’t specify to “go hiking/ go camping” - these activities require gear and funds, so need to adapt to include kids without these resources

IMPLICATIONS FOR GROWING THE MEMBERSHIP BASE



Starting/ joining a group depends on resources at hand

- More difficult in areas **without access to internet/ smart-phones** to organise a group & do admin of it.
- Admission process still highly **paper-based**; need to submit forms.
- Very difficult in areas where the **parent-base lacks funds**, access to transport and the ability to get actively involved.

“It’s difficult to start a group where the parents are domestics, and leave home at 4am and return at 7pm.”

ADAPTING PROGRAMS TO INCLUDE ALL SOUTH AFRICANS

“Adventure differs for each child. For an urban child, this could be going on a 10-day hike. For a less-privileged child it may be learning how to cook, which they haven’t had the opportunity to do at home.”

*“We realised that the **traditional wording was a barrier**. Now instead of saying “go camping”, which requires you to have a tent, we say ‘**sleep under a shelter for a night**’”*

*“There are **choices in the program depending on your financial means**; i.e. you have to hike for 20km, but some kids walk 20km everyday to school, so that then gets ticked off.”*

While good strides have been made here, some believe that the program needs to become even more adaptive and flexible, to allow for true inclusivity

CHALLENGES: (3) INTERNAL TENSION/ BUREAUCRACY

COMPLICATED STRUCTURE



Layered, complex structure

- **Salaried staff and volunteers** working alongside each other.
- **Layered structure**, with various decision-making bodies: board, EXCO, MANCO.
- **Inconsistent regional hierarchy and reporting:**
 - ✓ Some regions report to National, some don't;
 - ✓ Some regions have RTC's, EC and FS don't.
- **Structure equated to our government;** what happens at the top doesn't filter down to the ground.

NATIONAL VS. REGIONAL



Disconnect between National Head Office & Regions

- **Tension** between salaried staff & volunteers.
- National tries to implement changes, but **lack of engagement/** buy-in on the ground means these attempts are **hamstrung**, or blocked entirely.
- **Regions vary hugely** in terms of resource, buy-in and active involvement.

COMMUNICATION & TRANSPARENCY



Poor 2-way communication

- Very **poor up and down communication** due to complex structure, personal agendas and lack of time & resource.
- Creates a **lack of transparency** within the organisation (goes against Scouting principle of trust and honesty).
- The recent **Lekgotla** made good strides in addressing this, BUT needs to happen more often than every 3 years (ideally once a year).

UNPACKING PERCEPTIONS OF LEADERSHIP

While not necessarily representative of our sample's personal feelings, there is a **strong feeling that the broader perception of the leadership body is highly negative.**

"I think people in our organization see our leadership levels as being hierarchical, didactic and regimented. It's not my perception, but it's a perception."

"Leadership often takes refuge in policies and rules, instead of applying the spirit of the rule, they will apply the letter of the law."

"The perception is that the leadership levels of the organization are not caring and compassionate."



UNPACKING THE INTERNAL DISCONNECT FURTHER...

National instruction not always implemented at Regional level

- Region **doesn't have the resource** to implement (massive variation in financial and human resource across regions);
- Initiative is **not effectively communicated** to region/ gets lost in translation;
- **Region doesn't agree** with initiative/ initiative doesn't speak to personal agenda (could be the agenda of a region, district or group).



This creates a lack of cohesion/consistency across the various districts/regions/groups

- **No central mandate from region**; groups are left to their own devices;
- **Lack of standard monitoring/** best-practice enforcement across groups/ districts → leaders can be motivated and passionate or disillusioned and damaging;
- **Lack of resource division** across groups/ districts → high-performing groups can exist alongside low-performing groups.

“At Exco, there are great ideas and they are really trying to push, but It's my suspicion that things are getting blocked at a regional level.”

*“Regions feedback on national instructions with ‘**not in my backyard.**’*

*“Our organisation tends to build **gate-keepers**, who utilize their position and their access to information as a way of **promoting their personal power within the organization.**”*

UNPACKING COMMUNICATION FURTHER

Key issues

- National and Regional **operate almost independently**; open, 2-way communication is not happening.
- Organisation appears to create a **gate-keeper structure** - information not willingly shared and disseminated.

“The more sophisticated regions see more gate-keepers, if a message or strategy coming from national is not aligned with their personal agendas, they’ll filter it in such a way that it doesn’t get to the people on the ground.”

“Scouters are notorious for not sharing [information], but it is getting better.”



CHALLENGES: (4) VOLUNTEER-LED

RESOURCE



Volunteers generally have full-time jobs, families, spouses etc.

- For volunteer members of management, **time is highly limited**, but passion and dedication keep them in the organisation.
- At group level, adult volunteers are often parents; **time** for both parents and kids **is squeezed**, and parents can't guarantee long-term availability as kids' schedules and interests change.
- Adult volunteers who aren't parents require **lengthy and costly training**; key resourcing issue.

DEDICATION



Dedication is a problem at group level

- Parents/ adult volunteers **lose passion/ motivation** or get too busy, but feel obliged to continue in the group.
- This has a **negative impact** on the individual Scouts in this group, but also opens the organisation up to broader reputational damage.

"Groups that don't deliver exciting programs, end up disempowering young people."

PROFESSIONALISM



Achieving professionalism is very difficult with a group of volunteers

- **Own level of understanding** of the organisation, own feelings regarding the pros and cons, own agendas, egos, level of education and resources.
- **No performance review/ disciplinary action** for volunteers in place.

"The downside of being a volunteer-led organisation is that it can attract the wrong people; people preoccupied with power, people not necessarily doing it for the right reasons."

UNPACKING WORKING IN SCOUTING FURTHER

"It's just a good, healthy way of living."

"There is a mentality of 'it's always been done this way, so we will keep doing it like this.'"

Fulfilling & Meaningful (facilitates buy-in)

- Giving back; especially in poorer areas.
- Developing young people.
- Making a difference in kids' lives.
- Strong principles and methods.
- Respected, trusted brand:
 - In the UK, brand has clout thanks to the involvement of the monarchy
 - In SA, while the brand may be respected, it has no presence in the market



"Scouts is a great thing, and it's frustrating that we don't have the resources to really bring it to market."

Frustrating

- Lack of funds limits opportunity, ability to reach more kids, and ability to market the product.
- Internal politics; messy structure.
- Lack on unity around the concept of a National Head Office.
- Organisation is slow to adapt & change.
- Lack of flexibility in making Scouts accessible to all in SA.
- Limited by World Scout Association Rules (*single mention*).



SIGNING UP A MEMBERSHIP



KEY HOOKS INTO SCOUTING

“In urban areas, the number 1 driver into Scouting is a parent that was a Scout. In rural areas, the driver is a lack of competition in terms of after-school activities.”



“I think the parents see more value in it, the kids go because they have fun, but aren't necessarily motivated up front by what they may learn.”

“We have a better uptake in rural areas because there is barely any cost, and nothing else to do. We have seen decline in membership in urban areas.”

Kids joining is predominantly motivated by the parent in urban/ affluent areas. In order to viably grow reach and membership in these areas, the **organisation needs to generate interest outside of its own walls, and find a way to attract parents who are not brand loyalists themselves.....**

WHAT ARE DRIVERS AND BARRIERS TO SIGN UP WITH SCOUTS SA?

“In higher income families, kids get involved primarily because their parents were involved, or a sibling is involved. This is the biggest driver.”



JOIN

“The children do the advertising for us – they tell their friends at school about a camp, and they get their friends excited and interested.”

“The child wants to come, but the parent needs to put in effort; they say they can't afford it, and can't take them to Scouts.”



DON'T JOIN

Parent

- **Affluent/ Urban**
 - Been involved with Scouting themselves.
 - Have another child already involved.
- **Disadvantaged**
 - Lack of alternative options.
 - Facilitated by school/ NGO (subsidised/ free).

Parents across the board are motivated by their children's learning life-skills

Child

- **Affluent/ Urban**
 - Personal interest (persuades parents).
 - Friends/ peers elicit interest.
- **Disadvantaged**
 - Lack of alternatives.
 - School friends also joining.

Parent

- **Affluent/ Urban**
 - Not a priority/ not a consideration for time-starved kids.
 - Don't support (due to time, transport, engagement challenge of urban parents).
- **Disadvantaged**
 - Lack of awareness.
 - Lack of funds (uniform is a key barrier).

Child

- **Affluent/ Urban**
 - Not a priority in busy schedule.
 - Not cool (14+/ high school)
- **Disadvantaged**
 - Lack of awareness.
 - No resources, even if membership subsidised.

UNPACKING THE PROCESS OF BECOMING A MEMBER

For Child Scouts → **Relatively easy**

- Fill out a form, attend 4 – 6 meetings over 2 months.
- Then need to get an uniform (disadvantaged kids are given hand-me-downs, other members donate money for uniforms, or buy from 2nd-hand shop BUT there is still a drop-off here).
- Note: Perception of surplus of paperwork (still paper-based system relying on physical forms) → acts as barrier in outlying/ rural areas.

For Adult volunteers → **More difficult**

- Required to attend training.
- Training costs approx. R5000 (more in rural areas → travel costs); funding doesn't extend to all adult volunteers, so many need to pay for themselves.
- Reference checks and interview processes to ensure child safety.
- Human resource capacity required to train and mentor new adult volunteers; tough for volunteers with full-time jobs.



The result is an **ongoing lack of adult volunteers** relative to number of child Scouts joining or wanting to join.

“We have no problem with 6 – 11, we we don't have a product problem, we have a supplier problem. We have a massive waiting list for kids, and not enough adult volunteers.”

“Some groups have closed new membership because they don't have enough adult leaders. It's a big problem.”

WHAT IS SCOUTS SA DOING WELL ?



RELEVANCE OF SCOUTING IN TODAY'S WORLD

Respondents all agree empathically that **Scouting is relevant, and applicable across race, gender and age.**

- **Life skills learned are timeless** and equip children regardless of external factors.

“Kids will always be kids, technology has changed but kids will always want to explore, have adventures, have fun. This hasn't changed.”

Program Chairs are working hard to **remain current in the rapidly developing digital world.**

- Now have a badge for coding and “Geo Cache” badge.
- New Cub Program launched 2 years ago → positive feedback.
- New Scout Program set to launch this year (4 years late though).

“We have a Geo Cache badge, which is quite visionary. We have indigenous games.”

Factors threatening relevance:

- “Conservative” perception; concern that ethics and morals may not carry the same weight as they did previously.
- Pervasive ‘noise’ in which kids are growing up; time-pressured, digital, social-media, instant-gratification.

“I don't know that being ethical and being a good person and doing good for others has the same currency as it did 10 or 15 years ago.”

“The program is modern but the things around it are old-fashioned; the militaristic ceremony, the prayer, the flag.”

Suggestions of experts for keeping programs relevant and current:

- Include water saving initiatives (Cape Town);
- Focus on HIV/ sexual-health;
- Look at emerging issues like cyber security/ cyber bullying;
- Focus more on vocational career options.

HOW DOES SCOUTING CONTRIBUTE TO A YOUNG LIFE?



LIFE SKILLS

Values

- Morals/ ethics
- Honesty/ integrity
- Responsibility

Character development

- Confidence
- Decision-making
- Ambition/ drive

Teamwork

- Leadership & allowing others to lead

Note: This is not an extensive list; only specific mentions from respondents



PRACTICAL SKILLS

Physical skills

- Hiking
- Swimming
- Rafting

Specific skills

- First Aid
- Navigation
- Knot tying
- Cooking

Adaptive to digital age

- Coding
- Geo Cache

Lower-income specific

- HIV/ AIDS prevention
- Personal safety



BELONGING

Being part of a community

- Social interaction
- Making friends
- Doing for others

*“It teaches **timeless ethics and values**, which is **particularly important in today’s world** with the constant noise and influences kids are exposed to.”*

HOW STRONG IS THE SCOUTS SA OFFER?

Base: All Users & Lapsed Users (n=348)

Top 2 Box Scores - % Strongly/Slightly Agree

	Total (348)	Users (281)	Lapsed Users (106)
The program is very strong in teaching employability skills	97%	98%	92%
The program is very strong in teaching character skills	97%	98%	92%
The program is based on a strong set of values	97%	98%	94%
Is a professional and efficiently managed organisation	97%	98%	92%
Is keeping up with times in their program and activity offer	96%	97%	89%
Offers children a safe place to have fun	97%	98%	95%
Is relevant to the needs and interests of today's youth	97%	98%	92%
Is appealing to both boys and girls	96%	96%	94%
Is a financially a stable organisation	91%	92%	87%
Welcomes people from disadvantaged backgrounds	95%	97%	90%
Offers young children between 7-10 an appealing program of activities	93%	94%	88%
The program is very strong in teaching practical skills	89%	93%	81%
Offers children and teenagers between 11-18 an appealing program of activities	89%	91%	77%

Statements in descending order of Importance

	Gauteng (152)	KZN (82)	Western Cape (114)	Black (71)	Coloured (41)*	White (216)	Indian (20)*
The program is very strong in teaching employability skills	95%	98%	98%	93%	93%	99%	95%
The program is very strong in teaching character skills	96%	95%	98%	94%	98%	98%	90%
The program is based on a strong set of values	97%	95%	99%	94%	98%	99%	90%
Is a professional and efficiently managed organisation	96%	95%	99%	94%	98%	99%	85%
Is keeping up with times in their program and activity offer	93%	96%	98%	92%	93%	98%	90%
Offers children a safe place to have fun	97%	95%	99%	96%	98%	99%	85%
Is relevant to the needs and interests of today's youth	95%	96%	99%	96%	95%	99%	85%
Is appealing to both boys and girls	97%	90%	100%	94%	98%	98%	80%
Is a financially a stable organisation	92%	83%	96%	89%	90%	92%	90%
Welcomes people from disadvantaged backgrounds	94%	94%	97%	94%	98%	95%	90%
Offers young children between 7-10 an appealing program of activities	94%	91%	94%	93%	98%	94%	80%
The program is very strong in teaching practical skills	85%	98%	89%	92%	95%	88%	90%
Offers children and teenagers between 11-18 an appealing program of activities	87%	93%	89%	93%	90%	88%	85%

Overall a large majority of both User and Non-User are very content with what Scouting offers children in South Africa. This picture is mostly consistent across the different areas and races. The only slight concern coming from the Lapsed User side is that the program for teenagers is not so appealing and that in general the program could be improved in the area of practical skills. It currently seems stronger in teaching employability and character skills – which are both seen as more important skills than practical skills. Meaning that the focus of Scouts is in the right direction!

WHAT IS LIKED ABOUT SCOUTS SA?

Base: All Users & Lapsed Users (n=348)

	Total (348)	Users (281)	Lapsed (106)	
Teaches life skills (communication, leadership, time management)	25%	23%	23%	→ High in Gauteng (27%)
Teaches independence/ responsibility for your own life	15%	16%	8%	
(Outdoor) activities (every week)	11%	11%	12%	
Fun/ exciting	8%	10%	3%	→ High in WC (17%)
Teaches respect/ values/ morals	8%	9%	5%	→ High in KZN (17%)
Educational	7%	7%	8%	
Teaches discipline	7%	8%	5%	→ High in KZN (12%)
Development programmes/ empowering	5%	5%	4%	
Camping trips/ hikes	4%	3%	6%	
Good place to make (new) friends	3%	3%	2%	
Welcoming to everyone	3%	3%	1%	
Teaches teamwork	3%	3%	2%	
Ceremonies	2%	2%	7%	
Adventure	2%	2%	3%	
Uniform	2%	1%	4%	

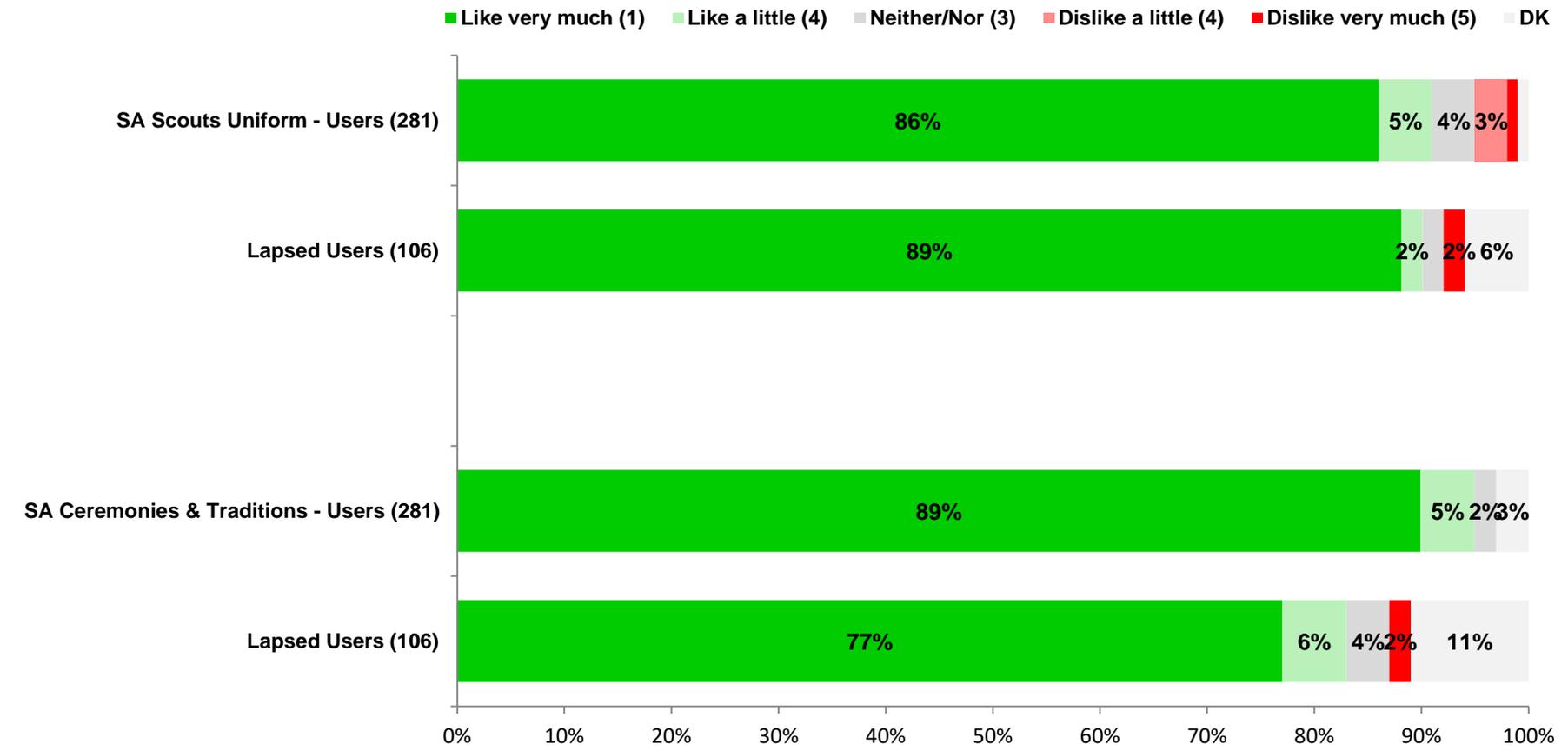
The fact that Scouts teaches your child life skills is the single most liked benefit both according to current Users as well as Lapsed Users. The fun part of Scouts is particularly acknowledged by Users in the Western Cape. In KZN the parents value the teaching of respect, values, morals and discipline more than parents in the other provinces.

Q30. Scouts SA requires their members to wear a uniform which differs between the various Scouts groups in South Africa. Q31. As part of the Scouts SA membership children have to participate and follow a number of ceremonies and traditions. How much do you like or dislike the Scouts uniform that your child(ren) have or had to wear/ these ceremonies and traditions part of Scouts SA membership?

WHAT IS PARENTS OPINION ABOUT THE SCOUTS' UNIFORMS AND CEREMONIES & TRADITIONS?

Base: All Users & Lapsed Users (n=348)

Question from expert: "Do parents see the ceremonies as a traditional value-add or as old-fashioned and uncomfortable?"



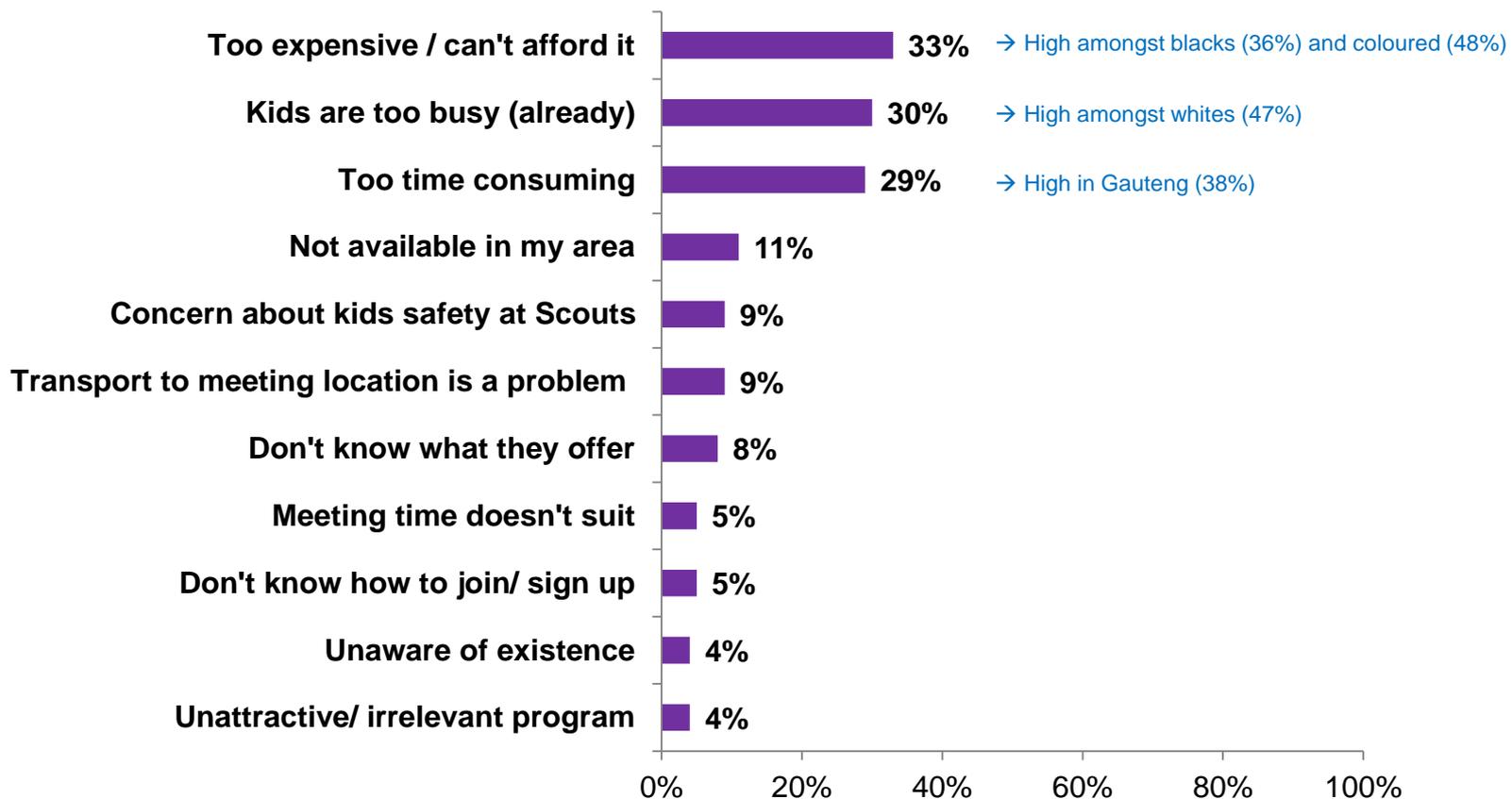
Neither Users nor Lapsed Users have an issue with their kids having to wear the Scouts uniform. Although the majority is also fine with the ceremonies & traditions, about one fifth of the lapsed users shows some dislike regarding it.



AND WHERE ARE THEY MISSING THE BOAT?

WHAT ARE THE MAIN REASONS FOR NEVER HAVING SIGNED UP?

Base: Non-Users (n=162)

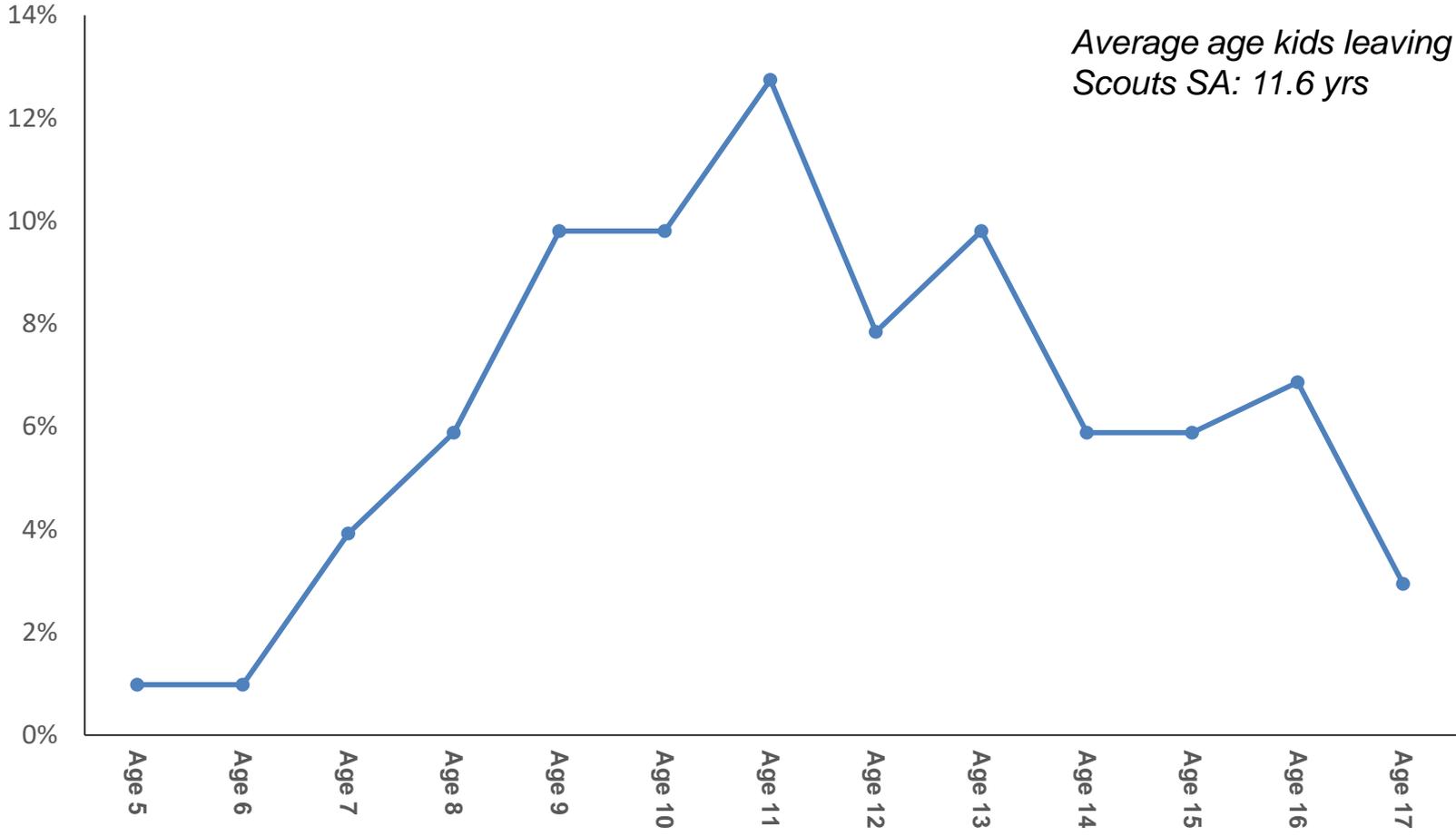


90% of the Non-Users has never considered to sign up their kids with Scouts SA. Main 3 reasons for that is the fact that it is too expensive (esp. according to black and coloured parents), the kids' program being too busy already and related to that, it being time consuming for the family.

Q20. Can you please tell me for each of your children who have left Scouts at what age they gave up their membership? Starting off with the oldest and ending with the youngest??

AT WHAT AGE DO CHILDREN LEAVE SCOUTS SA?

Base: Lapsed Users (n=106)



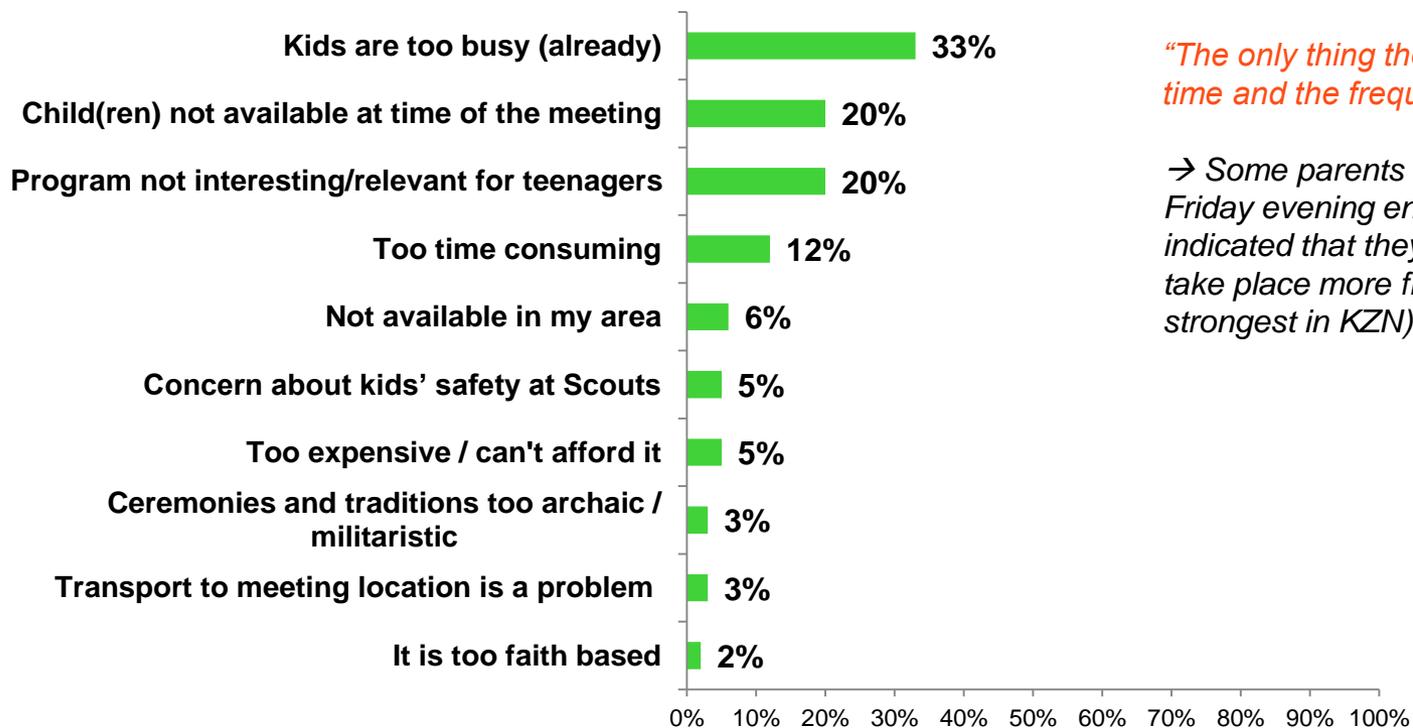
Average age kids leaving Scouts SA: 11.6 yrs

Most children leave Scouts SA when they have outgrown Cubs and reached the Scout age. This is also the age that the program at school gets busier with more homework responsibilities preparing kids to get ready for high school.

WHAT ARE THE MAIN REASONS FOR HAVING LEFT SCOUTS SA?

Base: Lapsed Users (n=106)

Note: Parents who have current or previous experience have no real issues with Scouts SA at all. 88% of the total user & lapsed user sample didn't mention a single dislike at all!



“The only thing they could improve on is the time and the frequency of the meetings”

→ Some parents feel that the meeting on Friday evening ends quite late, and others indicated that they would like meetings to take place more frequently (coming through strongest in KZN).

The fact that kids simply can't fit it into their busy program, is the main reason why kids are leaving Scouts. The unavailability at time of the meeting is obviously related to that. The program not being interesting/relevant for teenage children is a key reason for leaving as well.

FURTHER UNPACKING RETENTION & DROP-OUT

Once in Scouting, **retention depends mainly on the adult volunteers** running the specific group:

- If programs aren't kept relevant and interesting, kids will leave.
- If programs don't deliver on the promised skills transfer, kids will leave.

Parental support and buy-in plays a role; kids whose parents support them (transport, money etc.) tend to go further (more likely to happen if parent has come from a Scouting background as well).

Age also plays a key role; when children transition to high-school, or into a 'teenager mentality', their school & homework program gets busier and they suddenly place a far higher premium on being cool and fitting in.

- Drop-off between the ages of 14 – 16, especially as Friday nights become 'party/going out' nights.

In disadvantaged areas, an affordability barrier accounts for drop-outs;

- **Kids drop-out after the initial 6 weeks when it's time to get the uniform**, even with hand-me-downs, donations and 2nd-hand shops.

"It's meant to empower young people to make decisions, and to support them and hold them accountable in those decisions. Some of the adults are so controlling that they never allow the young people to actually make decisions, and the young people leave because they don't see the point."

"Parents who are involved and engaged; those kids make it right to the top. Generally the parents' support is not there, and it's much harder for those kids to get to the top."

"When kids go to secondary school it becomes less cool, and sport becomes a bigger competitor."

"If a family can't afford a uniform, they won't come back after the initial 6 weeks. There are 2nd-hand shops but it can still be a challenge."



LOOKING AHEAD, WHAT ARE THE MAIN CHALLENGES SCOUTS SA IS FACING?

QUESTION AROUND RELEVANCE OF SCOUTING IN TODAY'S WORLD

While Scouting is seen to instill good morals and values.....
.....the relevance and esteem put on these values is questioned in today's world.



Are the values upon which the movement is based speaking to today's youth?
If not, why not, and how do we adjust our approach to be more relevant?

*"We espouse conservative morals and ethics; I think it's a **negative in the eyes of the youth, but a positive in the eyes of the parents.**"*

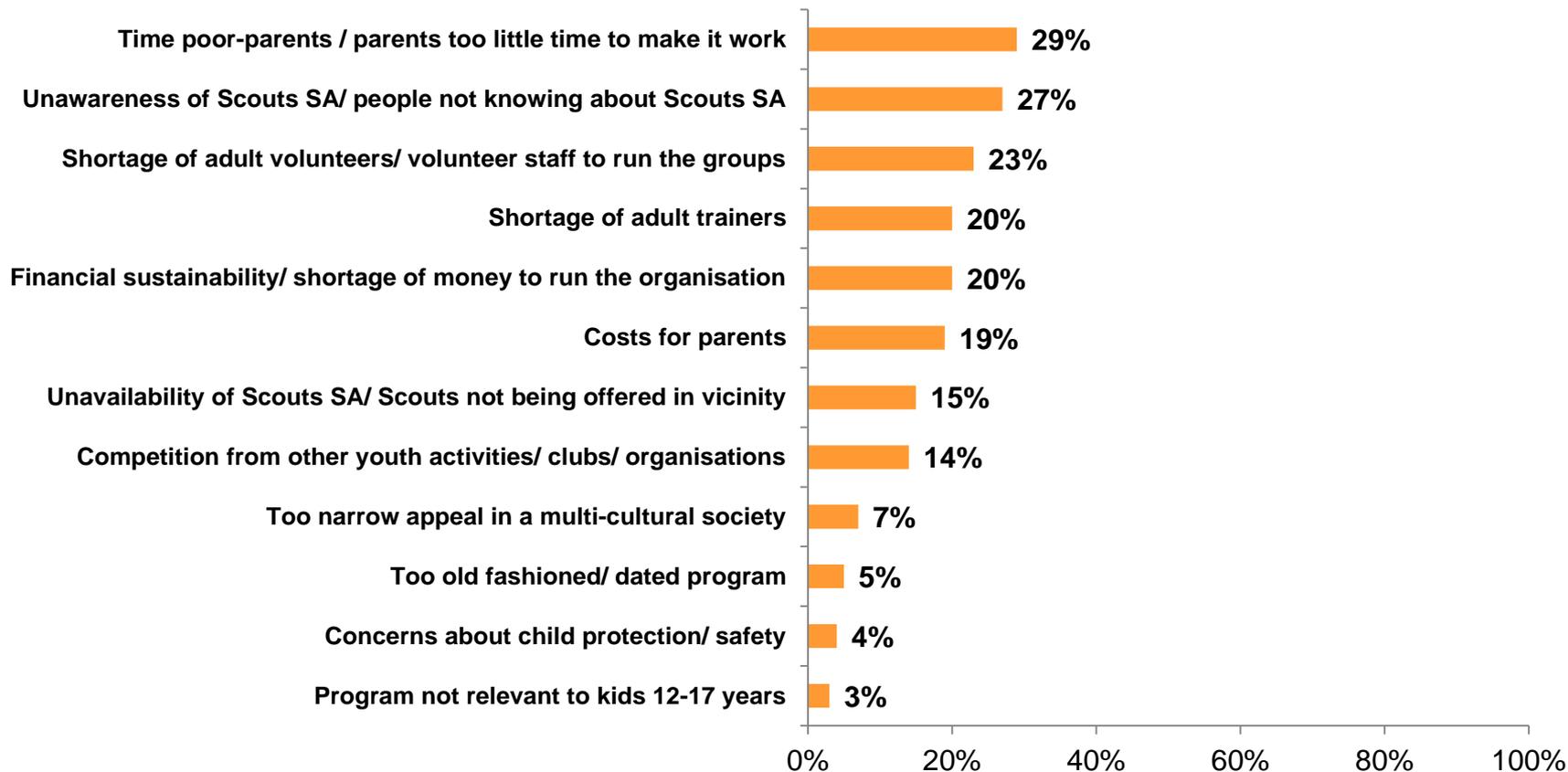
*"All the kids I have interacted with at Scouts seem to be **confident and grounded, with a good sense of morals, ethics and values.**"*

"Duty to God, duty to yourself, duty to others – it's a good philosophy for youngsters today. God can be whatever your God is."



AND ACCORDING TO PARENTS, WHAT ARE THE MAIN CHALLENGES SCOUTS SA IS FACING OVER NEXT YEARS?

Base: All Users & Lapsed Users (n=348)



The lack of time of SA parents as well as their unawareness of Scouts are perceived to be the two single biggest threats for Scouts SA over the coming years. Lack of parents' time obviously also has an impact on their availability to offer volunteer services to run the organisation. Lastly the financial unsustainability of the organisation as well as the financial challenge of parents to pay for membership fees, are both also contributing risk factors in going successfully forward.



AND WHAT ARE THE KEY OPPORTUNITIES FOR
SCOUTS SA?

CHANGING THE CURRENT PERCEPTION

Khaki Uniform → Khaki; out-dated & old-fashioned

- Update and modernise rather than replace (maintain heritage, but align with current fashion and trends).
- It seems that the purple uniform has gained traction in the Western Cape, but hasn't really been adopted elsewhere.



“The uniforms could be updated, made cooler. But that would have a financial impact; there needs to be a cost benefit analysis.”

“The kids won't go to a shopping centre in their uniforms, but they don't want to change it because when they are in their Scout groups, it shows their achievements.”

“In the Western Cape we are pretty purple when we meet, but the rest of the regions don't think it is necessary.”

 **Nicholas Huisman** reviewed Scouts South Africa — 5+
February 12 at 9:11am · 🌐

I've just done the introduction course to scout leadership, what a fantastic movement. If we had more scouts we would have less problems.

 Like  Comment  Share

 5

 **Brendon Hausberger** Dear Nicholas, Firstly welcome and secondly thank you for those kind words - I am sure you will agree that the training team do a superb job in preparing our adults to work with and develop our young members. We look forward to seeing you making a positive impact in the lives of others in South Africa. Yours in Scouting, Brendon

 2

Like · Reply · 3w

 Nicholas Huisman replied · 1 Reply

Focus on digitisation

- Speak to the youth where they are; digital channels.
- Use interactive viral campaigns to encourage participation and pride in being a Scout.
- Encourage 'healthy' peer pressure for Scouts to get their friends to join; perhaps make this into a badge, the “Friendship Challenge Badge”? (Difficult to incentivise with money).

LEARN FROM THE SUCCES IN KZN

Kwa-Zulu Natal has **integrated Scouts in schools, as an after-school activity**

This required....

1. Good relationships with government;
2. Already established relationships with government;
3. Dedicated person to drive and implement this initiative;
4. Buy-in from Government.

Benefits

- Happens at school; easier for parents to manage.
- Becomes a more viable competitor to any other after-school activity.
- Teachers get an allowance to complete the adult volunteer training.
- Runs in accordance with the school year (elsewhere Scouts is outcomes-based as opposed to time-based).

Where are the other regions in comparison?

- Western Cape now piloting Scouts in schools; have an agreement with the Department of Education in place, Western Cape Premier has come on board, and have gained 800 new members in one year.
- Other regions appear to have tried, but failed, to gain Government buy-in.

“In KZN, the Department of Education bought in, they saw the value of Scouting. To get that right, you need good government relationships, and a dedicated employed person to run with the project.”



“It's not for want of trying; people have tried in the different regions to talk to the education department.”

KEY OPPORTUNITIES & FOCUS AREAS FOR THE FUTURE

INCREASE ADULT VOLUNTEERS



Increase adult volunteer numbers

Implement plans around training capacity

- Training volunteers need to buy in to longer-term strategy; the more capable adult volunteers in the organisation, the less the burden on people like themselves.

Address cost barrier for adult volunteer training

- Suggestion: Modulised online training; allows to go at own pace, reduces costs after initial set-up cost, broadens reach.

FOCUS ON DISADVANTAGED COMMUNITIES



Focus growth on townships

Disadvantaged kids represent the greatest potential value in terms of what they can get out of the Scouting movement

Urban townships: low-hanging fruit

- Dense populations, easier to access, organise and maintain.

Rural townships: longer-term goal

- Harder to access, poor infrastructure, lack of adult volunteers to implement in these areas.

SHOUT LOUDER TO AFFLUENT COMMUNITIES



Communication with affluent/urban communities

These kids represent the greatest opportunity in terms of growing a sustainable model, in which a large percentage of membership are paying full fees (allowing the organisation to sustain and develop in poorer areas)

Market aggressively

- Shout out benefits across channels aimed at these parents (DSTV, YouTube, Social Media, ShowMax etc.).
- Communicate a unified, strong value proposition.

UK: Focus more on 4 – 6 year olds; upskill more volunteers for this age group



CONCLUSIONS & STRATEGIC RECOMMENDATIONS



CONCLUSIONS & STRATEGIC RECOMMENDATIONS

The tension between National Head Office and the Regional structures is a key concern.

Whatever is coming down from the National Head Office doesn't get implemented at a top Regional level. Then Regional management are not sending out centralised communication to their groups.

In addressing this:

- The organisation needs to communicate the role, responsibilities and benefit of having a National Head Office;
- Regions should be mandated to share their membership databases, so as to allow for a centralised member database, and to facilitate fund-raising efforts from National to Regional members;
- The recent Lekgotla appeared to work really well in beginning to address the communication difficulties, but there is a call for this to happen at least annually, instead of every 3 years.

CONCLUSIONS & STRATEGIC RECOMMENDATIONS

Funding is a huge concern, especially in a country where the majority of members can't pay a membership fee / or only pay a stipend.

- There is mention of moving towards a new structure, in which **funding is entirely externally sourced**, with no reliance on membership fees. Is this viable? What is needed to make this happen? And, what would the timeline look like, to implement such a structure?
- Some are looking at **corporate involvement**, to sponsor groups/ districts or events. What is needed to get corporates on board?
- **Obtaining governmental buy-in** and involvement seems to be critical, but so far only KZN has achieved this, with WC currently piloting something similar (with good results).
- The quant results are demonstrating that buy-in from government (→ school Scouting) has significantly raised awareness and perception of Scouts SA in KZN.

Maintaining a sufficiently large base of adult volunteers that operate in a professional manner is difficult.

In addressing this:

- Streamline training; aim to make it less cumbersome (cheaper, quicker, easier) to become a volunteer.
- Look at digitising training modules and bringing in an online training system; broadens reach, allows trainees to complete in their own time, eliminates transport and facilities costs, and will drastically reduce training costs (after initial set-up which will be a substantial costs).

CONCLUSIONS & STRATEGIC RECOMMENDATIONS

In affluent/ urban areas, a key driver into Scouts is having a parent who was/ is involved. This means the potential pool of new joiners remains limited. Adding to this, affluent children are heavily relied upon for membership fees.

Many people don't know the brand, let alone what it is all about. Those involved perceive it to be relevant and great!

SA parents very much value the importance and relevance of externally organised after-school activities for their kids, but perceives the current offer to be limited. Opportunity for growing Scouting is there!

In addressing this:

- Brand needs to be out there! Scouts needs to find a way to reach those not currently involved in the movement; the product delivers but without awareness, the member base will not grow significantly.
- While marketing campaigns are happening, these appear to be localised and fairly infrequent.
- A greater focus should be put on social media; Facebook and Instagram (latter appears to be more active than Facebook).
- While cost is a huge concern, finding funds for a national above-the-line campaign could create a real shift in awareness and sign-up.
- A brand ambassador program could work well to seed Scouting into different areas and communities.
- Getting buy-in from schools (with or without government support) will help to entrench Scouting; parents benefit by not having to do extra transport and schools benefit by instilling the Scouting values in their kids and getting their teachers trained on Scout adult program (upscales teachers).
- Rather than fighting your competition, learn from their successes and continue to monitor their strengths and evaluate which opportunities they offer.

LASTLY, A FEW MARKETING SUGGESTIONS

ATL – Above The Line Marketing

- Channels: TV or radio, billboards (roll-out the campaign done in Johannesburg nationally, getting the Scouts to build the billboards), print (parenting magazines, outdoor/ sports magazines), online (outdoor retail stores, parent forums and websites, kids-focused events), social media.
- Message: Clear, simple, unified: “Scouts is cool”; illustrating the benefit of Scouting to kids; how this impacts them as future leaders and make use of the validated quantitative data for credibility.
- Endorsements: Use of real Scouts - current and past; getting ‘celebrities’ would work well to build trust and credibility (In the UK, the involvement of the Monarchy has offered significant weight).

Social Media Campaigns

- Interactive; getting kids involved in healthy challenges/ making videos/ completing quizzes/ entering competitions etc.
- Look at linking badge requirements to social media; as a part of getting a badge, kids need to post something they have made online / submit a video etc. (this is obviously much easier to do in affluent areas, but would work well to bring awareness to these areas)
- “Bring a friend” campaign; incentivise current Scouts to create interest amongst their peers; get recognition for getting friends to join / like social media pages (recognition doesn’t need to be money-based; it could be that they get to choose their next adventure, or act as the leader for an activity etc.)

WHAT SUPPORT IS NEEDED TO MOVE FORWARD?

GOVERNMENT SUPPORT



- Involvement and buy-in as seen in KZN
- Support in funding
- Support in getting into schools & setting up NGO Scouting

OPERATIONAL SUPPORT



- Assistance in updating training and program materials (i.e. a new workbook for Cubs explaining requirements for badges)

MARKETING SUPPORT



- Greater presence in the market → facilitating increased membership and greater interest from corporates for sponsorship.
(corporates sponsor inter-group events/ competitions)

WHAT SUPPORT IS NEEDED TO MOVE FORWARD INTERNALLY?

GREATER COHESION



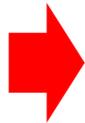
- Regional buy-in to National Head Office (functions and benefit).
- Clear, transparent communication between National and Regions/ Districts and Groups (annual Lekgotlas).
- Less gate-keeping; more sharing of information and best-practice learnings.

LESS ONEROUS TRAINING FOR ADULT VOLUNTEERS



- Simpler training for adult volunteers; less time and cost-heavy.
- Encourage this participation rather than alienating potential volunteers through lengthy paperwork and training.

FUNDING RESOURCE & SUSTAINABLE MODEL



- Dedicated team/ person responsible for fund-raising (salaried, full-time position).
- Model that relies solely on external funding to eliminate affordability barrier (sustainable model).



THANK YOU!