



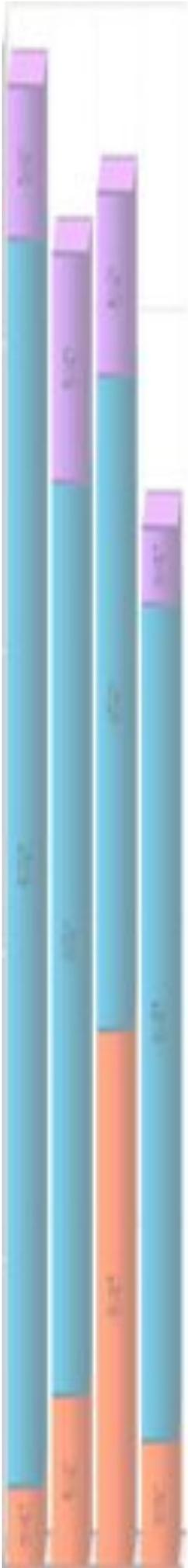
SCOUTS[®]
Creating a Better World

REPORT

*APR Workshop on
Membership Growth*

*20 – 23 May 2010
Johor Bahru, Malaysia*





Aim

- ✓ an avenue for leaders of regional and national levels responsible for membership growth to share and exchange ideas
- ✓ views on strategies to meet the regional growth figures by 2012
- ✓ develop new strategies to monitor and sustain the membership growth, by strengthening/improving the recruitment and retention of members in NSOs, irrespective of WOSM membership fee with WOSM membership census

Objectives

At the end of the workshop, the participants will be able to:

- Understand the importance of a proper membership registration system
- Explain the process of reviewing the membership figures
- Identify the strategies for membership growth
- Provide possible solutions/approach to sustain growth rate as targeted by the region
- Acquire new ideas/methods, which can help to monitor the membership figures in the region.



Workshop Recommendations

The participants of the Asia-Pacific Regional Workshop on Membership Growth held in Malaysia from 20-23 May 2010, make the following recommendations:

1. That NSOs should respond to the call of the World Scout Bureau/ APR to send in their Census Form 2010 as soon as possible in order to update their current membership status.
2. That NSOs be encouraged to further explore the models of Scouting for Growth in order to reach out to all segments of society.
3. That NSOs without electronic registration systems be encouraged to use the Membership Registration Tool developed in the European Region for all NSOs.
4. That persons responsible for Membership Growth at NSOs should communicate and share ideas with each other on membership growth and retention.
5. That NSOs be reminded of the adopted action steps in relation to the membership growth target as agreed at the 23rd APR Scout Conference in Malaysia in 2009:
 - *review National Strategic Plan Implementation in relation to the membership growth plan;*
 - *establish National Membership Growth Committee / Task Force; and*
 - *develop Membership Growth Strategies*

Message



Mr Abdullah Rasheed
Regional Director
World Scout Bureau/Asia Pacific Region

On behalf of the Regional Scout Committee, I would like to congratulate the Membership Growth Sub-Committee and the Workshop Director, Md Azlan Abdul Jalil for coordinating this first regional event on "Membership Growth" from 20-23 May 2010.

Membership Growth has been adopted as one of the two new priorities for the next triennium in the last Regional Conference in Malaysia in 2009. It was due to the fact that there was no significant membership growth for the past ten years in the region and we need to know the factors affecting such decline in membership.

Indeed, it is timely to hold this Workshop on Membership Growth so that the challenges can be addressed with appropriate strategies. With optimism, we hope to achieve the 4% regional growth rates annually by 2012. However, we still need to monitor the NSO's membership census and urge each NSO to form a Membership Committee to overcome the challenges.

We believe that the 15 NSOs which participated had benefited from this workshop. Moreover, we expect all the NSOs to implement the workshop's recommendations and suggestions to further improve their membership growth.

My sincere thanks to the Scouts Association of Malaysia and Johor State for hosting this regional event.

Closing Remarks



Dr Mohd Mukhyuddin Bin Sarwani
Vice-Chairman
Regional Scout Committee

Assalamualaikum WTB

A very good afternoon. It is my pleasure to address this gathering. I am confident that after four days of deliberation, all of you have produced a workable solution to the present challenges faced by the NSOs in this region with regards to Membership Growth. These recommendations will be tabled during the forthcoming Top Leaders Summit in Bangalore in June 2010.

Brother and Sister Scouts, the membership growth will be positive and in our favour, if we as leaders know our responsibilities towards the stakeholders. You will probably agree with me that the whole process is a two way traffic. We as Scout leaders will have to go back to the boys and girls to find out what they want. We have to listen to their voices.

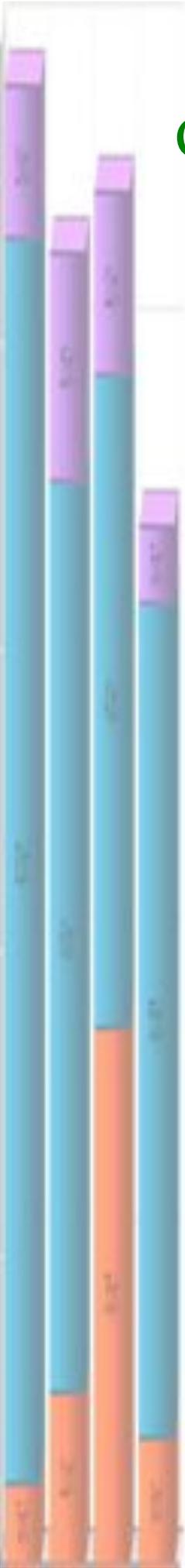
We are duty bound to equip ourselves with relevant knowledge and be willing to adapt and adopt with dynamic surrounding. Failing to do so will spell disaster to the movement.

Brother and Sister Scouts, having a large number of members will still not guarantee and reflect the success of the group. It is the quality input that is imparted to the boys and girls that matters. Ability to train them to organize, have hands on experience and solve problems of prime importance.

I am confident that you as dedicated leaders having gone through this workshop, will be able to apply the experience you got from this workshop when you go back to your respective groups, states or NSOs.

My thanks to the PPM State of Johor and its State Commissioners, Organizing Committee, Members of the APR Membership Growth Sub-Committee, APR Staff and lastly the participants.

With that note, I thank you and bid you a safe journey home. God Bless.



Conference Resolutions & Actions Steps on Membership Growth

Membership

Asia-Pacific Regional Plan 2009 – 2013

Strategic Priority: Membership

Statement:

This strategic priority supports NSOs in developing membership strategy with emphasis on retention, and assists NSOs to achieve realistic growth targets based on the target set for the Region.

Growth Strategies

- ❖ A membership growth strategy is important to ensure that the NSO has a common goal and target

Objectives:

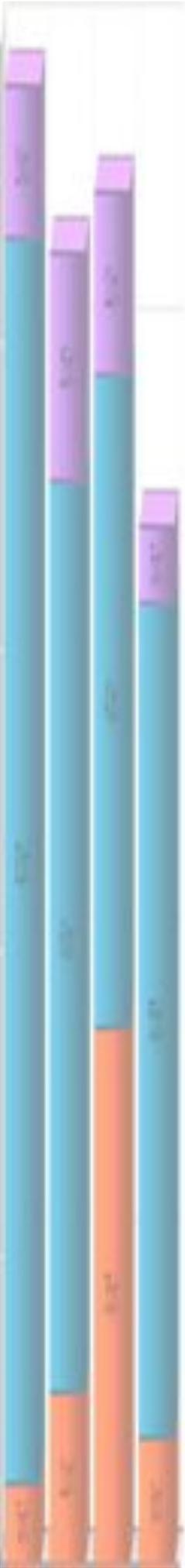
- ❖ To support NSO's in developing a membership development strategy

Action Steps – NSO:

- ❖ Establish an effective Membership Growth Committee/Task Force
- ❖ Developing a membership growth strategy or incorporate it into your strategic plan
- ❖ Must report accurate and timely membership census to WSB
- ❖ Establish/strengthen membership registration system

Action Steps – Region/WSB:

- ❖ Support NSO's to develop a Membership Growth strategy
- ❖ Assist NSO's to effectively monitor membership growth



Growth Targets

- ◆ Each NSO has set a target for membership growth
- ◆ Agreed at the Top Leaders Summit in Nepal that the APR target is 4% by 2012

Objectives:

- ◆ To help NSO's achieve their growth targets

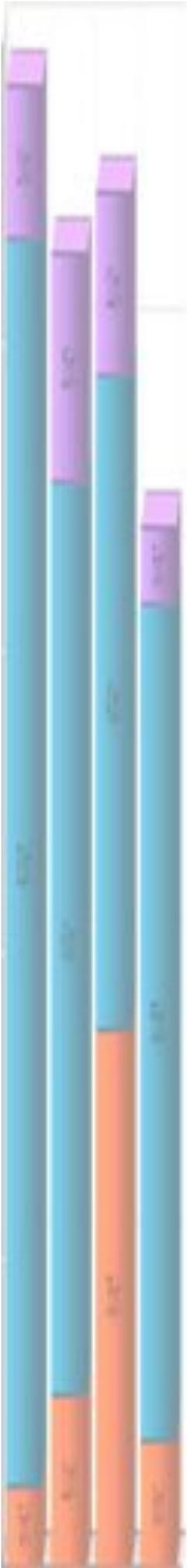
Action steps – NSO:

- ◆ Review your agreed growth target (is it realistic)
- ◆ Set potential growth rate for all age section and adults
- ◆ Implement the growth plan
- ◆ Review the relationship between the membership of scouts and adults

Action steps – Region/WSB:

- ◆ Disseminate the analysis of NSOs membership census yearly
- ◆ Implement the recognition for best performing NSO in membership growth
- ◆ Monitor achievement of regional growth plan





Retention

- Whilst NSOs may be increasing membership they are still not retaining as many as they are recruiting

Objective:

- To ensure that the retention rate is improved in all sections

Action Steps – NSO:

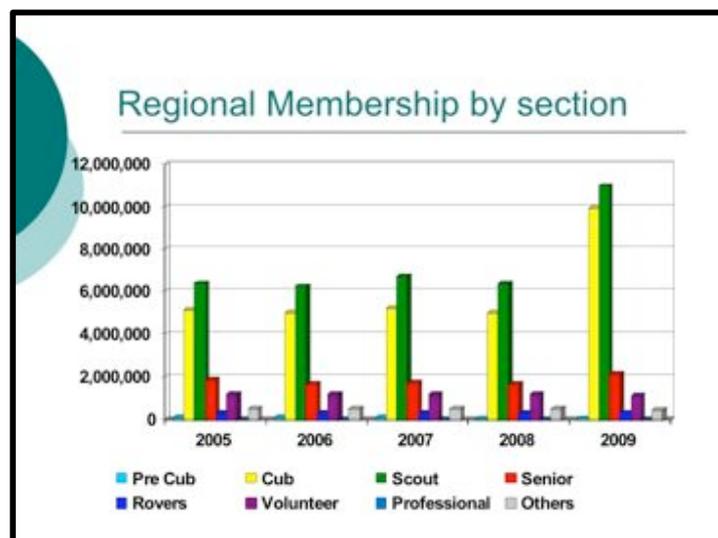
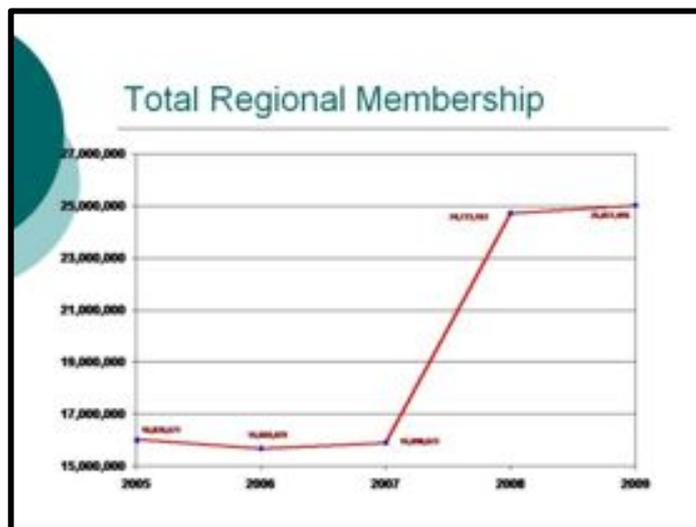
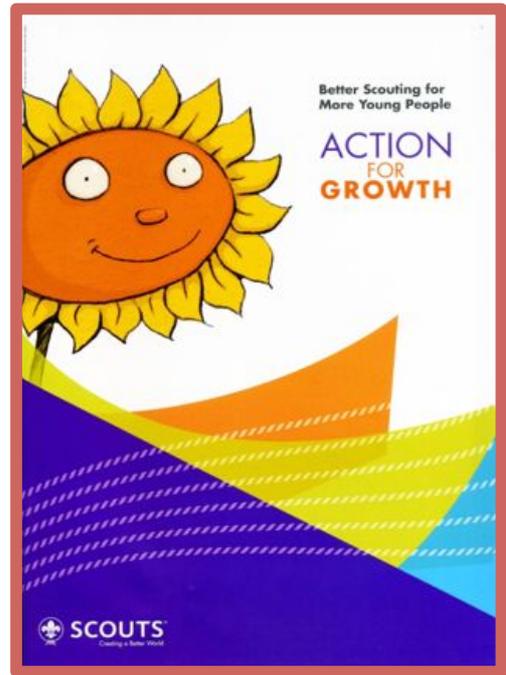
- Identify and analyze the retention rate by section
- Develop a retention strategy
- Encourage the use of mass media for involvement of former scouts

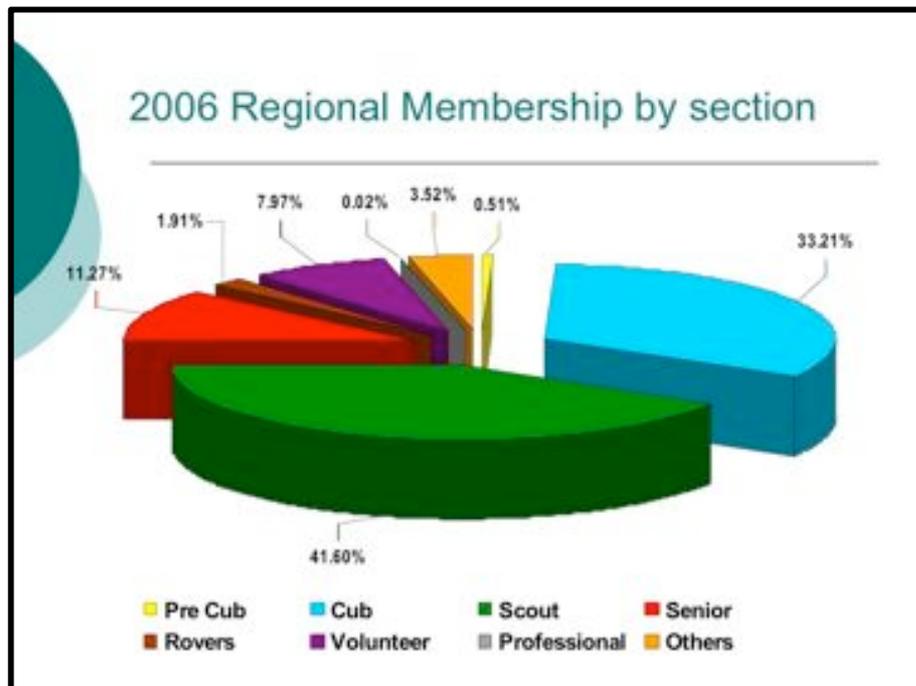
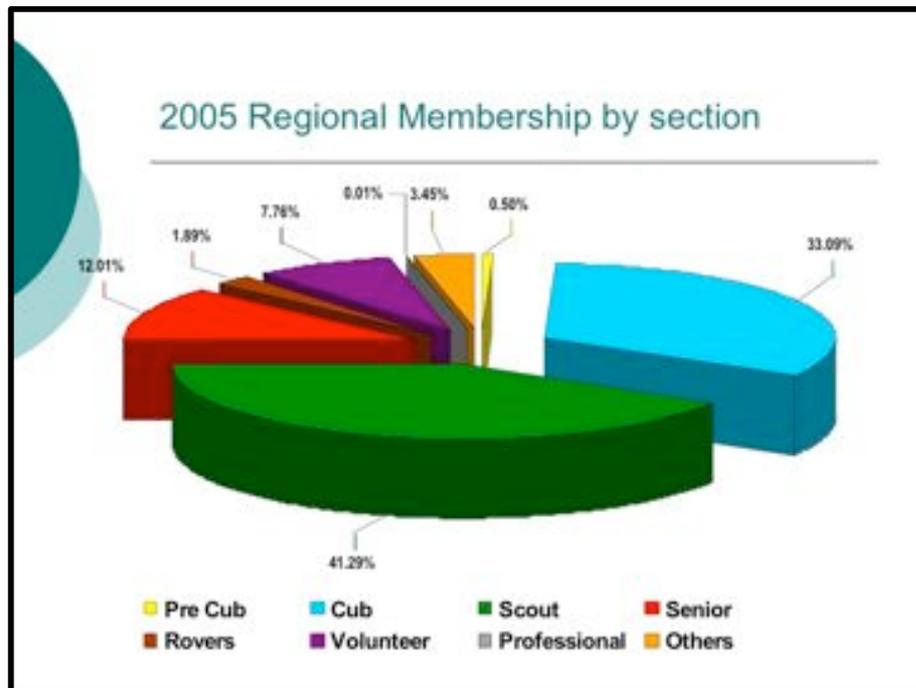
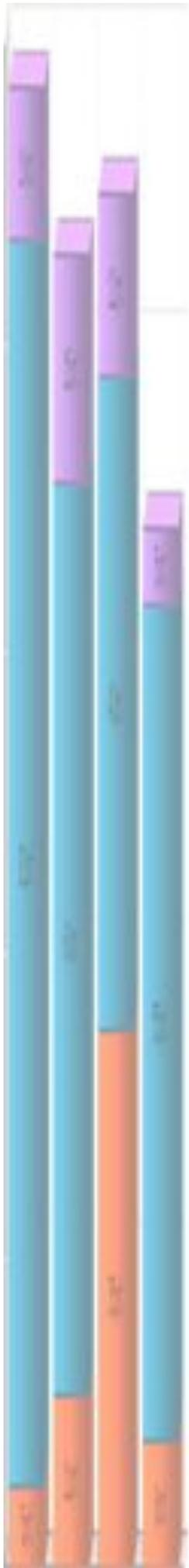
Action Steps – Region/WSB:

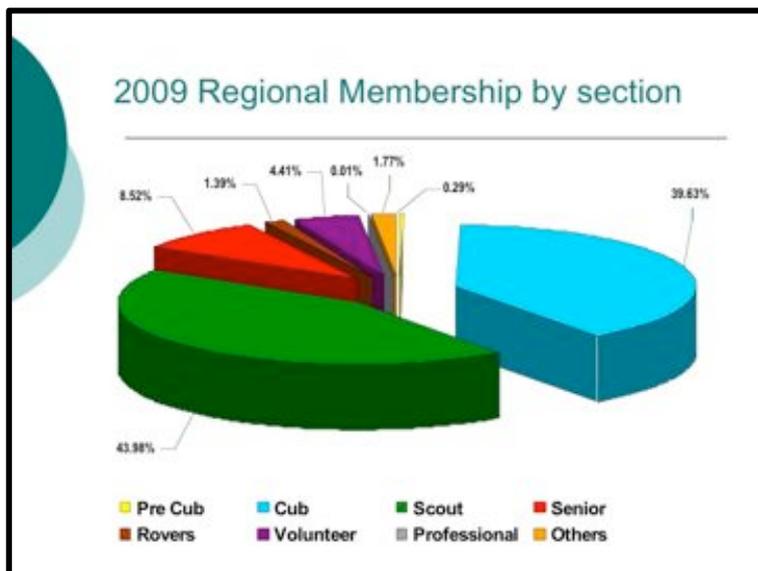
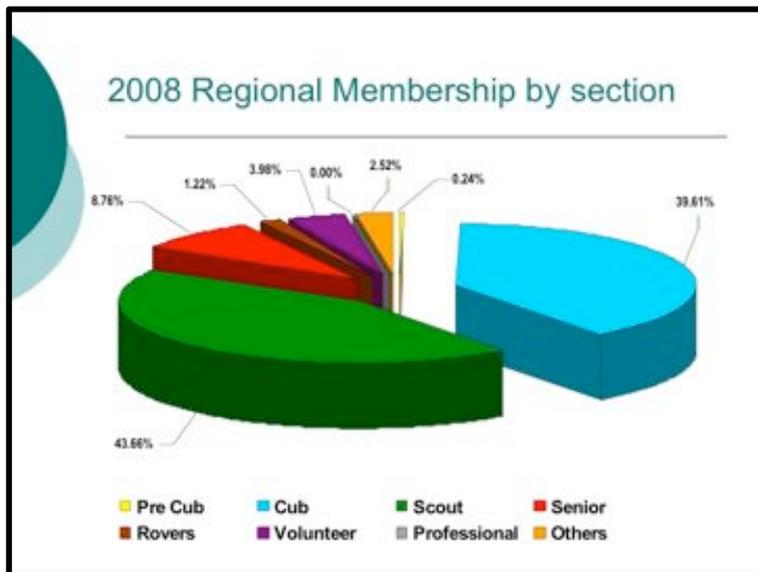
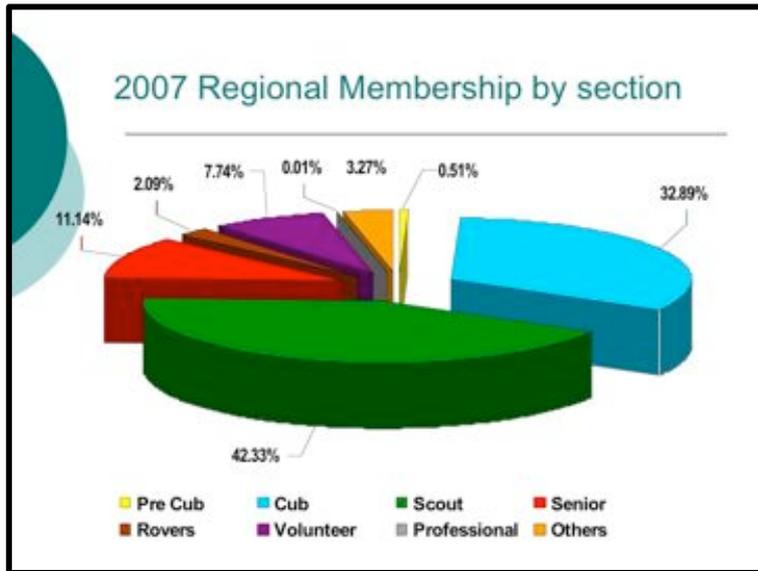
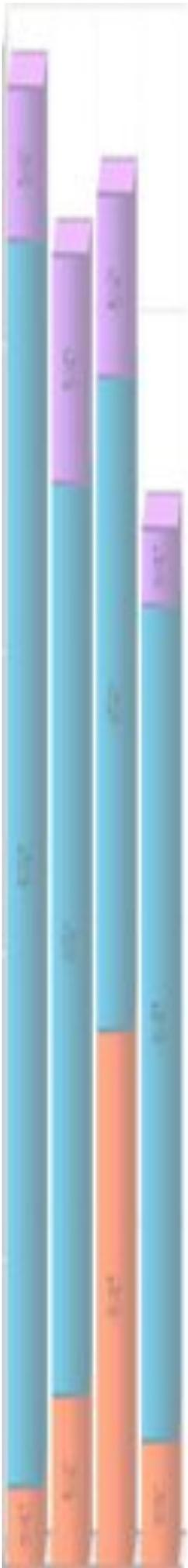
- Disseminate articles / materials pertaining to membership growth
- Share best practices in the retention of members
- Support NSOs in taking actions to develop and implement retention strategy



OVERVIEW OF MG TRENDS





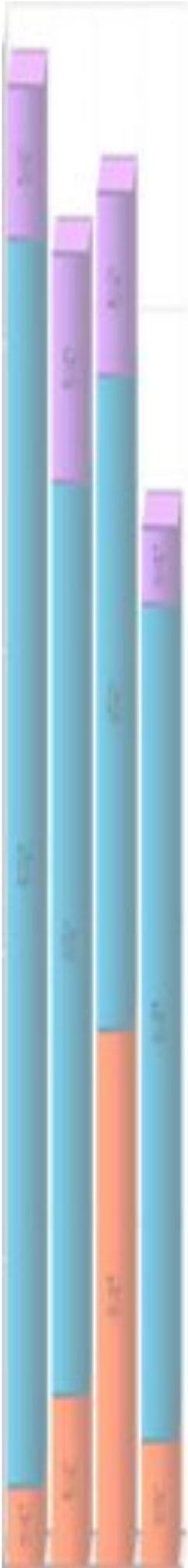


APR Membership 2008 - 2009

Country	2008 actual	2009 actual	Increase/decline in Members	Actual rate	2009 Target	Remarks
Australia	68,685	73,523	4,838	7.04%	70,059	achieved target
Bangladesh	983,532	1,015,116	31,584	3.21%	1,072,050	not achieved target
Bhutan	17,589	18,170	581	3.30%	19,348	not achieved
Brunei	1,726	2,071	345	19.99%	2,726	not achieved
Cambodia	4,311	5,578	1,267	29%	4,742	achieved target
Scouts of China	48,943	49,457	514	1.05%	48,992	achieved target
Fiji	3,709	3,926	217	5.85%	4,080	not achieved target
Hong Kong	96,648	95,877	(771)	-0.80%	100,200	not achieved target
India	2,774,926	2,886,460	111,534	4.02%	2,940,000	not achieved target
Indonesia	17,103,697	17,103,793	96	0.00%	17,103,697	achieved target
Japan	167,248	156,420	(10,828)	-6.47%	172,265	not achieved target
Kiribati	1,333	1,178	(155)	-11.63%	1,333	not maintaining target
Rep. of Korea	206,747	201,455	(5,292)	-2.56%	207,574	not achieved target
Malaysia	73,494	48,394	(25,100)	-34.15%	76,434	not achieved target
Maldives	12,354	5,538	(6,816)	-55.17%	14,207	not achieved target
Mongolia	8,264	8,822	558	6.75%	9,504	achieved target
Nepal	19,747	19,952	205	1.04%	21,722	not achieved target
New Zealand	18,240	18,649	409	2.24%	18,787	not achieved target
Pakistan	526,618	526,626	8	0.00%	609,590	not achieved target
Papua New Guinea	5,451	6,284	833	15.28%	5,451	achieved target
Philippines	1,363,345	1,464,765	101,420	7.44%	2,000,000	not achieved target
Singapore	9,617	10,292	675	7.02%	10,355	not achieved target
Sri Lanka	30,511	36,297	5,786	18.96%	50,288	not achieved target
Thailand	1,174,051	1,257,645	83,594	7.12%	1,206,668	achieved target
Macao	2,245	2,444	199	8.9%	3,031	not achieved target
French Polynesia	1,148	1,506	358	31.18%	2,019	not achieved target
TOTAL	24,724,179	25,020,238	296,059	1.20%	25,775,122	increase but not achieved target

APR Membership Target by NSO

Country	2009 Target	Target Rate	2009 actual	Variation rate (against 2009 target)	Variation number (against 2009 target)	2010 target	Numbers needed for 2010 target	Remarks
Australia	70,059	2%	73,523	4.94%	3,464	74,993	74,993	buffer safety net. Growth continues 3 yrs
Bangladesh	1,072,050	9%	1,015,116	-5.31%	-56,934	1,168,534	153,418	needs monitoring
Bhutan	19,348	10%	18,170	-6.09%	-1,178	21,283	3,113	needs more attention & monitoring
Brunei	2,726	35%	2,071	-24.03%	-655	3,726	1,655	needs more attention & monitoring
Cambodia	4,742	10%	5,578	17.63%	836	6,136	558	buffer safety
Scouts of China	48,992	0.1%	49,457	0.95%	465	49,506	49	buffer safety net. needs monitoring
Fiji	4,080	10%	3,926	-3.77%	-154	4,488	562	needs attention & monitoring
Hong Kong	100,200	2%	95,877	-4.11%	-4,323	101,500	5,623	needs attention & monitoring
India	2,940,000	10%	2,886,460	-1.82%	-53,540	3,234,000	347,540	needs monitoring
Indonesia	17,103,697	constant	17,103,793	-	96	17,103,793	0	needs monitoring
Japan	172,265	3.4%	156,420	-9.20%	-15,845	177,709	21,289	needs more attention & monitoring
Kiribati	1,333	constant	1,178	-11.63%	-155	1,333	155	needs attention & monitoring
Rep. of Korea	207,574	0.40%	201,455	-2.95%	-6,119	208,404	6,949	needs attention & monitoring
Malaysia	76,434	4%	48,394	-63.30%	-28,040	79,491	31,097	needs more attention & monitoring
Maldives	14,207	15%	5,538	-61.02%	-8,669	16,336	10,800	needs verification & serious attention
Mongolia	9,504	15%	8,822	-7.18%	-682	10,930	2,106	needs attention & monitoring
Nepal	21,722	10%	19,952	-8.15%	-1,770	23,894	3,942	needs attention & monitoring
New Zealand	18,787	3%	18,649	-0.73%	-138	19,351	702	needs monitoring
Pakistan	609,590	11%	526,626	-13.61%	-82,964	676,646	150,020	needs more attention
Papua New Guinea	5,451	constant	6,284	15.28%	833	6,284	0	
Philippines	2,000,000	3%	1,464,765	-17.66%	-535,235	2,060,000	595,235	needs more attention
Singapore	10,355	3%	10,292	-6.10%	-63	10,666	374	needs monitoring
Sri Lanka	50,288	30%	36,297	-27.82%	-13,991	65,374	29,077	needs more attention
Thailand	1,206,668	3%	1,257,645	4.22%	50,977	1,295,374	37,729	buffer safety net. needs monitoring
Macao	3,031	35%	2,444	-19.37%	-587	4,092	1,648	needs more attention
French Polynesia	2,019	5%	1,506	-16.92%	-513	2,120	614	need more attention
TOTAL	25,775,122	4%	25,020,238		-747,307	26,425,965	1,479,250	



APPROACH TO GROWTH



Ms Emma Barker
Input Speaker
Chairman, APR Membership Growth Sub-Committee

Approach to Growth

- ⊙ Where does growth need to happen?
- ⊙ Who is responsible for growth?

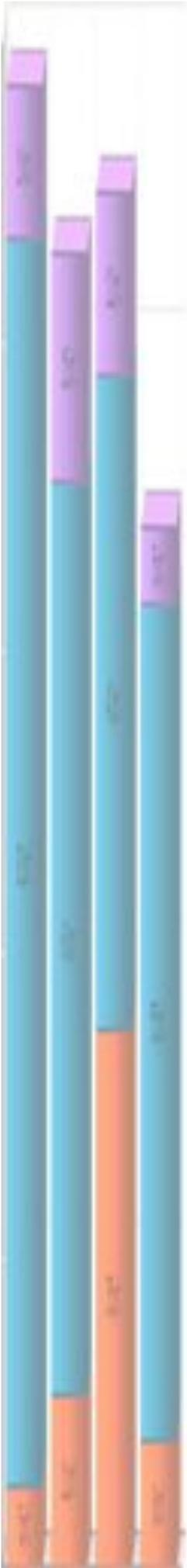


- ⊙ Growth needs to happen locally but needs to be supported by national
- ⊙ The NSO must support the local leaders so they can concentrate on growth
- ⊙ Growth is defined as an increase in membership numbers

IS THIS DEFINITION OF GROWTH RIGHT?

WHAT ABOUT QUALITY?

- ⊙ GROW in numbers without losing the QUALITY
- ⊙ What does quality mean?
- ⊙ Without quality will you lose members?
- ⊙ Need to retain membership as well as grow membership



- ✓ Three key areas which need focus
- ✓ The workshops you will participate in will cover these key areas:
 - 1 Youth Program
 - 2 Adults
 - 3 Marketing Scouting

Youth Program

- Consider youth members as the consumer/client

Adults

- Consider adults as the sellers/sales force

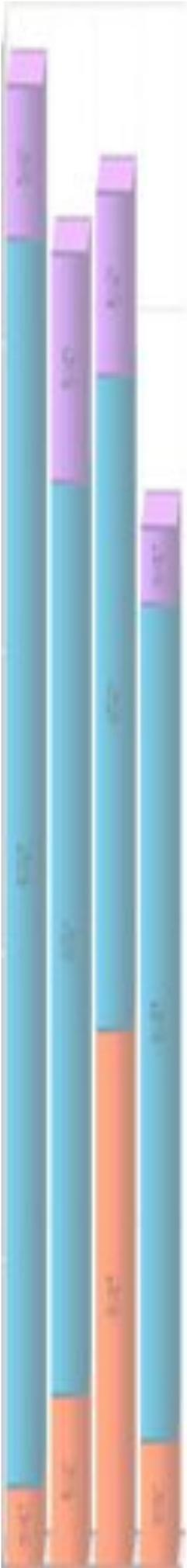
Marketing Scouting

- Consider “scouting” as the product

HOW ARE ADULTS (SELLERS) SELLING SCOUTING (PRODUCT) TO YOUTH MEMBERS (CONSUMERS)?

Consumers = Youth members

- Who are they?
- Where do they come from?
- What are their needs?
- Does your program, marketing and brand respond to the needs of young people?



Sellers = Adults

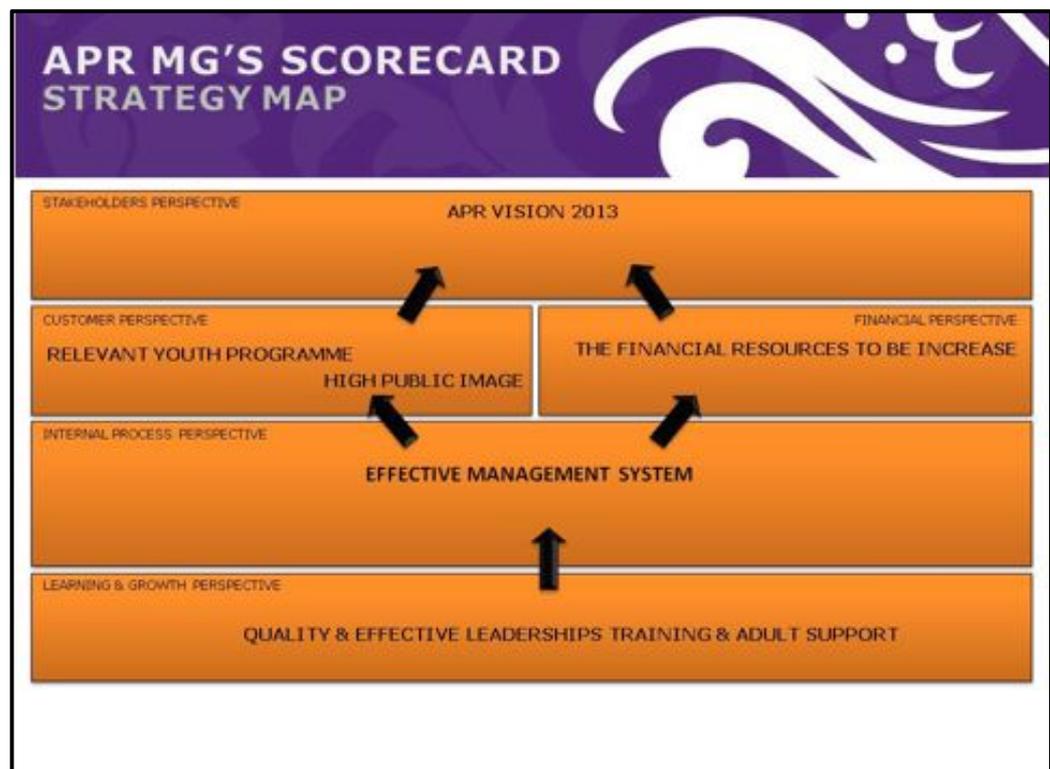
- * Why are adults the sellers? Should youth members be sellers?
- * How do adults sell our product?
- * Do we support the adults we need?

Scouting = Product

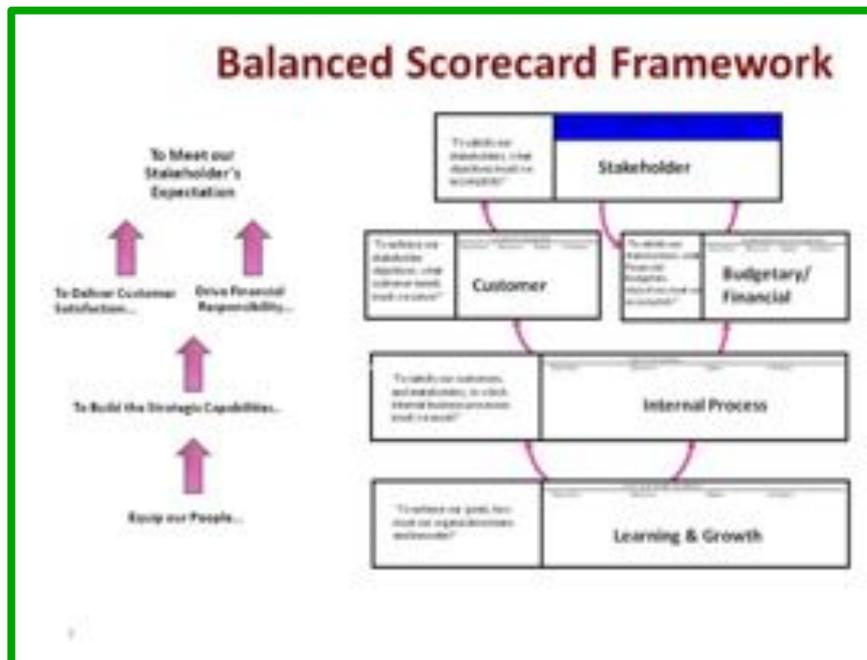
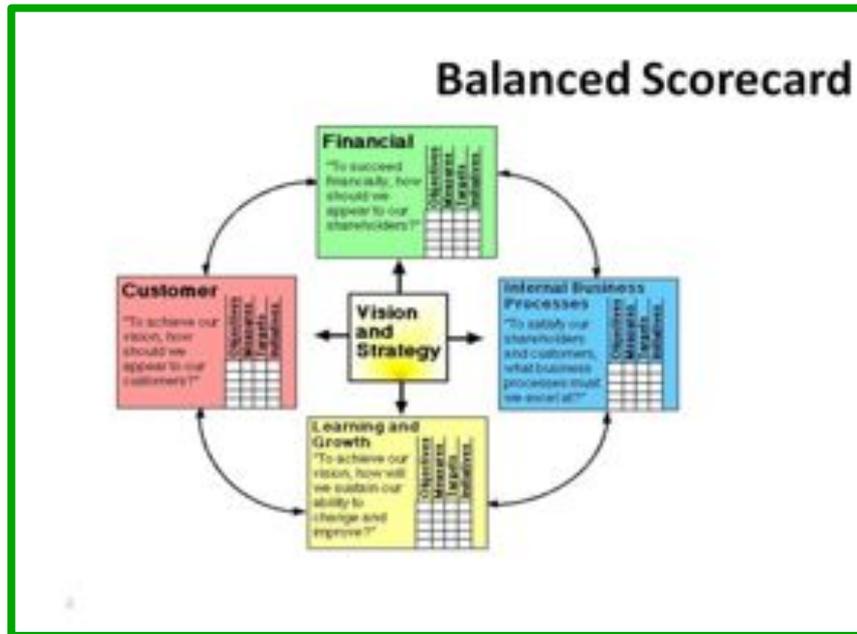
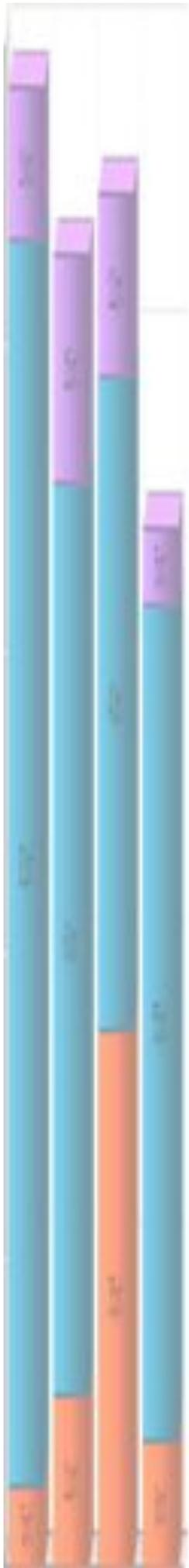
- * What is Scouting?
- * Do local leaders know how to talk about the product of Scouting?
- * Do we need to revitalize the Scout Method? Is it relevant to young people today?

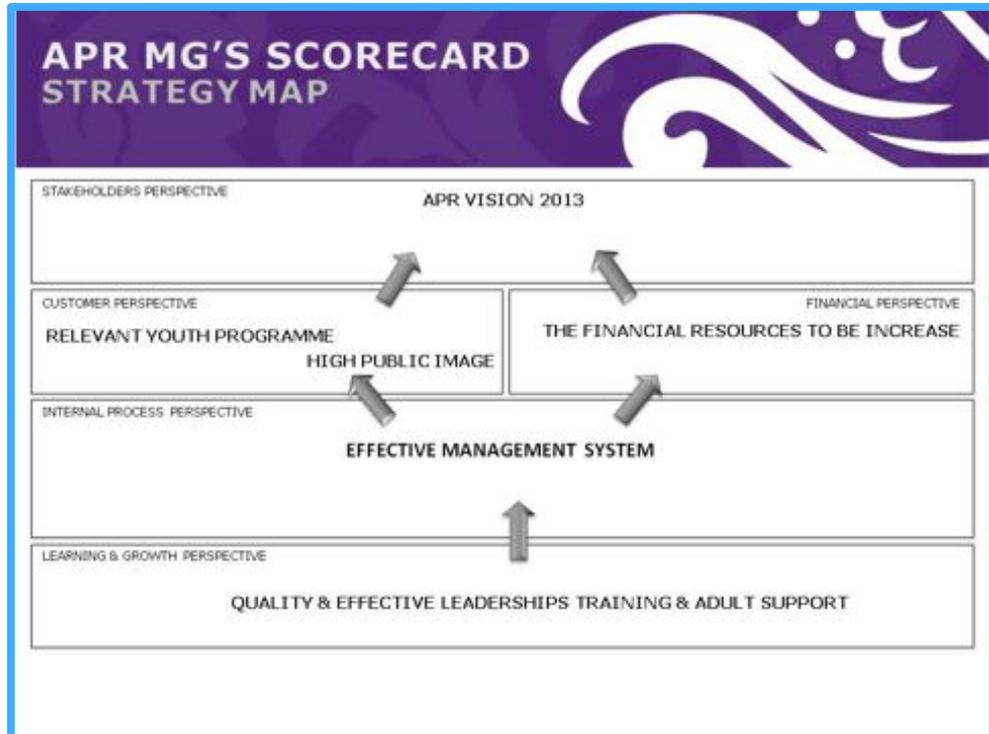
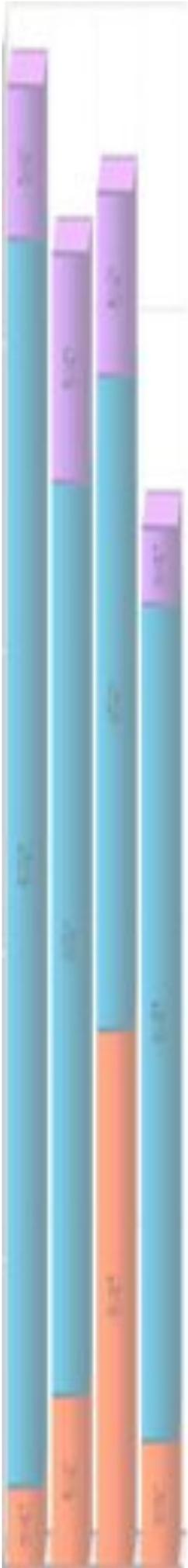


MEMBERSHIP GROWTH SCORECARD



Mr. Mohd Azlan Abd Jalil
Input Speaker
Member, APR Membership Growth Sub-Committee





Vision 2013

- The Asia-Pacific Region upholds the Mission of Scouting and envisions for 2013 a Scout Movement that:
 - is widely recognized as a value-based educational movement
 - is co-educational
 - includes youth members in decision-making
 - provides a safe environment for young people
 - has self-reliant, independent and well-managed National Scout Organizations
 - reaches out to a greater proportion of youth in member countries
 - extends to non-member countries
 - has good image and visibility everywhere
 - maximizes the use of information communications technology
 - contributes to community and nation-building
 - has strong community-based Scouting
 - helps protect nature and environment
 - promotes peace in local and global communities
- by recognizing the needs of young people in a rapidly changing environment

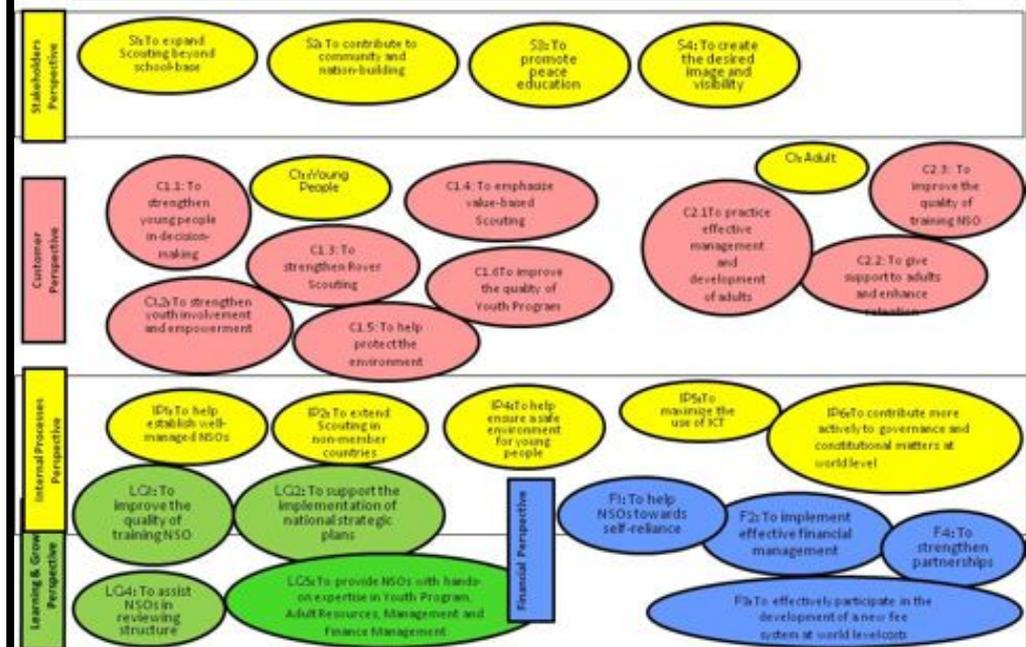
Mission of Scouting

- To contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are selffulfilled as individuals and play a constructive role in society.
- This is achieved by:
 - involving them throughout their formative years in a non-formal educational process.
 - using a specific method that makes each individual the principal agent in his or her development
 - as self-reliant, supportive, responsible and committed person.
 - assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

8

APR STRATEGY MAP (2009-2012)

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



Strategies & Modes of Scouting



Mr Thian Hiong Boon

Input Speaker

Director, Adult Resources and Documentation Management

WOSM/APR

What are the areas of approach to growth at local and national levels?

Youth Programme (Cubs, Scouts, Senior Scouts, Rovers)

- Advancement system
- Scout Method
- Youth Empowerment
- Youth involvement in Decision Making

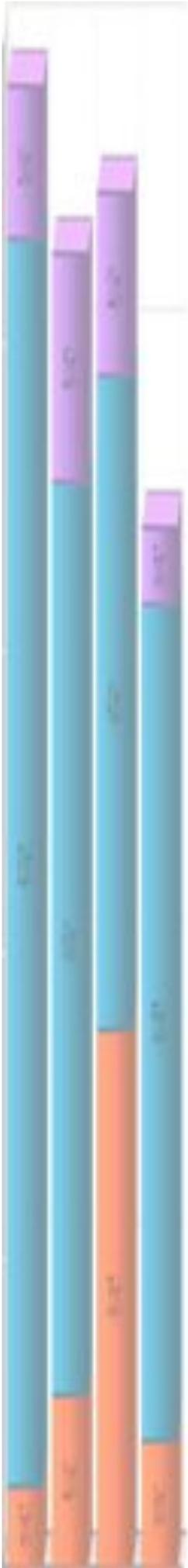
Adults (Unit Leaders, Commissioners, Council/Committee members)

- Adult Training
- Recognition
- Personal Development
- Adults in Scouting

Marketing of Scouting (Scouting profile, PR, Media, Growth Strategy)

- Banding
- Communications channels
- Image & visibility
- Intellectual property
- Governance





What are the modes of Scouting?

- Scouting within the educational system, under the authority of the government
- Scouting in schools, but not under the authority of the government
- Scouting sponsored by different community group, such religious sectors, service clubs
- Scouting in the community, in open groups by parents in a housing estate

What are the areas of approach to growth at local and national levels?

School-Based Scouting

-CLOSED group (sponsored by education authority and managed by the school for only students from the same school are allowed to join in)

-OPEN group (Sponsored by institutional head and allow both student and ex-students to join in, either as leader or Scouts)

Community-Based Scouting

-CLOSED group (sponsored by a Social/Service organisation/institution and only allow children of same organisation/employees to join in)

-OPEN group (sponsored by community/Religious group, allowing children of different background to join).

NSO Presentations



NSO EXPERIENCE ON MEMBERSHIP DEVELOPMENT

SCOUTS AUSTRALIA



Factors affecting membership growth

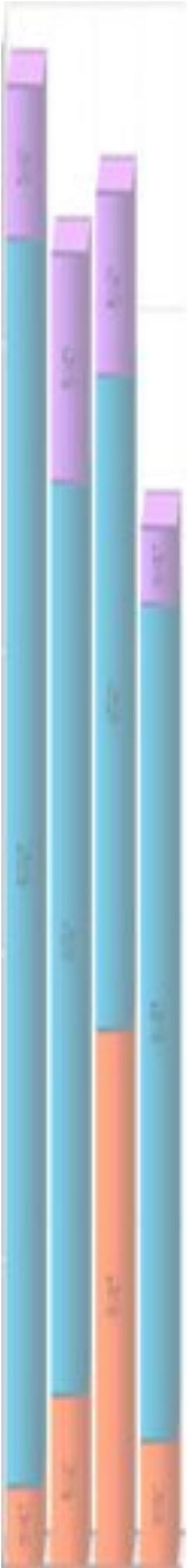
- Scouts Australia has had a growth of membership since 2008 by 7%

Reasons:

- Review of adults in scouting and implementation of recommendations
- Higher scouting profile due to celebration of centenary of Scouting
- Increased advertising spend thanks to funding of \$1million (AUD) from Federal Government
- Communication with Federal and State Government

Challenges affecting membership growth

- Recruitment and retention of young leaders
- Leaders being trained and adequately supported in first 12 months – if new leaders are not supported within 12 months more likely to leave
- Time demands on youth members and leaders affecting recruitment, quality program and support
- Need more Government support

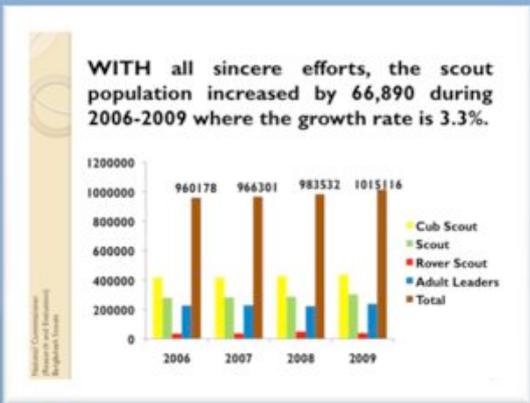
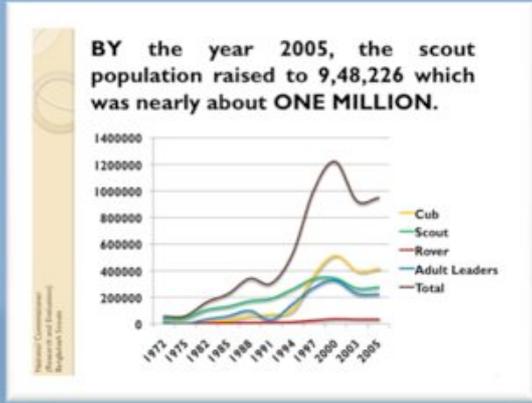
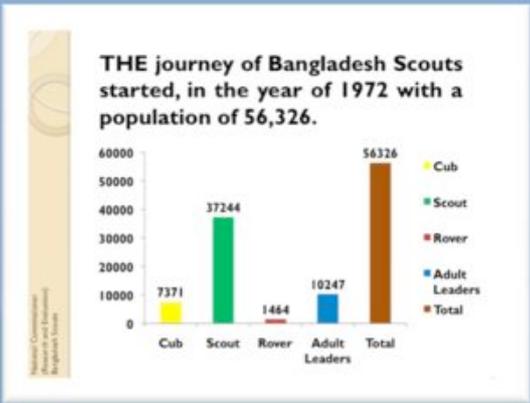


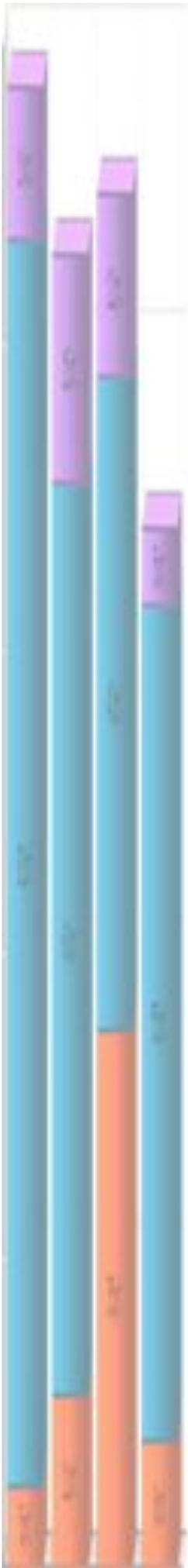
Factors needed to sustain growth for the next years

- Improve quality of program
- Improve the delivery of the program and skills of our leaders
- Continue to improve leader support
- Flexible scouting – both delivery of program and training
- Continue marketing strategy to lift visibility
- Develop new funding and sponsorship models



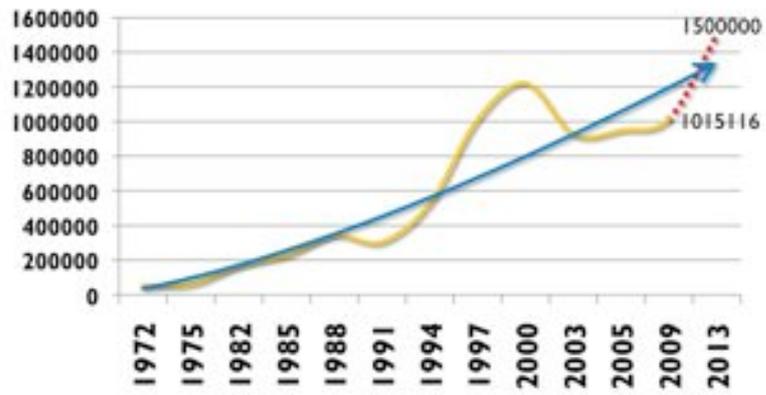
BANGLADESH SCOUTS





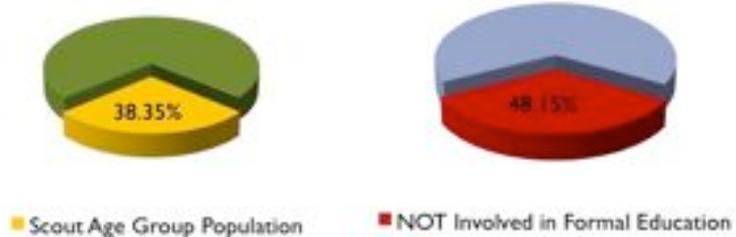
PMI Taahhidul Islam
National Commission
(Research and Evaluation)
Bungliah Scouts

THIS is far behind the target and overall membership increase is still a great challenge.

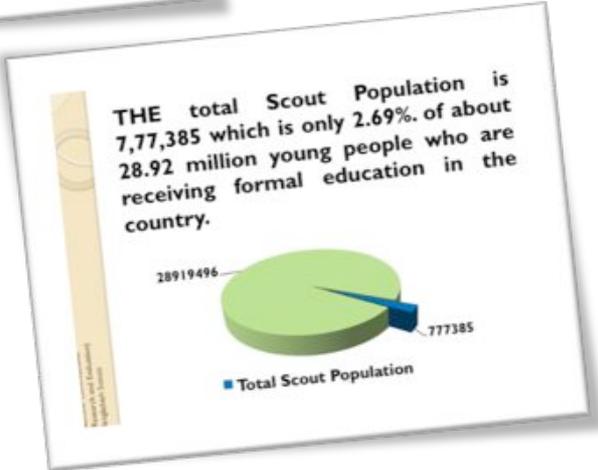
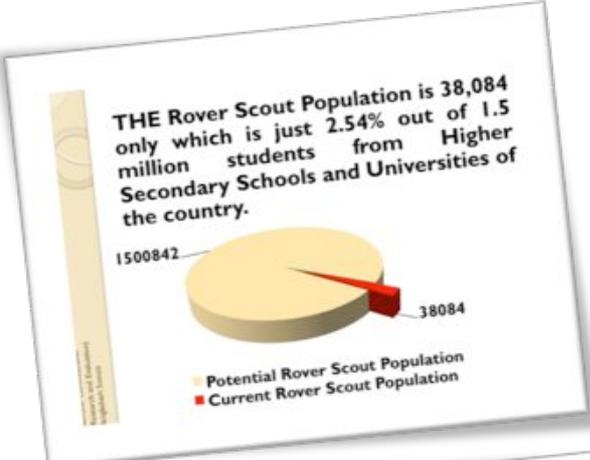
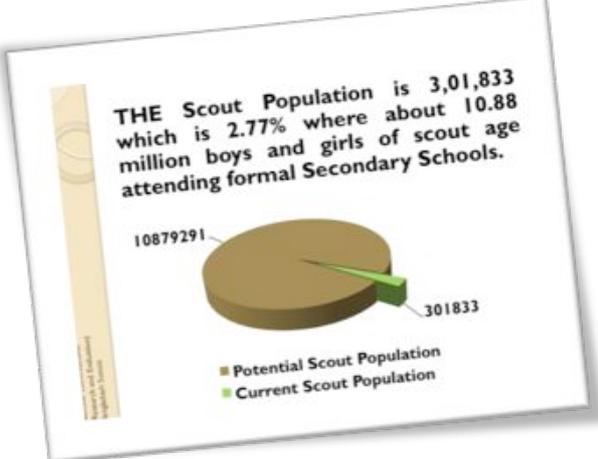
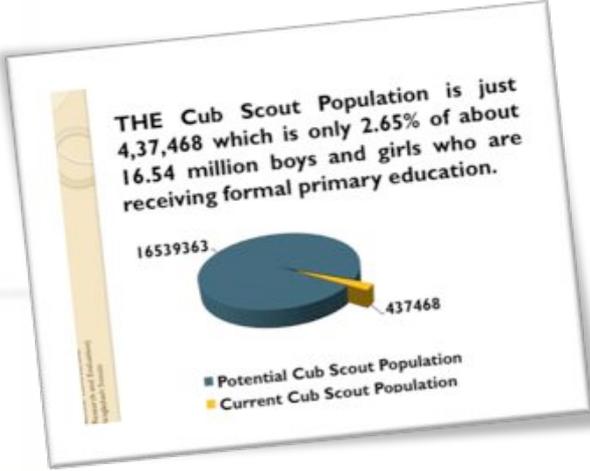
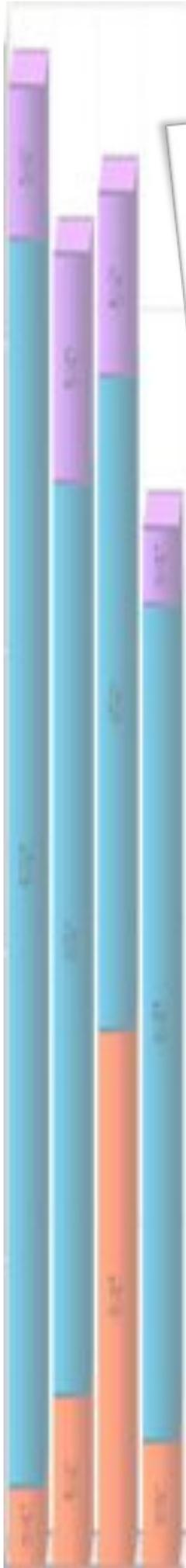


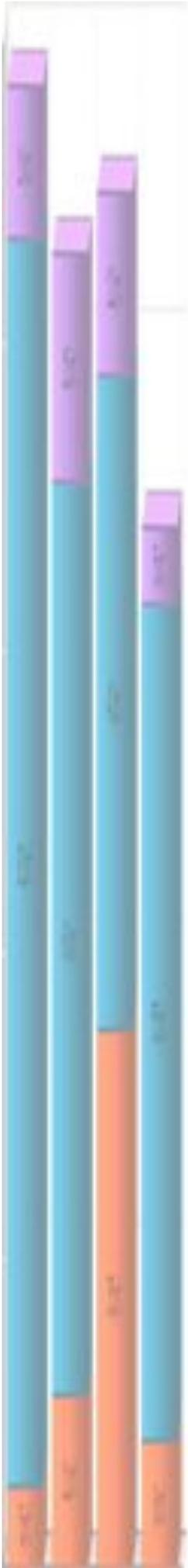
PMI Taahhidul Islam
National Commission
(Research and Evaluation)
Bungliah Scouts

THE Scout Age Group Population of the country is about 55.68 million which is around 38.35% of total population. Among these 51.85% is receiving formal education.



PMI Taahhidul Islam
National Commission
(Research and Evaluation)
Bungliah Scouts





Factors affecting Membership Growth

- The units or the parents are not capable to meet the minimum requirement of fund for Cub Scouting.
- About 6.78 million boys and girls are going to primary schools run by NGOs where Cub Scouting is not addressed as yet.
- Financial constraint does not permit Unit Leaders to provide quality time for Scouting.
- Parents are focusing more on academic results than extra curricular activities like Scouting.
- Modern .com technologies have got great influence on the young people, specially in the Cities.

Challenges affecting Membership Growth

- The dropout rate from Cubs to Scouts and Scouts to Rovers are increasing.
- Academic pressure is getting higher day-by-day.
- Young people are more influenced by the modern .com culture nowadays.
- Less outdoor activities at all level.

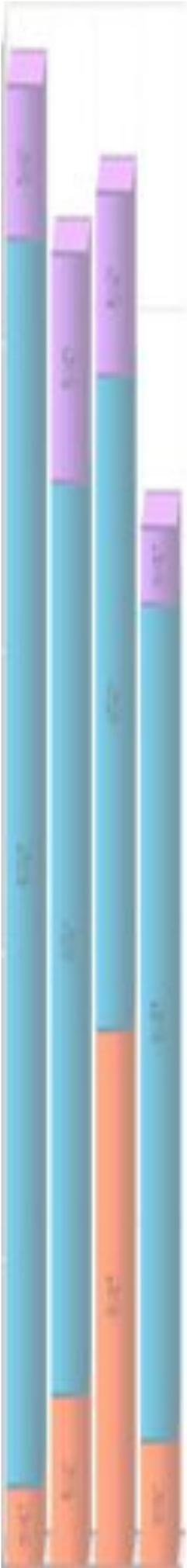


National Association of Cambodian Scouts

Factors affecting Membership Growth

- a. Limited number of skilled Adult Leaders
- b. Insufficient resources such as skilled staffs, finances, facilities, materials ,..etc.
- c. Lack of long term Strategic Plan
- d. Limited public understanding of Scout activities
- e. Less participation in community's development
- f. No clear strategic plan to increase membership
- g. Focus on mostly school-based activities ,..etc



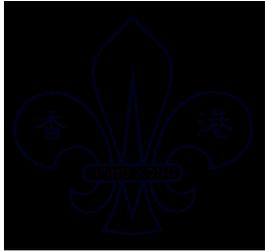


Challenges affecting Membership Growth

- No clear plan for increasing public awareness
- Limited capacity and less motivation of Adult Leaders
- Lack of strategic plan for the expansion of Scout activities nationwide
- Lack of experiences in fund raising activities
- Lack of communication with the community
- Management need to increase efficiency
- Local competition faced by NACS
- Need to expand to both school and community-based Scouting
- Cooperation with public and private sectors

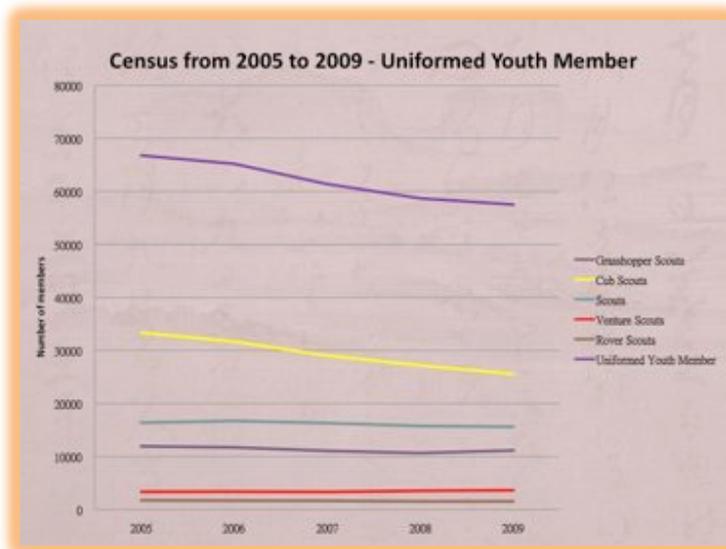
Factors needed to sustain growth for the next years

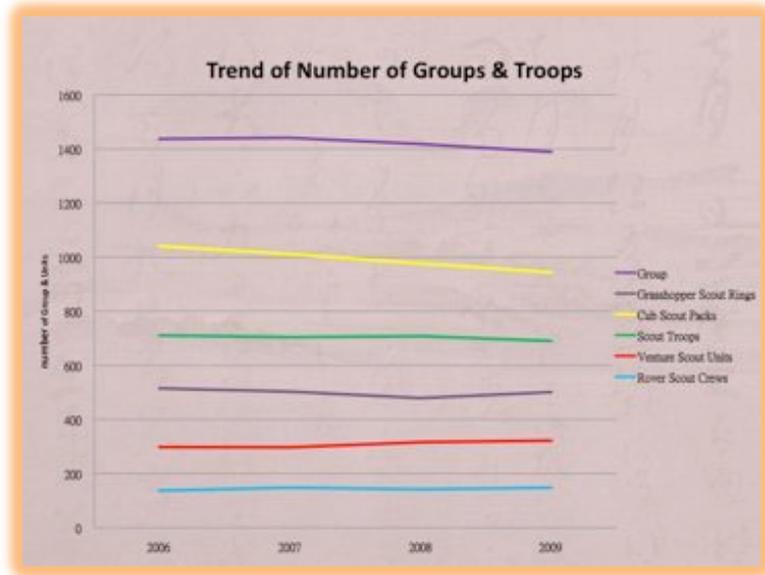
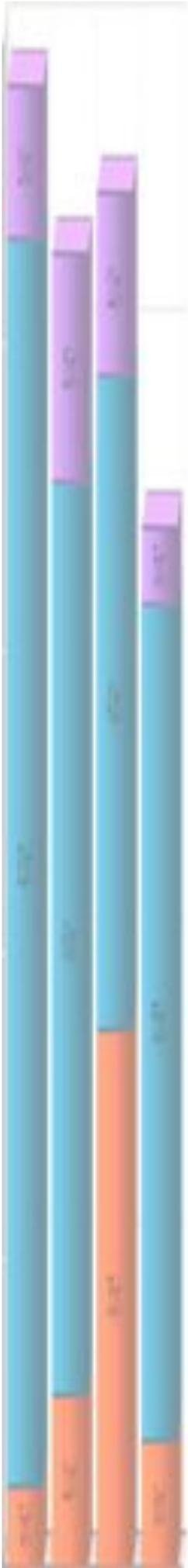
- Orientation of adult leaders on Scouting at all levels
- Training of adult leaders
- Participation in various community development/service projects
- Production of a range of Scouting literature
- Establishment of partnerships with government and other external agencies
- Participation in regional and other national level Scout activities.
- Development of a master plan for membership growth
- Develop a kit of communication to create public awareness
- Increase fund raising activities
- Increase Scouting activities every year



SCOUT ASSOCIATION OF HONG KONG

SAHK Membership Trend for the last 5 years



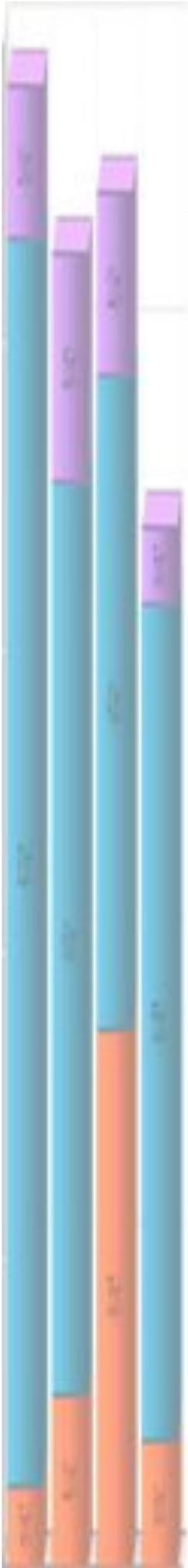


Factors affecting Membership Growth

- + Continuous downward trend of birth rate
 - Decline in student population
 - School size cutting down
 - About 60% of scout group are sponsored by schools
- + Achievement-oriented parents
 - Strong desire of helping their children to get a place for prestigious schools/universities.
 - Emphasize on academic result
 - “Whole-person development” for satisfying the schools’ requirements
 - Participating in qualification/certification-bearing activities

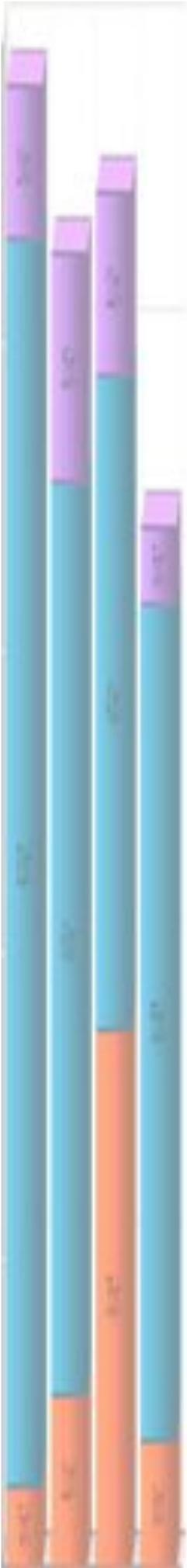
Challenges affecting Membership Growth

- + School class reduction
 - About 60% School-based scouting
 - Reduction in class, thus the teaching staff
 - Resource move to “saving” the school
 - Hence less on scouting
 - Teachers are less willing to serve in scouting
 - Less number of scout group



Factors needed to sustain growth for the next years

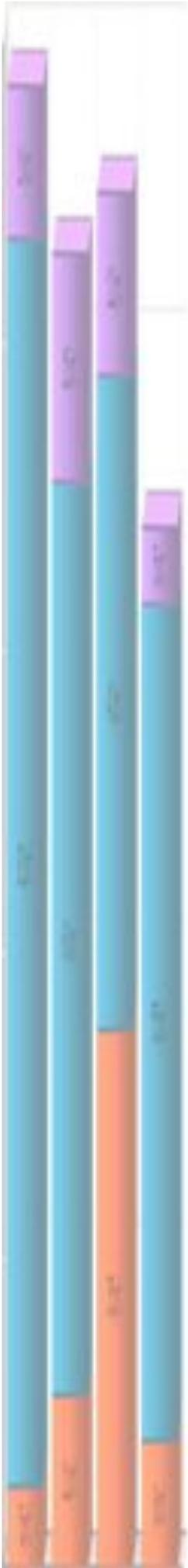
- + Review on sectional programme
 - Updating the programme
 - Providing a challenging and stimulating non-formal educational programme
 - Gearing the interest and needs of youth nowadays
- + Making good use of chances provided by the government policy / initiatives
 - Implementation of New Secondary School curriculum (334)
 - “Other learning Experience” (OLE)
- + Paradigm shift of parents concept
 - More publicity about scouting
 - is an education
 - not only recreational
 - beneficial to the whole-person development
- + Attract more adults to become leaders
 - Accreditation of wood badge training as credit-bearing
 - e.g. Hong Kong PolyU/SPEED
 - Recruitment of more new leader
 - Retention of matured Venture/Rover Scouts to be leader
 - Publishing more training materials for leaders



Gerakan Pramuka Indonesia

- In 1961, the total number of membership of Gerakan Pramuka was around 500,000
- 1965, as a results of agreement between Ministry of Education and Gerakan Pramuka (Number 47/KN/1965 or 156/Kab/1965) regarding the establishment of school based scout units, the growth of membership increased dramatically, and by the year of 1969 the number of Gerakan Pramuka membership was 3,519,608
- At present the Gerakan Pramuka has a membership of 17,000,000





Factors affecting Membership Growth

- Positive factors

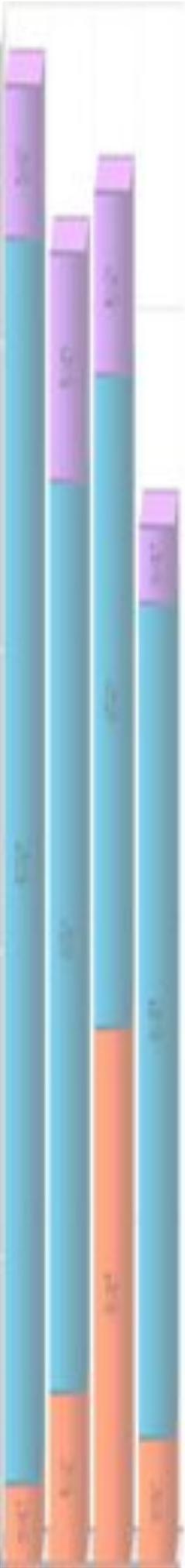
- Strong political commitment
- Establishment of school based scout units
- No other youth organizations at village level, while around 60% of Indonesian people lived at the villages
- Support from the parents and community

- Negative factors

- Competition from other youth organization (in the city)
- Programs do not meet the needs and interest of the youth
- Competition from other school programs at the school level
- Low interest of school teacher to be scout leader

Challenges affecting Membership Growth

1. No proper growth development plan (since the number of membership is already big, attention more on improving quality, not quantity)
2. No proper national membership registration system (Indonesia is a big country)
3. Big number of memberships that spread out all over the country (about 17,000 islands)
4. Limited resources to manage the membership
5. Limited number of Scout Leaders to properly organized scout activities
6. "Out of date" Youth Programme
7. The availability of other youth organizations (in the big city)
8. Conducting regular membership census



Factors needed to sustain growth in the next years

1. Development of membership growth plan
2. Development of simple national registration system
3. Increase number and quality Scout Leaders
4. Update Youth Programme
5. Enlarge the criteria of membership by adding
 - Kids under 7 years (Joy Scout)
 - Adults that supported scouting movement (partner scout)



Korea Scout Association



Challenges

- 1 Severe Competition for Admissions
- 2 Youth population decline
- 3 Depreciation of Scouts Brand Value
- 4 OverProtective by Parents
- 5 Lifestyle Changes – Avoid Group Activities

COMMITTEE, NSO, VISIT of Korea Scout Association

Challenges

1. Severe Competition for College Admissions

% of College → 85%

% of Job is under 30%

Study Time per Day → 10.23h
not included class time

COMMITTEE, NSO, VISIT of Korea Scout Association

Challenges

2. Youth population decline

Population Growing to **50 Millions**

Youth Population Decreasing under **10 Millions**

Birth Rate 1.1

Challenges

3. Depreciation of Scouts Brand Value

4. OverProtective by Parents

5. Lifestyle Changes – Avoid Group Activities



Objectives

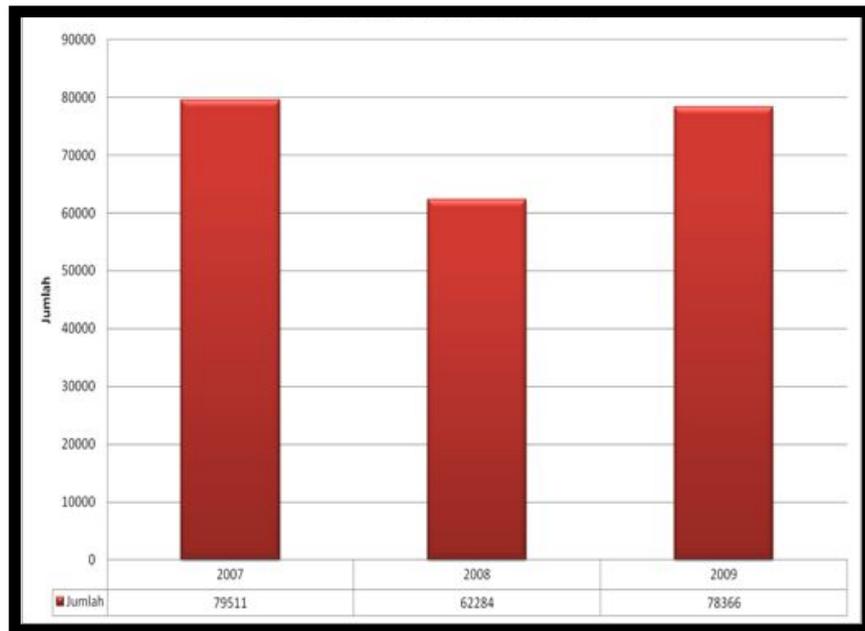
- 1 Database Support for Activity Portfolio
- 2 Adult Resources Development
- 3 New Market ... Multi-cultural Families, Silver Ages, Family Camp
- 4 Strengthen Fundamental
- 5 → More Program, Social Contribution
- 6 → Environment Program

membership growth 1 %

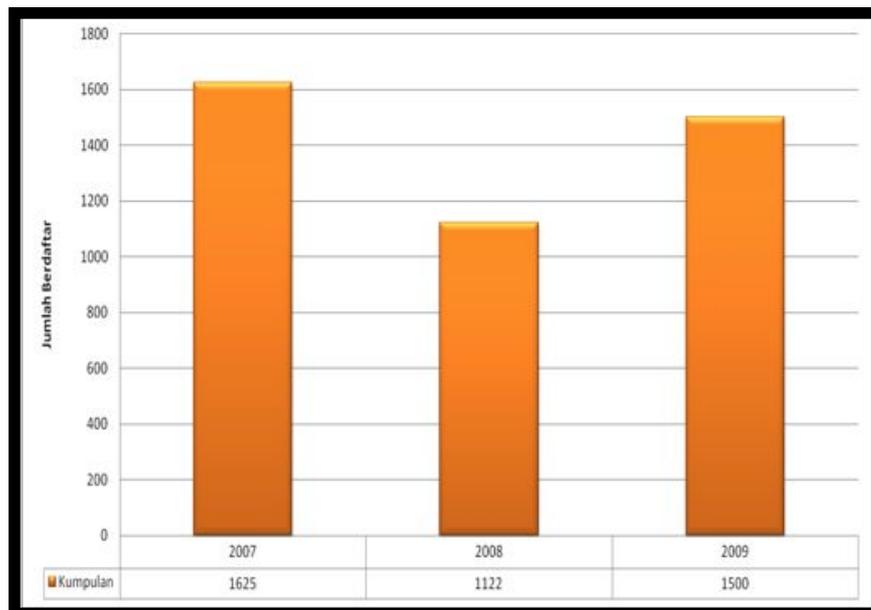


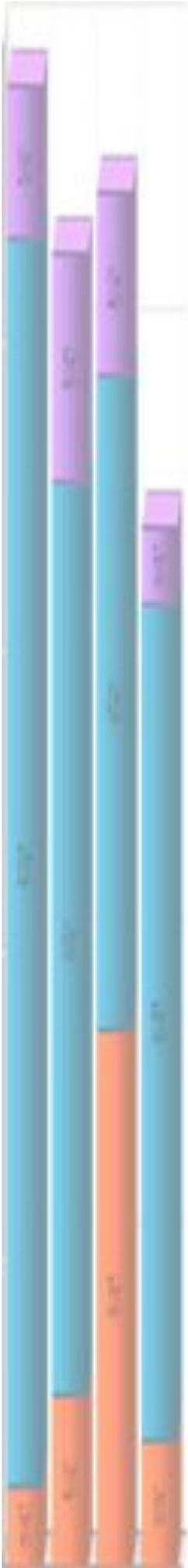
Persekutuan Pengakap Malaysia

Total Membership 2007 - 2009



Registered Scout Groups 2007 - 2009





Factors Affecting Membership Growth

Other Uniform Bodies:

1. The Girls Guide Association
2. Girls Brigade
3. Boys Brigade
4. Red Crescent of Malaysia
5. St. John Ambulance
6. Islam Girls Corps
7. Army Cadet Corps
8. Navy Cadet Corps
9. Air Force Cadet Corps
10. Police Cadet Corps
11. Fire and Rescue Corps
12. National Defense Cadet Corps
13. School Cadet Corps
14. The School Brass & Marching Band

Action Plan to Increase Membership

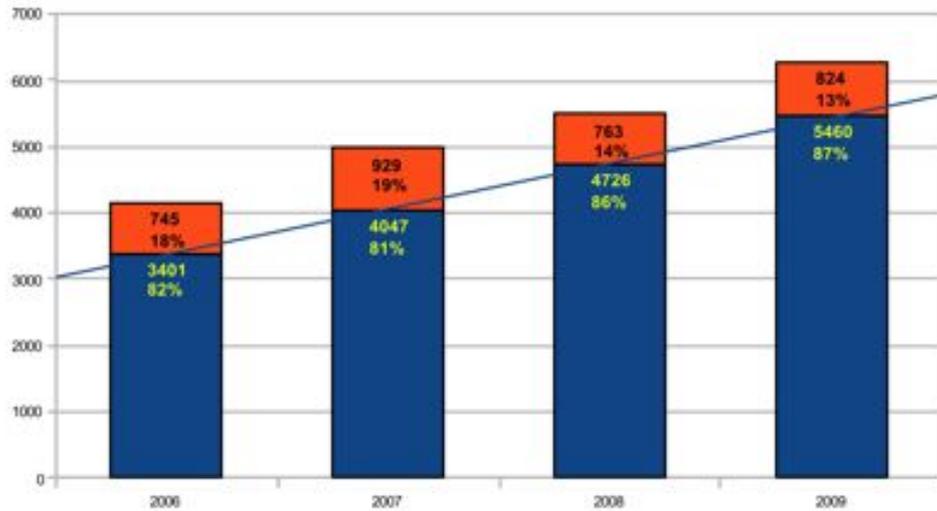
- ◆ Rebranding
- ◆ Decentralized Membership Registration System
- ◆ Activities relevant to youth member
- ◆ Youth Programme
- ◆ Trained Leaders
- ◆ Professional Trainers
- ◆ Incentives / Awards
- ◆ Fund Management & Fund Raising
- ◆ Marketing & Recruitment

NEW areas to be addressed

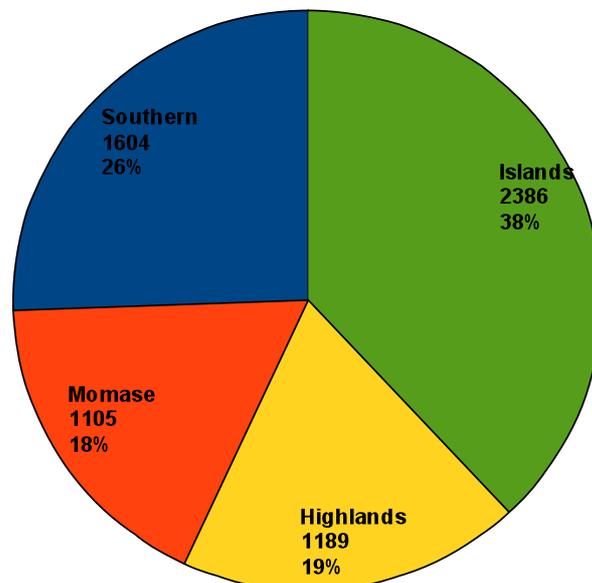
- Scouting needs to address all segments of young people.
- To activate process of retaining Rovers as young leaders.
- IT and modern technologies need to be adopted according to the youth requirements.
- Encourage and support tribal youths to join Scouting.
- Strengthening interaction between civil and defense forces institutions.
- Formulate policies to make it easier for all levels to build partnership with similar organizations.

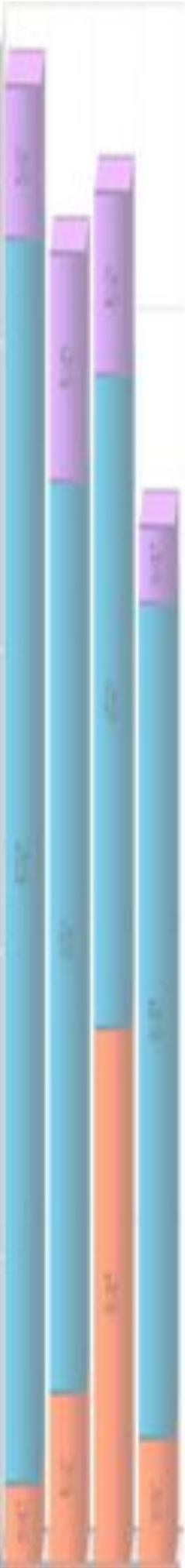


Scout Association of Papua New Guinea



SAPNG 2009 Scout Population 6,284 Members





Factors affecting Membership Growth

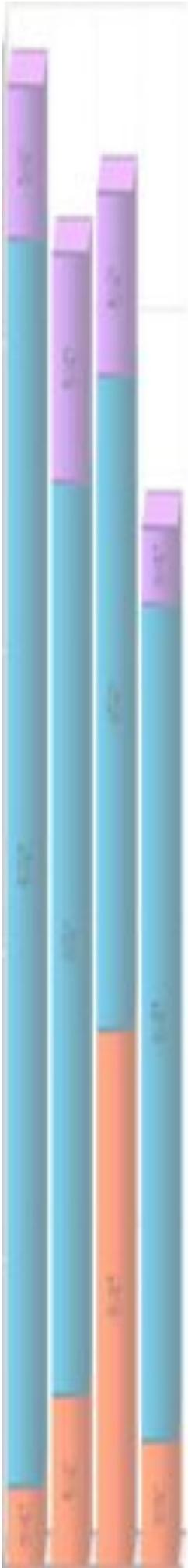
Scouting Operation Funds

- ◆ Financial position is weak to support our operation in terms of training and scouting activities at the national level.

Follow-ups on Adult Leader Training

- ◆ most newly trained leaders are finding it hard to run troops.
- ◆ Scouting manuals and resource books are also inadequate to support leaders in running of their troops.
- ◆ Adult leader trainings are often cut short in length because of limited funds.





Challenges affecting Membership Growth

- Funding of Scout Activities
 - most activities limited to troop areas because most leaders are unemployed and lack of financial support in most cases.
- Scout Shop
 - Scout shop is almost empty therefore most scouts are without uniforms or badges or other scouting gears.
- Training Follow-Ups
 - needs to be done 2 to 3 times a year to ensure new troops are progressing.
- Scouting must also be set-up in the 6 provinces where scouting is not active

Factors needed to sustain growth in the next years

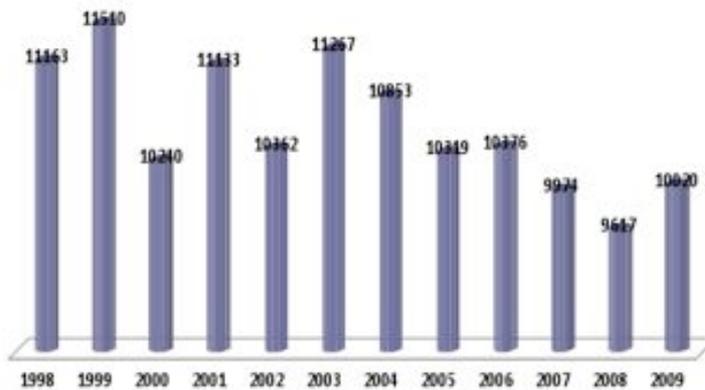
- ✦Funding must be allocated for all National Scout Activities
- ✦Consistency in organized scout activities & badge-works.
- ✦Scout shop must be fully stocked with uniforms, badges, etc...
- ✦Follow-up on adult leader trainings to be consistent to ensure new troops are sustained and are progressing



The Singapore Scout Association



SSA Membership From 1998 - 2009

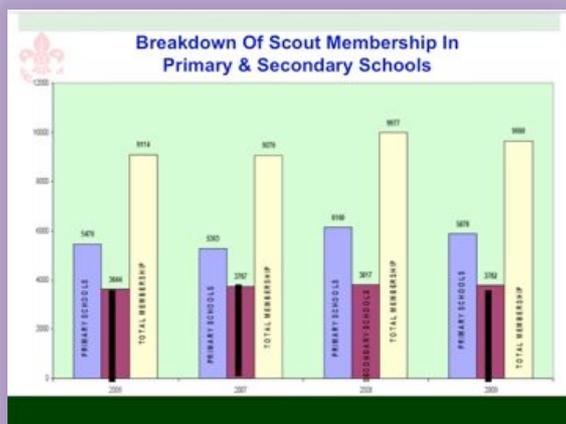
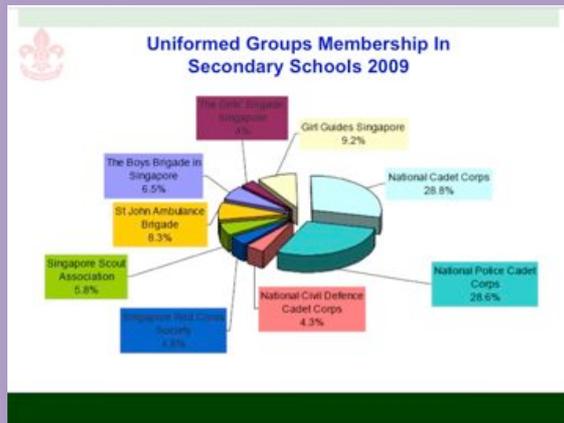
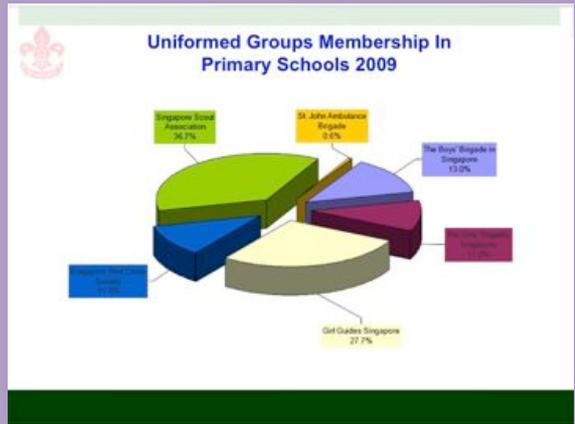


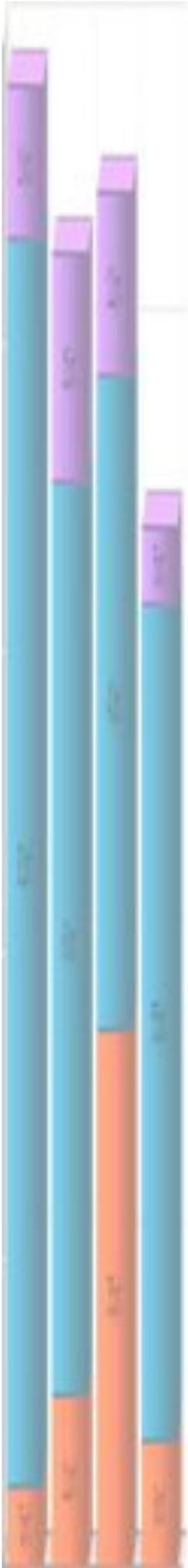
Membership Strength Of Uniformed Groups In Singapore (2009)

(SCHOOL UNITS, TEACHER-OFFICERS AND PUPIL MEMBERSHIP)

SN	UNIFORMED GROUPS	Primary Schools (179)			Secondary Schools (162)			All Schools (341) TPM '09
		SU	TO	PM	SU	TO	PM	
1.	The Boys Brigade in Singapore	50	13	2092	80	25	3804	5896
2.	The Girls' Brigade, Singapore	43	139	1757	48	238	2127	3884
3.	Girl Guides Singapore	120	302	4436	109	299	5444	9880
4.	National Cadet Corps	-	591	-	175	607	1696	1696
5.	National Police Cadet Corps	-	240	-	180	896	1696	1696
6.	National Civil Defence Cadet Corps	-	72	-	39	88	253	253
7.	Singapore Red Cross Society	54	100	1770	54	131	2804	4574
8.	Singapore Scout Association	130	255	5878	77	156	3430	9308
9.	St John Ambulance Brigade	4	3	99	95	85	4920	5019
				16002			57363	74960

SU : School Units
 TO : Teacher-Officers in Uniformed Groups
 PM : Pupil Membership in Uniformed Groups





Factors Affecting Membership Growth

- Declining birth rate
- Changing interest of youths & expectations
- Greater demand on time for other activities by youths & leaders
- Increasing competition from nationally funded youth groups
- New Government policies such as 5 day-work week and introduction of Scouting activities in School Curriculum
- Demanding progressive award system compared to programme of other uniformed groups

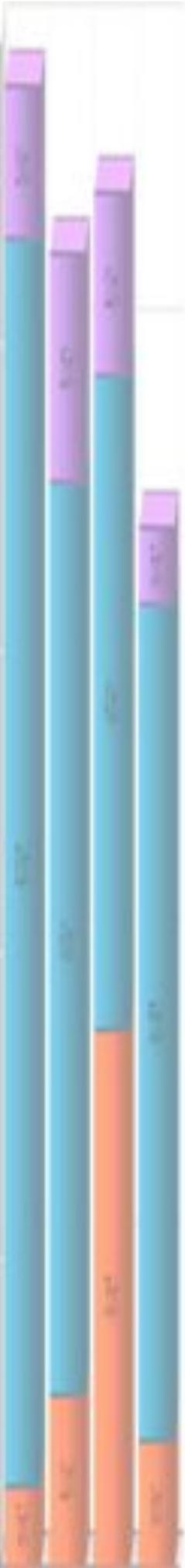
Challenges affecting Membership Growth

- Dated programme not reflecting current interests of youths and their expectations
- Shortage of committed adult volunteers
- No designated Membership Growth Support Team at HQ level to support Areas & Districts
- Loss of competitiveness at Scout level
- Parents' expectations

Factors needed to sustain growth for the next years

- To capture new market
- To revamp Scout Programme
- To encourage parental involvement
- To recruit more adult volunteers
- To encourage Top Award recipients to return to serve as Adult Leaders
- To encourage Cub Scouts in Primary Schools to continue Scouting in Secondary Schools
- To engage the support of Sponsoring Authorities
- To involve Scouts in community service to project positive image





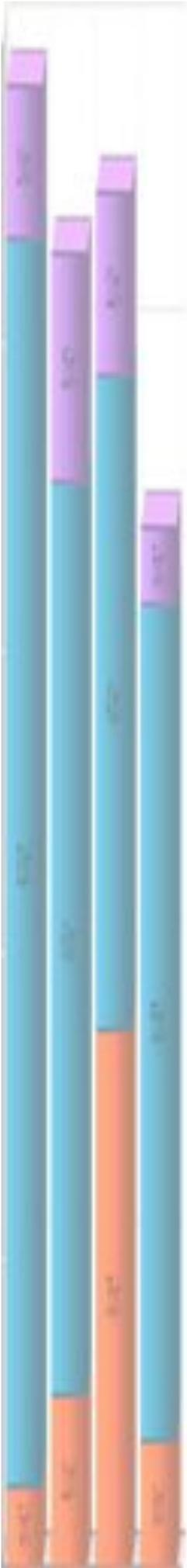
Boy Scouts of the Philippines

Factors Affecting Membership Growth

The Philippines has not been able to meet its target of 2M in 2009 as we were able to register only 1,464,765 scouts or a variation rate of -17.66% and this to us needs serious attention and immediate action at the national level.

- The main reason for this is the issuance of a Department of Education Order prohibiting the collection of membership fees to the Boy Scouts of the Philippines in all public or government owned schools particularly for grades 1 to 4 which constitute about 60% of the total membership of Scouts Philippines.
- This year, our target is 2,060,000 which to us is a much greater challenge because we need to register at least 595,235 more scouts from our current level.



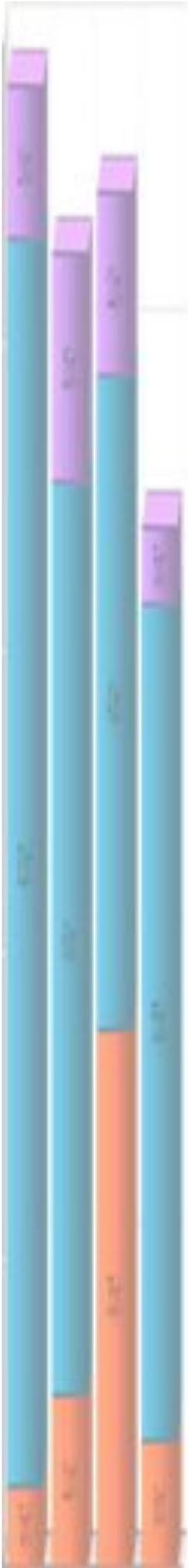


Challenges affecting Membership Growth

- Reverse the declining trend.
- Create/Establish a Membership Fund that can be accessed by local councils by way of partnership agreement to increase their membership levels.
- Motivate local councils to be more resourceful and self reliant.

Factors needed to sustain growth for the next years

- Enlarge and expand scouting from many school based to community based.
- Attract more professionals to go back/join scouting for community service.
- Enter into partnership agreements with big corporations in the implementation of their corporate social responsibility programs/projects by including scouting as priority area.
- Act as service provider to local governments (provinces/ cities) for their human resource development programs as entry point for civil servants to become members of the scouting movement and for the out of school youth as well by and through community scouting.
- Revive the Adopt A Troop Project.

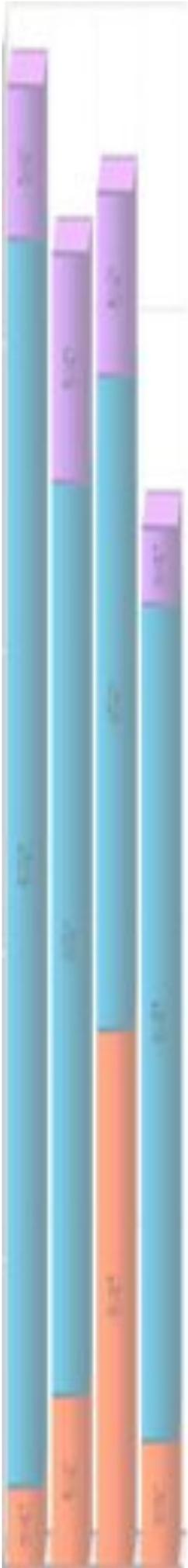


Workshop 1

Factors Affecting Membership Growth



Dr Jeffrey Ho
Vice-Chairman
APR Membership Growth Sub-Committee



Topic :

Types of membership :

Youth members

Adult Support

Movie Clip

WOSM Action for Growth Chapter 1

Situational Factors
Financial, Time, School work, etc

Scout Factors
Adult Leadership
Youth Programme
Branding

Institutional Factors
Legal, Policies, Politics, etc

Psycho social Factors
Friends, Parents, Common Interest, Motivation, Commitment, etc

WOSM Action for Growth Chapter 2

WOSM Action for Growth Chapter 2

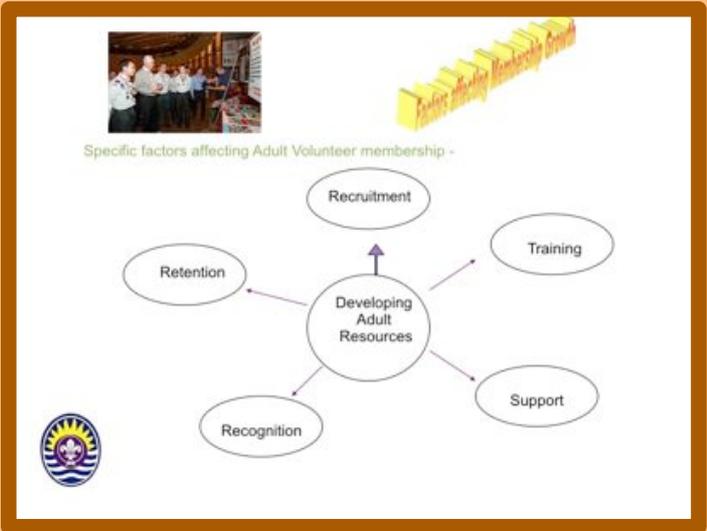
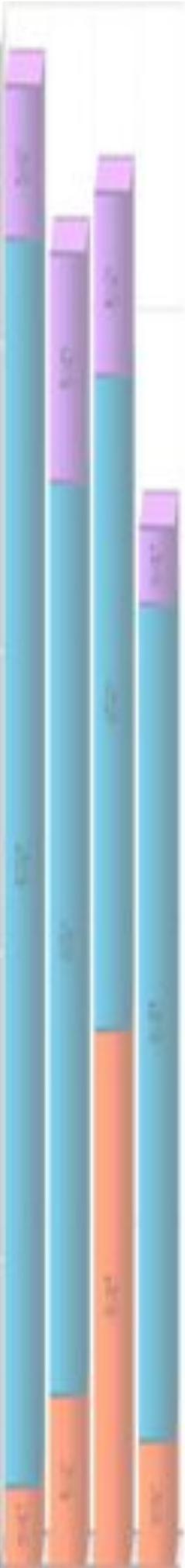
Barriers

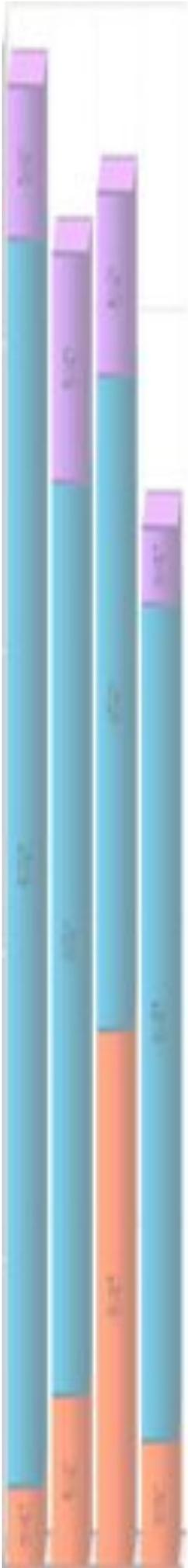
- Economy
- Lack Adults
- Poor Delivery or outdated Youth Programme
- Restrictive criteria on ethnic & religion

Populations effect

Motivation

- Friends
- Attractive Image
- Programme interesting to youth
- Easy accessible
- Suitable time schedule
- Value








Target Market
WOSM Action for Growth Chapter 3




Versus



Dilemma affecting both Youth and Adults in Scouting

Summary



Look at **your** own Market for membership in your Country – both Youth members and Adult Support

Understand the common factors affecting most NSO and identify the factors affecting **your** membership growth using the models discussed

List out factors that you can influence and act to improve membership growth

Take action and aim for at least minimum growth target for your NSO



Workshop 2

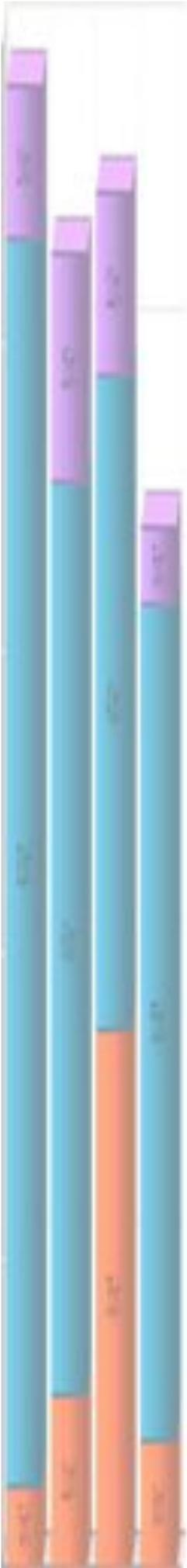


Recruitment for Growth



Ms Emma Barker
Chairman

APR Membership Growth Sub-Committee



Recruitment

- Definition: the process of attracting, screening and selecting people for a job

Recruitment at Home

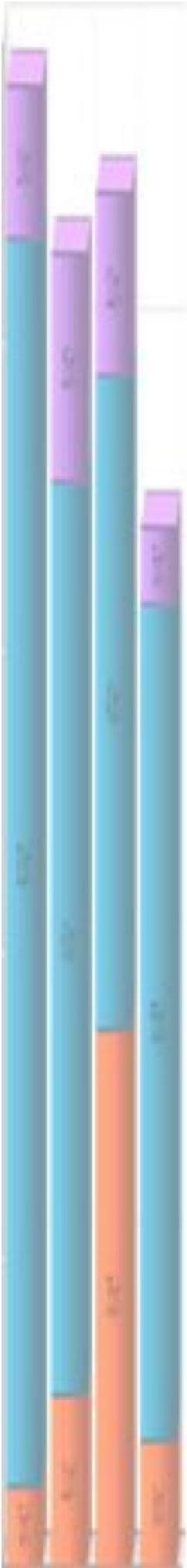
- Recruitment will not be the same for all NSO's
- Recruitment will be different in school based scouting and community based scouting
- Different cultures and society will affect the development of a recruitment strategy
- In order to develop recruitment strategies all NSOs need to understand internal and external influences

Developing Strategy

- Before you can develop any strategy, you must understand what you want to achieve
- To do this you must understand your internal environment and external environment (reaching out)

Understand your internal environment

- You must understand your NSO
- Need to be able to define membership – who are they
- Need to analyse membership characteristics / demographics
- Monitor membership trends
- Have to have understanding of how members feel about Scouting experience, is it achieving its aims, how can it be improved.

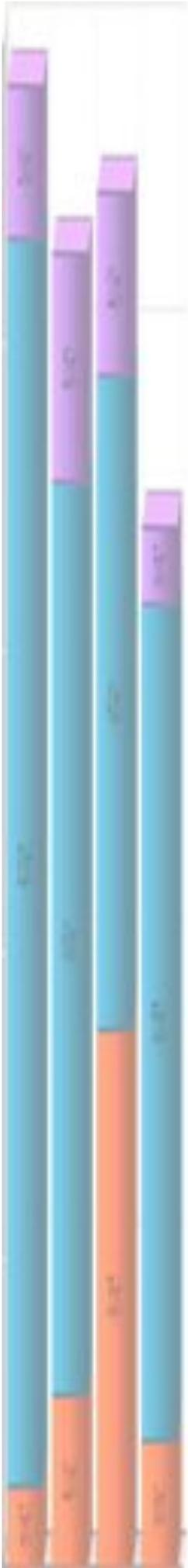


Understand your external environment

“Reaching Out”

- Gather external information on statistics, trends and issues that are likely to influence long term prospects
- What is our current and potential market share eg scout density exercise
- Must know if the relevant age groups are increasing or declining a proportion of total population
- Understand the make up of the population – age, gender, geographic, ethnic, religious groups – compare to current membership to look for growth opportunities
- Must be done for both youth and adults
- Understand trends that are affecting young people and adults
- We all talk about how different people / generations have different needs and different expectations





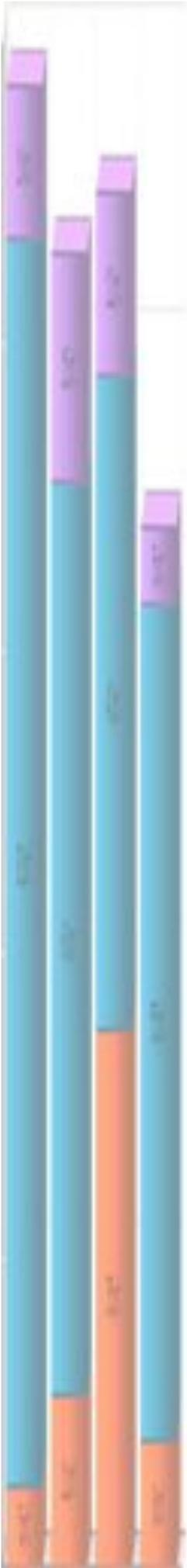
Importance of Understanding External Environment

- Pinpoint more clearly issues to address
- Gain an accurate profile of your target markets (potential youth and adult volunteers)
- Have a greater chance of recruiting them through better understanding of them
- Be pre-emptive in addressing trends and issues that effects what your association offers and how it does so
- Help choose a strategic option for growth whether expanding within or reaching out

Recruitment Strategies

- Now you understand where you want to recruit from you now need to develop strategies to help you attract these people
- Generally recruitment must be completed at the local level
- The NSO should provide relevant tools, guidelines and ideas to the local level
- The NSO must be more proactive in recruiting new adults and young people into the Movement
- Marketing needs to be targeted at each specific audience which highlights the difference of Scouting as opposed to competing youth organisations





Recruitment of Youth Members

- Generation “X” wants instant benefits so you need to make it easy for them to join
- Scouting needs to be accessible to youth members – alternate ways of delivering program
- Need to ensure that the program meets the needs of young people
- Meets their interests and aspirations
- Needs to ensure that it meets the needs of parents
- Need to ensure the image appeals to young people

Recruitment of Adults

- Need to have clear benefits of membership for adults, they need to understand “what’s in it for me”
- Need to attract leaders in order to deliver better Scouting to more young people
- Needs adults who are delivering the program as well as those in administrative or managerial functions
- We can’t sit back and wait for enough volunteers
- Develop and maintain an active adult recruitment strategy

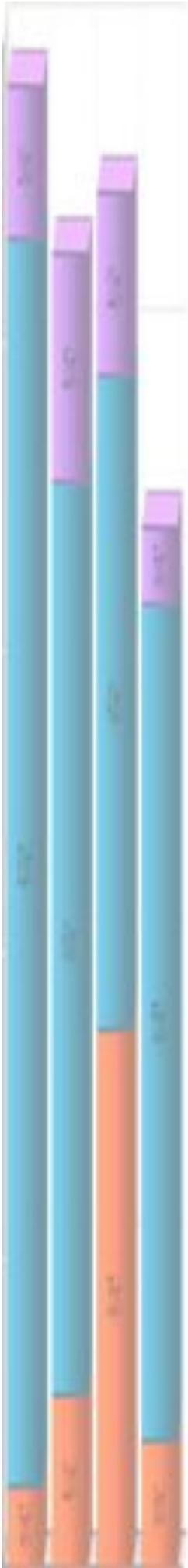


WORKSHOP 3

Retention of Members



Dr Jeffrey Ho
Vice-Chairman
APR Membership Growth Sub-Committee



Retention

Definition : Retention – An act of retaining ;

WOSM (Volunteer in Scouting toolkit) – Recruiting and Retaining Adult Volunteers :

Emphasises the need for a comprehensive approach to managing all stages of the Adult Volunteer life cycle in order to attract and retain the adults we need to enable us to deliver the Mission of Scouting. It focuses on ensuring we recruit the right Adult Volunteers and then helping them to form a long term bond with the Association so that they may stay with us longer.

Factors affecting retention of Young Members

- Achievable Youth Programme
- Adequate quality Adult Leaders Support
- Fun and Unexplored Interest
- Suitable Timing
- Hip public Image
- Easily Accessible

Strategy for Retention of Youth Members -

- Updated Youth Programme to current youth interest & needs
- Alternate ways of delivering Youth Programme
- Special Interest/Mixed Age-Group Unit

Factors affecting Retention of Adult Leaders

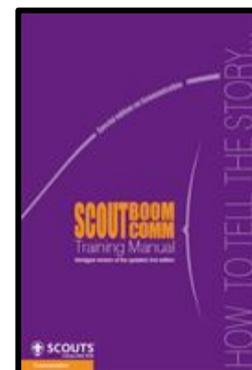
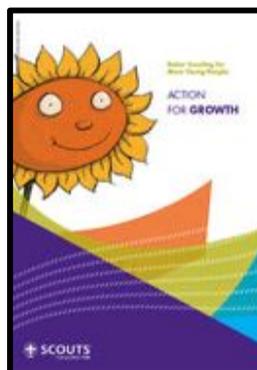
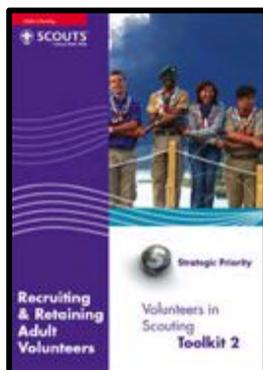
- Local Support – Operational & Emotional
- Recognition of Services
- Trust and Job Satisfaction
- Learning Opportunities
- Positive Image and values

Strategy for Retention of Adult Leaders-

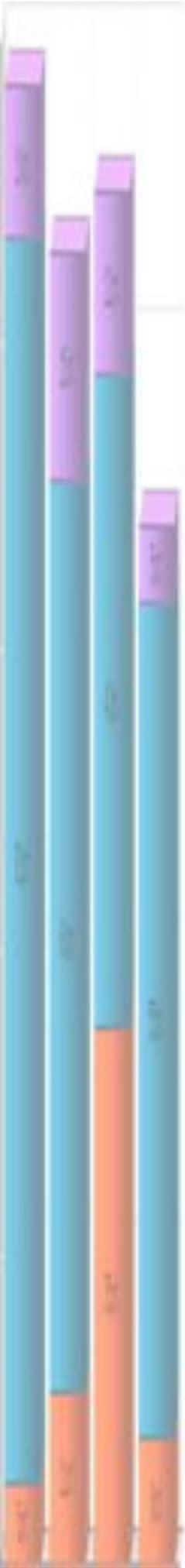
- Provide Timely Support for local Unit Leaders
- Adequate opportunities for training and toolkits to assist Adult Leaders in delivering challenging programmes
- Trust Unit Leaders to do their work and appreciate their work done

*Two common key factors affecting Youth Member retention is **Challenging Youth Programme** and **Quality Adult Leaders** delivering it in creative way*

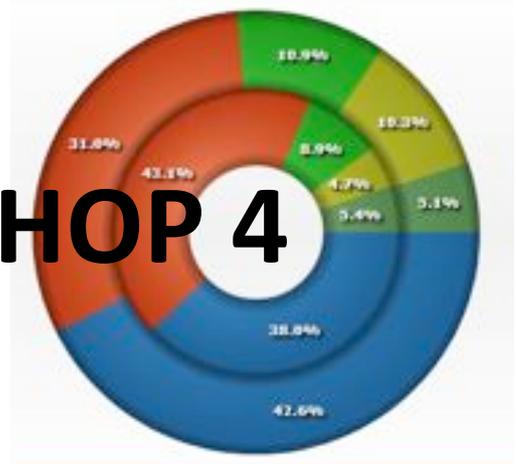
References



WOSM Action for Growth Guide
WOSM Volunteer in Scouting Toolkit
WOSM Scout Boom Comm Training Manual



WORKSHOP 4

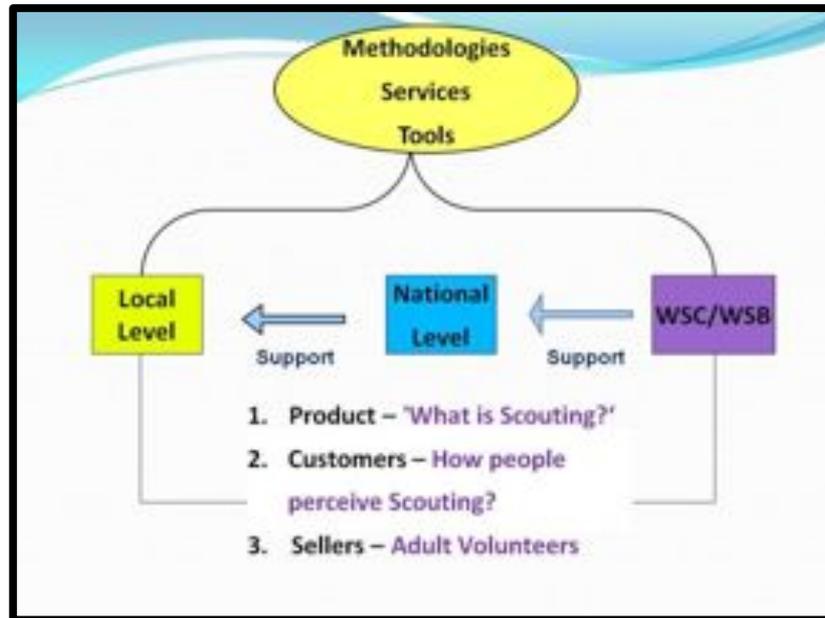
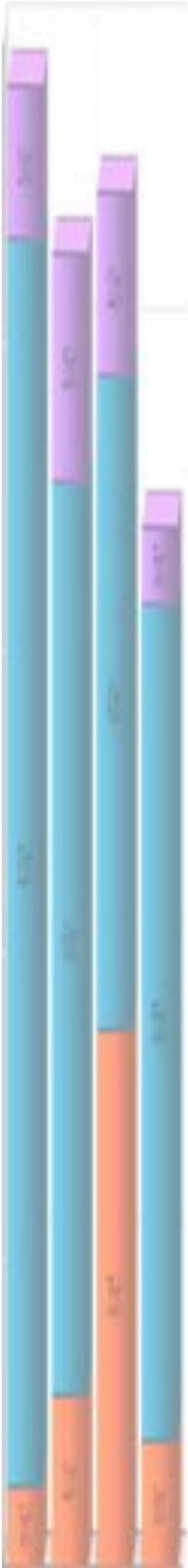


What are the Services, Tools and Methodologies do we use to support Membership Growth



The services, tools and methodologies that we use in Scouting Movement since its inception in 1907 have proved to be applicable today.

Mr Nasaruddin Shamsuddin
 Member
 APR Scouting Profile Sub-Committee

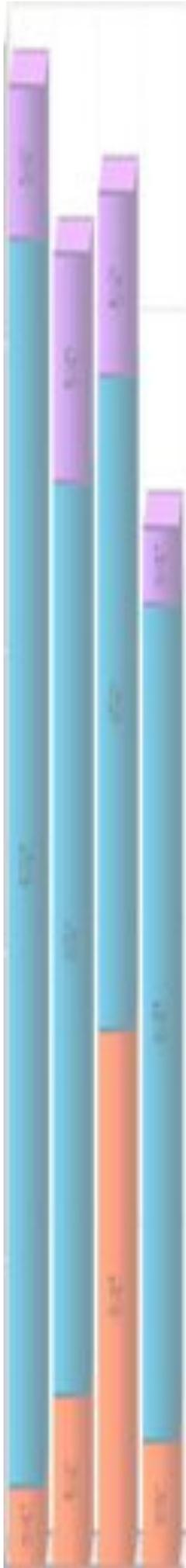


What we can do **NOW** to support growth in NSOs in relation to resources, services at

- Local
- National Level

What we can do **NOW** to support growth in NSOs in relation to resources, services

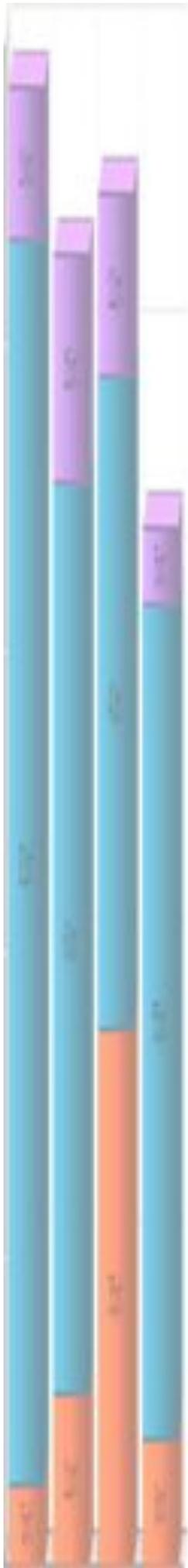
- build up a data-base of stories at Regional level to show good practice
- meeting at Regional level of people in NSOs responsible for growth, to share ideas and experiences
- clarify role of growth promoters in Regions (responsibility to motivate and encourage growth in NSOs at Regional level)
- make global statistics available to WSB staff
- gather information on the starting point in NSOs (though tools such as the NSO Checklist)
- set up mechanisms to share learning



APR Workshop on Membership Growth
 Johor Bahru, Malaysia
 20 - 23 May 2010

Staff Organization

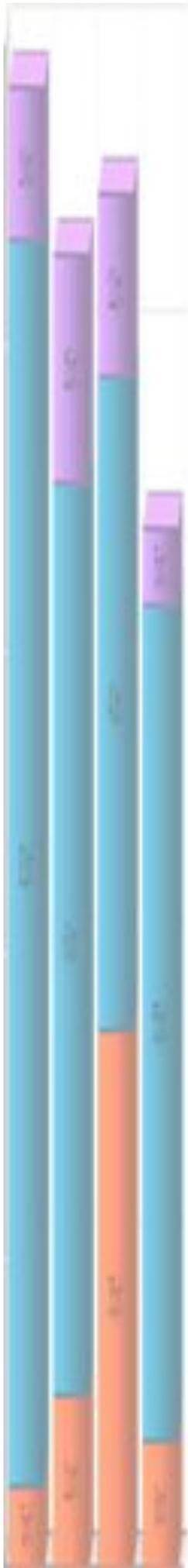
Advisors	:	Mr. Abdullah Rasheed Regional Director	WSB/APR
	:	Dato' Kaharuddin bin Mo'min National Chief Commissioner	PPM
Workshop Director	:	Mr. Mohd Azlan Ab Jalil	PPM
Resource Speakers and Facilitators	:	Ms Emma Barker	Australia
	:	Mr. Jeffrey Ho	Singapore
	:	Tuan Haji Nasaruddin Shamsuddin	PPM
	:	Prof. Dr. Ahmad Zaki Abu Bakar	PPM
	:	Tuan Haji Yaacob A. Karim	PPM
APR Membership Growth Sub-Committee Members:			
	:	Ms. Emma Barker	Australia
	:	Mr. Jeffrey Ho	Singapore
	:	Mr. Eugene Kim	Korea
	:	Mr. Wendel Avisado	Philippines
	:	Mr. Dicky Lam	Hong Kong
	:	Mr. Md Tauhidul Islam	Bangladesh
	:	Dr. Kuan Chi-Min	Scouts of china
Coordinators:			
- Programme	:	Mr. Thian Hiong-Boon Director, Adult Resources & Docu. Mgt.	WSB/APR
- Administration	:	Mr. Mohd Hafiz Ariffin	PPM
Secretariat and Documentalist			
	:	Mr. Mohd Haziq Zakaria	PPM
	:	Mr. Hasif Zainal	PPM
	:	Miss Noor Fiqah Ja'ari	PPM
Logistic/Transportation	:	Mr. Zahril Salleh	PPM
Reception	:	Mr. Mohd Khairi Jailani	PPM
Accommodation	:	Mr. Mohammad Akmal Mohd Ali	PPM
Food	:	Mr. Abdul Hadi Abdul Salam	PPM
Ceremonies	:	Mr. Azlan bin Zainal Abidin	PPM



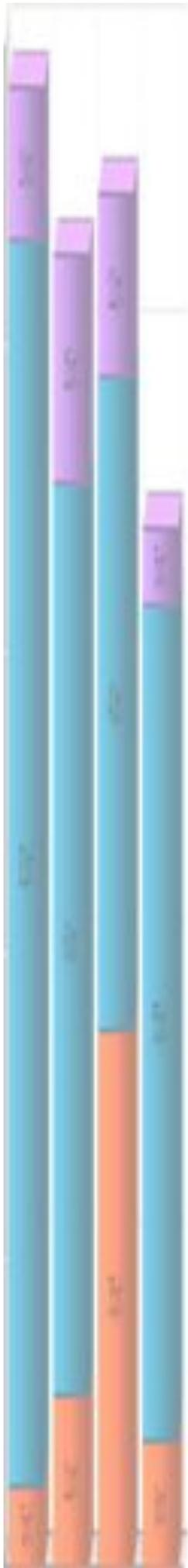
TIME	DAY 01, Wednesday 19-May-19	DAY 02, Thursday 20-May-19	DAY 03, Friday 21-May-19	DAY 04, Saturday 22-May-19	DAY 05, Sunday 23-May-19
0700 - 0800H		Breakfast			
0800 - 0830		Assembly at the Session Hall • Prayer • Thought for the day • Announcements			
0830 - 0900	Arrivals and Registration	Registration Orientation/Integration session	Approach to growth	Membership Registration System	Membership Growth scorecard
0900 - 1000		Opening Ceremony	Workshop 1: Factors contributing/affecting growth	Workshop 4: What are the Service, Tools and technology do we use to support Membership Growth	
1000 - 1100			Tea Break		
1100 - 1200H		Workshop Overview- Aim and Objectives	NSO Scout Density	Dialogue with local District/Groups Scout Leaders on membership development	Growth Plan of Action
1200 - 1300H		Lunch	Lunch and Friday Prayer	Lunch	Lunch
1315 - 1415		NSO experience on membership development	Strategies/Models to support growth	Educational Tour	Workshop Recommendations
1415 - 1515					
1515 - 1545		Tea Break			
1545 - 1645	Staff Meeting	Overview of Membership Trends	Workshop 2: Recruitment for growth		Closing Ceremony
1645 - 1745		Conference Resolution & Action Steps on Membership Growth	Workshop 3: Retention for growth		Departures
1745 - 1815		Staff Meeting			
1830 - 2000		Dinner/ Prayer			
2000 - 2100	Social/Fire	Welcome Dinner	Social/Fire	Social/ International Night	
2100		Post			

STAFF AND PARTICIPANTS LIST

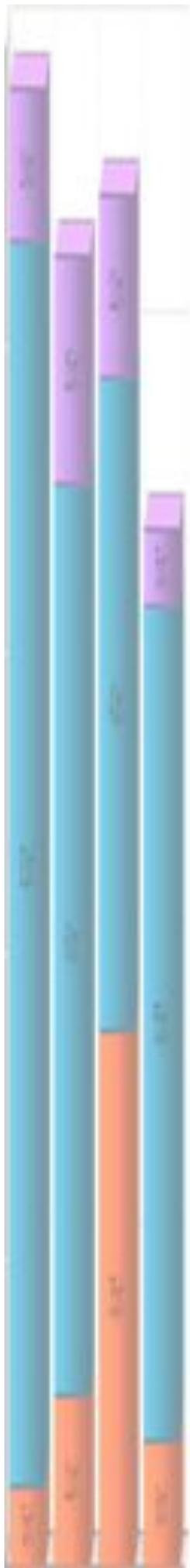




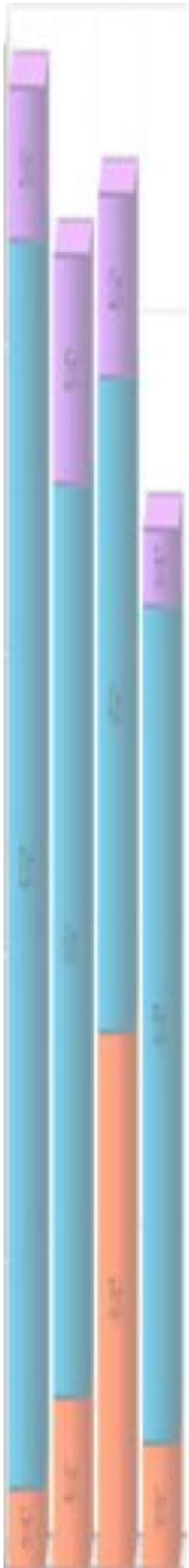
Bangladesh	Sarwar Mohammad Shahriar Dncshahriar@yahoo.com	Dep. National Commissioner	
Brunei	Haji Mohammed Bin Haji Ali	HQ Commissioner For Membership Growth	
Cambodia	Tauch Choeun Choeuntauch16@yahoo.Com	International Commissioner	
Indonesia	Joedyaningsih Soepeno	Secretary General	
India	Prakash Dosoriya Bsgmp@Somchrnet.in	State Secretary	
Indonesia	Sri Tegowati Tugino	Professional Scout Executive	
Republic of Korea	Seong Jin Yang Gene0313@gmail.Com	Dir. Membership And Program	
PNG	Galeva Boga galevab@gmail.com	Provincial Commissioner Ncd/Central	
Singapore	Tan Tek Tin titan@starhub.net.sg	Asst. Chief Commissioner (Membership)	



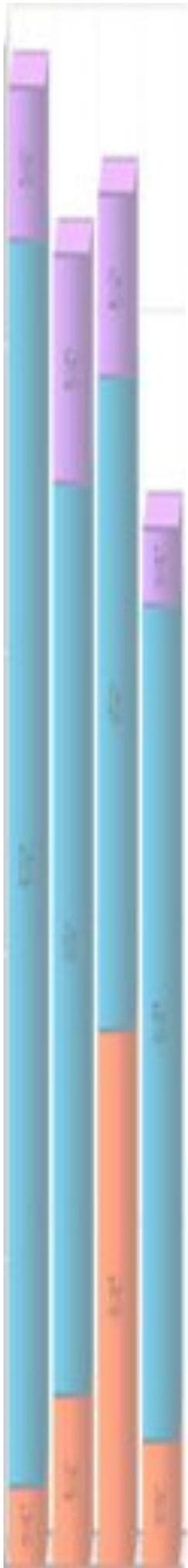
Singapore	Ho Chee Heng smileox@singnet.com.sg	Asst. Chief Commissioner (East Area)	
Singapore	Ang King Hor Steven bprovers@yahoo.com	Asst. Chief Commissioner (Membership)	
Singapore	Wan Meng Hao	Area Resources Commissioner	
Sri Lanka	Damian Silva	Asst. Chief Commissioner	
Macau	Declan Lam Declanlam@Hotmail.Com	Chief Of Operation Division (Social Service) and Office Executive	
Macau	Wai Kit Chan Wikitchan@Yahoo.Com.Hk	Assistant Planning and Development Commissioner	
Malaysia	Tan Sow Sung	District Commissioner, Penang	
Malaysia	Arvind Danapalan	Chairman, KL Rovers Scouts Council	
Malaysia	Arvindran A/L Tharmasegaran Crazyoyall@Hotmail.Com	Rover Crew A, Negeri Sembilan	
Malaysia	Hj Ibrahim B Abdullah Jurulatih.Ibrahim46@Gmail.Com	ASC Johor(Training)	



Malaysia	Rajalingam Ramasamy Rajascout23@Yahoo.Com	Vice-Chairman, APR Programme Sub- Committee	
Malaysia	Tan Hock Siew Hocksiew@Streamyx.Com	State Training Commissioner, Sarawak	
Malaysia	Hasif Bin Zainal	Rover, Johor	
Malaysia	Mohd Khairi Jailani	District Commissioner (Scouts JB), Johor	
Malaysia	Noor Fiqah Ja'ari	Rover, Johor	
Malaysia	Zalini Bin Johari	Asst. District Commissioner, Johor	
Malaysia	Afkhal Bin Azman	Rover, Johor	
Malaysia	Nurhidayah Bt Ab. Halim	Rover, Johor	
Malaysia	Tajularif Bin Ibrahim	Asst. District Commissioner, Johor	
Malaysia	Jayakanthan a/l Lachmanan	Asst. District Commissioner, Johor	
Malaysia	Masri Ee Bin Hashim Ee	Asst. District Commissioner	
Malaysia	Abdul Hadi Bin Abdul Salam	Asst. District Commissioner	



Australia	Emma Barker Emma.J.Barker@gmail.com	Chairman, APR Membership Growth Sub-Committee	
Singapore	Jeffrey Ho jeffho@Yahoo.Com.Sg	Vice-Chairman, APR Membership Growth Sub-Committee	
Bangladesh	Md Tauhidul Islam Tauhid18@gmail.com	Member, APR Membership Growth Sub-Committee	
Scouts of China	Euan Goh Ming Euan.Cg@ms.Hknet.Net	Member, APR Membership Growth Sub-Committee	
Hong Kong	Sindy Lam Dickyfam20012001@yahoo.com.hk	Young Adult Member, APR Membership Growth Sub- Committee	
Rep. of Korea	Eugene Kim Egkim2@gmail.com	Member, APR Membership Growth Sub-Committee	
Philippines	Wendel Astudillo Wendastud@yahoo.com	Member, APR Membership Growth Sub-Committee	



Malta	Kevin Zammit Kevin.Zammit@gnmail.com	Resource Speaker, Membership Registration Development Team	
Malaysia	Suzaimin Mahmud Suzaimin@yahoo.com	Resource Speaker and Member, APN Scouting Profile Sub-Committee	
Malaysia	Prof Dr Ahmad Zaki B. Abu Bakar zakibakar@um.edu.my	Resource Speaker and Hon. Commissioner for Johor (APN Strategic)	
WCTSM/APN	Thian Heng BSM thian@rcout.org	Director, Adult Resources and Documentation Management	
Malaysia	Md Husein Abd Aziz ahusein_mohd42@hotmail.com	Member, APN Membership Growth Sub-Committee	
Malaysia	Mohamed Hafiz Bin Azzlin huffazbin@redmail.com	Young Adult Member, APN Management Sub- Committee	





