

PRESENTATION ON THE STRATEGY FOR SCOUTING
39th World Scout Conference, Brazil, Tuesday 11 January, 2011
Mario Diaz, Chairman, Strategy Co-ordination Group, 2008-2011

Dear Scout brothers and sisters,

Good morning everybody! Wooow! I can see the whole world from up here... ☺

During this presentation, I would like to give you some information on the work of the Strategy Co-ordination Group, which has been responsible for taking WOSM's Strategy forward in the last triennium.

As you know, the Strategy for Scouting has been steering the direction of the Movement for many years. It has provided us with a common focus...

- ... through the development of the Mission and Vision,
- ...with the adoption of the seven strategic priorities,
- ...using the Centenary celebrations to focus on the development of the Movement,
- ...and, in the last triennium, concentrating our energy on the growth of the Movement.

The Strategy has helped us to work together on similar topics using a common language. It has helped NSOs to:

- ... offer quality Scouting to more young people,
- ... focus on recruiting and retaining sufficient adults,
- ... strengthen the brand,
- ... and strengthen the organizations at national level while working on governance at world level.

The World Scout Committee at its first meeting in the triennium, decided to set up a Strategy Co-ordination Group with the goal to propose to the World Committee the overall direction for the Strategy for Scouting. The group focused on discussing the plans to achieve the Mission and realise the Vision of the Movement in the medium to long-term.

Some objectives were set, which are on the screens now:

- Propose a direction for the Strategy for Scouting.
- Identify the key actions needed to develop the Strategy for Scouting up to and beyond the next World Scout Conference.
- Co-ordinate the plans for the implementation of the Strategy in relation to Educational Methods, Scouting's Profile and related financial aspects.
- And finally develop a plan to measure progress in the Strategy for Scouting.

We have just heard the presentations of the Educational Methods Committee and the Scouting's Profile Committee.

The Strategy Co-ordination Group was made up of the Chairpersons of these two groups, as well as Mr Lars Kolind, formerly Chairman of the World Scout Foundation, Mr Jens Sheeran, now the Operations Director of Kandersteg International Scout Centre, Mr Eric Khoo, who is Chairman of the Budget Committee and Mss Nadia Morrone, Youth Advisor to the World Scout Committee. We were supported by a great professional team from the World Scout Bureau staff.

So what did this group of people do...? Well, let's have a look first at what was done concerning the evaluation of the Strategy.

We decided that we needed to have a way of measuring progress in the Strategy. So, we developed '**dashboard indicators**' which provided us with some key measures to let us know if we were staying on track ... or not.

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We chose to develop three indicators, in line with the Drivers of Change:

1. For "Young People", we decided to focus on **membership statistics** and look at the membership share, that is, the penetration rate, to see if young people are actually choosing to be Scouts.
2. For "Support to the Regions", we chose to implement the **Net Promoter Score** and survey the key people in NSOs to gather their views on the support that the Committees and the various Offices of the World Bureau are providing.
3. For 'Tell the Story', we decided to measure the **health of the brand**.

Here is what we found out:

Concerning Membership, our key findings were:

- ✓ Many NSOs are not declaring their membership figures to WOSM annually, as required by the Constitution
- ✓ As long as the membership figures are linked to the fees paid to WOSM, there is likely to be under-reporting of membership figures. There should be a disaggregation of these figures declared by NSOs and the fees paid to WOSM, in order to achieve a more accurate membership figure.
- ✓ And last but not least, many NSOs do not have currently a system of measuring their membership accurately.

Some of the work in this area is picked up by the proposals in the Registration Fee Task Force report and I am pleased to announce that a tool to help NSOs to measure its membership has been developed and this will be introduced in a seminar this afternoon.

A second area of work was referred to the Net Promoter Score. This was undertaken as an electronic survey asking two simple questions which are on the screen now, one in relation to overall customer satisfaction and the other in relation to recommending WOSM services to a friend.

On a scale of 1-10, how would you rate your overall satisfaction with the services provided by WOSM?

On a scale of 1-10, how likely is it that you would recommend WOSM services to a colleague or friend in Scouting?

This is the first time that there has been a systematic analysis of the support that is provided by the organs of WOSM at World and Regional level to NSOs. There have been 3 surveys so far and on each occasion people have been asked to provide feedback.

It is still really too early to analyse the results fully, but we think there are encouraging signs that the Net Promoter Score is increasing. We have moved from a small negative score from the first two surveys to a score of around 12. It is hoped that these surveys will be carried on in the next triennium to make sure that the positive trend continues and because it gives us a tool to measure the support that is provided to NSOs.

In the work on Brand Identity, we found that the brand is valued and is increasingly being used by NSOs around the world. There is however a feeling that Scouting is not situating or differentiating itself clearly enough in relation to other organizations with similar purposes which is why we have identified the 'cause' of Scouting. This is proposed as '**Education for Life**' and is contained and explained in one of Conference Resolutions on the Strategy.

Concerning the task of **evaluating the Strategy,** a framework was developed and information was sought from different groups of people and stakeholders. The results are contained in Conference Document 6A.

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Essentially, the results of the evaluation revealed that:

- There is a high level of awareness (95%) among official NSO/NSA contacts, about the Strategy for Scouting and its components.
- The main elements of the Strategy for Scouting (The Mission, the Vision and the 7 Strategic Priorities) are still relevant and being used in NSOs
- Half of the NSOs that responded to the survey indicate that they have used the global Strategic Priorities when developing their own plans or strategies.
- It also seems that the Strategy helps NSOs to see where WOSM is heading, and confirm that they are moving in a similar direction.

...However

- Around 50% of NSOs do not feel that the Strategy has had a significant impact at operational level in their NSO or that it has been useful to focus their support to local Scouting.

So, in the draft Resolution from the World Scout Committee, the Conference is asked to:

- Affirm the Strategy for Scouting and its seven strategic priorities as a framework for the development of Scouting at national level for the next triennium
- The Conference also strongly encourage National Scout Organizations to continue to use the seven strategic priorities as a basis for the development of their own national strategies designed to provide better Scouting for more young people.

These were the key pieces of work in the evaluation of the Strategy. The second field of work that was considered by the Task Force was taking the Strategy forward, and providing a direction for the medium to long term.

So, what's next? Well, the World Scout Committee is proposing three resolutions in relation to the Strategy for Scouting which we ask the Conference to consider and hopefully adopt.

Let's focus first of all on **how** we should be working across the Movement to support the growth and development of Scouting.

In his mid-term report to NSOs, the Secretary General Luc Panissod indicated that the institutional bodies of WOSM at world and regional level should:

- Transform themselves and create the conditions for change to better support NSOs with one objective: to be able to respond to NSO requests at the nearest level with the best expertise available.
- And, consequently, we should rethink the way in which they operate, and in particular the way in which services are delivered to NSOs.

There has been thinking on the different levels of competence that are required, with the world level acting as a co-ordinator to maximise the capacities and ensure competency in Regional Offices so that at regional level the needs of NSOs can be clearly defined. The world level must also maintain the competence of a think tank and be able to follow the big trends world-wide in the areas of youth and society in general and remain a clearing house of best practices.

The regional level needs to develop a competence of 'consultancy' to provide expertise and support as requested to NSOs. There should be cross-regional support and cross fertilisation of ideas which is why the sharing of good practice is so important at this Conference.

At national level, NSOs need to assume their responsibility in the delivery and implementation of quality Scouting and identify what support they need to be able to do this.

A consultancy approach has been developed and the details are set out in Conference Document 6B. You will have a chance to explore this idea further in the discussion groups on Wednesday afternoon.

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On the screens now are the bullet points in the Resolution dealing with the consultancy approach, that is being proposed to the Conference:

- *requests the World Scout Committee to develop and implement a consultancy approach to providing targeted support to National Scout Organizations to facilitate their development and growth, drawing on the resources available in National Scout Organizations*
- *requests National Scout Organizations to engage in the consultancy approach with world and regional bodies and with other National Scout Organizations in providing and receiving support to give impetus to the growth and development of the Movement.*

In relation to on **what items** we should focus our Movement in the medium to long term, we consider that we should be building on what we know already.

- **We know** that Scouting, through the Scout Method and working in small groups, offers young people the opportunity to both develop leadership skills and experience being 'led'.
- **We know** that the approach to leadership in the wider world is changing, described in terms such as transformational leadership and value-based leadership.
- **We know** that leadership is an important and key life-skill for young people to develop.
- **We know** that Scouting offers fantastic opportunities for young people to develop these skills.

The ideas which were developed by the Strategy Coordination Group are set out fully in Conference Document 6B. '**Be prepared: Leadership for Life**', sets out a new context for Scouting. It proposes focusing on young people in the adolescent and young adult age-ranges to offer them a leadership development programme, based on the Scout Promise and Law, using small groups as the framework.

The draft Conference Resolution contains the following text in relation to 'Be prepared: Leadership for Life':

- *adopts "Be Prepared: Leadership for Life" as a focus for the Movement*
- *requests the World Scout Committee and interested National Scout Organizations to develop a 'bottom up' approach to "Be Prepared: Leadership for Life" building on best practices from around the world*
- *requests National Scout Organizations to review their youth programme for adolescents and young adults to ensure that it provides challenging opportunities for leadership and personal development within and outside Scouting.*

We know that there have been developments in many NSOs along these lines, so it is important that these initiatives and results can be shared so that all NSOs have a fantastic product to offer to young people – one which helps them to develop leadership skills that **will** make a difference to their families, friends, Scouting, local communities and ultimately the wider world.

We hope that, by placing our educational focus on "Be Prepared: Leadership for Life", we will move the perception of Scouting to a Movement of young people that focuses on Education for Life.

It is through this, that we will increasingly create a better world, which is what we ultimately all of us want to achieve.

Thank You.