Getting Ready: Analysis & Needs

This resource provides several guiding questions that can be used as a checklist by the NSO to better assess the needs for a Membership Recruitment Campaign (MRC), understand the current recruitment situation and set a recruitment target for the campaign.

Situation Analysis: Gap

Before setting up concrete action plans and targets, it is essential to explore and analyse the current situation and review any past experiences or lessons learned. Look through the questions below to better assess where you are with your recruitment efforts. To make things a little easier, consider using tools such as SWOT, PESTEL as well as 5-WHYS or other root cause analysis tools.[1]

Where were we before ? Where are we now with our membership growth?   o   Analyse historical data & trends (Are membership numbers stable? Decreasing? Increasing?)   o   Are we losing adults? Youth members? In reality? On census / database?   o   In which locations, geographical areas?
Why do we want to run a recruitment campaign? Is there a specific issue we want to solve with this MRC? Make a note of this and keep it at the core of your plan as understanding 'why' we are doing something is key to success.
Do we have a strategy for our NSO's Growth? If so, how can a MRC contribute to its achievement?
Have we run a MRC before?   o   What were the outcomes? What were the strengths of the campaign? What were the weaknesses?   o   Were there any areas for improvement that we can use for our next MRC?   o   Did we interview / survey our local groups on their recruitment experience & expectations?   o   Were we able to measure the impact?
How and where do we recruit Scouts from? Do we know why our Scouts leave?
Did we explore MRC practices from other NSOs / NGOs / partners - what is their experience?

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[1] Take a look at WOSM's Strategic Planning, Monitoring and Evaluation Toolkit 2023 to further explore the tools and useful tips on how to carry out a situation analysis.

Identifying Growth potential

Now you have the answers to the questions above on your current situation, you are ready to explore the potential your NSO has for sustainable growth. By answering these questions, it will help you better identify your target audience and the ways in which you might reach them.

Identify potential growth areas: What is our current market share? (See the details under this table to understand Market Share)   o   Per location / age section / socio-demographic characteristic?
Community Scouting: Can we identify new communities, types of environment to target?   o   When you do not have existing or reliable data on these communities think about the types of places you could target recruitment where you are not already present (local neighbourhoods, schools, activity clubs, other)
School-based Scouting. Can we identify schools where Scouting is not present at the moment?

Explore: are there new or innovative ways of Scouting we can introduce with this MRC?
 	
    o   Family Scouting? New age sections?
    o   Partnerships with other organisations? (Community Councils, etc)

…Setting a target

To make the campaign successful it is essential to have everyone in the NSO on board with the plan. Based on the UN report[2], there were 1.8 billion young people age 10 to 24 in the world. This means that out of every 100 young people only 2.8 youth are Scouts! This calculation is what we call market share, and it can be used for each NSO to understand what share of young people in the country (district, unit or other level, age section) are Scouts. Using the ratio instead of a number as a target may help explain the vision to the members and set their own plans.

Example: based on the population in my area or state, we have 200,000 young people age 10 to 24. The current membership shows our state has 18,000 members. This means that the ratio for that area or state is 9 scouts per 100 young people. A good target to set then may be to grow this market share to 11 per 100 which could be increased in stages. In this way the plan for growth has continuity and sustainability. It also puts less stress on the NSO and the local level. And most importantly the plan and the objectives will be more realistic and achievable!

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[2] Population Division of the United Nations Department of Economic and Social Affairs (2019): *Ten key messages, International Youth Day, 12 August 2019.* https://www.un.org/development/desa/youth/wp-content/uploads/sites/21/2019/08/WYP2019_10-Key-Messages_GZ_8AUG19.pdf
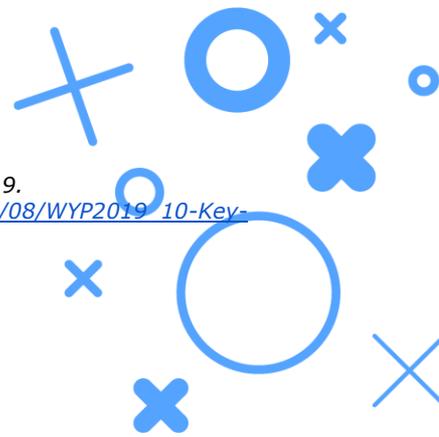
Defining Campaign Essentials

Once you have your growth potential identified, further steps for preparation can be implemented. Check out the questions below to ensure you are ready for a well-planned campaign. Good luck!

Will a MRC be well received by our groups?

Consider: When would be the right time for a MRC? When can we reach the highest impact?

- o For example, many NSOs organise their annual recruitment campaigns at the end of summer or beginning of the new school year to use it as an opportunity to attract more school pupils.

Define: What is the overall goal of our recruitment campaign?

Set up a MRC target:

- o Support groups to set up their local targets which will feed into the national target
- o Targets need to be ambitious but achievable!
- o How will you measure success of the MRC?

Do we have an agreed scope to work with?

- o Define & agree - what will you not do? For example, which age groups, characteristics are you not reaching out too?

What resources are available? Do we have the right people and skills in the NSO? Do we need to find expertise externally?
- o Identify required resources to implement the MRC vs. available resources
- o Consider fundraising, applying for project funding

Check & create engagement / buy-in: can we find ambassadors for our MRC? Do we have or need a spokesperson? Think globally, act locally!