



**SCOUTS**  
Creating a Better World

# The Growth toolkit





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Creating a Better World

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Organisational Development  
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**The**  
**Growth**



**toolkit**

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# Introduction

For well over one hundred years, Scouting has been actively contributing to creating a better world by supporting young people to develop their full potential as individuals and as active citizens in their communities and in society. Through the Scouting method and its educational programme, it instils values as well as competences for life and leadership skills that enable them to play an active role in creating a better world.

Today, more than ever, the world needs more Scouts. Young people empowered with the values and equipped with the skills of Scouting to be a force of positive change. For this reason, it is important that we work together to ensure every young person is offered the opportunity to join our movement. Scouting's impact and potential as a social force for change increases with every young person that we can help develop.

## Growing Together

Through Vision 2023, the World Organization of the Scout Movement's (WOSM) 170 National Scout Organizations (NSOs) have set forth an ambitious goal in which we aim to see Scouting as, "the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values".

We recognise this is an ambitious vision and one that will require effort and long-term commitment from all of our NSOs to provide better, more engaging Scouting experiences to more young people.

It will also contribute to expanding Scouting in communities where it has not existed before, allowing us to reach millions of Scouts worldwide.

WOSM's 2017-2020 Triennial Plan has set 'Growing Together' as its key focus because we want to support you, our NSOs, in achieving that ambition. And part of this commitment is to increase our efforts in supporting you to develop growth strategies and action plans towards achieving quality growth. This includes providing expertise through our WOSM services and sharing best practice from across the movement. Because, let's be clear, growth does not happen at the global level, it happens at national and local level. It happens where the young people are.

In your hands you are holding the Growth Toolkit which is a key part of that ambition of growing together. It is not intended as a comprehensive manual but rather a holistic approach, covering a number of key elements that need to be taken into account when considering any growth strategy. For each of those elements it also provides inspiration, tools and ideas to help you along the way. You can find many other resources that have been produced at world, regional and national levels on the [WOSM Services platform](#).

We wish you the best of luck on your NSO growth journey and thank you for your commitment to live up to the promise to bring better Scouting to more young people. Together we can provide every young person in the world with the opportunity to join this fantastic educational adventure that we call Scouting.

The Growth Unit, WOSM

# Getting Started

**When we talk about Growing Scouting, we refer to both growing our impact and our membership. One of the best ways to measure your membership increase is the NSO market share.**

Market share refers to the amount of young people involved in an NSO compared to the available youth population in the country. For example, if there are 1,000 Scouts in a country with 100,000 young people of Scouting age, the NSO's market share would be 1%.

$$\text{Market share} = \frac{\text{Total number of members in your NSO}}{\text{Youth population of your country}}$$



## How can you use this toolkit?

Each section of the toolkit covers a different aspect of membership growth and suggests a selection of activities which can be implemented by the NSO. The all-encompassing nature of growth means that it will be important to tailor each element to the needs and reality of the NSO.

The toolkit includes some theories to guide how you can address growth and tools that can help you in your strategic planning and decision making. These tools can be used as they are or adapted using activities and resources outlined in this and other WOSM toolkits.

In providing an understanding of what growth is and how to apply this approach, this toolkit aims to support all those directly involved in making a sustained transformation, however large or small.

The toolkit is designed for NSOs but can be used as a tool for regional (district) and local Scout groups as well. Based on your role in Scouting, we recommend that you use the information and shape the actions to your scope of work.



## How is it relevant to your role?

The toolkit is designed for NSOs but can be used as a tool for regional (district) and local Scout groups as well. Based on your role in Scouting, we recommend that you use the information and shape the actions to your scope of work.

### Role

### How this growth toolkit can help you



**Chief Commissioners**  
**Chief Executive Officers**

As well as setting out growth principles, the toolkit defines the practicalities of using this approach to innovate, problem solve, engage staff and/or volunteers, and to measure the impact of such changes on NSO, service user and staff satisfaction - helping you to understand how and where to grow to add value to your organisation.



**Growth Committees**  
**National Boards**  
**Local group leadership**

This toolkit will enable you to create and disseminate growth mindset and govern the implementation of the growth commitment through your NSO. As part of holding leadership positions you are required to demonstrate initiative and inspire others. This toolkit provides tools and information on how you can inspire commitment and use a holistic growth approach to build your to a NSO healthy size.



**Leaders**  
**Staff working in a growth and development role**

Leaders and Staff in growth roles are often seen as the ones who should undertake the responsibilities of growing an NSO. This guide can help you to understand the scope of growth, how it might apply to those of you in these positions and how it could be incorporated into more traditional Scouting activities. In your role you may have experienced issues which are difficult to resolve, have exhausted various options and techniques without making real progress. This toolkit can help by illustrating how doing things differently can foster growth and positive, lasting, tangible differences.

# Seven key ingredients for growth

There is no one-size-fits-all approach to growth. What works successfully in one country or context might not work in another. However, even if there is no single recipe for how to make growth happen, we can share with you what we have identified as some of the key ingredients that you will need.

The list of seven key ingredients is based on our analysis of a number of successful growth strategies from NSOs across the world. [We found the following ingredients were common elements in each of them:](#)

**1** Setting a **target** and having a **strategy** in place to reach it

**2** An exciting, engaging and up-to-date **quality youth programme**

**3** Finding, developing and retaining **leaders and adult volunteers**

**4** **Engaging communications** to tell a better story of Scouting

**5** **Strong organisations** to provide better support to local groups

**6** **Partnerships for Growth** to create an enabling environment for growth

**7** **Outreach and Recruitment** to actively reach out to new members

For example:

How much of each key ingredient you will need to include in your strategy will very much depend on your NSO's needs, current capacity, context and reality.

You will need to discover the right mix of ingredients for the right growth recipe for your organisation, and the mix might even change over time. If, however, you focus on only one of the ingredients, you will find it extremely hard to achieve and maintain long-term sustainable growth in your NSO.

- Even if you have a new high quality, engaging and exciting programme that meets the expectations of your members, but you do not have sufficient adult volunteers in place to ensure its delivery, new members will not stay long.
- If your new communications campaign promises a very adventurous Scouting experience, but your programme does not deliver on this promise, new arrivals will soon depart.

We therefore very strongly encourage you to look at and take into account all seven ingredients when developing your growth strategy. By including all elements, we believe it is even possible to achieve both exponential and sustainable growth together.

Successful and sustainable growth requires a strategic and holistic, organisation-wide approach. And it is one that can only be achieved by working to improve different dimensions of your organisation. It also calls for the necessary long-term commitment and investment of resources from across your organisation. In order to ensure this investment is not lost, it is important to ensure that growth is sustainable and offers long-term impact.

## The Framework

The seven key ingredients provide the framework for this toolkit. Each chapter will walk you through one of the ingredients, providing the necessary background information as well as a number of ideas on how you can approach each area. We also include concrete tools for assessment and analysis, and you will find a number of questions to help you reflect on different elements that may need to be addressed.





# INGREDIENT

## Setting a target and planning for growth

“ A goal without a plan is just a wish.”  
Antoine de Saint-Exupery

Setting a clear target and having a plan on how to get there is vital to move from organic growth to strategic, exponential and sustainable growth.

You might already experience organic growth as a result of the continuously growing youth population of your country. However, in order to significantly increase your growth and at the same time ensure it is sustainable, we very much encourage you to approach growth strategically. A set target and a well thought out plan based on the necessary

research will help ensure that your NSO is properly prepared for growth, able to track it, monitor it, and reduce the risk of any surprises that might arise along the way.

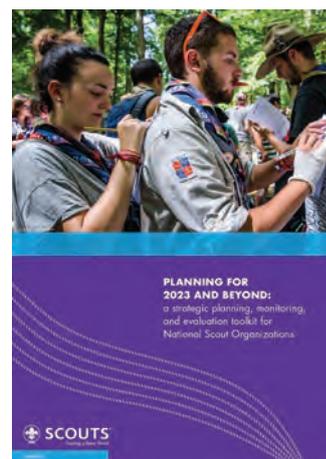
Planning for growth can follow the steps outlined in the [Strategic Planning, Monitoring and Evaluation \(SPME\)](#) model and should of course be properly adapted to the reality of the NSO. This planning process should build on a proper situation analysis, allowing you to identify both the internal and external factors that can either contribute to or be barriers for growth.



## Research and analysis

To know where you want to get to, you first need to understand where you are starting from.

As a first major step for any NSO that wishes to grow, you need to gather and analyse relevant information about your current membership, including the status and growth trends of both youth members and adult volunteers. This broader strategic analysis also involves consulting your membership on a range of issues so as to assess how well your NSO is, and is perceived to be, achieving its mission. This involves gathering and analysing quantitative and qualitative information from members as well as analysing external information including statistics, trends, and issues that are likely to influence your long-term growth prospects.





### Consider the following questions:

*What is our current and potential market share?*

*What trends, issues and challenges are impacting, or will impact, young people and/or (potential) volunteers which we need to take into account in order to offer better Scouting to more young people (in the context in which we operate)?*

In the Planning for Growth Tool, you will find questions to guide you through this stage of reflection which is an important part of this first step. Once you have done the research and the reflection, you will be ready to continue with the development of your growth strategy.

## Framework

There are two approaches that your NSO can consider when putting your growth plans into a strategy framework:

### 1. Developing a national growth strategy (or Growth Action Plan)

Having a dedicated document that provides a structured approach, guidance and support, brings several benefits:

- You will have a focused plan that is easier to be monitored and evaluated
- In the development of this strategy, you will probably engage people and stakeholders from all levels. This is a great opportunity to give both your members and stakeholders ownership of the growth plan, very early in the process.

The process of developing a growth strategy is not very different from the development of any strategy and you can use similar steps. The [Strategic Planning, Monitoring and Evaluation Toolkit](#) is a great resource that can provide you with both guidelines and inspiration. You can find this and many more materials on the

WOSM Services platform.

Using the proposed model, you should remember that:

- Your long-term vision and mission should now be focused on where and how much you are aiming to grow
- When setting the priorities in your growth strategy you can address the key ingredients described in this toolkit or develop specific ones that are related to age sections, regions, etc.
- The operational activities that are addressing your growth priorities should be the ones that will be found in your annual plans
- You should make sure that the growth strategy supports the organisational strategy and that there is consistency between the two.

### 2. Integrating growth in your new or existing NSO strategy

Growth is possible for all NSOs, and if planned, can be integrated into the overarching strategy of your organisation.

This process can be done by:

- Setting growth as a strategic priority during the planning process when developing your new strategy
- Updating your existing strategy, by reviewing the priorities and the operational activities and identifying where you can use them to achieve the desired growth.

It is important that in the process of integrating growth in your existing strategy, you use the first four steps of the usual planning process: Chose the right time; Assemble the right team for growth;

Create a long-term mission and growth commitment; Conduct proper research and analysis. This should be done before you start reviewing and correcting or developing growth actions. This is essential for developing team ownership and planning evidence-based growth actions to ensure you are addressing the correct issues.

## Setting a clear growth target



Would you tell me, please, which way I ought to go from here? asked Alice  
That depends a good deal on where you want to get to, said the Cat.  
I don't much care where— said Alice.  
Then it doesn't matter which way you go, said the Cat.  
—so long as I get somewhere, Alice added as an explanation.  
Oh, you're sure to do that, said the Cat, if you only walk long enough.”  
-- Lewis Carroll

If you know where you want to go, it will be easier to get there.

Your growth strategy begins with your organisation's vision. To realise this vision, it should be broken down into strategic goals and objectives. The actions outline what activities you will undertake to achieve these objectives, and the indicators (also known as KPIs – Key Performance Indicators) are how you are going to measure them. The objectives can be set by assessing:

- Your resources: What is your growth capacity? (e.g. number of existing groups and potential new groups, abilities to support development at national and regional level, internal resistance to change)
- What is the number of young people available in your target population?
- Your wants: How ambitious is your organisation?
- What priority is given to growth?

Example of how to set a goal, objective, action and KPI:

**Goal:** Increase national market share by 2% by 2023

**Objective 1:** Increase the number of groups in the organisation

**Action 1.1:** In the next 3 months create a team dedicated to support new groups

**Action 1.2:** In the next six months develop guidelines on how to open new groups

**KPI 1:** There are 10 new Scout groups in one year

### Choose your target audience(s)

Sustainable growth of your membership base requires a strategic approach. Broadly speaking there are two major options in terms of target audiences.

We will walk through them together, explore their implications, and what needs to be taken into account in order to make an appropriate strategic choice.

### Growing within, reaching out, or both?

Assuming that you have conducted a thorough analysis of both your NSO and the environment in which it operates, there are a number of different ways to increase your youth membership: by increasing your market share within your traditional

target group and/or by reaching out to new population segments outside your traditional target audience(s). Each option has its own set of potential implications and consequences.

	Increase your market share <u>within</u> your current target audience	Increase your market share <u>outside</u> your traditional target audience
Existing groups	1. Growing your existing groups	3. Attracting new target audiences to existing groups
New groups	2. Creating new groups for the same target audience	4. Creating new groups for different target audiences
	Grow within your current target audience	Diversification and exploring new target audiences

*Based on the Ansoff matrix model*

## Growing within

This approach aims at recruiting more members from the same traditional target population you are already recruiting within. In most cases, there is still room for growth within that particular group since very few NSOs have recruited the totality of the potential youth population in any specific group.

Three different projects to supporting this approach could include:

- Make changes to the youth programme to better meet the interests, needs and aspirations of young people within that group
- Improve programme delivery through better training and support of adult leaders
- Improve the NSO's image by strengthening public relations, external communications and branding.

Growth could be achieved by:

- Establishing new units within the same target population
- Increasing the capacity within existing units to welcome additional members
- Improving the length of time members stay by strengthening the retention rate.

When this approach is used, the minimum potential for growth will follow the foreseeable demographic evolution of that population. Reaching beyond this minimum level will depend upon the ability of the organisation to make its programme more relevant and more attractive.

## Reaching out

This will open new possibilities and offers the potential for Scouting to have a greater impact in responding to the needs of society. But this option will also likely require you to do one or more of the following:

- Work to adjust the image of Scouting for this target audience
- Introduce changes to the current youth programme based on the different needs and expectations of the new target group
- Find alternative ways of delivering the programme
- Explore innovative ways of attracting new population segments
- Identify and address barriers that are currently preventing or discouraging young people from joining
- Attract and retain adults who are competent and motivated to support young people in these new segments (and develop specialised training, if necessary)
- Establish new partnerships.

### Consider the following questions:



*How do we reach young people from minority groups and different backgrounds?*

*Is our membership accurately reflecting the population of the country?*

*Do we have a youth programme that is adapted for rural areas?*

*Are we coeducational and fully open to girls and boys?*

*Which societal group(s) would benefit most from Scouting?*

*Are we coeducational and fully open to girls and boys?*

All this needs to be explored and discussed carefully. Furthermore, these changes are most likely to happen when you have a team and a board with a growth mind-set and a commitment to try new things.



**It is important to remember that you do not have to limit yourself to one option only. By piloting different options and strategies on a smaller scale in different (sub)regions, you create an opportunity to test, at limited cost, whichever option results in the most successful and sustainable growth.**

### Tracking your growth

Building an effective strategy requires having quality data of your members and the communities from which they are coming from. Membership data is a valuable, often underutilised, source of information and can tell you a lot about:

- The profile of people who are involved in Scouting
- The average number of years of retention by age, gender or background
- The gender balance spread across regions
- Growth or drop-out rates per region and/or per age-section.

In order for data to be used effectively, it must be collected and managed in the best way possible.

### There are two basic approaches for tracking, collecting and managing membership data:



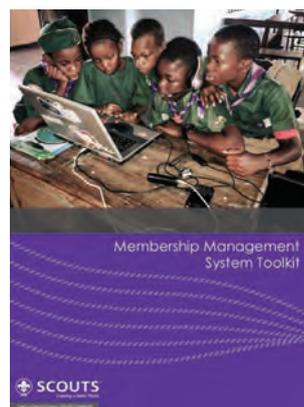
- **A yearly census**, which involves recording data on a periodic basis. A census, however, tends not to gather detailed personal data of members.
- **A membership registration and management system**, which involves the regular gathering of personal data on each individual member of an NSO from the moment they join. This information, such as name, gender, age, address, volunteering role, etc. is recorded and stored in a continuously updated database.

A membership management system (MMS) will initially require more work than a census but will save time with data management in the long term.

Once an MMS is in place, it can be updated easily and quickly when new members join, whilst a census must be done all over again for the whole membership, every year. Because of the possibility of regular updating, an MMS will provide more accurate and more up-to-date tracking information. And it also allows NSOs to generate more reliable financial data from membership fees, which can help with both budgeting and planning.

More robust, accurate data will allow your NSO to make better informed and more strategic decisions regarding growth and will also help you increase your understanding of the trends affecting membership. As the advantages of an MMS far outweigh the costs, we highly encourage you to implement one in your NSO, if you have not done so already.

More information on the selection and development of such platforms can be found in the [MMS Toolkit](#).



## Growth research and analysis



### How an MMS helps with research into growth

An MMS enables more effective communication with the membership base, in turn, allowing you to gather more accurate data on growth. It also allows you to easily inform members about new programmes, resources, camps, and so forth.

Specific personal information gathered from registration, such as addresses, age, and Scouting role, allows you to target your communications to specific groups, and ensure an increased engagement rate. An example of this might be a survey targeted at new volunteers attempting to understand why they joined

Scouting. It is important to keep in mind that personal data should always be handled in accordance to existing laws and regulations in your country.

### How analysis helps to understand your growth

Analysis of membership registration data can help you to identify and develop an understanding of the growth patterns within your NSO.

There are two generally accepted approaches to analysis; quantitative and qualitative. Depending upon your needs and circumstances, both can be equally useful and can complement one another.

Quantitative analysis provides you with data points on specific criteria of your membership. For example, the average age of your leaders or the percentage of female volunteers in your NSO. It can help you to quickly gain an understanding of the size of your NSO, geographical coverage and, through comparison with the previous years' figures, whether you are growing or shrinking. It allows you to discover changes in your growth trends and patterns across your membership, but can very rarely provide you with the reasons, causes or consequences of those changes.

Qualitative analysis usually involves focus groups, individual or group interviews, or satisfaction surveys or questionnaires. It is much more labour and time intensive but will provide you with insights into why something happened, and the impact on your organisation. It can therefore allow you to have a significantly more in-depth understanding on things like understanding your leaders' views on the youth programme, or why members left the organisation (through exit surveys).

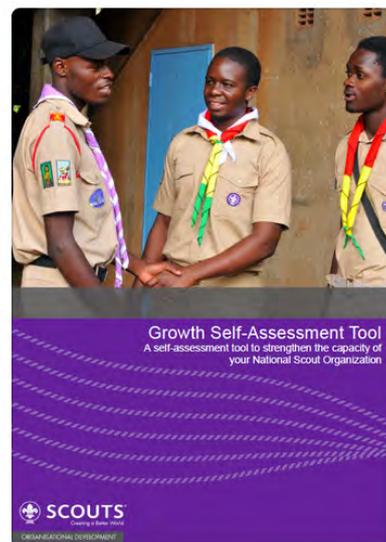
A general increase or decrease in membership numbers will not provide you with enough information to gain a true understanding of growth. The value is in the detail.

For example:

- Where are you growing?
- What is the social background of the people who are joining?
- Who is leaving the NSO (the profile of the individuals)?

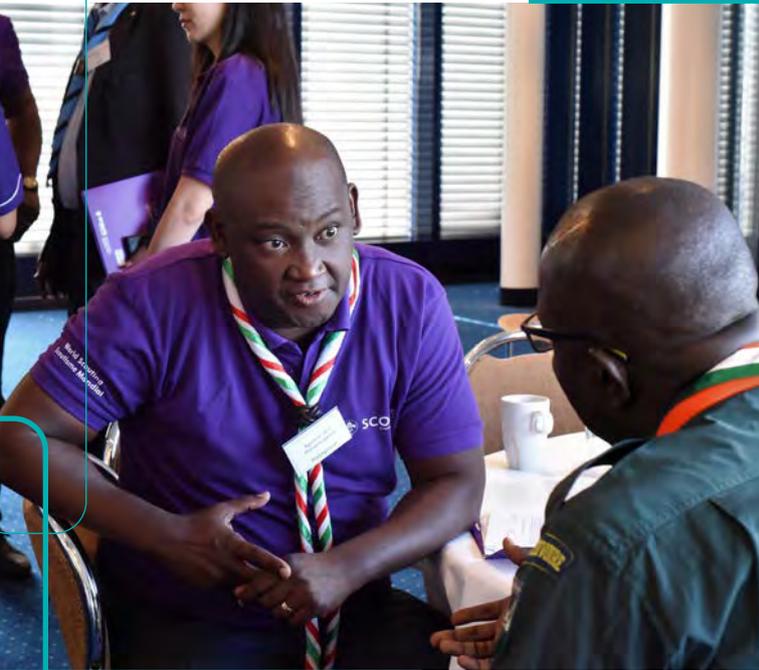
You might find regional variations or correlations across ages or gender, etc. All are details that can help inform your growth strategy. This is where a mixture of qualitative and quantitative analysis comes in to help provide you with the most accurate data.

To better understand your NSO's growth potential, we invite you to use the [Growth self-assessment tool](#) which is designed to help you think about the areas you may wish to focus on when developing a strategy.



Any data should be recorded and stored to allow comparison over time. This will enable you to properly calculate the growth or decrease of Scouting in your country, and to gain a more in-depth understanding of areas (regions, age-sections, etc.) in which your NSO is growing as well as areas where your NSO is declining.

## Making strategic choices

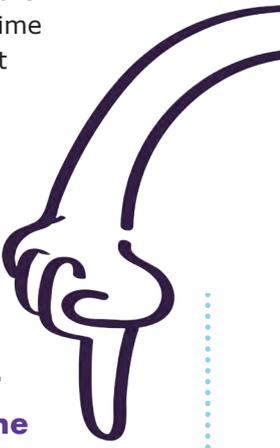


On the basis of an in-depth analysis of all the quantitative and qualitative information captured, you can start making decisions on the possible direction for growing your organisation. These decisions should take into account the highest growth potential, the level of acceptance of change, and the availability of (or potential ability to procure) the necessary resources, both human, financial and material, to support those options.

Any option will have a number of implications that need to be taken into account, such as an increase in training or publication costs, a change of image, or the development of new approaches to the youth programme.

The decision as to which groups of the population will be served, together with an understanding of the demographic dynamics of how those group(s) are expected to grow or shrink in the (near) future should give an indication of the potential for growth.

Applying this potential growth-rate to the current membership over a period of time will allow you to define a growth target and adapt it as necessary for planning purposes.



**Again, it is important to remember that you do not have to limit yourself to one option only. By piloting different options and strategies on a smaller scale in different (sub)-regions, you create an opportunity to test, at limited cost, whichever option results in the most successful and sustainable growth.**



**Consider the following questions:**

*Does my NSO have a long-term vision for my organisation, and strategy in place to implement it, in which growth is specifically addressed?*

*Can the actions for growth be easily identified in the annual plans and in the budget planning?*

*Do we have an MMS?*

*How do we analyse and make use of the data once it has been gathered?*

*Do we have a measurable growth target, and associated key performance indicators (KPIs), which we use to measure success?*

*Are our growth objectives SMART (Specific, Measurable, Attainable, Relevant, Time-bound)?*

Long-term growth requires considering the strategic options of growing within your traditional target group of the youth population or expanding beyond it. This expansion can be achieved by diversifying and reaching out to new segments and different target groups of the youth population.

While reaching out offers the greatest impact in terms of responding to the needs of society, the changes required can be more radical and challenging. Either option requires a serious analysis of where your NSO is now, where it wants to go, and how it intends to get there.

One of the most important indicators of growth in an NSO's analysis should be market share. That is the total number of members you currently have divided by the total youth population in your country. You can calculate your market share by comparing your current membership with official demographic data such as census information from your government, statistics from UN agencies or figures from the WOSM NSO data portal.



$$\text{Market share} = \frac{\text{Total number of members in your NSO}}{\text{Youth population of your country}}$$

Use the tool below to get a better idea of your market share. You can find the most up-to-date information on youth demographics in your country through the UN index, but if you are a local group or district you can use other available local demographic information to inform your calculations.



### Market share calculator

Age of young people	A Number of current members	B Total available population in this age range in your area/country	Market Share (A/B)
5 - 9 years			
10 - 14 years			
15 - 19 years			
<i>Example</i>	<i>6,700</i>	<i>1,568,900</i>	<i>0.42%</i>

If you would increase your market share by +1% or double your existing market share or set a target of 5%, what would that mean for your NSO:

<b>Total number of members today</b>		<b>Current market share</b> (Total current members / Total youth population)	
<b>Total number of members today</b>		<b>Target market share</b>	

How does this translate down to your different age sections?

- Which membership age range offers largest growth potential?
- How many leaders do you currently have? How many do you need to support this growth?
- How many local groups do you currently have?
- How many new groups would you need to set-up in the next three years to support this growth?
- Based on trends in your membership, what are the membership age ranges that you need to focus on? Which segment indicates the potential for growth?

Total number of members today		Target number of members	
Total number of Beaver Scouts		Target number of Beaver Scouts	
Total number of Cub Scouts		Target number of Cub Scouts	
Total number of Scouts		Target number of Scouts	
Total number of Venture Scouts		Target number of Venture Scouts	
Total number of Rover Scouts		Target number of Rover Scouts	



# INGREDIENT

## Youth Programme

**Our youth programme is at the core of what we do as Scouts. A quality programme provides an engaging, challenging and exciting Scouting experience. And one which is regularly updated helps it to remain fresh and relevant. These are by far the biggest contributing factors to the attraction and retention of your members, and the fundamental cornerstones of any successful growth strategy.**

If we are to attract and retain more young people to Scouting, we must understand and meet the current needs and expectations of young people and their parents (both inside and outside the movement).

By adapting our programme and exploring new and innovative ways of using the Scout Method to deliver Scouting, we can ensure it is accessible and actively open to all.



## Through this second chapter we will:

### 1. Explore the answers to these key questions:

- How do we ensure our programme is engaging?
- What are the expectations of young people and their parents (both inside and outside the movement); and how can we meet these expectations?
- How do we ensure our NSO's Scouting experience is open and accessible to all?

### 2. Examine a number of youth programme challenges that impact growth and explore ways to overcome them.

The youth programme is the essence of what young people do in Scouting (the activities), how it is done (the Scout Method) and the reason why it is done (the purpose). We have identified several key success factors for a youth programme that we believe attracts and retains young people to Scouting:

- Youth involvement
- Regular review of the programme

- Relevance and attractiveness of the programme to young people
- Challenge and progression opportunities/skills for life
- Role of adults in designing and supporting the programme
- Transition between age sections
- Diversity and inclusion
- Innovative ways to deliver the programme



## Youth involvement

As a youth movement, we can address all of the areas above by involving young people in the decision-making process regarding their Scouting experience. This will both empower them, as well as help ensure that the programme content remains relevant to them.

Consulting young people, helping them make decisions and become involved, both individually and collectively, is key to ensuring that Scouting remains attractive and relevant. It is also a useful way to gather continuous feedback to the NSO.

Scouting defines three aspects of involving young people in decision making:

- In the unit (involving them in shaping and evaluating their experiences)
- Institutionally (including them in decision-making bodies)
- In the community (helping to create a better world through active citizenship and community projects).

We very much encourage you to explore these areas more further, and invite you to look at the [WOSM youth involvement policy](#) for more information. The policy document also provides guidance on ensuring that your programme remains a Scouting programme, while allowing young people to add their own emphasis into it.



## Youth Involvement in your NSO

Use the tool below to identify which areas of your organisation young people are directly involved in and assess what they do within each.

Design of the youth programme objectives	Strategic management	Budgeting and financial decisions	Activity implementation	Governance and decision making

Based on the previous exercise, where do you think it may be important to involve more young people and how do you think it will benefit them and the NSO?

Collect ideas from your members and document them

## Regular review of the programme

For any programme to be attractive to young people living in the twenty-first century, it needs to be and remain up to date, and feel relevant and fresh.

An important part of this is the regular review of the national programme and ensuring it is keeping the pace of a changing society.

This includes reviewing the emerging needs and expectations of new generations, or their parents (for the younger sections), while remaining faithful to the fundamental principles of the movement (values, Scout Method, etc.).

There are a number of ways these reviews can be done, but they should be carried out regularly at a section level to gain feedback from young people participating in or having left the programme.

Formal reviews should take place around every five years at a national level.

A number of tools exist at WOSM's global and regional levels to help NSOs undertake these programme reviews.

One of them is the [Renewed Approach to Programme \(RAP\)](#) – an eight-step guide to ensure your NSO's programme is of a high quality.



## Relevance and attractiveness of the programme to young people

A relevant youth programme cannot be separated from the world in which young people live. If young people feel that Scouting offers them positive challenges and opportunities, they are more likely to stay in Scouting. At the same time, if Scouting's contribution is appreciated in society, it can and will help attract more members.

### Consider the following:

**Scouting's youth programme helps young people to develop the skills and competences they need today and tomorrow, and in turn, helps to create a better world.**



In addition to the many exciting elements of the programme that can help you attract more members, the areas of peace and environment have global appeal and remain at the heart of Scouting. You can also support youth members to become active global citizens through aligning your youth programme with the [UN's Sustainable Development Goals \(SDGs\)](#).

In order to actually be relevant, it is important to understand the social, economic, political, etc. context that affects the way a programme is designed (for example, legal non-formal education, recognition, technological progression, access to nature, etc).

## Challenge and progression opportunities

Most young people who join Scouting at a younger age, often join because of the fun and excitement it offers. But they remain because of the friendships they form, and because through the activities they undertake, they are continuously challenged to explore more, learn more, become more and grow more.



Keep in mind however that what is challenging or adventurous differs across age-sections and from person to person. The youth programme must therefore be progressively challenging as young people develop in age. This means ensuring that the activities are appropriate for the age range while always offering something to look forward to.

This may be new activities, familiar activities that become progressively more complex, or opportunities to explore new environments. Scouting can also link with other community partners to support challenging and adventurous activities for the older age groups.

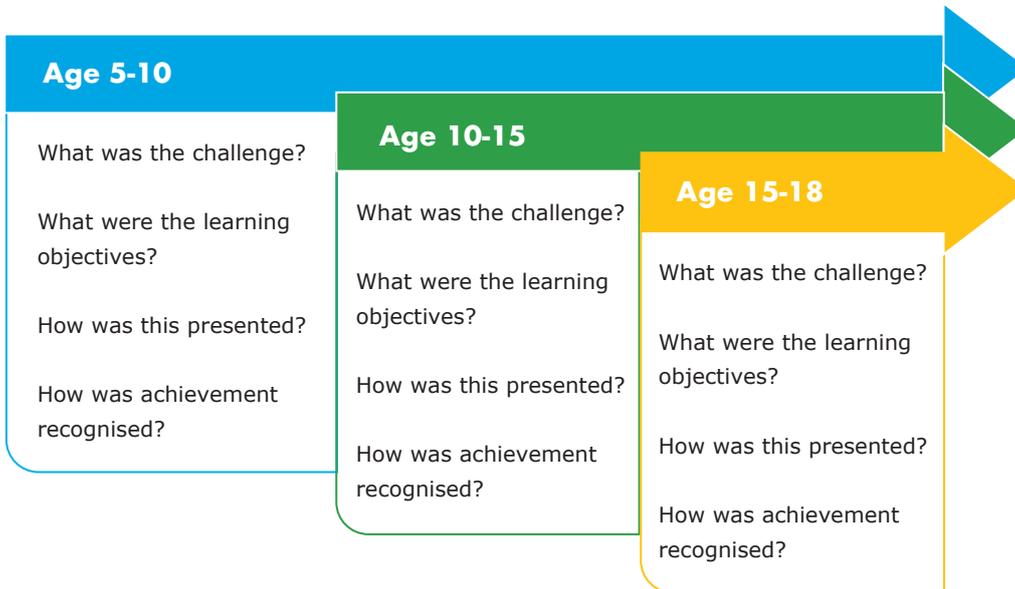
Difficulties can arise when young people move on to a new age section and the programme does not progress sufficiently with them. This is where retention of existing members can become challenging. Without retention as a key part of your growth strategy, sustainable growth can be hard to achieve.

A strong group leadership team will meet regularly to discuss the programme, not just within their own section but across all age ranges. You can find further guidance on challenges and progression in the [Renewed Approach to Programme document](#).

You can also use the tool below to consider the progression opportunities in your programme currently. Apply this tool for mapping the progression in your programme and for reflecting on how it is presented and organised for the members. Based on the findings, consider how you can improve the flow and recognition of achievements within your programme.



## Identifying progression opportunities in your NSO



\* The age sections are indicative and should be applied to the reality of each NSO (also the number of sections).

## The role of adults in designing and supporting the programme

Adult leadership is an important factor in whether young people choose to join and stay in Scouting. The skills and abilities of the leadership team are critical to the success of the youth programme.

If the leaders are not trained to create, develop or deliver qualitative, engaging and exciting youth programmes and activities to challenge, excite and

motivate the young people in their section, they will simply (and very quickly) lose members.

Offering a challenging and stimulating experience to young people means those adult leaders need appropriate training and support, as well as the necessary means and tools to do so.

During this training, leaders should be informed about the importance of growth and instructed about their role in recruitment as well as understanding how to be flexible and open for any young person that wants to join.





National guidance should also be provided on appropriate member-to-leader ratios for each age section. Having enough adults to support the programme helps ensure that young people receive the support and attention they need, which is a key to increasing retention.

District Commissioners and/or Scout group leaders should ensure a monitoring system of the implementation of both the member-to-leader ratios in their groups, as well as the implementation of the youth programme. Having an overview of the activities on offer to young people ensures that they are of a suitable nature and quality, and that best practice is shared as widely as possible. Best practice sharing could be related directly to activities but may also be related to ensuring a constructive atmosphere to support youth involvement. Sharing can also be done via many different means, such as social media or in-person meetings, to name a few.

At a national level you can support better programme delivery by providing an engaging and fit-for-purpose adults in Scouting (AiS) training system, as well as the necessary educational resources for your local leaders and groups to implement the programme. You can also provide an up-to-date list of fresh programme ideas or other activities as well as general resources for leaders to use, to help reduce the workload of a volunteer leader. This also helps to ensure nationwide consistency of quality.

### **Transitioning between sections**

Transitioning between age sections, including the period of time just before and afterwards, is the most common point that youth members will leave. Helping them make a smooth transition will reduce the likelihood of dropouts and support growth. Most importantly, it will also ensure that young people do not miss out on the exciting things coming up for them in their new section.



### Idea

Create a 'moving on' award so that the young person can have a new challenge in the last few weeks of their current section. It will also help them to learn about the new section they will progress into.



### Tip

The ceremony to move on to the next section is often quite unique to the individual group, but the ritual of taking part is important. It is both part of the tradition of the group as well as an opportunity to provide a sense of belonging to the young people taking part. In most cases it is something that is looked forward to and enjoyed as something special. Do not forget to ensure that any ceremony performed by your groups is flexible and inclusive of all young people, from any background or culture.

### Offer a glimpse of the next age section and provide a great welcome

When young people are at the older age of their current section, they may start to find that the programme offer is uninspiring or unexciting. For a young person, it can only take a matter of weeks for them to become impatient having to wait for a new challenge. This is when many young people leave Scouting. By providing a glimpse of what the next age section will offer in terms of new challenges, adventures and opportunities, you will motivate more young people to stay on and continue. This can be done by inviting a young person to attend meetings of the next age section in advance of actually making the official transition. It will help them become excited about what is coming up, and also ease the transition for them when they actually do move.

Moving on to a new age section can be stressful for some young people as they find themselves no longer the eldest in the group, or the leader of the patrol, but instead 'a small fish in a big pond'. This will often include shifting into a new uniform without the comfort of many badges, adjusting to new leaders and a new group of peers that they do not know. Young people mature and change very quickly during their formative years, so it is important for them to be in peer groups of similar ages and abilities to help them feel comfortable.

Making a young person feel actively welcome and integrated into a unit, whether as a new Scout or someone moving between sections, can be the key difference between whether they decide to stay or leave. It is also worth keeping in mind that transitioning young people with a peer (or group of peers) can help to ease any stress, and there are a number of badges that can be worn on a new shirt which may help the young person to not feel so new.



## Diversity and inclusion

As Scouts, we should always be looking to welcome young people from different backgrounds who may not have experienced Scouting before.

To do this effectively it is important to remain flexible regarding everything we do to ensure Scouting is accessible and open for any new members, for example:

- Young people from minority backgrounds (ethnic, religious, etc.)
- Young people with disabilities (physical or mental)
- Young people living in rural or urban areas
- Young people who live on the streets
- Young people who are refugees
- Young people living in conflict zones
- Young people living in violent urban or deprived areas
- Young people living in long-term institutions (prisons, residential schools, hospitals, orphanages, homes for those with disabilities, etc.)
- Young people who have to work from a young age to help support the rest of the family.



Reaching out to young people from new communities where Scouting does not currently exist or does not have a strong presence, requires changes in many areas. Sometimes the youth programme is overlooked during that exercise, but as we have said previously, it is crucial to adapt your programme and activities to the needs and expectations of your members.

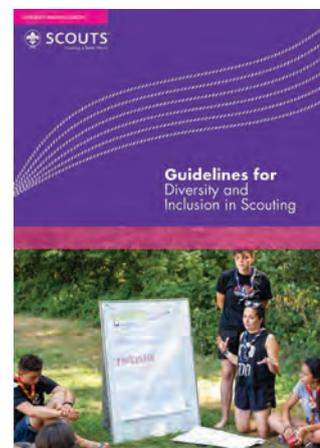
It is therefore extremely important to explore and review those expectations, especially when engaging with young people from different backgrounds (cultural, religious, etc.), as they might be very different from what we think they need or want.

Establishing a dialogue with community leaders, and of course, the young people from these communities is key to not only understanding their needs and

expectations but will also provide insights into which elements of Scouting might keep them from joining.

Based on the information gathered you can more easily identify what might need to be adapted, and then consider how to deliver a different, but equally engaging programme through the Scouting Method. You will be better placed to harness the essential characteristics of Scouting to welcome and retain this new group of young people into Scouting.

Investing in and working to increase diversity and inclusion in your organisation can serve as a key contributor to growth and creates the potential to bring new energy in your NSO. It will also provide opportunities to your existing members, leaders and volunteers to meet, engage and become friends with young people from different backgrounds they would unlikely otherwise interact with.



This fostering of intercultural understanding and building bridges across communities, provides personal and leadership development opportunities and a great Scouting experience to those young people who otherwise might not have access and will often benefit the most.

You can find more inspiration and ideas for working on diversity and inclusion in the [Guidelines for Diversity and Inclusion in Scouting](#) and on the [WOSM Services platform](#).



### Consider the following questions:

*How diverse is our NSO?*

*Which communities of young people are currently not represented amongst our local groups?*

*What are the expectations of the young people or parents from these communities?*

*What should we do to make our youth programme more relevant and accessible to these target groups?*

*What activities can be done by the local groups to include them in our NSO?*



### Innovative ways to deliver the programme

Many NSOs have established traditions concerning how and when young people take part in Scouting. Unfortunately, this sometimes means potential youth members are denied access to Scouting because the 'traditional' way of offering it is not appropriate for them.

If you wish to grow or reverse a decline in membership and are committed to this goal, it is important to recognise that operating with a 'business as usual' attitude will no longer serve your best interests. You will instead need to be flexible. The strength of the Scouting Method allows us to explore many different ways of delivering and offering Scouting, without losing any of the fundamental characteristics of Scouting.

## Meeting times

In many NSOs, Scouting is provided at the same or similar times of the day and often on the same day of the week. However, many different meeting times and formats are actually possible.



### Options that could be considered include:

#### Weekend Scouting



Could Scout unit meetings be held every Saturday or Sunday?  
Could Scout unit meetings be held at the weekend once or twice per month (perhaps meeting for a half-day or full day)?

#### After-school Scouting



Could Scouting be run directly after school finishes (as an after-school club)?

#### Lunchtime Scouting



Could Scouting be held mid-week at lunchtimes (perhaps in schools or in local venues close to schools)?



## Special locations

Scouting can be offered anywhere and in almost any situation, so can be particularly successful in institutions and other special locations such as schools, hospitals and prisons.

In many cases, these institutions provide an opportunity to offer Scouting to young people who would not otherwise have access to it but will also often benefit from it more than other young people.

When considering offering Scouting in an institution or other special location you should consider the following issues:

- The views and support of the principal, head or governor of the institution concerned
- The availability of appropriate adult leaders
- The availability of necessary resources (financial and practical)
- The availability of a suitable meeting venue
- The specific training needs of the adult leaders involved.



## Mixed age-group units

Scouting works well in age-based units when there are sufficient numbers of young people in each age group. But what happens when there are too few young people?

Your NSO may wish to consider mixed age-group units where:

- There are too few young people in a local community area to run age-based units
- A new Scout group is starting and there are insufficient leaders or young people to run age-based units in the first instance
- A Scout unit wishes to start the next age section and there are only a few Scouts ready to move up
- The particular needs of the young people mean that a mixed-age unit will better meet their needs.



# INGREDIENT

# 3

## Adults in Scouting

**In order for us to achieve sustainable growth we need a growing number of qualified adult leaders with the relevant competencies. Adult leaders are the key to delivering our engaging youth programme and supporting the development of young people, as well as the volunteers who provide the necessary support to our local groups.**

Through our analysis of the data from the [Growth commitments](#) as well as from numerous conversations with NSOs across the six regions, it is clear

that recruiting sufficient volunteers is quite clearly the key challenge for a lot of our NSOs that are looking to grow.



However, it is also clear that attracting sufficient volunteers is not always the only challenge. Quite a number of NSOs have discovered, by looking into and analysing their membership data, that while they might be growing, they are also losing significant numbers (in some cases up to 30%) of their volunteers every year. Based on this, they have come to realise that retention of volunteers is equally and sometimes more important than attracting additional volunteers.

Luckily our [World Policy on Adults in Scouting](#) provides a great resource and ideas on how to manage and support volunteers through every step of the adults in Scouting (AiS) life cycle. The information provided below is based on the framework of the AiS policy, with a particular focus on growth.

Further information about the World Adults in Scouting Policy and the AiS life cycle is available on the [WOSM Services portal](#).





## Recruiting based on needs

### Consider the following questions:



*How many adults do we really need in our organisation?  
(Organisational needs)*

*Where do we find them?  
(Sources of recruitment)*

*How to get them?  
(The six-step method)*

### How many adults are needed?

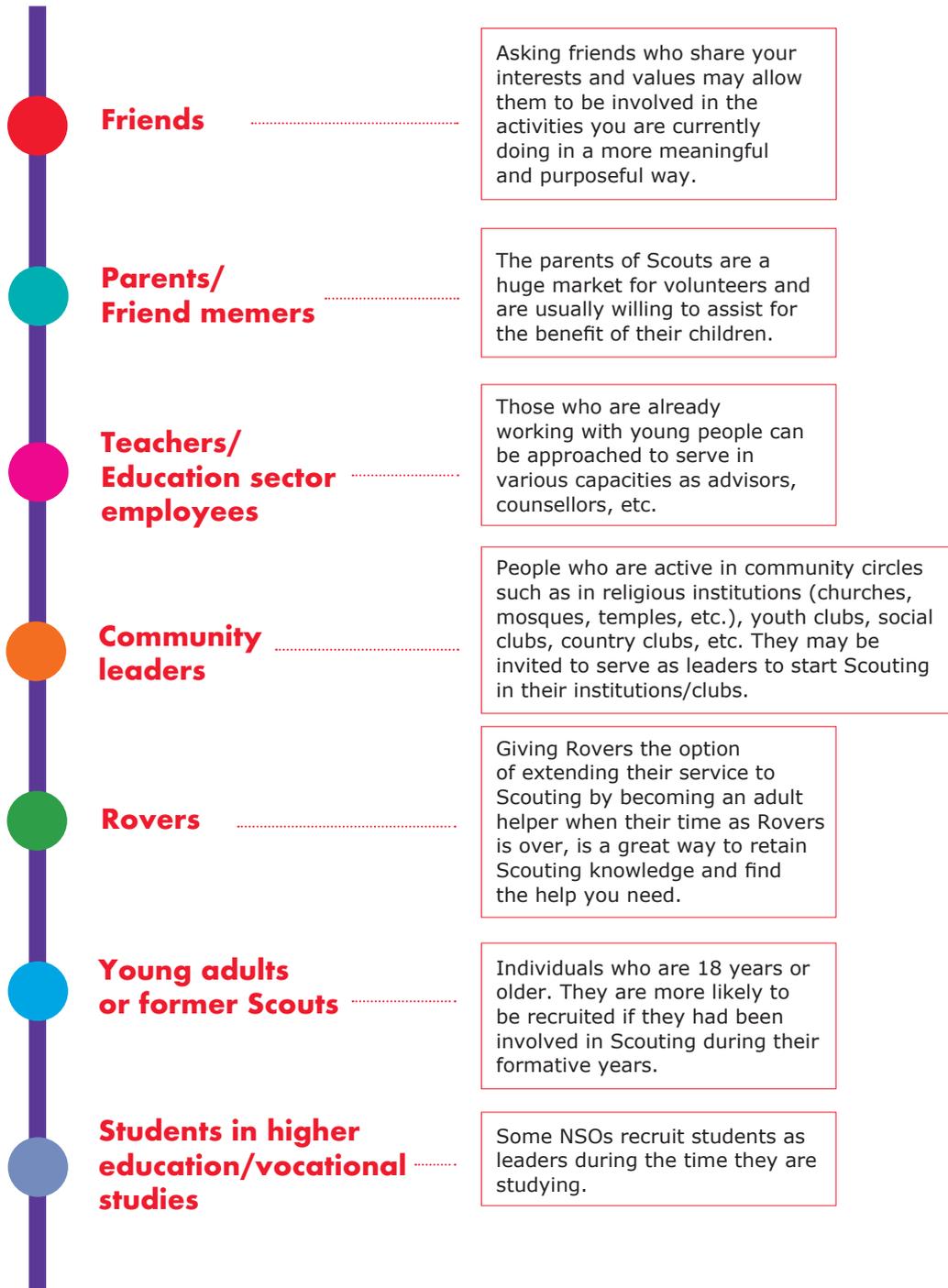
Many Scout groups are not willing or able to increase their number of youth members unless they have enough leaders. They may have a great youth programme but without the necessary number of leaders, will not be able to effectively implement it. So, the main barrier to growth is having a sufficient number of trained adults to support the delivery of an exciting and engaging youth programme.

The [Volunteers in Scouting Toolkit](#) provides some useful guidance to help you to examine the current situation in your organisation and to consider areas for development. This includes some thoughts on why adults volunteer, why others do not, and why some volunteers leave. Additionally, you can explore the [Recruitment Inspiration tool](#) in the Growth service resources.



## Where to find them

There are various sources of recruitment for adults.  
Here are some ideas:



## How to attract new volunteers

A number of studies on volunteering have shown that the two key reasons why people do not volunteer is because:

1. They simply have not been asked
2. They feel they do not have enough time for such a big commitment.

This important insight means that the easiest ways to get volunteers is to simply ask them and get them to volunteer for a limited commitment (e.g. short-term projects, or dividing an existing role into three smaller parts).

Based on these studies, The UK Scout Association developed a [six-step method of recruitment](#).

### The six-step method



## Growth through implementing the AiS life cycle

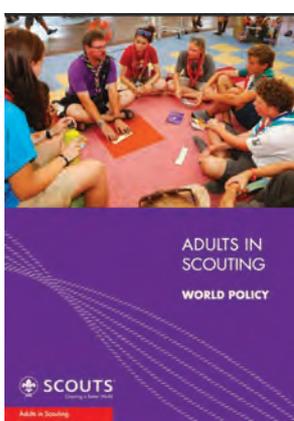
Investing in growing the number of active leaders and providing them with the necessary training, resources, materials and support to deliver quality Scouting is probably the best investment you can

make to accelerate and sustain growth in your NSO.

It involves a strategic approach based on five key areas: Recruitment, training, support, recog-

nition and retention.

In-depth guidelines can be found in the [Adults in Scouting World Policy](#) and support in this area can be requested through the [WOSM Services platform](#).



**Investing in growing the number of active leaders and providing them with the necessary training, resources, materials and support to deliver quality Scouting is probably the best investment you can make to accelerate and sustain growth in your NSO.**

## Managing expectations through mutual agreement and appointment

Before assigning or deploying the adults to their role, it is important to ensure that they know what is expected from them.

Once the expectations are clear, explained and fully understood by both parties, appointment can then be made on the basis of a commitment between the group, the district or the NSO, and the new volunteer that has been recruited.

## Onboarding and induction

As reflected in the AiS policy, membership growth can be considered as one of the indicators of the effectiveness of training in supporting the delivery of quality Scouting.



### Identifying the competencies required in your NSO

Try using the tool below to identify the competencies required for a particular task.

Task	What is required			By when	How to acquire	Resources and support needed
	Skills	Knowledge	Attitudes			

### Retention

By analysing their membership data, Scouting Australia discovered that if they wanted to achieve growth they needed to recruit 34% new leaders every year, because they were losing 30% of their existing volunteers annually.

In a bid to improve their volunteer retention, Scouting Australia sought to better understand the needs and expectations of these leaders and why they were leaving the movement. Based on the outcomes of this research, a plan was developed to address the most frequent and impactful motivations and reasons.



**The key to the retention of volunteers is motivation, and so not very different from the retention of members. It is all about making sure you provide your volunteers with:**

- The necessary training and support
- The necessary flexibility to combine their volunteer role with their job and family life
- Timely information and clear expectations
- A meaningful volunteering opportunity where they feel they are making a difference





- A rewarding volunteer role that is both challenging enough but at the same time not creating any undue and unnecessary stress
- Opportunities to develop their competencies, such as leadership
- Recognition for their time, effort and commitment
- A fun volunteer environment and an opportunity to develop a social connection and network with other volunteers
- A safe working environment.

Motivation is also an important part of ensuring that adults are delivering a great programme and continuously exploring new, engaging activities for members.

You will find that the factors contributing to motivation are different from one volunteer to another and might even change over time. Some people join Scouting because of the friendships they make, but they often remain thanks to the opportunities for personal development. Whatever the reason, you will find that having a good understanding of the motivating factors for your volunteers will allow you to better meet those expectations and will result in improved volunteer retention rates in your organisation.

The exercise below can help identify the factors that motivate a person to perform his/her role to the best of their ability. It is designed to support managers in identifying areas where there may be an issue to address or consider what areas for development they could focus on to increase adult retention.

Many factors can influence our level of motivation and commitment to perform well. Ask your adult leaders and other volunteers to use this tool to understand how well your NSO is doing in the different areas.



## How motivating is your NSO?

Ranking (0 = Not at all to 12 = Really well)

	FACTOR	DESCRIPTION	RANKING
	<b>Recognition</b>	Receiving recognition from peers, or district or regional commissioners, for their commitment	<input type="text"/>
	<b>Sense of achievement</b>	The feelings associated with the successful completion of a job, finding solutions to different problems, or seeing the results of your efforts	<input type="text"/>
	<b>Advancement</b>	Opportunities for advancement, or different opportunities in Scouting, based on your competencies and experience	<input type="text"/>
	<b>Support</b>	Receiving sufficient support to do your role or the opportunity to receive coaching or mentoring from a peer or commissioner with experience	<input type="text"/>
	<b>The role itself</b>	Having a role that is interesting, challenging and the feeling you are doing something meaningful	<input type="text"/>
	<b>Team and teamwork</b>	Having friendly and helpful team members and a fun atmosphere in your team	<input type="text"/>
	<b>Personal development</b>	The opportunity to develop and refine new skills and competencies in your role	<input type="text"/>
	<b>Environment</b>	Working in a safe and attractive environment	<input type="text"/>

*By meeting and understanding adults' motivational needs as well as then developing more strategies and resources for the NSO to meet those needs, you will be able to better retain your volunteers.*

## Safe from harm

Adults play an important role in protecting the safety of young people. They must be provided with the necessary information, training and materials on how to protect young people under their care.

Training on this topic must be part of the on-boarding and induction stage and should be made available on an ongoing basis.

Public trust, the image of Scouting, and all of your efforts and investment in growing your NSO, can be quickly, easily and significantly undermined through a breach of commitment to the [Safe from Harm policy](#) and its poor implementation.

You can use the [Safe from Harm Self-assessment Tool](#) to ensure your NSO complies with the recommended best practices.



**They must be provided with the necessary information, training and materials on how to protect young people under their care.**





## Finding the right role

Everyone has a place in Scouting, and everyone is valuable. This tool will give you an idea on how you can find the best role for any adults that are new to Scouting.

I am interested in working with young people and to make a change. I have time and I am studying at the moment.

**Unit Leader**

I am interested in helping, but I rarely have time during the week. I own a shop and a construction company.

**Unit Supporter**

I am a teacher and would like to volunteer and work with kids. Unfortunately my time is difficult to plan.

**Assistant leader**

I am available during the weekends. My kids are in Scouting so was thinking about how I can help also.

**Event Supporter**

I would like to help, but I do not know how to work with kids and I am busy. I am a member of the business chamber of commerce.

**National level engagement**

I understand Scouting and support it. I could help from time to time since I am traveling out of the community quite often.

**Occasional helper**





## INGREDIENT 4

### Engaging communications

Having a great youth programme is not enough. If you do not promote it, people will not know it exists.

We too often think everyone knows about Scouting, because all our friends know about it. But most of our friends are in Scouting, so they are not the most representative.

Other times, the general population might have a very wrong idea about Scouting.

We are the ones “that go camping,” or “play in the forest”. While we do that, we also do so much more. We are the world’s biggest leadership and personal development course.

So if we want to change how we are perceived, we need to work on improving our image. An important aspect of this is to work on our branding and marketing and find better ways to tell our story.



**Scouting will grow if we can attract new members and volunteers eager to join our movement. This is why we need to break stereotypes and show Scouting as a brilliant way to educate young people. That it is something fun, but with purpose. Good external and internal communications will help you to attract new members, retain existing members, attract donors and create an attractive profile of Scouting.**

It is important that Scouting's profile accurately shows what we do and why we do it, as well as reflecting our shared values. By using the most impactful methods of communication and engaging in

strategically relevant partnerships, we can attract and retain new members, obtain essential financial support and improve our recognition as the world's leading educational youth movement.



Image

The most important thing regarding communications in the context of growth, is the need for NSOs to work on their public image.

While we are convinced of how engaging, rewarding and impactful our youth programme might be, others might not even know we

exist; or worse, think of Scouts in a purely stereotypical way - as those kids going camping and build fires - when we are so much more than that.

Your youth programme may be the best in the world, but if Scouting is unknown, or perceived in negative ways, people are never going to come and discover it. It is

your job to promote it, make sure people know about you, and know what you want them to know about you.

Creating a good public image does not happen by chance: it requires a strategic approach and a communications plan aligned with your growth strategy and the implementation plan.



## Research

The first thing to do is listen to your audience and understand how you are currently being perceived, both internally and externally.

Find out why people are not joining. Is it because:

### a) They do not know you exist

In this case you will need to improve your profile and public visibility, or to launch an awareness-raising campaign.

### b) You have a bad or negative reputation

In this case you will need to work on your public image, break through stereotypes or identify a number of public ambassadors to improve your public profile.

### c) You have a reputation that demonstrates only a small part of what we actually do

In this case you will need to better showcase Scouting in all its diversity and improve your storytelling.

Exploring these questions will help you to shape your communications to have the most impact.

The other research you should do is identify where your biggest growth opportunities are in your membership. Use the measurement/strategy chapter to help you in this. For example, are you lacking younger youth members, older youth members, or adult volunteers? This will help you to define who your target audience should be for your communications, and therefore what messaging you should include.

Also, be aware of what messaging you are currently promoting and to whom (e.g. consider image use of boys vs girls, minority groups, etc).



**By carefully crafting your messages and tailoring your communications to your target audience, you will have a better chance of successfully achieving your aims.**

**Be aware of your target audience and choose the right message**

Take into account with whom you are communicating. The value of Scouting must be communicated in different ways to different people. Fifteen-year-old boys and girls from a rural village will use different words and respond to different images and symbols than urban, middle-class parents. Both groups need to be approached using a language and style that appeals to and resonates with them.

If you aim to grow the youth membership of a specific age section, or need more adult volunteers, not only will the message of what you are doing differ, but also the 'how you should go about it'. By carefully crafting your messages and tailoring your communications to your target audience, you will have a better chance of successfully achieving your aims.

Using a messaging matrix tool like the one below will allow you to reflect on and craft your messages in a more effective way for each target audience.



## Messaging matrix



### Who is your target audience?

Parents

Younger youth

Young people

Potential volunteers



### What is your key message?

e.g. Scouting is a great way to develop values and friendships

e.g. Scouting is a lot of fun

e.g. Scouting is adventurous

e.g. Scouting allows you to have an impact and develop your competencies



### Where can you reach them? Via which communication channel?

Social Media, traditional media channels

Through the parents, schools, etc.

Social media



Write your message in simple words, even if you do not want to communicate it right away. Test your communication (the story, the imagery, the texts) to see if it conveys the message you have decided on; vary, optimise and repeat your communication to ensure that the message resonates and gets through.

Once you have identified your target audience, use the following guidelines to help you develop the key messages for your communications.

This will allow you to tell a different story to different people, and highlight different elements of your product to different groups.



### **Younger youth members**

The key decision makers you're targeting here are the parents of younger youth members. In your messaging, present Scouting in a way that resonates with what parents want to hear. For example, fun with a purpose, leadership development, unparalleled opportunities, strong values system, teamwork, focused, and connected to nature.



### **Older youth members**

Tell a story that resonates with what interests and motivates teenagers or young adults. For example, adventurous activities, friendships, personal development for your CV, leadership development, independence.



### **Volunteers**

Use imagery that demonstrates adults in action. Use stories from volunteers sharing what they get out of it. For example, how they love spending time with their own children, how Scouting provides them with an opportunity to give back, be involved with adventurous activities, and develop great friendships.

Remember, presenting a strong brand and image to your current membership is just as important as focusing on outward communications. It will remind your members just how great Scouting is.



## Messaging

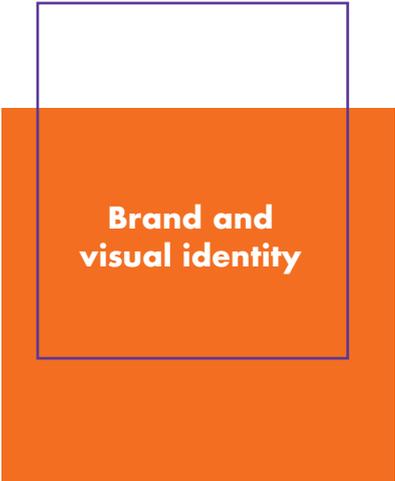
Your research should help you identify particular messaging you want to try to drive home in your communications.

If we want to change our image, we need to work on our branding and

marketing and find better ways to tell our story. For example, you may be using imagery that reinforces the perception that Scouting is still only for boys. If that is the case, use your communication opportunities to demonstrate that girls are also involved in Scouting. Alternatively, if your NSO is perceived as being outdoorsy, adventurous and cool, make sure in your communications you also share that Scouting is so much more than that. Improve your communications around leadership and personal development, friendships, a global network, etc.



**Keep in mind that the absolute best way to convince young people to join Scouting is for an excited and motivated Cub Scout or Venturer to share their enthusiasm through personal stories of their activities and adventures.**



## Brand and visual identity

Youthful imagery and young representatives should be used whenever possible to maintain the image of Scouting as one which is focused on young people. Try to also use a cross-section of your membership, including age, gender and ethnicity.

For example, if you get the opportunity to be interviewed in the media (local press or national television), consider using a youth representative to be the face of the movement, and provide them with sufficient training.



Consider your brand. This includes everything you present to the public, such as your uniform. If you want to alter your brand image, you may need to consider fundamental changes to things like this.

What does your website look like? If that was the first time someone had encountered Scouting, what image would be portrayed? Does it reflect how you want to be perceived by new potential members? You may need to invest in making some changes to key communication platforms such as this.

## Communication channels



Alternatively, think of creative ways to get your brand out there. For example, getting your youth members to participate in World Scarf Day and wear their Scout scarves to school is a great way to demonstrate to society that Scouting is alive and well.

Personalised communication might be more expensive, but it can be more efficient. Use magazines, other print material, films, electronic media, special events, indirect channels (e.g. leaders to inform parents) and mass media. These channels may be relevant even if your target audience is an internal group.

Be aware of where your target audiences exist. For example, social media platforms such as Instagram and Facebook have more recently become great places to mass market your brand. If your campaign is designed for a broader reach, sometimes it is necessary to pay for this online presence and every once in a while, it will be worth the investment.



### Consider the following questions:

*What do we communicate internally and externally?*

*Is the message for our membership or the general public?*

*What is the best medium for targeting that audience?*

Even when addressing external audiences, you should keep internal target groups informed (e.g. management, leaders, youth members). Likewise, you should always be aware that an internal communication can easily become external unintentionally, so consider your content carefully, whatever the audience.

### Consider the following questions:

*What is the most effective form of communication that appeals to young people (of different ages), adults, communities, etc.?*

*What part of the membership (youth or adults) do you want to grow via which communications channels?*

*How can I best use that chosen platform?*



Scouting has a quality product in its youth programme and must be able to promote itself effectively if it is to continue to grow. A good public image does not happen by chance, it requires a professional approach and careful planning.

A good image lays the foundation for targeted communications and concrete results. For growth purposes this means: To attract and retain new members, both youth and adults, we need a mix of communication methods, an effective strategy, and an adequate budget.

Make planned and more effective communications a part of your growth strategy.

None	Limited	Some
None No identity/branding	Limited identity/branding, just a logo	Some identity/branding, but no clear vision of it and/or not everyone in the NSO uses it
No communications plan. The NSO acts only on an ad-hoc basis (if the case)	There is no communications plan but an overall agreement on general messages of the NSO	Some guidelines for the communications plan exist. The NSO communicates its key messages but has trouble connecting them to growth
The NSO is not aware of different communications channels and uses only one source of information sharing (e.g. web page, newsletters)	The NSO uses different communication channels (web, newsletters, social media) but the information is not adapted for growth or to different target groups	The NSO is using different communication channels for different news. It adapts the information to specific formats. It still relies mostly on its own media (web page, social media, newsletters)
No involvement with mass media	Limited involvement with mass media. Not structured. Done mainly through sending press releases	Some involvement with mass media. Content is clear and structured, but is not regular (mainly limited to specific events e.g. Jamborees)
The NSO has no policy on transparency and accountability	The NSO is generally aware of the importance of transparency and accountability but lacks the capacity to actively work on it	The NSO is generally aware of the importance of transparency and accountability but provides information only when requested

After going through the indicators and mapping your NSO's position, consider the potential improvements you could make to your communications in order to foster organisational growth.

## Aligned to strategy

Clear identity/branding used by everyone, but not at the base of the growth campaign

Clear communications plan and key messages that are coordinated and correspond one to another. Nevertheless, target groups are not specifically defined

The NSO uses a variety of different channels and takes into account different audiences. It also cooperates with others for communication purposes (social media platforms, mass media, forums, etc.)

Clear and regular involvement with mass media and by more than one means. but not influencing their agenda or integrating growth messages

Clear transparency and accountability exists, but not to all stakeholders and mostly through published annual reports (or other). The information might still be accessible only to members, donors, beneficiaries and not to the general public

## Fully integrated

The NSO has a proper identity/branding that is the base of regularly informing the community on its activities

The brand is recognised and used in all growth-related communications

The NSO has a proper communications plan that includes consistent key messages, defined target groups and ways to approach them

The NSO selects the most appropriate channel for communicating in service of reaching its growth targets. The information is adapted to specific needs and target groups, and uses a variety of channels

The NSO has good partnerships and regular communication with mass media. You are considered a credible source of information, able to influence their agenda and use them as part of your growth strategy

The NSO actively promotes transparency and accountability and leads by example. It is proactive in its transparency, publishing information online and enabling access to all

## Questions to ask yourself

Does your NSO have a clear identity/branding?

Does your NSO have a coherent communications plan for growth?

To what extent does your NSO use different communications channels to reach to the different target audiences?

Does your NSO use mass media for growth?

To what extent is the NSO transparent and accountable?



## Messaging matrix



Setting a communications plan to support your organisational growth objectives can really help to achieve them. Try using the table below so that you have an outline of your growth communications plan. This template can be used for both the general plan of the organisation but also for specific projects/programmes, such as your growth plan.

### Objective(s)

Why do you want to communicate?

### Target audience

Who you want to communicate to?  
*It is good to have a separate plan for different target audiences or to have in mind specific actions for different stakeholders.*

### Key message(s)

What do you want to communicate?  
*Write down the essential message(s) you want to communicate, remembering your target audience.*

### Communications channels

How/where do you want to communicate?  
*What are the channels that are most likely to be used by your target audience?*

### Timing and frequency

When and how regularly do you want to communicate your messages using the channels mentioned above?  
*Put all activities into a monthly calendar.*



## Understanding your NSO brand

Try to complete the table below by listing a variety of stakeholders from inside and outside the organisation.

### 1. Fill in each space with a word/short sentence that describes your NSO:


### 2. Now select only the top three words/short sentences that best describe your organisation:

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### 3. Now put all of the above into a single sentence that makes sense (is clear) and is in support of the growth that your NSO is targeting:

This sentence could be the start of your brand statement. Modify it, present it to other people, and get their feedback on it. By comparing the internal and external inputs received, you can get a better understanding of how others perceive you and any potential image challenges.



# INGREDIENT

# 5

## Partnerships for growth

**There is an African proverb that says, “It takes a village to raise a child”. The same is true for Scouting; it takes a whole community to support the establishment and growth of a local Scout group. There is another African proverb: “If you want to go fast, go alone. If you want to go far, go together.” This is key advice for any NSO that wishes to grow.**



### **Scouting is a team effort**

Becoming your country's leading educational youth movement whose core business is to 'develop young people into active citizens and create a better world', is all but impossible without strong cooperation. External and broad support from the government and civil society is key, and at all levels, be it national, regional or local.

Scouting's ambitions are high, so going it alone will not get us there. You need to relentlessly increase the number of people, stakeholders and partners that believe in the value of your goal, that want to see you succeed in achieving it and who wish to be a part of it. You want them to become shareholders of your success. The more stakeholders that take ownership and want to work towards the success of your goal, the more likely that you are to achieve it.

Because no matter how committed your team of five, fifteen or maybe even 150 might be, that is just a fraction of the people that are necessary to achieve your aims.

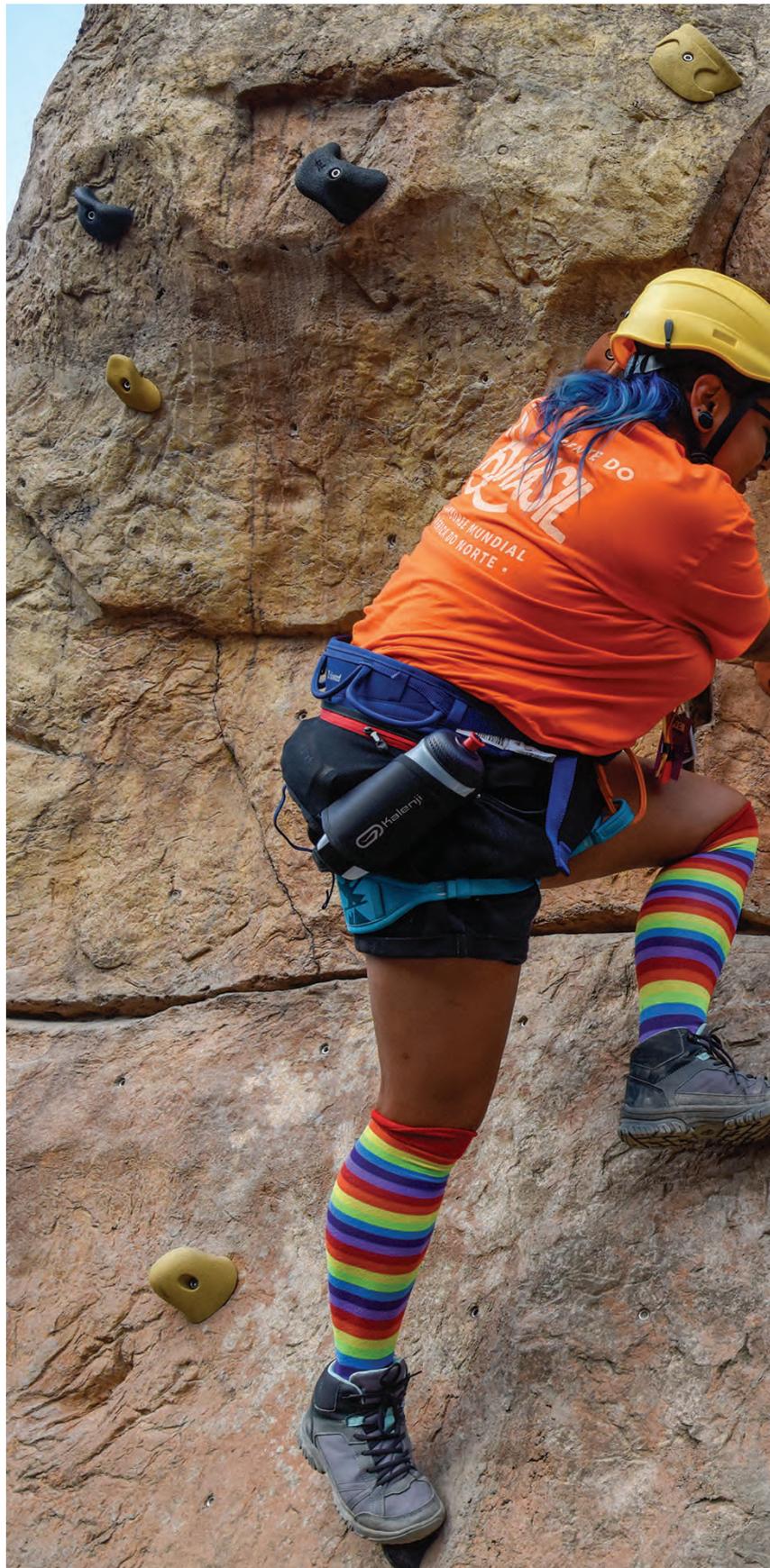
As part of its growth strategy, an NSO can use their existing partners or build new partnerships to achieve a wide range of objectives leading to growth. Diverse organisations often join forces to achieve shared goals around capacity building and community improvement.

Both the impact as well as the number of people that can be reached by your NSO is always larger if you develop sound partnerships. Here are the steps to establishing successful and meaningful partnership that will support your NSO's growth.

### **Where partners can help**

Before we start defining new partners, we need to revisit our strategic priorities and growth objectives and identify which capacity gaps exist that partners can help fill.

Through the [NSO Growth Self-Assessment tool](#) you will be able to identify the areas where you need to improve and the areas where you should focus your efforts.







Knowing exactly what support you require your partners to provide is vital. Start by listing all the challenges that your organisation is facing in achieving its growth strategy, and then consider where a partner can help.

For example, partners can help you to:

- Reach new communities where they have a broad network, but Scouting does not
- Reach disadvantaged communities that already benefit from the partner's work



- Finance your organisation's growth plans/projects
- Share knowledge and experience on topics that concern you
- Legitimise and strengthen the organisation's position

- Bring visibility to boost your image and public awareness
- Provide access to resources for your NSO, such as adult volunteers or materials

Do not forget that you also need to consider how you can support your partners, as this is key to any mutually beneficial relationship.

## Define your partners for growth

This is an important step to carry out because the type of stakeholders you bring on board will define the success

of the partnership and the benefits that each side will get.

### Ask yourself the following questions:



*Who are the stakeholders in my environment?*

*Which stakeholders could help me to overcome the challenges identified for growth?*

*Which organisations target a young audience in my country? (Schools, universities, sport or cultural organisations, humanitarian organisations, etc.)*

*Who are the stakeholders who reach the audiences I am targeting? (Influencers, brands, media, parents, etc.)*

*Which stakeholders could help my NSO reach our growth target?*

*Who are the stakeholders who influence the regulations and laws that impact my organisation? (Government, ministries, schools, lobbyists, etc.)*

## Select the partners you want to engage with

Once you have a list of potential partners, you have to decide which ones you want to engage with. It is an important task, because with limited resources, your organisation cannot do everything for everyone.

In identifying the stakeholders you want to engage with, you should be able to answer positively to these questions:

*Can the stakeholder have a significant impact on my NSO's growth strategy?*

*Is this partner the best option to help solve the growth challenges my organisation is facing?*

*Can I clearly identify what I want from the stakeholder?*

*Can I have a growing and sustainable relationship with this stakeholder?*

*Do I have something to gain and something to give in this relationship? Can we achieve more or better results through collaboration?*



Depending on the project or programme at hand, the above questions will assist you in determining the right stakeholder fit for your growth strategy.

Remember that it is wiser to engage with few partners who will bring real added value to your growth strategy than to have too many partners and be unable to really benefit from the partnerships established.

### **Define expectations and what you are looking for**



Your NSO can grow thanks to partnerships where the two sides share resources, whether this is information or developing a project together. NSOs should choose the type of partnership that suits them best, based on the needs and culture of the community involved and people on the ground. You can then clearly define the expectations, sign a partnership agreement for the resources engaged on both sides, and outline the kind of relationship you

want to have together. Communicate openly with the partner about your ambitions and wants. This will enable them to have genuine ownership for your growth vision and goals.

It is also important to define the scale of the relationship. Partnerships can be implemented at national, regional or local levels. The best is being able to engage with partners who are active at the same scale, as this will facilitate connections and common concerns.



## Examples of types of partners to support your growth

### Partnerships among community-based non-profit organisations

When community-based non-profit organisations join forces, each organisation must have the organisational capacity necessary to manage projects, budgets, and staff involvement. In community-based partnerships, decision making should be inclusive and engage the community itself.

### Cross-sector partnerships (between non-profits and business, government, and/or academic sectors)

Cross-sector partnerships are fairly simple to initiate but challenging to maintain. Regardless of the goodwill of the participants, two very different organisational cultures must come together to produce results, and this



can be difficult to achieve. It helps to find common ground and use shared language that underscores the vision of the partners.

### **Government departments and its officials**

Different parts of national or local government will deal with different areas that are linked with education and social welfare. You need to identify which part of the government you can partner with.

In **Australia**, a strategic engagement between the Scouts and the government has led to the accreditation of the Wood badge and other advanced training programmes for leaders. This has given adults in Scouting external recognition for the training and skills they have developed through the movement. It has also improved the recognition of Scout training within the wider community and industry.



### **Business**

Partnerships can include social investment initiatives, the willingness to disseminate your messages with their communities, or partnering on specific initiatives. Businesses are investing more and more into causes such as education, youth development and environmental awareness. As a key stakeholder in these areas, you need to understand what a partner might want to invest in, and how you can bring them on board to assist with your growth strategy.



In **France**, Scouts are partnering with a group of stores selling nature and outdoor materials. This partner communicates on the Scout's actions, through their networks, and share the recruitment campaigns in their customer newsletters. Thanks to this, the NSO can reach a new audience that share common interests with Scouting.

### Formal education institutions such as schools and universities

Countries that have taken Scouting into schools have seen significant growth in their numbers. This is part of their strategy to increase both the number of young people joining Scouting and the number of adults supporting the movement. It is often the partnerships that happen at many levels that see the greatest success. For example, at a national level with the government who are responsible for education, and then at the local level with each school. With great quality programmes and our clear values-based system, Scouting, when pitched properly, can get support from school management and the parents of young people, resulting in new members.

In **Ukraine**, following several meetings with the government, the Scouts decided to offer schools the opportunity to host Scout activities. The schools were responsible for providing rooms, finding adult leaders as well as participants for the activities, and were able to benefit from the NSO training and access to Scouting programmes. The initiative led to the Ukrainian NSO welcoming young people into 15 new groups in four different regions, after only one year.



Scouting has been included in some universities in **Palestine**, enabling the recruitment of students for the Rover section. Scouts benefit from the infrastructure and financial support of the university and have the opportunity to participate in events that help

make other students aware of Scouting. This has led to some students wanting to bring Scouting back to their village once they graduate, and the NSO is supporting them in either creating a new group or join an existing group where possible.



### **Faith institutions**

Some faith organisations do not have programmes for young people, so Scouting is able to offer its youth programme, which can fit with many faiths, values and ethos.



In **Côte d'Ivoire**, new Scout groups were able to be created by local pastors after some adults of the parish took part in a training. This has made Scouting available to new groups of young people that otherwise might not have had the opportunity to take part.

### **Orphanages and drop-in centres**

These partners enable Scouting to reach young people who may otherwise have little or no access to activities, and so, is often where Scouting can make a great difference. A database of these centres can often be requested from public institutions.

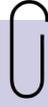
### **Other youth-related NGOs**

Other youth organisations (child line, child welfare, sports, etc.) or NGOs who work with children, especially those who are in need of education, can be great partners or stakeholders in Scouting. They deal with all sorts of issues and understand the needs of a youth audience.





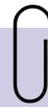
In **Ethiopia**, Scouts are partnering with Food for Life, an NGO with programmes to make good food the easy choice for everyone. The partnership and its related activities has become a core reason for several hundred young people becoming interested in joining the movement and taking part in Scouting.



Bear Grylls, an adventurer and television presenter, is the **WOSM** and **United Kingdom** ambassador of The Scouts. He carries the message of Scouting in the media and brings awareness to the movement, reaching a wider audience than the NSO would otherwise reach alone.

### Media

Formulating partnerships with the media will help you to tell a better story and provide more opportunities for the public to read about Scouting. It is a mutually beneficial partnership as the media is often looking for interesting and newsworthy content, while you will be able to reach a wider audience and be known by more people.



In **France**, the Scouts have partnered with a children's press group that publish Scouting campaigns and articles in the children's magazines, enabling them to directly target young people with specific messaging.

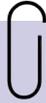
### Other NSOs

Scout organisations and NSOs facing the same challenges to grow can partner together to share information, resources and experience. These dynamics create synergies that allow several NSOs to grow at the same time.

Partners are key to increasing the diversity and inclusion of young people who benefit from Scouting. Through partnerships, Scouting can be found in refugee camps in Kenya, in disadvantaged families in France, in youth correctional facilities in Ghana, in remote villages of Namibia, in a school for the deaf in Myanmar, in prisons in the Philippines, and in many other places.

### Influencers or leaders

Your organisation can partner with people in positions that convey influence and reach a new audience (doctors, CEOs, celebrities, etc.). Remember though, these individuals should embody your values and support young people to relate better to Scouting.



Scouts of **Ecuador** have developed a membership management software that enables them to understand the needs of the local groups and to take more relevant growth actions. As NSOs from other countries had similar needs, Scouts of Ecuador partnered with these organisations to allow them to use their software. NSOs from Panama, **Dominican Republic** and **Argentina** are now benefiting from more precise data of their own, and using this information to develop more tailored growth strategies.



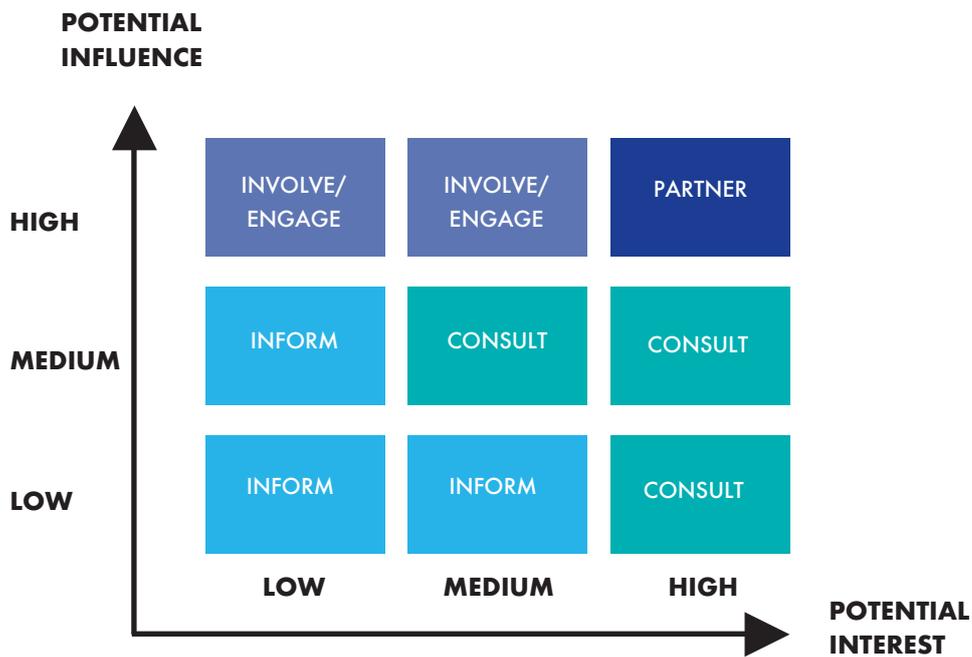
Strategically selected and properly implemented partnerships can help you achieve and accelerate your growth objectives in many ways. Although organisations may have very different missions and approaches, they can often reap great benefits by working together towards a shared vision. **If you have a common commitment, clear goals, working agreements, and respect for organisational differences, partnerships will increase your community impact.** Be aware that a partnership goes well beyond its initial establishment and must be nurtured so that it is sustained. This will require efforts from both sides, but it is also what will allow it to be effective and achieve the desired impact on your growth strategy.





## Stakeholders for growth

Once you have made a list of all current stakeholders (parents, community leaders, young people, etc.) and potential partners, it is a good idea to map them according to their interests and influence. Try doing the stakeholder mapping exercise below.



Which of the stakeholders have the highest interest, influence and importance?

Which of the stakeholders can help your NSO in your growth initiatives?

Which of the stakeholders listed above could potentially oppose your growth initiatives?



# INGREDIENT

## A strong organisation

### Creating an enabling environment for growth

Growth happens at a local level. It happens where the young people are; in your local units and troops. To make that growth happen however, requires an organisation-wide effort and strategic commitment. Your organisation, its governance, structure and policies are key to providing the necessary support and resources and creating an enabling environment for growth for your local groups to thrive and grow.



## Governance

The national board or governing body of your NSO plays a key role in establishing the growth strategy as well as promoting a commitment to growth at all levels of the organisation. As such, growth should be prioritised and addressed in policy, in board meetings, and on the national assembly agenda - to reflect and reinforce this commitment.



### Consider the following questions:

*Does our national board agree that the NSO should grow?*

*Is any current national growth strategy disseminated to regional and local levels?*

*Do we have a robust structure in place that can support growth at both regional and local levels?*

*What kind of support do our local groups need to implement any growth strategy?*

*Are we ready to grow as an organisation?*

*Do we have a growth mindset or are we willing to develop one?*

### Aligning your organisation for growth

Growth cannot just be a priority of the national board or owned by the national leadership, it requires organisation-wide engagement.

One of the key roles of your national board is to ensure your whole organisation is and feels involved, takes ownership of your growth strategy and joins you on this growth journey.

Working towards growth is a long-term and organisation-wide process that will take several years. If an organisation is determined to grow, this commitment should be owned at every level of the organisation. This commitment should also be



reflected in an NSO's long-term vision and strategy, its strategic priorities, and budgeted for accordingly.

This organisational alignment process starts with the decision to adopt growth as a key priority in your strategy. This decision should be approved and adopted by the national assembly to ensure buy-in and a broad ownership and commitment from the whole organisation. While this might look like a formality, the adoption of your growth strategy is a crucial phase in its success. This is the moment that ownership of your plan shifts from that of the growth team or the board, to the whole NSO.

In order to further foster alignment and commitment across the organisation, it is a good idea to get

your age-section commissioners to work with their teams to translate the NSO's growth target into a specific target and growth commitment for their relevant age-sections.

They can then start engaging with the Cub Scout or Rover Scout leaders across the country to understand what they need to grow, and get them excited about committing to their own local growth commitments.

Likewise, you should organise an event for your regional and/or district commissioners and get them to translate the national growth target to a specific target and growth commitment for their district or region. Whether it is about creating a target number of new groups, increasing the average group size,



reducing the number of volunteer or member dropouts or improving the members-per-leader ratio for the groups. Encourage them to be ambitious but realistic in setting their targets and agree on a way and time to follow up.

By increasing the number of people that take ownership of your growth commitments and the closer you can translate the strategic goals to the local level, the higher the likelihood of your success.

**Consider the following questions:**



*Are local groups willing to grow?*

*What stops them from growing?*

*Do the local groups know where to get support?*

*Do we know if they are receiving the support they need?*

*Do they have to search for support, or is it proactively provided?*

The best way to identify exactly what kind of support is needed, is to ask. Consider what tools you can use to gather members' input and needs. It could be anything from a digital survey tool, to setting up an area at local events where you can gather info. During this process is important not to promise or raise

expectations of a level of support that cannot be delivered. So remember to be clear that you are just gathering information at this point.

The table below is just one way you could gather this information in one place and includes some potential areas for support.



**What kind of support does your NSO need?**

Area of support for growth	Improvements, comments or concerns
Communications	
Support structures	
Training	
Facilities and resources	
Funding of activities	
Workload of individuals	
Information flow	
Administration and paperwork	

Once you have documented some of the support needs, it is important to pull those together into a plan. This plan should identify the actions that will be taken, by whom, what is needed in terms of resource, and which areas are the priority.

Putting the necessary regional support structures in place will be key to guaranteeing continuous needs-assessment and support delivery to your local groups. The more they

feel support, whether through training, programme materials, educational tools or outreach campaigns, the better they will be able to deliver a high quality, engaging and exciting Scouting experience. This will in-turn help to ensure retention; and the more likely it will result in the active recruitment of new members.

Having an annual meeting with the group leader(s) where you can openly discuss membership progress and the potential decline or increase per age section, will help the group better understand where extra effort is needed, and where you as a district or regional commissioner can help.

## Fighting growth fatigue

As we mentioned already a number of times, growth requires a long-term strategy and engagement. Seeing a meaningful impact of your growth efforts can take between five to ten years. Sometimes you might actually see your numbers go down before they go back up, because it takes a while before your actions and strategies translate into results, or you may not have found the right approach yet.

We recognise that in some cases it can lead to 'growth fatigue'. A tiredness of continuously talking about growth, and which can set-in among your national volunteers, regional or district commissioners, or maybe even your local groups.

There are a number of ways to prevent or combat this growth fatigue:



### Revisit the 'why'

Remind people why we want to grow and that it is not just 'growth for growth's sake'. We want to provide more young people with the opportunities that Scouting provides



### Celebrate successes

You created ten new groups in your NSO? Celebrate! You reached 10% or 25% of your target? Celebrate! A new group turns five? Have a birthday party! You reached 3,000 or 5,000 members for the first time? ... That's right... Celebrate! And do not forget to recognise these milestones on your communication platforms – on your website, through your social media channels or in your monthly newsletter.



**Focus on how growth is solving problems**

Growth can help lead to more and better governmental support; finding new donors; creating more sustainable groups; getting you more media visibility; increased budget for the organisation, etc.



**Change the narrative**

Sometimes people are just tired of hearing the same words. It can help to use alternative terms such as 'Scouting development' instead of 'growth'. Or try 'missing-out lists' instead of 'waiting-lists' or 'creating places for young people' instead of 'growth opportunities'.



**Focus on retention**

Shift your focus, even just temporarily, from attracting new members to the retention of existing members or volunteers. This is usually a much more recognisable issue and a concrete challenge for local groups with which they can identify.



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**Showcase the impact of Scouting on individuals who joined**

Improve your storytelling, not just externally, but also inside your organisation. Share stories of the impact of the Scouting experience on newly joined volunteers, or on young people from different backgrounds who would otherwise have never joined Scouting if it was not for your active diversity and inclusion recruitment efforts. It is sometimes all too easy to forget about the very real difference and impact we have on the lives of so many young people, through the simple act of providing a great Scouting experience.

If your growth strategy is going to be successful, it is important that the team you assemble shares a growth mindset. They too need to be able to embed the strategy with local leaders in a way

which inspires them to want to grow at a group level. Good communication and building positive relationships are key, rather than complex management structures or extensive bureaucracy.



## Organisational alignment for growth

### Organigram

Think about your NSO and create (draw) a visual structure of the roles (jobs/departments/groups), and how they interconnect.

Using the roles you identified above, complete the table below. For each role, consider the expertise needed to contribute to growth and how much of that expertise already exists.

<b>Role in the organisation</b>	<b>How can they contribute to growth?</b>	<b>How much of this is already in place?</b>	<b>What can be done to add expertise where it is missing?</b>

## Tabula Rasa

If you had a chance to recreate the structure of your organisation from the ground up (in order to support your growth ambitions) in the most efficient and effective way possible, what would it look like? Write or draw it as you envisage it and explain the reasons for any changes you made.



## How easy is it for someone to join in?

Sometimes we make it really hard for people to get involved in Scouting without meaning to. Think about what we require from people to join, how easy we make it, and what can we do to make it easier whilst retaining robust procedures where necessary. Use the table below to assess what is needed to become a member in your

NSO. It can be used in lots of different contexts. Use it, for example, at a national level to look at registration figures of Scout groups, or to examine the number of new adults wanting to become a volunteer, or even to understand how easily a young person could join a Scout group.

Required actions to become member	Why is it important?	Can be done immediately	Can be done in one day	Can be done in one week	Can do done in one month	Can do done in one month

Reflect on the table above. How can you make the process of becoming a member easier and faster?



# INGREDIENT

## Recruitment and outreach

**Sitting back and hoping that young people will come to join you is not an effective or efficient strategy for your NSO to grow. As part of your NSO growth strategy, you will need to develop and maintain an active recruitment plan and support local Scout groups with tools, ideas and guidelines to carry out recruitment in an effective and sustainable way.**



Active recruitment allows your NSO to reach people who may not have considered Scouting before or who felt Scouting was not for them. However, you will see that when you approach them and share the opportunities that Scouting can offer, they will delight at the chance to be involved.

Recruiting new members and opening new groups can have an incredible impact on your organisation's membership. This section provides some key guidance to successfully recruit these new members. You must however remember that recruitment is pointless if it is not backed up with an integrated and a quality Scouting programme to ensure newcomers feel welcome and involved and can enjoy a great Scouting experience.

One great idea is to try different strategies in different regions across the country. This way you can pilot them and see what works best in which conditions or context before

you roll it out across the whole NSO. It will help you to choose the right recruitment or outreach strategy and save you uncertainty and resources (financial and other).



### **Understand what prevents people from joining Scouting**

It is really important to first understand why people are not joining Scouting. Answers to these questions should not come from your own assumptions but from concrete facts based on research. You can find this out by interviewing or

surveying young people and parents who are not part of the movement, surveying target groups that the NSO has identified to reach out to, as well as collecting information from existing members of the organisation.

**Doing this will help you identify the barriers to join. These will be different from country to country, but will likely include:**

- The existence of alternative activities and/or lack of time
- Lack of knowledge about the Scouting programme
- A negative image of Scouting
- Having heard negative experiences from others
- Scouting being too expensive or perceived as too expensive
- Scouting being too exclusive or perceived as too exclusive
- Scouting activities are too far away from their homes.

Once you identify the most frequent and biggest barriers, you will be able to develop a recruitment strategy to work around them.

For example, sometimes just changing the time of meetings so that they do not conflict with sporting or other activities allows young people to join Scouting. Knowing exactly what the most recurring and impactful reasons are for people not joining or leaving Scouting will allow you to make the right changes in the way you deliver Scouting.

You should also analyse the internal trends of the organisation, to help you prioritise where to focus your recruitment efforts (e.g. gender balance, retention rates, etc.).

You can and should do exactly the same exercise and survey with members and volunteers who have recently left the movement, to understand the key reasons why you are losing members or volunteers. You should make a similar plan to address the most recurring and impactful issues raised by them.



## Know who you want to recruit (defining your target audience)

An NSO can and should have various target groups when recruiting, however it is important to keep in mind that you need to adapt your messaging to each different target group.

Reviewing the results from your analysis will help you define your target audience and better understand their expectations and what is important to them. Here are some criteria to consider when defining your target audience:

### 1. Age-based target audience Which age group do you identify as a priority?

Which age group do you identify as a priority?

Based on the growth or decline of your membership per age section, and the market share in this section, you will be able to define the age section where it is the most relevant to recruit. As younger children are not recruited in the same way as teenagers or adults, the message has to be adapted to the target population.

### 3. Demographics

You may have noticed that some communities (ethnicities, cultures, faiths, socio-economic realities, etc.) are under-represented in your organisation. You may have also noticed that Scouting is already present in communities but only to a marginal extent, so it could be developed further. Knowing the gender parity in your organisation will also help you focus more on the less represented gender. Think about the communication tools mentioned in this guide to know how to best reach the target audiences and groups you wish to focus on.

### 2. Geographical target audience

You may have noticed that the majority of your members come mainly from a particular (number of) area(s). There may be various reasons for this, so it is good to identify them and to define where you want to focus your recruitment.



#### Ask yourself the following:

*Are you targeting areas where Scouting already exists, or areas where Scouting is non-existent?*

*Is this an urban or rural area?*

*Are there local organisations such as schools, NGOs or religious organisations who could help reach young people?*

*In which area(s) of the country do your current members live?*

*What is your market share in these areas?*

## Everyone has a role

Recruiting young people is a collective effort. Everyone must get involved and so all volunteers should be trained and equipped to recruit new members. The volunteers who are responsible for recruitment can be assigned at every level of the organisation (national, regional, local group, section). These volunteers will be responsible for developing recruitment initiatives at their level and ensure that the organisation is welcoming to everyone.

The most effective recruiters in Scouting are the Scouts themselves. A Cub Scout or a Rover who is enthusiastic

about his or her experience will tell an engaging story and want their friends to join too. Encourage your youth members to share what they love about Scouting with others, either directly or through their social media, and run regular 'bring a friend' campaigns.

Parents and families of young people who are already members can also be great ambassadors for sharing what Scouting provides for their children. They are therefore well placed to share this message with other parents. Do not forget, that even if you succeed in attracting the children, you will also have to convince the parents.



## Develop a culture of openness in everything you do

Welcoming Scouts happens all year round, not just at the beginning of each Scout year. Sustainable recruit-

ment is based on openness and hospitality by all members of the organisation at all moments across the year.

**To find out if you have a permanent warm welcome, Ask yourself the following:**

*Are registrations open all year round?*

*When a young person asks to enrol in a unit before a camp, is it too late?*

*Are the leaders willing to make the necessary efforts to make room and integrate her/him?*

*When a young person is socially or economically disadvantaged, is access to the organisation facilitated?*

*When a game is organised in a public area, are other children actively welcome to join in?*



## Have a recruitment action plan

If the plan does not work, change the plan but never the goal. Once you know your recruitment objectives, what your barriers to growth are, the profile of the people you wish to recruit (your target audience), and how you want to communicate to them, you can define a path to

growth through your recruitment action plan.

The action plan is a list and timeline of very concrete actions and initiatives to overcome the barriers at all levels of your organisation, to achieve the desired results.

Here are some examples for different levels of the organisation:

**National:** Develop guidelines with best practices for local groups on how to recruit and actively welcome young people

**Regional:** Initiate and support the opening of new groups in the areas or the regions that have many young people but no existing group

**Group:** Open a (pre-) Cub section if it does not yet exist

**Section:** Organise a welcome day with activities to facilitate the discovery of Scouting and the integration of new members

You can explore more ideas for development of your recruitment plan in the [Recruitment Inspiration tool](#).

## From recruitment to retention

Attracting new members is key to the sustainability and development of your organisation. However, recruitment efforts are in vain if, following enrol-

ment, young people do not benefit from good integration. As well as offering a great programme, the points below are also key to retention:

### 1. Developing a sense of belonging

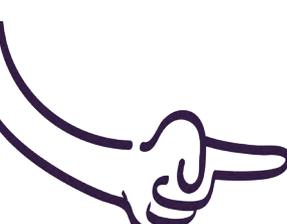
Always ensure any young person feels they are part of the Scout family, especially if they join Scouting at a later stage. This can start with the handing over of the uniform at the beginning of their journey. At this point, the group becomes a kind of reference point with which the young person identifies, which helps them to feel reassured and secure.

### 2. Promote self-realisation

Young people have to feel they are learning something and that it is useful. Integrating them quickly with a badge and progress system will support them in this process.

### 3. Demographics

Every young person should be able to express themselves and participate in decision making. This can be done by including the members in the tried and tested participation tools Scouting already has, such as patrols as unit councils, or identifying and developing new ones.



The following tips can further help the integration process:



Provide a **welcome kit** which is given to every new Scout. It can include the uniform, the rules of the unit and the section booklet. You can even make a specific booklet for parents.



Implement a **mentoring or buddy system** so that each newcomer has another young person taking care of them and accompanying them in their first steps as a Scout.



Organise a **welcome party** where the old and the new members will be able to mingle and get to know each other. It is an opportunity for the new ones to be actively welcomed and celebrated.



Organise activities that **bring together the new recruits** to allow them to build initial relationships and feel comfortable in the group.



Include **icebreakers** in the programme. These types of games enable everyone to get to know each other and to have fun.

**Consider the following questions:**

*Why do we want to welcome new people?*

*How do we want to welcome them?*

*How can we make them feel as much at home as possible?*

*What can be your role in this?*



It is the moment to explain to them that welcoming is also an opportunity to adapt and evolve into something new in which everyone can be involved.



Offering Scouting to more young people requires a thorough examination of how your NSO can attract and retain young people. **Through this understanding you can better respond to any barriers to recruitment as well as ensure better support at the local level.** This is very important as recruitment almost always happens at the group (local) level. The challenge is therefore to be able to facilitate and support development, whether through creating new groups, with resources that enable local scouts to recruit and engage, or through national campaigns.





## Planning a recruitment campaign

Questions to consider	Reflection	Checklist
What is the goal?		
Where it will happen?		
Who do we wish to recruit? (Target audience and profile)		
What activities will be implemented?		
Who will do it?		
What is the situation in the community? Is it supporting our ambitions for growth?		
Do we have leaders to support the outcomes? Do we communicate to the target audience? How?		
Who are our partners in these actions?		
What will happen after recruitment? Do we have a plan?		
What is the structure of support after recruitment?		

## Go grow

Over the course of these seven chapters we have walked you through our key ingredients for growth:

1.



Setting a **target** and having a **strategy** in place to reach it

2.



An exciting, engaging and up-to-date **quality youth programme**

3.



Finding, developing and retaining **leaders adult volunteers**

4.



**Engaging communications** to tell a better story of Scouting

5.



**Strong organisations** to provide better support to local groups

6.



**Partnerships** to create an enabling environment for growth

7.



**Outreach and recruitment** to actively reach out to new members





It is now up to you and your NSO to find the right mix of ingredients based on your needs, identify your current capacities, understand your context and shape all of these elements into the perfect recipe for growth for your organisation.

As we have shown, managing growth is a complex challenge. One that requires a holistic, strategic and organisation-wide approach - because growth is everyone's business.

And if you encounter unexpected challenges on this exciting journey towards growth, remember that this too is a learning-by-doing experience, that there is no better expertise than that of your fellow NSOs, and that WOSM is ready to support you in growing together.

Most importantly, remember the young people for whom Scouting provided life-changing experiences, like feeling empowered for the first time, and imagine the impact we can have by providing that opportunity to millions more.

Good luck in your growth journey and let's grow together.

The Growth Unit, WOSM



### Looking for additional support?

We encourage and invite you to explore the [WOSM Services platform](#). The platform is a one-stop-shop to support and strengthen the capacity of NSOs to deliver better Scouting activities and programmes to more young people worldwide. It includes plenty of resources and e-learning courses covering all growth-related ingredients, of course is a means by which to contact the WOSM team.

### Just some of the ideas you could ask for support on may include:

- Establishing (or improving your existing) your NSO's membership management system (MMS)
- Leveraging partnerships for growth with development agencies and partners in-country
- Providing peer-to-peer support by creating opportunities for exchanging best practice or pairing your NSO with others
- Facilitating engagement with government officials
- Developing a growth strategy.





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