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**PLANNING FOR
2033 AND BEYOND:**
a strategic planning, monitoring,
and evaluation toolkit for
National Scout Organizations

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Content

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Keywords

Chief Executive Officer (CEO) – also known as the Secretary-General and the Chief Scout Executive – is the top manager of the National Scout Organization (NSO), ultimately responsible for making most of the important decisions but not all of them managerial decisions

Change management – creating a structured approach to managing and implementing changes, while ensuring a smooth transition from the previous situation to where you want to be

Failure Mode and Effect Analysis (FMEA) – a structured way to identify and address potential problems or failures and their resulting effects.

Formative evaluation – an evaluation that can be done midway through a strategy and can potentially raise awareness about strategic priorities that need to be reconsidered, or Key Performance Questions (KPQ) and Key Performance Indicators (KPI) that no longer reflect the measurement needs of the organisation

General Assembly – also known as National Assembly, is the overarching governing body of the NSO

Global Support Assessment Tool (GSAT) – a quality standard developed by the World Organization of the Scout Movement (WOSM) to assess an NSO's compliance with international best practices in Good Governance and Quality Scouting.

Key Performance Indicators (KPI) – they are measurable values that clearly show how an organisation is performing against their strategic priorities

Key Performance Questions (KPQ) – these are used to help identify and capture important information regarding organisational performance against the organisation's strategic priorities

Mission – the overall purpose of an organisation, it provides the guiding principles of an organisation

Operational plan – an operational plan outlines the concrete activities and projects through which your NSO plans to reach its goal (vision). These can be broken down by strategic priority and are typically of a shorter time frame than your overall strategic plan. However, they can also have cross-cutting projects and initiatives that tackle more than one strategic priority.

Participative process – aims at encompassing a broad range of stakeholders in the strategic planning process

Performance-driven culture – a culture that is achieved by ensuring a visionary, performance-driven leadership is present throughout the organisation, ultimately putting constant learning at its core

PESTEL analysis – looks at the surroundings and society in which your NSO operates by covering Political, Economic, Social, Technological, Environmental, and Legal factors

President – also known as the chairperson, who is the presiding person of the National Board

Risk management assessment – involves understanding, analysing, and addressing risk to make sure organisations achieve their objectives

Root cause analysis – this type of analysis has a specific focus on the challenges/problems your organisation faces

Strategic plan – a long-term plan which highlights priorities of the organisation and broad actions to take in reaching the organisational vision

Strategic priorities – the broad areas of focus which are based on the information you have collected through your analysis of internal and external factors affecting your organisation's work and the inputs received through your stakeholders

Summative evaluation – an evaluation that takes place at the end of a strategic plan cycle, in preparation for building a new strategic plan

SWOT analysis – a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis is a way to present data gathered through other internal and external analyses exercises

Vision – the vision statement describes the desired future state of your organisation and desired state of your organisation's impact within a given time frame

World Scout Bureau - the secretariat of the World Organization of the Scout Movement (WOSM), led by the Secretary-General and supported by international headquarters and regional offices.

Introduction

This toolkit is designed to support NSOs in developing, implementing, and evaluating their national strategies.

Strategic planning has long been a topic of discussion in Scouting – and there are probably as many ways of doing it as there are NSOs. So, why bother with developing a toolkit?

There are two reasons. First, although there are many approaches to strategic planning, the World Organization of the Scout Movement (WOSM) has identified through the Global Support Assessment Tool (GSAT) that many NSOs still require support in this area. Outcomes show that less than 60% of the 130 NSOs assessed reach the WOSM average in terms of best practice criteria related to operating within their strategic framework with 15% of all 175 NSOs having been supported by WOSM to develop new strategies. Second, the success of WOSM's Strategy for Scouting largely depends on NSOs aligning their strategies with it.

Therefore, this toolkit focuses not only on the practical aspects of strategic planning, implementation, monitoring, and evaluation, but also goes beyond and inspires NSOs to incorporate elements of the World level Strategy for Scouting into their national level strategy. The toolkit contains a step-by-step guidance on developing, implementing, monitoring, and evaluating a strategic plan.

" Why do you need a strategic plan?

A goal without a
plan is just a wish.

 – Antoine de
Saint-Exupéry

Developing a strategic plan is only the first part. What follows is a process of implementation, monitoring, and evaluation according to the goals set out in the plan. Unfortunately, even though lots of organisations develop elaborate strategic plans, they often end up collecting dust on a shelf in the office. Implementation is considered "same old business" and monitoring happens only when donors request to see a progress report.

Often organisations manage to survive like this – maintaining status quo, without much effort invested in strategically progressing and growing.

On the other hand, organisations that have strategic plans strive towards achieving success in their area of work by means of constant improvement. To achieve success, you first must:

- identify what is the actual meaning of success for you
- determine how you are going to measure your progress towards achieving it
- determine how you are going to continually improve yourselves to reach it

There are several reasons why strategic planning is necessary:

- It forms the direction in which the organisation is heading
- It gets everyone in the organisation on the same page, working towards the same vision and goals
- It helps to prioritise the organisation's work
- It creates synergy across the organisation (cross-team collaboration)

Imagine the following scenario:

You are a member of the National Board of a small NSO. Your NSO has had a strategy, but has not actually devoted time and effort to implement it. You created the document with your National Board (it may have been a requirement to get some funding) and left it to collect dust on the shelf.

You kept on doing things the same way as you always have. Eventually, your General Assembly asks you to report on the progress you have made towards achieving the strategy. Then, as you have not followed it, you quickly scramble to collect some data, compile a report and deliver a presentation to the assembly.

Someone in the back has read and followed it all carefully, and sees through your attempt to cover up the fact that you had a plan, but did not follow it. The person is asking all the right (or in your case, painful) questions: Have we reached our strategic objective of growing 5% in the last five years? Why not? Where do we stand right now? The whole assembly gets involved, more questions are pouring in, and you are stuck with admitting that the plan was not followed.

Now, let's look at a reverse scenario:

You are a member of the board of a small NSO. Two years ago, your National Board worked hard on analysing your NSO's situation and at the time, and developed a strategic plan which included action points for improving weak areas. You identified your indicators of success, and found the most suitable methods for measuring your progress. When it is time for the General Assembly, you are not only able to show progress towards your goals, but you are also able to point out what more needs to be done to reach your targets. Additionally, you can give clear guidance on your plan for the next period, based on a common vision of where your organisation wants to be in the foreseeable future.

Which position would you rather be in?
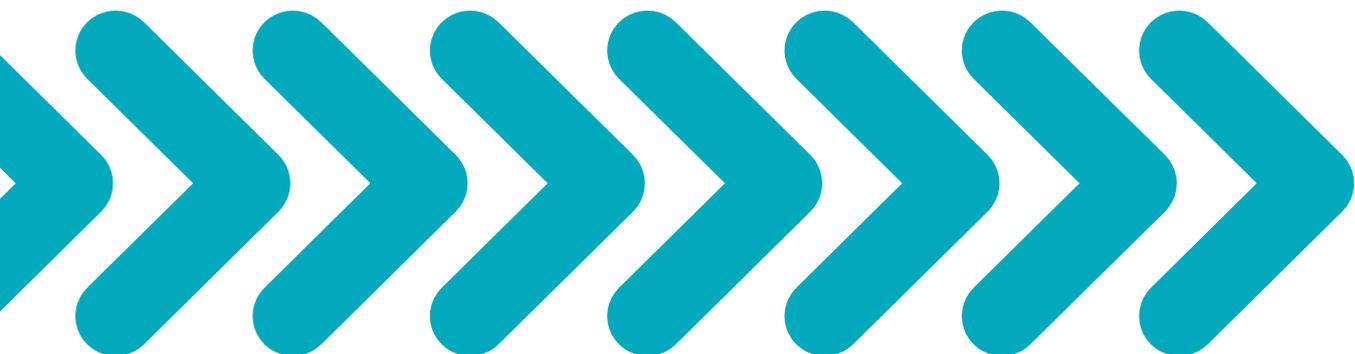
WOSM's Strategy for Scouting

WOSM's mission statement, which reaffirms Scouting's role in today's world, provides a common starting point for implementing the strategy in NSOs.

The current Strategy for Scouting 2024-2033 was adopted at the 43rd World Scout Conference in Cairo, in August 2024. As part of this strategy, the Conference adopted a new vision statement:

"To be the world's most inspiring and inclusive youth movement, creating transformative learning experiences for every young person, everywhere."

"**Scouting's Mission is to contribute to the education of young people through a value system based on the Scout Promise and Law. Through Scouting, we are building a better world where people are self-fulfilled as individuals and play a constructive role in society.**"

The strategy includes three impact statements to articulate the change in the world the Scout Movement wants to contribute to over the next decade.

1. A peaceful and inclusive world
2. A world shaped by youth
3. A sustainable world

The strategy also outlines four strategic priorities for our movement and three strategic priorities for NSOs.

Four strategic priorities for the movement to strengthen the delivery of our Educational Programme:

1. Innovate education
2. Strengthen diversity and inclusion
3. Guarantee safeguarding and well-being
4. Value volunteering

Three strategic priorities for the organisation to strengthen the Scout Movement's national, regional, and world structures over the next decade:

1. A fit-for-purpose organisation
2. An adaptable organisation
3. An influential organisation

The Strategy for Scouting was prepared through a participative process. The process aimed at involving all key stakeholders, to ensure widespread agreement and ownership on the priorities listed in the strategy. This process is not unique to WOSM. As a concept it aims at encompassing a broad range of stakeholders in the strategic planning process.

In WOSM, this meant involving the following stakeholders: young people, NSO representatives, adult leaders, WOSM volunteers at world and regional levels, world and Regional Scout Committee members, and World Scout Bureau (WSB) staff. The participative process ensured the strategic planning was not done in a top-down manner. Rather, it aimed to assure agreement and a feeling of ownership among all stakeholders, particularly the NSOs.

The next chapters offer you a detailed insight into the steps necessary to prepare your strategic plan, decide how to monitor your progress in achieving the goals you set, and improve your work based on your findings.

"Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion."

Jack Welch, French author, former CEO of General Electric

A step-by-step guide to strategic planning, implementation, monitoring, and evaluation

The time and effort needed to develop a strategic plan will depend on the size of your NSO and the experience you have in developing strategic plans. Overall, the toolkit proposes a similar process as the one followed by WOSM leading up to the adoption of the WOSM Strategy for Scouting 2024 –2033 at the 43rd World Scout Conference. The steps involved in developing a strategic plan are as follows:
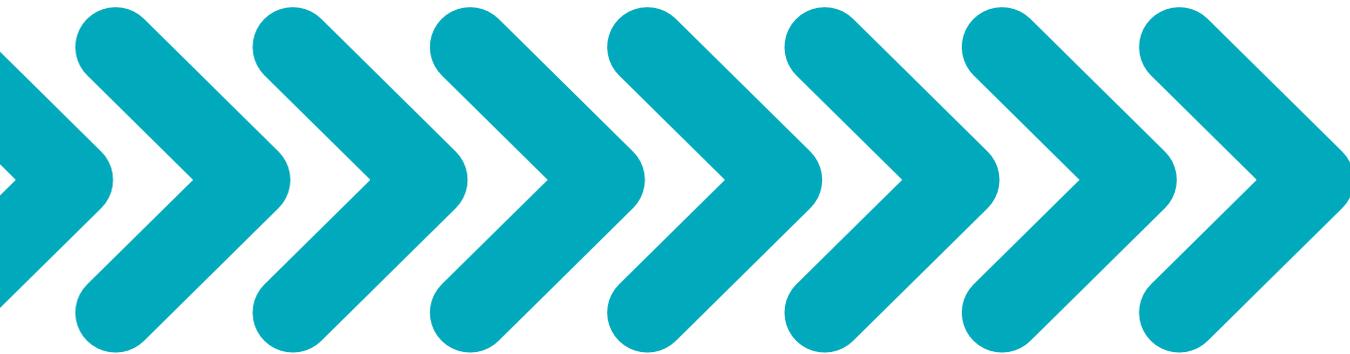
1. **Choose the right time** to begin the process of developing a strategic plan for your organisation

2. **Build a team** of knowledgeable people to both develop and support the implementation of the new strategic plan

3. **Review** the relevance of **your NSO's mission and vision** for your organisation for today and the years ahead

4. **Analyse the current situation of the NSO**, considering internal capacities, challenges faced, identifying stakeholders, and the (future) environment in which it operates

5. Build on these learnings and **develop your NSO's strategic plan**. Roll out a comprehensive **consultation process** with different stakeholders to ensure ownership of the new strategy and getting feedback on your analysis from step 4.

6. **Adopt the strategic plan** at your General Assembly

7. **Align your organisation** with the new strategic plan (especially in terms of its organisational structure and human and financial resources). Create the necessary **working groups** and support structures for the various strategic priorities.

8. Create an **Operational Plan** to put the strategic plan into action, actively working towards the organisational vision

9. Conduct a **Risk management assessment** to understand how best to carry out the operational plan

10. Collect the right **monitoring information** to prepare for the continuing work of assessing performance against the strategic plan

11. Carry out a quality **monitoring and evaluation** process for following the progress your NSO makes towards achieving the goals set out in your strategic plan and to adapt direction where needed

12. Setup a **reporting process** for your General Assembly and share it with the organisation.

Disclaimer

This step-by-step guide outlines an ideal process for strategic planning, monitoring, and evaluation. This comprehensive approach may seem overwhelming for some NSOs, and not all actions may be feasible for every organisation. A WOSM Consultant is available to provide guidance and support, ensuring that the approach is adapted to fit the unique capacities and constraints of each NSO.

TIPS

Explore how other NSOs have developed their strategic plans and aligned them to the WOSM Strategy for Scouting. Reach out to them. Learn from their experience. It may significantly streamline your analysis phase.

Refer to Annexe 1 for examples of vision and mission statements from various NSOs.

Step 1: Choosing the right time

Choosing the right time to begin this journey is an important factor to be considered. The development of a new strategy for an NSO can occur for a few different reasons:

1. The NSO is close to completing a strategic plan, and is now looking forward to developing a new one for the upcoming period

2. Although the NSO has a strategic plan in place, it has yet to be implemented, and it does not correspond to the (future) needs of the organisation. Therefore, a new one is necessary.

3. The NSO has never had a strategy, and is looking forward to creating one.

4. The leadership of the NSO has changed and insists on creating a new strategic plan.

Note that the last reason listed is a potentially dangerous one: NSOs should work towards strategic plans that surpass the mandate of the national leadership teams. When well prepared, they should correspond to the actual needs of the NSO, and not cater towards the opinions of the national leadership.

Time frame

A well-considered schedule for strategic planning, aligned with milestones, will keep you on track and will help you achieve your target. When you set the schedule, consider various preparations and processes such as the formal appointment of your team members, or communication with the key stakeholders. You must also check the dates of your board meeting and the General Assembly before scheduling your strategic planning process, to ensure an effective and efficient feedback loop and adoption process.

Generally speaking, a thorough strategic planning process will take at least six months, but ideally not more than 12 months. Any process longer than 12 months may cause a change of the members involved, loss of interest of the members, or any change of environment.

Step 2: Building the team

Choosing the right team of people to develop your national strategy is a critical step towards ensuring the success of the process. The people involved in your team should:

- be a small group of five to seven dedicated volunteers and professionals. This can be flexible and may vary depending on the size of the NSO. For some NSOs, a larger group may be needed although the group, ideally, should not exceed 15 members.

- have at least a basic knowledge of strategic planning, implementation, and/or monitoring and evaluation (which this toolkit can help with)

- have a strong understanding of the organisational needs of your NSO

- have strong links with Scouting in all parts of your country (i.e. people with a good network)

- be able to compile input from different stakeholders and negotiate priorities

- Be committed to developing the strategy, following it through to implementation, and monitoring the successes (and challenges) your NSO achieves throughout the implementation.

- represent the diversity of the NSO and provide a good balance to ensure a well-rounded representation is brought to the team (regional, gender, age, or any other criteria important for your NSO)

Since Scouting is a youth movement, it is recommended that NSOs include at least one young person as part of the team. This is important to help ensure the strategic plan meets the needs of those whom it will impact the most, and they will enrich your conversations based on their current experience and help you to stay focused on who you are doing all of this for.

The team can be composed of the national board members, staff support, and representatives from regional/local Scout groups. The importance of buy-in during the process as well as of the end result (e.g. the strategic plan) should not be underestimated.

The group of people that you choose to lead the strategy development process may have a challenge to overcome in this respect. Hence, the importance of involving people with a broad network and formal or informal authority within the organisation. Naturally, they should be followed and supported in these efforts by your National Board/Council as at least ambassadors of the process as well as the implementation of the strategic plan.

Role of the President and Chief Executive Officer

It is strongly recommended to include the President (Chairperson of the National Board) and Chief Executive Officer (CEO) of your NSO in the strategic planning process. The President and the Board must be closely informed as their support is immensely important when adopting the strategic plan and ensuring the organisational alignment as described in Step 6 and beyond.

The CEO could be a member or an observer in

the strategic planning team, as they will be the key person in the development of an operational plan and in the monitoring process. Neither the President nor the CEO should be in a facilitator role in the process, as the strategic planning requires an objective third-party analysis.

External facilitator

It may be valuable to consider engaging an external consultant for the process of developing your new strategic plan. An external view can be very beneficial in pointing out issues that your team may not recognise at first as challenges or opportunities. However, this often carries additional cost. Therefore, it is understandable that this is not an option for all NSOs.

A strategic planning session requires a skilled facilitator/consultant who ideally should not be a member of the NSO to ensure unbiased guidance. If it's not possible to find an external facilitator, seek support from a WOSM Consultant whose services are free. A WOSM Consultant will always be ready to assist you, and you can request one here: WOSM Service Requests. WOSM can assist by providing further direction and support.

The role of the Strategic Plan Facilitator/Consultant is to:

- Keep the meeting on track and share ideas in terms of process and approach

- Remain objective by focusing on the process, not the product, aiming to consolidate the group's ideas and reflections.

- Ensure participants feel comfortable by creating an open atmosphere and encouraging full participation.

- Build consensus.

- Capture all major ideas, thoughts, and reflections to produce a comprehensive strategic planning document.

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Introducing a strategic plan monitor/champion

In order to get the most out of your strategic plan, it is important to appoint a strategic plan monitor or champion towards the end of the strategic plan development process. This person will be the internal point-of-contact and will be championing the implementation and process monitoring of the plan.

Ideally, the plan monitor should be a strategic planning committee member but should not be the Secretary General or the President, although that may be unavoidable for some NSOs. However, the plan monitor/champion will work closely with the Secretary General and the President, and keep them updated regularly on the status of the plan.

The plan monitor/champion reports regularly to the membership and National Board on the overall progress of putting the strategic plan into action. During each board meeting, there should be a strategic plan agenda item where the plan monitor/champion provides regular updates. This ensures that the individual components of the work plan are organised and completed.

In order to do this, the monitor/champion works closely with the leadership and staff in assigning committees, task forces, or key members to develop the work plan and determine a timeline for completing each item. Lastly, the plan monitor/champion communicates periodically with each committee or task force to ensure they are making adequate progress on their work plan.
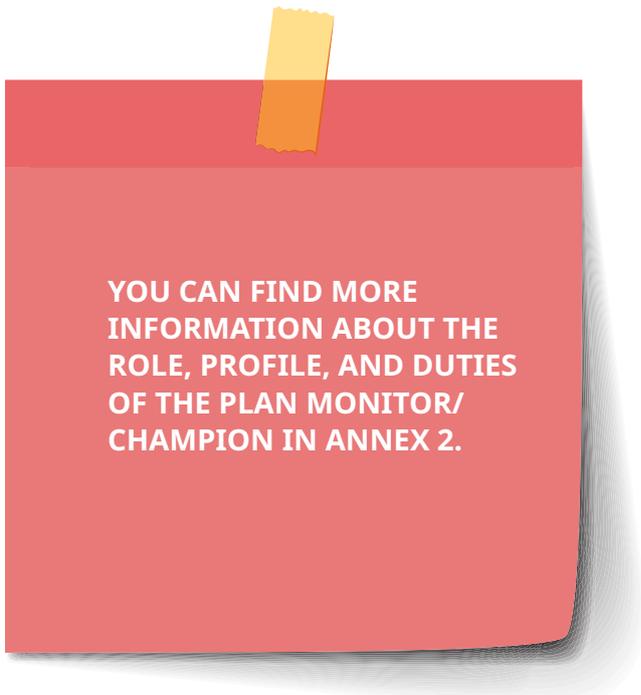
YOU CAN FIND MORE INFORMATION ABOUT THE ROLE, PROFILE, AND DUTIES OF THE PLAN MONITOR/CHAMPION IN ANNEX 2.

Step 3: Reviewing your NSO's mission and vision

> **Strategy without tactics is the slowest route to victory.**
>
> **Tactics without strategy is the noise before defeat.**
>
> **Sun Tzu**

As a first step in developing a strategic plan, there needs to be consensus on the core values and purpose of each NSO. The basis for this work are the purpose and principles of Scouting (as defined in WOSM's constitution). However, WOSM acknowledges that each NSO operates in a different national context and, therefore, each NSO is encouraged to work on defining their own mission statement, while reflecting upon WOSM's mission.

Identifying and agreeing on the essentials

When developing a strategic plan, it is important for your NSO to first agree on the essentials – the overall purpose everyone in the organisation strives towards achieving, i.e. the mission of the organisation.

The following model shows how the mission of an organisation relates to the outcomes and outputs of an organisation's activities:

Mission
(overall purpose)

Outcomes
(Specific aims that will make an impact)

Outputs
(Specific deliverables the organisation will produce to achieve its aims)

Enablers
(The resources, competencies, and core activities necessary to deliver the outputs and outcomes)
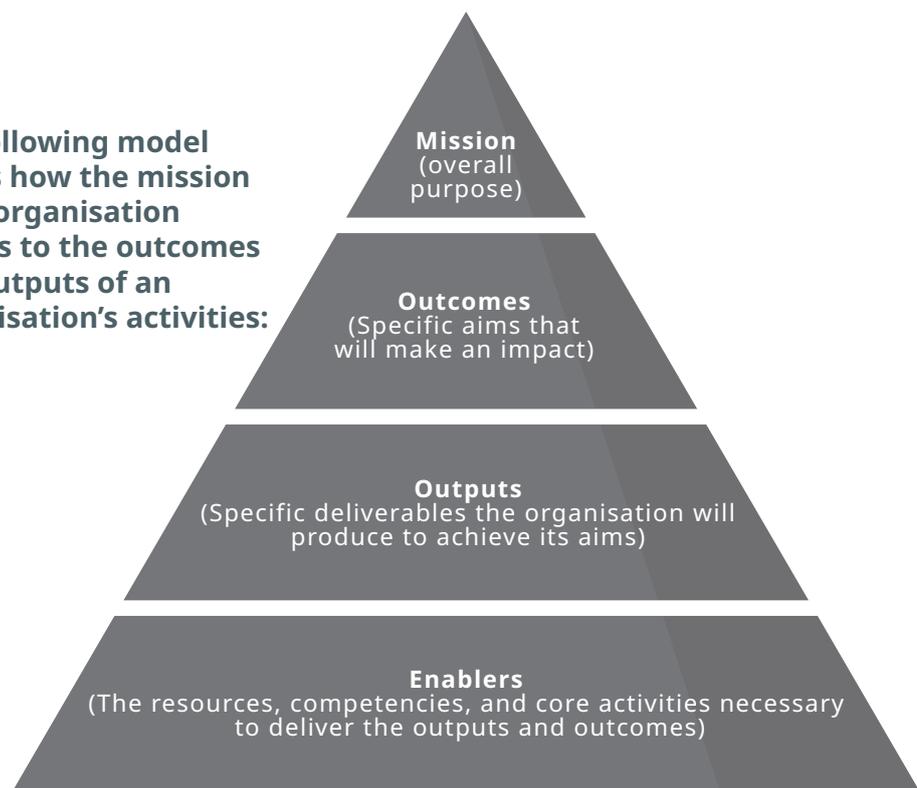
Note: Model taken from Bernard Marr's "Managing and Delivering Performance"

The mission is the overall purpose: all outcomes and outputs (tiers 2 and 3 of the pyramid) need to be in line with this purpose. Finally, achieving the mission is possible thanks to the resources, competences, and the core activities that are organised daily.

When it comes to Scouting, the mission statement was adopted in 1999, at the 35th World Scout Conference:

> **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 self-fulfilled as individuals and play a constructive role in society"**

To translate the above model into WOSM's language:

WOSM's Mission

Strategy for Scouting 2024-2033

Strategy for Scouting 2024-2033

2024-2027, 2027-2030, 2030-2033 Triennial Plans

WSB and NSOs joint efforts (core activities)

An interesting analogy presented in Bernard Marr's book is that of a tree, where:

The leaves are how an organisation presents itself to the external world.

The fruit is the services it offers to its customers and stakeholders.

The major tree branches represent the set of main service units within an organisation.

The trunk represents the core activities that enable the organisation to deliver its services.

The roots are the "enablers of performance" (the resources necessary to deliver its services).

In Scouting terms, for an NSO, this would mean that:

The leaves are the Mission, which has the role of being the guiding principles (and helps NSOs present themselves to the external world).

The fruit is activities each NSO delivers through their national Youth Programme, whose core remains guided by the principles of Scouting, but which changes over time to cater for the needs of young people in the country and the context in which you operate.

The major tree branches relate to the strategic priorities of the NSO – these will also change over time.

The trunk represents the core activities – in the case of Scouting: delivering a quality Youth Programme.

The roots are the enabling factors – including the adult volunteers that devote time to the organisation, financial resources an NSO gathers, and other tangible and intangible resources that enable the NSO to go about its work.

Reflecting on your mission

Most NSOs already have defined mission and vision statements. If this is your case, consider taking time at the beginning of your strategic planning process to do a "reality check" of your mission and vision statements and see if they still apply to your NSO's current context. Note that it is not advisable to change mission and vision statements every three years. These should be easily carried over several strategic plans.

When working on your NSO's mission statement, take time to see how it reflects WOSM's Mission. Note that while strategic plans may differ significantly across the Movement, the Mission Statement is something all NSOs share. Still, there is space to accommodate WOSM's mission statement in your national contexts.

A few questions may help with defining (or reviewing) the mission:

1. What are the core values your NSO stands for?

2. What is your NSO's core purpose?

When working on mission statements, try to keep them down to one simple sentence that is easy to understand and with which your membership can easily identify. Remember that the mission statement is your guidance in developing your strategic and operational plans, and therefore, it should stand up to a test against a couple of simple questions:

1. Is it relevant to your membership? Do you see it being relevant over a long period of time?

2. Is it realistic? Can it provide guidance for developing achievable goals?

3. Is it understandable to your membership? Do they support it through their regular activities?

Once you have developed or reviewed your mission statement and have identified or reviewed your core values through that exercise, you will have essentially set the framework for developing your strategic plan.

However, before defining your strategic priorities, you will also need to be knowledgeable of your surroundings. The next chapter gives you guidance on analysing your NSO from the inside as well as identifying your stakeholders and their needs.

Reflecting on your vision

While a mission statement captures your organisation's purpose and core values, the vision statement describes the desired future state of your NSO and the desired state of your impact. It should outline a broad, strategic goal that is aspirational yet attainable, inspiring your team to strive to achieve it. A vision usually lasts around ten years and should span several strategic plans.

As an example, let's use WOSM's Strategy for Scouting:
TIME FRAME

CLEAR AND COMPREHENSIBLE GOAL
By 2033 Scouting will be th*e world's leading educational youth movement,*

MEASURABLE OUTCOME
enabling *100 million young* people to be active citizens creating positive change in their communities and in the world based on shared values.

If you need a new vision statement, it is often easier to write these after you have completed your stakeholder analysis which is covered in the following chapter.

To create your vision statement, first identify the time frame for your vision (e.g. ten years), and think about what success will look like for your organisation in that time period. Identify a clear goal and measurable outcome you want to achieve in that time. This could be growth or outcome related, either for your members or society in general. Try to keep your vision statement to one sentence if possible.

PLEASE REFER TO ANNEX 1 FOR EXAMPLES OF VISION AND MISSION STATEMENTS FROM VARIOUS NSOS.
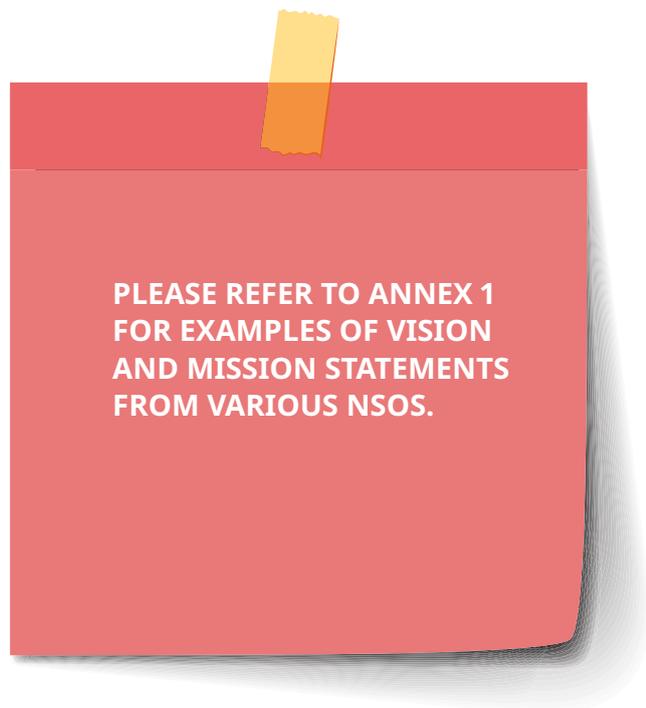
Step 4: Analysing the current situation

Global Insights

To effectively position your NSO, you may want to start by reviewing the global research for the Strategy for Scouting.

This research outlines global challenges and opportunities impacting Scouting. Next, evaluate your NSO's internal

Internal capacities

You will need to assess your NSO's internal capacities. WOSM has developed its own quality standard called the **Global Support Assessment Tool (GSAT)** that assesses the compliance of an NSO towards international best practices in Good Governance and Quality Scouting.

More information about GSAT and the different formats in which it can be done can be found at services.scout.org/ service/9.

If your NSO has not yet used GSAT, it is highly recommended that you consider using, at the very least, the GSAT self-assessment tool prior to developing your strategy. Think of GSAT as a medical check-up: it will highlight your strength and areas for improvement, and additionally, offer you a "remedy" for the areas for improvement, i.e. possibilities for improving through WOSM's Capacity Strengthening Approach.

GSAT will give you a good indication of the areas where your NSO needs improvement to reach global standards of best practice across ten different dimensions:

1. NSO – WOSM institutional requirements
2. Governance framework
3. Strategic framework
4. Integrity management
5. Communication, advocacy, and public image
6. Adults in Scouting
7. Financial stability and resource mobilisation
8. Youth Programme
9. Growth
10. Continuous improvement

Challenges

Another useful exercise to be completed at this stage is the **Root Cause Analysis**. This type of analysis has a specific focus on the challenges/problems your organisation faces, with the aim of examining them in detail and understanding why they occur. It can be done by following three simple steps:

1. Identify the challenge/problem
2. Understand why it happened or is happening
3. Find ways to reduce the possibility of it occurring again in the future

The benefit of using the Root Cause Analysis method is that it helps you to identify structural issues, which are the cause of a whole host of other, maybe more visible and seemingly more urgent but actually, secondary issues. Addressing those secondary issues might solve your urgent problems, but won't address your more fundamental, structural issues.

Root Cause Analysis helps to identify the origin of the challenge/problem using specific steps and tools to find the primary cause.

ROOT CAUSE ANALYSIS

USE THE FIVE WHYS TECHNIQUE TO IDENTIFY THE PROBLEM. FOR INSTANCE,

1 YOUR NSO DID NOT HAVE THE EQUIPMENT NEEDED TO ORGANISE THE ACTIVITY

WHY IS THAT?

2 EQUIPMENT REQUIRED IS SOMETIMES HARD TO FIND

WHY IS THAT?

3 NOT ENOUGH SPECIALISED EQUIPMENT TO ORGANISE ACTIVITIES FOR SCOUTS WITH SPECIAL NEEDS

WHY IS THAT?

4 **THE ANTICIPATED NUMBER OF SCOUTS WITH SPECIAL NEEDS AND THEIR EQUIPMENT REQUIREMENTS ARE NOT KNOWN**

WHY IS THAT?

Such questioning is continued until all the root causes are found. Remember there are three basic types of causes: Physical, Human, and Organisational.

5 THE STRATEGIC PLANNING AND BUDGETING PROCESS OF YOUR NSO DOES NOT INCLUDE THE PROJECTION OF EQUIPMENT NEEDS OF SCOUTS WITH SPECIAL NEEDS

Identifying stakeholders

As part of this analysis process, it is important to identify your NSO's key stakeholders – groups of people, organisations, and institutions who have an interest in your organisation and can impact the organisation.

By simple brainstorming, you may come up with a long list which would typically include:

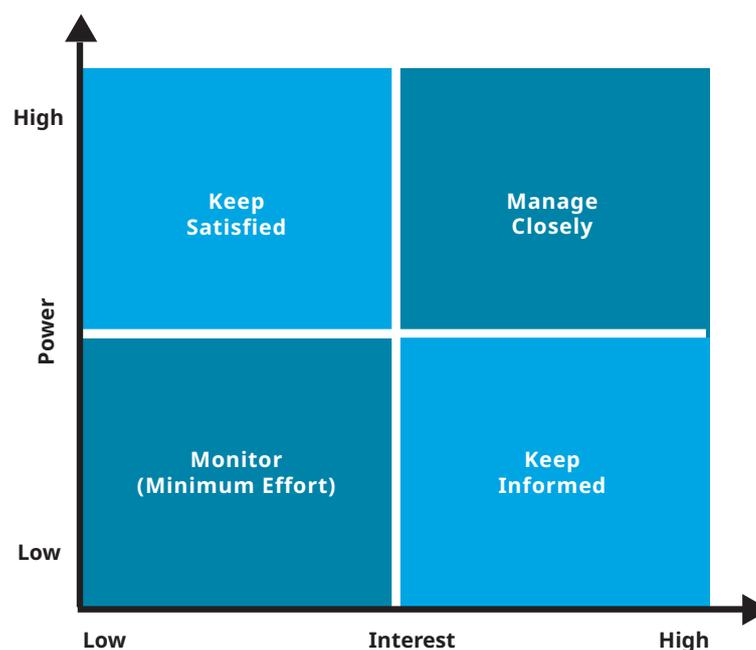- Scouts (youth members, including youth consultative platforms such as youth forums, etc.)
- Parents of youth members
- Alumni Scouts and their parents
- Adult volunteers
- National, regional, or local governments
- Partner organisations
- WOSM governance bodies and the WSB
- Others (depending on your national context)

After coming up with a list, you should "grade" the influence and interest each of these stakeholders may have on the success of your NSO (you may want to use a numeric scale, or simply grade with "low," "medium," or "high"). If you end up with a rather long list of stakeholders, try to single out those with the most influence. You should end up with four to six key stakeholders, whose opinions and needs you will explicitly consider when developing your strategy.

One way of classifying your stakeholders is by using the graph below:

STAKEHOLDER ANALYSIS

	High Interest	
High Power	Keep Satisfied	Manage Closely
Low Power	Monitor (Minimum Effort)	Keep Informed

(Power on vertical axis: Low to High; Interest on horizontal axis: Low to High)

The graph will help you understand what kind of action you should take towards each stakeholder. For example, the parents of your youth members may have high interest (want to know what their children are learning) and high power (as they can affect the number of your members by either keeping or withdrawing their children from Scouting). The action required from you towards these stakeholders is to fully engage them and make great efforts to keep them satisfied.

Depending on the position they take in the grid, stakeholders require different types of action:

High power, interested people: This is the group of people you must fully engage and make the greatest efforts to satisfy.

High power, less interested people: put enough work in with this group to keep them satisfied, but not so much that they become bored with your message.

Low power, interested people: keep this group adequately informed and talk to them to ensure that no major issues are arising. They can often be very helpful with the detail of your project.

Low power, less interested people: again, monitor this group, but do not bore them with excessive communication.

Guidance for conducting stakeholder consultation

While stakeholders, both internal and external, should be consulted throughout the whole strategic planning process, the purpose and level of participation must be clear for each stakeholder and at each stage of the process. In the situation analysis stage, different stakeholders may provide insights on their expectation towards the NSO as well as share information on external factors (current and future) that may help to inform the planning process.

For example, the expectation of the parents of your youth members would need to be considered as this will directly affect membership retention.

Moreover, educational organisations, whether governmental or non-governmental may bring to your attention new policies or newly-available resources to be taken advantage of by the NSO.

After the strategic plan is drafted, the internal stakeholder consultation would be to gather feedback from various stakeholders. Based on those inputs, you can make some adjustments to ensure that the plan will be accepted by all the key players.

Finally, after the plan is adopted, the various stakeholders should be informed on the progress towards achieving the goals set in the plan to ensure continued ownership and a united effort to reach those goals. Also, external stakeholders should be kept informed in order to ensure continued trust and support for your NSO.

For the situation analysis stage, there are a number of ways to solicit input from the stakeholders. Some examples are:

- Surveys or poll
- Online forum
- Interviews
- Focus group discussion
- Workshops

Selecting the most appropriate channel for each stakeholder group and having a clear purpose are crucial to successful consultation.

Use a survey to collect information from many people. For example, send an online survey to parents of youth members to ask about their expectations of the NSO. Focus group discussions or interviews will offer a more in-depth approach such as a focus group discussion with youth members and leaders from Scout groups in various regions to understand their needs or interviewing relevant government representatives to obtain insights on (upcoming) policies or resources your NSO can use.

There is also merit in surveying or interviewing young people who are not members (yet) and/or their parents to develop a better understanding of their needs and expectations.

One of the most efficient tools of stakeholder consultation is through a workshop where representatives of various stakeholders can participate at the same time. While a level of expertise, planning, and organisation is required for a successful workshop, the potentially rich information gained could be worth the effort. Various methodologies can be utilised to facilitate the discussion such as:

- ranking exercise – for prioritising opportunities and challenges
- mapping – for geographical/demographic analysis of member density and growth potential
- flow diagrams – for discussing cause and effect or logical pathways
- Venn diagrams – to show relationships and memberships of organizations or institutions

It is crucial that after each stage of stakeholder consultation, a feedback mechanism is implemented, so that the stakeholders are aware of the results of their participation and be informed on the next step of the process.

Some of the key questions you should ask when gathering their opinions are:

- What are the key benefits you receive from our organisation?
- What is important to you?
- What should be important to us?
- What do we do well?
- What do we need to do better and why is it important?
- What are your needs?
- Does our organisation currently cater for those needs?
- How can you contribute to our organisation?

PLEASE REFER TO ANNEX 5 FOR A GUIDELINES ON CONDUCTING AN INTERVIEW.
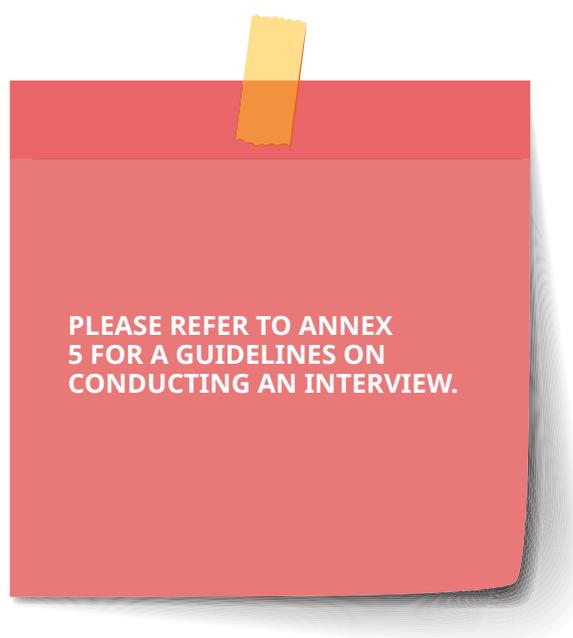
Looking at your surroundings

Finally, as a last step towards analysing the current situation in your NSO, you need to look at your surroundings and the society in which you operate. This can be done through a **PESTEL analysis**, which looks at the following factors:

- **P**olitical, e.g. government support for volunteer organisations

- **E**conomic, e.g. parents' income status

- **S**ocial, e.g. demographic situation in country (number of young people, emigration rate, etc.)

- **T**echnological, e.g. prevalence of social media among young people

- **E**nvironmental, e.g. threat of natural disasters, and climate change

- **L**egal, e.g. insurance laws and safety regulations

Identifying all external factors that influence your NSO's work helps in understanding the context in which you operate. Additionally to these, there are two elements you may want to explore further:

1. The **needs of young people** in your country, and assess to what extent you address those needs through the Youth Programme. It is important here to not just focus on identifying the needs of your existing members, but equally if not more important, the needs of young people in general, as this will later help you to make the Youth Programme more relevant and more attractive to new members.

2. **Your competition**: what do other youth organisations offer and what are your advantage points over them?

Consolidating the analysis

To further support your thinking process towards a strategy, we will use a Strengths-Weaknesses-Opportunities-Threats **(SWOT) analysis** to capture, consolidate, and present all the data we have gathered so far from the three sources mentioned above (key stakeholders' analysis, internal assessment, and external assessment).

A SWOT analysis can be done by using the following table:

	POSITIVE	NEGATIVE
	STRENGTHS	**WEAKNESSES**
INTERNAL		
	OPPORTUNITIES	**THREATS**
EXTERNAL		

The GSAT internal analysis focuses clearly on strengths and weaknesses, whereas the Root Cause Analysis provides insights for the weaknesses. The Stakeholder analysis will contribute to both the internal and external factors, and the PESTEL analysis focuses on the opportunities and threats.

With your findings structured through this model, you can proceed to use them to inform the development of your strategic plan.

PESTEL ANALYSIS

SWOT ANALYSIS

Exploring various approaches to developing an organisational strategic plan

In today's dynamic environment, having a well-defined organisational strategic plan is essential for success. A strategic plan serves as a roadmap that guides an organisation towards its objectives while adapting to changing circumstances. In Scouting, we have traditionally exploited the two approaches of analysis already mentioned: SWOT and PESTEL.

In this toolkit, we will focus on the most commonly used approach for NSOs, recognising that it can be adapted well for diverse contexts and needs. However, there's no one-size-fits-all approach to crafting a strategic plan.

Various methodologies and frameworks exist, each offering unique perspectives and tools for developing effective strategies.

Porter's Five Forces: Developed by Michael Porter, this framework analyses the competitive forces within an industry that shape strategy. These forces include the threat of new entrants, bargaining power of buyers, bargaining power of suppliers, threat of substitute products or services, and rivalry among existing competitors. Understanding these dynamics helps organisations make informed decisions about market positioning and competitive advantage.

Balanced Scorecard: This framework translates an organisation's strategy into a set of performance measures across four perspectives: financial, customer, internal processes, and learning and growth. By balancing these perspectives, organisations can ensure that strategic objectives are pursued holistically, leading to improved performance and long-term success.

Scenario Planning: This involves creating plausible future scenarios and assessing their potential impact on the organisation. By considering various alternative futures, organisations can develop robust strategies that are resilient to different outcomes. This approach is particularly useful in uncertain and volatile environments.

Blue Ocean Strategy: This strategy focuses on creating uncontested market space by innovating and offering unique value propositions. Instead of competing in crowded and competitive markets (red oceans), organisations seek to explore new market spaces (blue oceans) where competition is irrelevant. This approach emphasises innovation and value creation as drivers of strategic success.

Agile Strategy Development: Borrowing principles from agile software development, agile strategy development advocates for iterative and adaptive approaches to strategy formulation and execution. It encourages experimentation, rapid feedback loops, and continuous learning, enabling organisations to respond quickly to changes and disruptions in the market.

Design Thinking: This emphasises empathy, creativity, and a human-centred approach to problem-solving. By understanding the needs and preferences of customers, employees, and other stakeholders, organisations can design innovative and customer-centric strategies that drive growth and competitiveness.

In conclusion, developing an organisational strategic plan requires careful analysis, creative thinking, and an understanding of internal and external factors. Select and adapt the approach that best aligns with your NSO's goals and context. By leveraging diverse methodologies, you can create robust strategies that navigate complexities and achieve sustainable success.

Step 5: Developing your strategic plan

Now that you have done your analysis, it is time to develop your strategic plan. First, confirm or write your NSO's mission and vision statements (please refer to Step 2).

Setting strategic priorities

The next step is to identify and develop four to six priorities to focus on to reach your NSO's vision. These strategic priorities will become the broad areas of focus which are based on the information you have collected through your analysis of internal and external factors affecting your NSO's work and the inputs received from your stakeholders.

To identify these strategic priorities, look at the common themes across your SWOT analysis. At this stage, it is important to think on a broad, abstract level, and to not get stuck in the details. Some examples might be membership growth, governance, youth involvement, programme, volunteers, communication, or operations.

Many NSOs are using WOSM's strategic priorities as the basis for their strategic plans. Based on your analysis, consider adopting the three key strategic priorities for NSOs as essential elements of your plan.

3 strategic priorities for NSOs

1. A fit-for-purpose organisation
2. An adaptable organisation
3. An influential organisation

Identifying objectives

Once you have identified your strategic priorities, write an objective for each one based on the issue identified in the SWOT analysis. Then, write any suggested actions that will help you reach that objective.

For example: Add objectives for the strategic priorities.

STRATEGIC PRIORITY 1: INNOVATE EDUCATION

Objective A – Provide competency-based learning experiences through an innovative Educational Programme.

Actions:

1. Develop an interactive online platform.
2. Update content to include current issues such as climate change and mental health and gather Scouts' feedback.
3. Train leaders on new methods and technologies, and establish mentorship programmes.
4. Promote hands-on projects and community service for real-world learning.
5. Ensure materials are accessible and inclusive for all Scouts.
6. Collect feedback regularly and use data to improve the programme.

Objective A – Provide competency-based learning experiences through an innovative Educational Programme.

Actions:

1. Integrate online platforms and tools for interactive learning.
2. Use real-world projects to apply the Scout Method practically.
3. Foster diversity and inclusivity in all programmes.
4. Ensure accessibility for Scouts with different needs.
5. Engage Scouts with fun and meaningful activities.
6. Innovate programmes based on feedback and educational trends.

These priorities will later be translated to your operational plans, as they will point the direction in which you need to focus your resources and energy. It helps if you prioritise the objectives within each theme.

Now that you have agreed on your strategic priorities, your mission, and your vision, you have completed the bulk of your strategic plan. You may also wish to consider including elements like your organisation's values, or success measures. The time has come to share your plan with the rest of the movement to ensure good buy-in, before creating the operational plan to bring it to life.

Consultation process

For a strategy to even stand a chance at being successfully adopted and actually be implemented at all levels, it needs to be widely accepted in the organisation. Ensuring this ownership by internal stakeholders should not be underestimated in the process. One of the key reasons why strategies fail to become reality is the lack of understanding and support at the various levels of your organisation.

WOSM has been implementing a participative strategy development process, which includes widespread consultation processes with various stakeholders. Having enough time to do an in-depth consultation allows for any needed adjustments to be made to the strategic plan before adoption and to ensure sufficient buy-in of your NSO's membership for a successful adoption and implementation of the new strategic plan.

These are suggested actions that you can take to ensure a thorough consultation process with your NSO's key stakeholders:

- Open information sessions
- Surveys
- Focus groups
- Invitations for feedback
- Regular updates towards your General Assembly
- Informal discussions and networking

Continual consultation

Presenting multiple draft versions of the plan as it is being developed to different stakeholders throughout the process is a good practice: inviting questions and feedback from them continuously, rather than just at the end.

This helps ensure you are on the right track and allows you to make adjustments, and provides an opportunity to start familiarising your members with the plan so they feel connected to both its development and its content which will make them more likely to buy into it when launched. Make the most of existing gatherings such as annual meetings, regional gatherings, and even youth events such as local or national jamborees to share the plan throughout its development and seek feedback.

Step 6: Aligning with the new strategic plan

Adopting your strategic plan

It has now been at least six to nine months since you started the development of your NSOs strategic plan. After an in-depth internal and external analysis, and a few rounds of consultation with key stakeholders, your NSO's strategic plan is nearing completion and reaching a major milestone: formal approval and adoption by your membership at your General Assembly.

While this might look like a formality, the adoption of your strategic plan is a crucial phase in the success of your new strategy. This is the moment the ownership of your plan changes from the team to the whole NSO.

It is, therefore, good practice to clearly articulate your NSO's new strategic plan to your members prior to the formal adoption, through a presentation which will walk them through the entire strategic plan. This is also a good opportunity for members to ask questions before they make their final decision on adopting the strategic plan. Note that the way you communicate the plan differs according to your target audience (e.g. you will not communicate the same way to your national leaders as you would towards your youth membership).

This presentation and the formal adoption of the new strategic plan will assist with membership buy-in, increases ownership across the Movement, and builds the foundation for the next phase of alignment and implementation.

Launching your strategic plan

After your new strategic plan is formally adopted, you have a big opportunity to bring your membership and other internal and external stakeholders onboard. Don't assume that the strategic plan itself will be picked up and read. Creating a launch event(s) and a solid communication plan is really important to explain to your members what the plan is all about, and more importantly, what it means for them, in particular if there are big changes involved or required.

Getting your national leadership team from across the NSO together (the key audience) is vital for the launch. They need to receive the information in advance of others, and in a way that allows them to clearly understand it and be able to communicate it to their constituencies. Use interactive and practical activities to help them understand the strategic priorities; have discussions with them around what it means for their role going forward and what changes they might need to make to ensure their work aligns with the new plan.

Remember that after the launch and initial announcement, it is important to continue the communication of the plan as it is not just a one-time event but needs to be done on a regular, consistent basis, to include updating the membership on key milestones, achievements, etc.

THE MOST IMPORTANT MESSAGES TO GET ACROSS ARE:

Why:

1. Explain why we have a new strategy

How:

2. Explain how the strategy was created and by whom

What:

3. Explain what is in the strategy

4. Explain what the strategy means for your members

5. Allow them to brainstorm what the strategy means for them/their role, using some key questions to prompt their thinking

Offer them resources to take back with them to help share the information with their members/stakeholders. For example a one-pager, an infographic, or a PowerPoint presentation, and any other tools such as activities you used at the national launch. You will get even better buy-in and engagement if you include young people in the launch and communication of the plan.

If time and resources allow, it is worthwhile using this team to run a similar launch in their own regions to help ensure the message is spread and is clearly communicated to all members. Use all other existing communication channels to announce the strategy as well, for example newsletters and social media.

You could also think about what other resources you might create to help share the new strategy with your wider membership and external stakeholders. For example a brochure, information sheet, or even a video of your team (or youth members!) explaining the new strategy is a good way to get engagement. When possible, create a strategic plan infographic to help "paint the picture and create a visual representation" of what you are trying to accomplish.

Implementing your strategic plan

Now that you have agreed upon a new strategic plan for your NSO, and your General Assembly has officially adopted it, the actual work on implementation begins. Your NSO now needs to align itself according to the priorities and objectives of the strategic plan.

This means that your NSO needs to ensure that all its teams, structures, people, projects, and activities are working towards achieving the goals set out in the strategy, rather than outside of it. Additionally, it means aligning your human resources (volunteer and professional) as well as your budget allocation to your strategic plan.

To begin the alignment exercise, it is advised that your NSO maps out all the different activities it conducts on a regular basis, and identifies whether each of those activities actually still contributes to achieving your overall goals in one of your strategic priorities.

Using the **Start, Stop, Continue exercise** can help with this mapping activity of your organisation. If an activity does not fall under any of your strategic priorities, you are faced with two options. Either you deem this activity to be too important to be left out, and you tweak your activity so that it works towards achieving one or more of your strategic priorities, or you may consider stopping this activity (as it does not contribute to your overall goal).

One example might be an annual event for your national level volunteers, aimed at networking and showing appreciation for the work they do. And while it might not actually contribute to any of the objectives of your strategic priorities, it does contribute to the overall well-being and satisfaction of your volunteers and thus, increase the motivation and retention rate of your volunteers. This is something you might actually wish to include in your strategic priorities.

Once you have mapped out your activities against your strategic plan, it is time to review their usefulness for achieving the goals set out in your new strategy. "A new strategy wouldn't be new if nothing needs changing" . This exercise will point out the gaps that need to be addressed in the list of activities you are currently conducting, to progress forward towards achieving your goals. This would also be a good time to evaluate the impact of each activity in terms of contributing to your goals, keeping in mind that a project or activity might contribute to more than one strategic priority.

It might be the case that a number of your

activities might no longer be the most effective or efficient way of achieving your goals and should, therefore, be changed, adjusted, or cut. Note that introducing new activities, which are important to achieve your new strategic goals, will most likely mean cut-backs on already existing activities.

Therefore, the alignment of your NSO's activities goes hand in hand with aligning your budget. After activities are prioritised, and new ones are introduced, you will need to deal with some potentially difficult choices in terms of adapting your NSO's spending on each activity. If an activity is no longer a priority for your organisation, because it no longer contributes to your strategic priorities or objectives, you should consider stopping it, and reallocating its resources towards other activities which have more impact on achieving your strategic plan.

START, STOP, CONTINIUE EXERCISE

Aligning your structure and working groups

The same exercise needs to be repeated when it comes to governance and organisational structure (i.e. your current structures need to be reviewed considering the new strategic plan). For example, if one of your NSO's new priorities is achieving greater diversity in the organisation in general, this means that a cross-departmental cooperation is necessary – from the Youth Programme team, Adults in Scouting team and to your Communications team.

You may need to create new working groups and recruit volunteer or professional positions to cater for this new need. Once these groups or positions have been created, ensure that they are sufficiently trained for this new role and responsibility.

Change management

Critical to the success of the implementation of your strategic plan is effective **"change management."** This means that your organisation is investing effort into creating a strategic approach to managing and implementing changes, while ensuring a smooth transition from the previous situation to where you want to be.

There is a structural dimension to change management, as explained in the points above, but also, and more importantly, a human side to change management.

It is normal to experience resistance at all levels in your organisation when you start introducing changes. Changes are inherently uncomfortable; they bring us out of our comfort zones, and push us into the unknown. Therefore, it is crucial to prepare yourself and others before implementing a change:

- Know your reasons for the change and substantiate them with strong arguments. This can be informed by the outcomes of your SWOT exercise and stakeholder mapping.

- Prepare a description of the change process, to be able to easily explain to different audiences how you will get from A to B and what B looks like

- Aim at ensuring ownership among all groups affected by the change before rolling it out

- Recruit champions at all levels of the organisation who understand the plan and can communicate it well

- Communicate the change well ahead of time and widely – the last thing you need is people being misinformed (or even worse, totally uninformed!). Use different methods to communicate the plan. For example, face-to-face meetings, videos, posters, pamphlets, emails, competitions, and using the volunteer leadership team to sell it in to their local members.

- Be willing to listen to and actually hear the concerns of your units, volunteers, staff, or other stakeholders. Show that you take the issues raised, serious, and address those issues or take their ideas on board in the further implementation process.

- As you will be rolling out changes or introducing new initiatives, policies, and practices over the next few years, make sure that you link all of those changes (organisational, programme, etc.) back to the strategy in communications with your volunteers, members, parents, or other stakeholders, in order to explain the "why."

As you will come to discover when you are implementing your strategy, a number of our members are traditionalists, and these will likely be your most challenging audience for big changes. It is important that their views are acknowledged.

However, to bring them on the journey forward, it is often helpful to remind them that this is a youth-led Movement and if we cease to move forward we stop being a movement. In order to remain relevant, grow our Movement, and provide the best possible Scouting programme to new and future generations of young people we must also innovate our Movement.
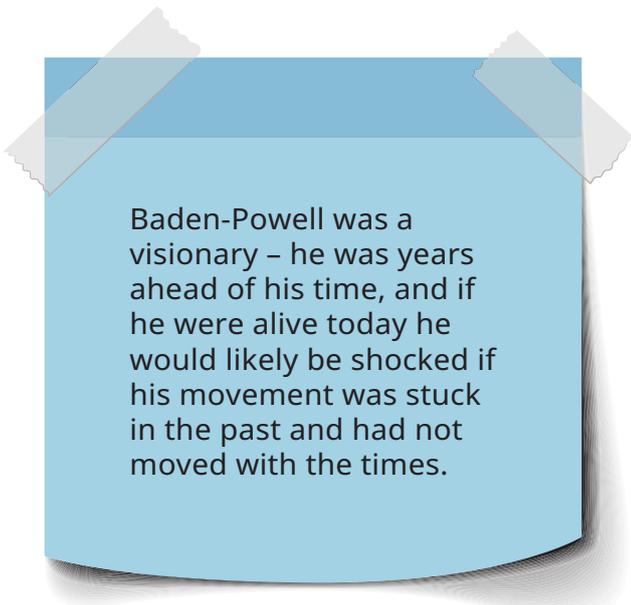
Baden-Powell was a visionary – he was years ahead of his time, and if he were alive today he would likely be shocked if his movement was stuck in the past and had not moved with the times.

Step 7: Creating an operational plan

As mentioned, the strategic priorities are the key items that will inform the development of your operational plan. An operational plan outlines the concrete activities and projects your NSO plans, to reach its vision. These can be broken down by strategic priority and are typically of a shorter timeframe than your overall strategic plan.

However, they can also have cross-cutting projects and initiatives that tackle more than one strategic priority. For example, WOSM works on a triennial basis, i.e. a new operational plan is established every three years, based on the overall strategy and the successes and challenges of the previous plan.

The operational plan outlines the:

- activities your NSO plans to conduct to achieve your vision
- time and place where they will be conducted
- person (or team) responsible for the completion of each activity
- KPIs for knowing how you are doing against your strategic plan
(Please refer to Step 9)

We have developed an operational plan template, which you can use as is or adapt to the realities and needs of your organisation, to help you to translate your strategic priorities and objectives into concrete operational activities, create a timeline, identify responsible persons, and allow you to keep track of the status of each activity.

YOU MAY REFER TO THE OPERATIONAL PLAN TEMPLATE IN ANNEX 3.

Examples of operational plans

Scouts New Zealand 2019 workplan

PROGRAMME AND CHANGE

Purpose: This team coordinates the implementation of the Youth Programme and Adult Development of the organisation. Additionally, this team manages communication within the Movement and externally within the sector and community.

Projects include developing a revised Youth Programme and implementing an Adult Development framework, introducing Te Reo Maori into their publications and culture, publishing the annual report, and refreshing their members' website.

Task	1st quarter October-December	2nd quarter January-March	3rd quarter April-June	4th quarter July-September	Outcome
National leader support	Review succession plans of leads and assistants/advisors	Review deliverables Review roles and warrants	Review roles and warrants		Refreshed team with clear succession plan and deliverables
National Programme development	Publish 2019 National Programmes and renewed template		National Programme planning workshop 1	National Programme 2 National Programmes available	Relevant programmes aligned with the Youth Programme
Internal communication	Regional and national news – three each Share best practice stories (what good looks like)	Regional and national news – three each Share best practice stories (what good looks like)	Regional and national news – three each Share best practice stories (what good looks like)	Regional and national news – three each Share best practice stories (what good looks like)	Informed and connected movement (young people and adult volunteers)
External communication	Scout and About – 1 Design and draft Annual Report Media release of key events: Venture create good news stories	Scout and About – 1 Finalise and publish Annual Report Media release of key events: Founder's Day Create good news stories	Scout and About – 1 Media release of key events: ANZAC and Bravo Create good news stories	Scout and About – 1 Media release of key events: Scarf Day Create good news stories	Better informed parents, alumni, and community stakeholders
Websites/social media	Maintain currency and information	Maintain currency and information	Maintain currency and information Review members' website	Maintain currency and information Update members website	Informed and resourced movement and community

Task	1st quarter October-December	2nd quarter January-March	3rd quarter April-June	4th quarter July-September	Outcome
Bicultural and Diversity inclusion	Continue Kaumatua partnership	Review documentation for Te Reo Maori inclusion Develop Commitment to Maori and the Treaty Policy	Board sign-off of Commitment to Maori and the Treaty Policy	The national training room is blessed as Marae	Supports the Inclusive Growth priority of Better Prepared
Youth Development Policy implementation	Leader Handbook design and content. Core Programme development and adventure skills	Better World Badges section of awards Youth Programme workshop	Pilot Programme begins Youth Programme workshop	Engage movement Youth Programme workshop	Movement is prepared for new Youth Programme
Adult Development Policy implementation	Partnership with Whitireia/ WelTec Implement two online modules Finalise Getting Connected and Essentials	Develop Section specific content and collateral Adult Development workshop	Develop section specific content and collateral training team development Adult Development workshop	Complete section specific content Adult Development workshop	Adult volunteers are engaged and able to support the new Youth Development Programme
Change communications	Call for service to lead change communication function	Support Adult Development programme and Youth Programme development project teams with internal communications	Support Adult Development programme and Youth Programme development project teams with internal communications	Support Adult Development programme and Youth Programme development project teams with internal communications	Adult volunteers are well aware of the change and feel equipped to support a great youth-led programme

RESOURCING PROFILE			
FY17 18 Staffing level	**FY18 19 Staffing level**	**Team budget**	**Notes**
2.8 FTE	2.8 FTE 0.8 FTE through Internship arrangement which means we engage, induct, create a work programme for 2-3 interns every quarter.		

FÉDÉRATION DES SCOUTS DE LA RDC
PLAN STRATEGIQUE
TRIENNAL DE LA FESCO

Stratégie

6 | PLAN D'ACTION 2015

Axe 1

| N°	Activité	Période	Résultats	Lieu	Responsable
1	Création des nouveaux groupes surtout dans les provinces de Bandundu, Equateur et Maniema	Année 2015	Le nombre des scouts augmente de 5 % d'ici la fin de l'année 2015.	11 provinces	Communication & Expansion
			Une base des données a été créée et partagé avec les Parties prenantes de l'Association.	Idem	Idem
			Les organes des Associations provinciales de Bandundu et de l'Equateur sont remises en place avant la fin du mois d'août 2015.	Bandundu, Mbandaka	Idem
			Le Scoutisme dans le Maniema est redynamisé.		
2	Renforcement et/ou création des groupes spéciaux (sourds, enfants vivant avec handicap	Idem	Au moins un groupe spécial par province a été créé d'ici la fin de l'année 2015.	11 provinces	Communication & Expansion
			Un programme éducatif adapté est mise en place avec l'appui du Bureau Mondial du Scoutisme avant la fin de l'année 2015.		Programme des Jeunes & DEVECOM
			Un soutien d'accompagnement pédagogique et matériel est mobilisé auprès des partenaires sociaux.		Relation Publique
3	Renforcement de partenariat avec les Eglises, les écoles et les entreprises	Idem	Des Aumôniers nationaux ont été désignés d'ici juillet 2015 Au moins 60 nouveaux groupes scouts ont été créés avant fin septembre 2015	Kinshasa	Relations Publiques
			Au moins 60 nouveaux groupes scouts ont été créés avant fin septembre 2015	11 provinces	Relations publiques Comm. & Expansion
4	Production et octroie des cartes des membres à tous les membres adhérents et effectifs de la FESCO	Mai 2015	Une version digitale est conçue et partagée avec les Equipes provinciales	Kinshasa	Communication & Expansion
		Juin 2015	Une circulaire qui fixe le mode d'enregistrement et le coût de la carte ainsi que les frais de cotisation a été transmise aux Associations	Kinshasa	Finances
5	Elaboration et distribution des supports Pédagogiques :		Les premiers drafts ont été partagées avec les Associations provinciales en août 2015 et adoptés en Equipe Nationale en octobre 2015.		Programme des jeunes
	Carnet de progression	Octobre		Kinshasa	Programme des jeunes
	Cérémoniales de passage entre branches.	Idem		Kinshasa	

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Step 8: Risk management assessment

Risk is part of our daily lives – Scouting is no exception. According to international standards, risk is defined as the "effect of uncertainty on objectives," where the effect is considered as according to ISO 31000 Standard on Risk Management

To be prepared for both positive and negative deviations from the expected, organisations undertake risk management assessments. Risk management "involves understanding, analysing, and addressing risk to make sure organisations achieve their objectives."

To prepare for meaningful risk management, your NSO must first identify all the potential risks it faces (internally and externally), and then prioritise them on the basis of impact and likelihood.

The easiest way of identifying potential risks is by returning to the internal and external analysis you have conducted in preparation for developing your strategic plan, and analyse those for potential risks. See below for an example.

One method of conducting a risk assessment is through a **"Failure Mode and Effect Analysis" (FMEA).** This type of analysis looks for potential failures in an organisation's established systems and processes, to analyse them in advance and prepare for their potential positive and/or negative deviations.
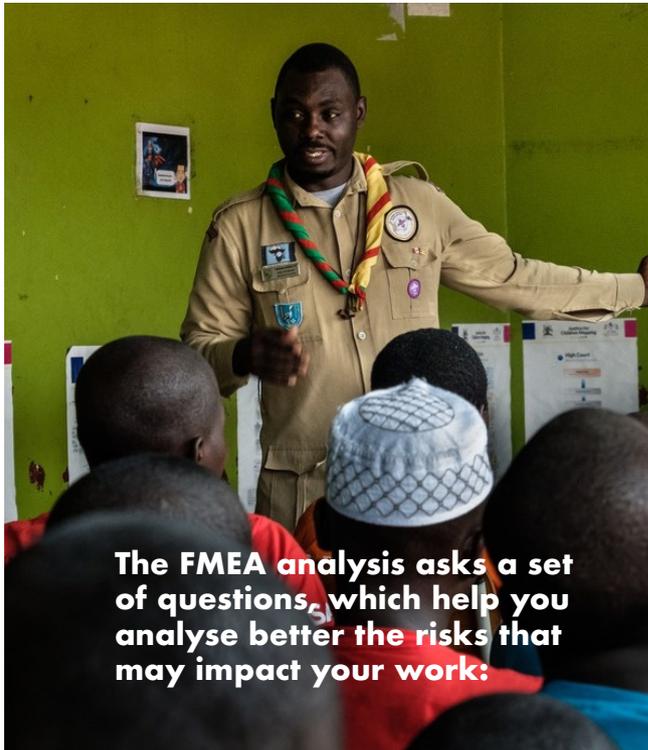
The FMEA analysis asks a set of questions, which help you analyse better the risks that may impact your work:

- Identify the steps/places in the process where things might go wrong

- Describe some of the potential "failures"

- Describe the impact of those "failures" on your organisation's work and achieving your strategic plan

- What caused these "failures"?

- How much warning time do you have before these "failures" potentially occur? i.e. how much in advance is it possible to predict these "failures" happening)?

- What solutions can you come up with to mitigate or fix these "failures"?

FAILURE MODE & EFFECTS ANALYSIS

The following simplified model of a risk log frame helps you determine the risks you need to focus most on:

- Use risks identified from the FMEA exercise

- Rank the level of their potential impact (consequences) on your NSO by using a simple scale from one to four (one being the lowest to four being the highest)

- Determine the likelihood of such a risk occurring (using the same scale)

- Assigning a person/team responsible for monitoring the risk

- Determining the frequency of risk monitoring

Once all your risks are listed with the grades, simply add up the numbers from the two categories (likelihood and impact) and the risks with the highest score are the ones you need focus on the most. Below is a sample table with examples:

RISK DESCRIPTION	IMPACT	LIKELIHOOD	TOTAL SCORE	ACCOUNTABILITY REVIEW FREQUENCY
FALL IN INTEREST in the Youth Programme AMONG YOUTH MEMBERS	4	3	7	Youth Programme team/ annually
LOW RETENTION RATES among ADULT VOLUNTEERS	4	2	6	Adults in Scouting team/ annually
LACK OF FINANCIAL RESOURCES FOR ACTIVITIES	3	2	5	CEO/biannually
COMPETITION OFFERING SIMILAR ACTIVITIES	2	2	4	CEO and communications team/quarterly

Note that this does not mean that you can neglect the risks that scored lower – they still need to be monitored, but will, however, receive less of your constant attention as compared to the top ones.

Typically, after completing a risk assessment and determining the people responsible for monitoring the different elements on a regular basis, an organisation should also develop plans for mitigating risks (where scenario planning techniques may be of assistance, especially for emergency situations), at least for the ones that could potentially have the most impact and are most likely to occur.
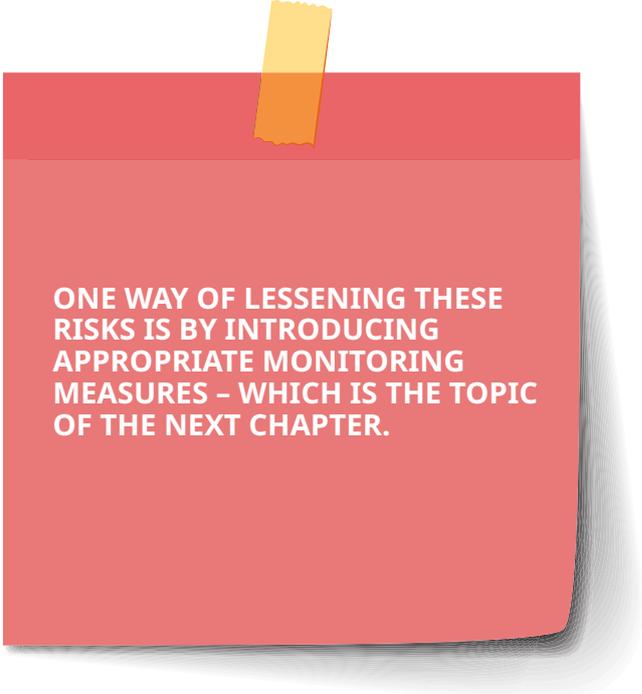
ONE WAY OF LESSENING THESE RISKS IS BY INTRODUCING APPROPRIATE MONITORING MEASURES – WHICH IS THE TOPIC OF THE NEXT CHAPTER.

Step 9: Collecting the right information for effective monitoring

Not everything that
can be counted counts,
and not everything that
counts can be counted.

Albert Einstein

The need for measurement is intrinsic to human beings – they measure and assess their surroundings daily, to inform our decisions. Similarly, to progress with achieving the goals set out in the strategic plan, you need to make informed decisions about each step you take along the way. However, if you do not measure "what counts," you may end up with a mass of data that cannot provide direction. Therefore, the next chapters provide guidance on how to develop meaningful measurement tools for your NSO.

Understanding why we measure progress

Measures are "indicators of how [an organisation] is performing relative to its goals and whether the overall strategy has been accomplished."

According to Bernard Marr, measurement happens for different reasons, which can be summed up in the following categories:

- Ensuring conformity control
  Often, measuring is done in organisations as a method of providing the leadership data by which they may assess the progress an organisation is achieving, and control for conformity among the different bodies in the organisation. This reasoning is more visible in businesses than the NGO sector. However, it is still relevant in this context, since NSOs may have similar motives for monitoring for implementation quality across all units.

- Reporting to external audiences
  (mainly donors)

    This reason is very common among NGOs, as funding from external sources may even come conditioned to measuring progress. Additionally, NGOs often use measurement figures to draw attention of external audiences to their success in achieving certain goals.

- Constant learning
  This should be the key reason for measuring progress. Data gathered through this process enables us to understand where we have been lacking progress, and where improvements are needed. Additionally, measuring for constant improvement also empowers our membership (and especially adult leaders), as they will feel their work will not go unnoticed, and they will have a constructive environment for further development.

It is important that your NSO considers carefully the reasons why it is measuring its progress. Ideally, your focus should be on constant improvement and learning. However, it is understandable that for compliance with your funding sources, you may need to conduct some measurement directed towards external audiences. It is recommended that you avoid measurement as a top-down control method, as there are better ways of inspiring your units to strive towards a common goal than having them feel as if they are "being tested."

The challenges of measuring progress are two-fold. You first need to identify what it is that you NEED to measure, and then HOW you are going to measure it.

Naturally, not all the things you would want to measure can be expressed in numbers (such as hours of service, amount of financial resources spent, numbers of participants, etc.). However, this does not mean that progress cannot be measured for those indicators that you still find necessary for making informed decisions, but you cannot quite express in numbers, such as social impact (for Scouting, social impact is considered as the effect of a Scouting activity on individuals and families within a community as well as the Scouting members involved in planning and implementing this activity).

Also, these measurements come with limitations: perfect metrics are very rare in the NGO world, and therefore it is also important to understand that they should rather be considered as indicators of a level of performance or progress towards achieving your goals (and not solid, completely trustworthy measurements).

Designing key performance questions

Before deciding on what your indicators of success will be, it is important to ask yourselves – what is it that you really need to know to measure your progress towards achieving your vision? This kind of attitude towards measurement is much like taking a scientific research approach to it: you first need to establish the research question, then a hypothesis, and then collect data to test the hypothesis.

An advantage of clearly defining research questions before establishing indicators of success is the amount of time and energy that will be saved in collecting data. With established Key Performance Questions (KPQs), you are cutting down on collecting unnecessary data (that often clouds your vision).

The following are guidelines on how to design your KPQs, according to Bernard Marr:

Choose one to three KPQs per strategic priority

The fewer KPQs you have, the better, as naturally, it is expected that each of them will trigger a KPI, and with too many of them, you risk ending up again with a sea of unwanted information.

Ensure that they are performance related

This means that they should enable you to understand how well you are doing at any point in time towards achieving your goals. Note that KPQs should not be about strategy clarification. For example, you should not ask at this stage "How should we do this?" (this is a question you should ask during the development of the strategy) but rather "How well are we doing this?".

Engage people in the creation of the questions

Much like you have engaged them through the building of your strategy, designing the KPQs is another important buy-in opportunity, as KPQs are supposed to communicate to everyone in an organisation what it is that matters when it comes to your overall performance.

Create short and clear questions

KPQs need to be understandable, with no double meanings. No jargon or internal language should be used, as the KPQs need to be as comfortable as possible to use for everyone in your organisation.

KPQs should be open-ended questions

This means that they should not be yes-no questions, but rather focus on how your activities are done. For example, instead of asking "Have we increased our membership?", you could ask "How well have we reached out to our targeted communities for growing Scouting?". KPQs should inspire discussion, rather than provide simplified answers.

KPQs should focus on the present and future

Instead of asking questions related to the past such as "How well did we satisfy our members' requests for more outdoors activities?", simply refocus towards the future by asking "To what extent are we satisfying our members' request for more outdoor activities?". By doing this, we are keeping the dialogue open for the future, and putting a focus of using the information gathered in future decision-making.

They should be refined and improved along the way

KPQs are not set in stone – on the contrary, once they are put to use, you may notice that there is a need for some refinement. This is a natural process of trial and error, and one that we should not shy away from.

They should form the basis of developing your KPIs

Your KPIs are essentially your hypotheses – answers to your research questions. In this sense, they provide your estimated (assumed) answer to your KPQs.

Use KPQs to report and communicate progress

If you present the question you are answering through your KPI, it makes things a lot more understandable to your external audiences, rather than only including the KPI. The KPQs give a more thorough background understanding, as they link your measurement method and targets to the specific objectives of your strategic plan.

To help you with developing your own KPQs, below is a list with potential KPQs you could consider:

- How well are we delivering our new Youth Programme?
- How likely are our members to recommend Scouting to their friends?
- How do our local communities see Scouting?
- How well are we performing in developing partnerships with other NGOs?
- How effective is our new communications strategy?
- To what extent are we reaching out to marginalised communities in our country?
- To what extent have we improved our decision-making processes on national level?
- To what extent are we collaborating between units?
- To what extent are we impacting the lives of others in the local communities where Scouting exists?

Designing key performance indicators

The role of KPIs is to collect information that will ultimately help us in:

- learning about the status of progress we're making towards achieving our strategy, and based on this knowledge
- making well-informed decisions that will lead towards improvement and better performance in our organisation

Note that KPIs need to be relevant and meaningful for your organisation, and do not necessarily have to be quantifiable with a number. They can be answered with descriptions or qualitative data as well.

As a checklist for testing each of your indicators, we recommend that you ask the following questions:

- Do we have a KPQ to which this indicator is associated?
- Are there decisions this indicator would support?
- Can we collect meaningful data for this indicator?
- Does this indicator help us to answer our KPQ?
- Does this indicator help us to make better decisions?
- Are the assessment costs and efforts justified?
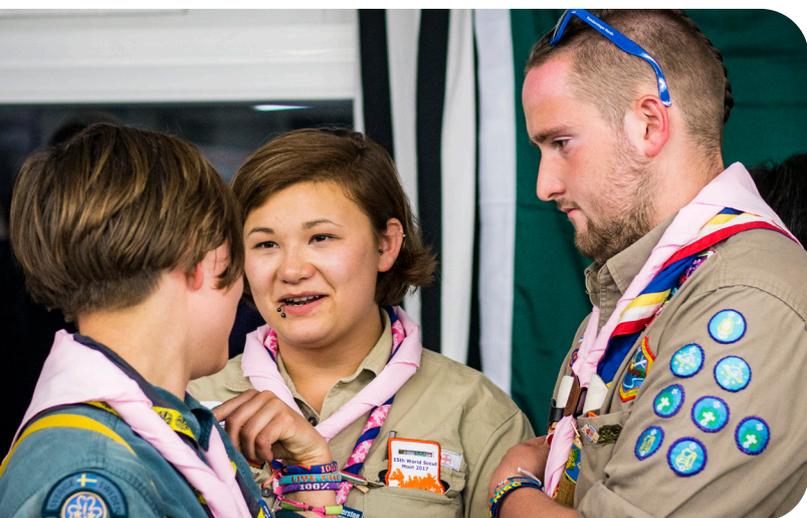
If the answer to these questions is "yes," you are on the right path for developing a meaningful and relevant indicator. An indicator is relevant if it can be clearly linked to a strategic objective, and it is meaningful if it helps in answering one of your previously identified KPQs.

If the answer to any of the questions above is "no," you should carefully reconsider the need for such an indicator or try to see whether it can be adapted to better respond to your need for meaningful and relevant KPIs.

To align and streamline your measurement process with your strategic plan, it is recommended that you use a simple template for all your KPIs, to ensure that you are clear from the start on the elements of each. The table below gives an example of the factors you need to keep in mind when preparing your KPIs, and a couple of hypothetical examples of how this can be done:

KPI	Strategic priority it corresponds to	KPQ it helps answer	Data collection method/frequency of collection	Person/team responsible for collection
By 2023, our NSO will have increased membership in marginalised communities by 10%.	Membership Growth	How well are we reaching out to marginalised communities?	Census data from our local units/annual basis	Membership Growth Task Force
By 2023, 90% of our units will be implementing our new Youth Programme, that has a strong focus on catering for diverse needs of our members.	Membership Diversity	To what extend are we delivering a programme that caters for the diverse needs of our membership?	Annual survey with local unit leaders/biannual basis	Youth Programme Team
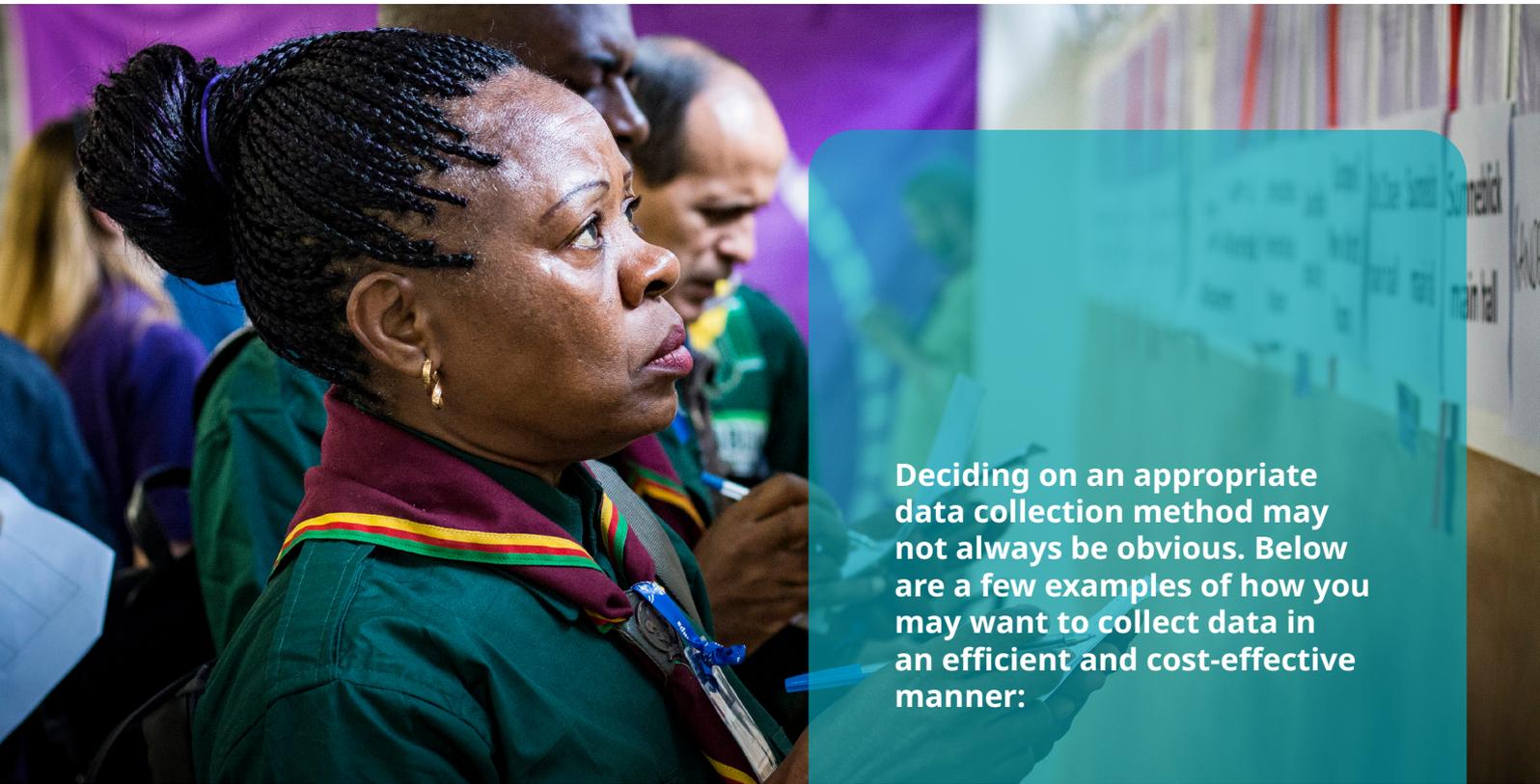
Deciding on an appropriate data collection method may not always be obvious. Below are a few examples of how you may want to collect data in an efficient and cost-effective manner:

PLANNING FOR 2033 AND BEYOND: a strategic planning, monitoring, and evaluation toolkit for National Scout Organizations

- **ANNUAL OR BIANNUAL MEMBERSHIP SURVEYS**

    Membership surveys can provide a good "pulse-check" of how you are performing on implementing your Youth Programme in all its different aspects. These can be either sent to the full membership online, or to a selected representative sample of membership. To select a representative sample, you would need to pay attention to have it reflect:

    Your geographic spread (e.g. if most your membership comes from the south of the country, your sample should also have more members from that part, rather than being equally distributed throughout the country)

    Your age balance (e.g. if most your membership is in the Scout section, your sample should also be skewed in favour of the Scout section, rather than equally distributed across all age groups)

    Your gender balance (e.g. if 70% of your NSO's membership are boys, then 70% of your sample should also be boys)

- **SURVEYS OF ADULTS IN SCOUTING**

    These can be an excellent way of cross-checking the data you receive from membership surveys, as they give you two different perspectives. Additionally, such surveys can help you understand how well you perform in terms of organisational management, trust levels, and internal communication.
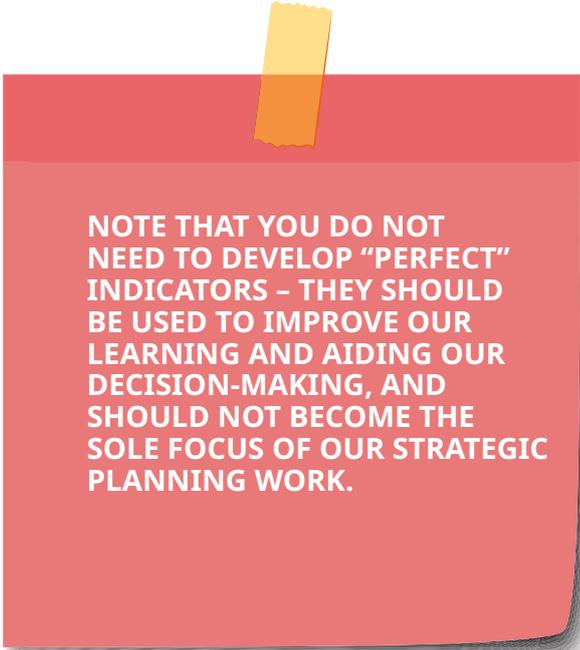
- **CENSUS/MEMBERSHIP DATA**

    This data is normally collected on an annual basis in each NSO, and it gives the most accurate answer to membership growth indicators, but it can also be expanded further to help collect data for indicators related to membership diversity and inclusion.

- **INTERVIEWS AND FOCUS GROUPS**
    These methods require more skill and knowledge (and can be more time-consuming than surveys) but can provide much more reliable and in-depth data, especially if your KPIs are qualitative (i.e. require a descriptive measurement). These methods can be especially useful in cases when you need to reach out to external audiences (e.g. local community representatives) to collect their input on how they see Scouting in your country.

KPIs should be constantly reviewed. If an indicator has become irrelevant to your NSO, and no longer informs your decision-making, you should reconsider the need for measuring it further.

NOTE THAT YOU DO NOT NEED TO DEVELOP "PERFECT" INDICATORS – THEY SHOULD BE USED TO IMPROVE OUR LEARNING AND AIDING OUR DECISION-MAKING, AND SHOULD NOT BECOME THE SOLE FOCUS OF OUR STRATEGIC PLANNING WORK.

Step 10: Monitoring and evaluation

There is nothing noble in being superior to your fellow man; true nobility is being superior to your former self.

W.L. Sheldon

Measuring progress and achievements is only one part of the puzzle. The real purpose of measuring is to learn about yourselves as an organisation, your challenges and successes, and to improve and develop even further. If this last step is not done, efforts invested in measurement are largely futile.

As part of the monitoring and evaluation of the NSO's strategic plan, it is highly recommended that each time the NSO conducts a board meeting, that there is a strategic planning report on the board agenda. The plan monitor/champion, who was identified during the strategic planning session, will provide an update to the board on the status of the plan including what has been accomplished and implemented, what is outstanding and what challenges exist.

The strategic plan is not a document set in stone; changes may have to be made periodically. It is important to bear in mind though that if any part of the strategy is altered, then the Board should vote on this change since a change in policy may also be required.

The following subchapters provide guidance on how to ensure that what you have measured actually has impact on your NSO's work.

To understand the difference between monitoring and evaluation, we refer to the simple table below:

	Monitoring	**Evaluation**
Timeline	Continual collection of information, throughout programme/project	Periodic review at a significant point in the project. End of project, Midterm and Change of Phase
Focus	Measures activity (outputs)	Evaluates success (outcomes)
Purpose	Progress tracker Asks whether the project is being implemented as planned – Are we on the right track?	Reflection and correction – Asks whether the activities (outputs) have resulted in achieving the objectives (outcomes) and contributed to the goal, whether the project is successful
Stakeholders	Often uses people involved in the project	Uses a mix of people involved and not involved in the project, including those who (should) have been impacted by the project
Results	May result in minor action to correct the situation	May result in major strategy change

Monitoring your performance on a regular basis

Monitoring, along with evaluation, supports your NSO in tracking the progress you make towards achieving your strategic plan, and helps you in making decisions related to the implementation of the plan.

Monitoring can be defined as "a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results." (Note that here "an ongoing intervention" may refer to an activity, project, or programme that falls under the scope of your strategic plan).

Deciding on the timing for monitoring your performance will largely depend on the goals you have set out in your strategic plan, the time frame of your plan, as well as the time frame for measuring each of your KPIs. However, to set up a baseline, you must establish a first measurement for all indicators once your strategy is adopted.

Afterwards, you may want to measure all indicators on an annual (or even biannual basis). For some, you may decide to measure even more frequently, especially if they relate to communications. For example, reaching out to your membership through social media.

What is important in this process is that you establish a framework and plan for measurement, and clearly define the timeline for measurement. This way your whole organisation can be informed of when to expect updates on progress achieved. This will, in turn, help all bodies in your organisation better plan their decision-making processes around the given timeline, as the data collected will have an impact on the decisions they take.

- **timeline** – monitoring happens throughout a programme/project, while an evaluation is usually reserved for mid-term and final stages (formative and summative evaluation)

- **focus** – monitoring focuses on immediate outputs (e.g. the number of participants at an activity or the number of activities organised). Evaluation focuses more on the outcomes although it includes the outputs (e.g. because of activity X, the number of new Scouts who joined the Movement)

- **Purpose** – monitoring is there for tracking the progress made on a regular basis, and flagging any concerning issues. Evaluation reflects on the "how" and "why" things were done as they were, and whether there is a possibility for improvement in the future.

In conclusion, while monitoring is more interested in ensuring progress is made and challenges are spotted early enough in the implementation of a strategy, an evaluation focuses on the reasons behind the occurrence of those challenges, or the reasons for the achieved success.

If at a certain measurement point you see that there are areas with "red flags," where progress is stalling, or you are having challenges with collecting data, it is a good time to think about the following questions:

1. Did you perform well on aligning your activities?

2. Is the lack of progress on this KPI a result of miscommunication?

3. Are you facing challenges in collecting the data you intended to collect?

4. Are those responsible for monitoring the KPI doing their job?

5. Are you interpreting the data correctly?

6. Is the objective corresponding to this KPI still relevant and/or realistic in your NSO?

These questions are intended to start a dialogue about the aspect of your work that this KPI is monitoring. Each of them raises some potential challenges you may be facing – and the purpose of them is not only to inspire constructive discussions among your strategy team, but also the team responsible for the area of work in question, and the National Board.

Here is an example of a potentially challenging situation which was identified through measuring a KPI and how it could be addressed:

- **KPI:** By 2027, our NSO will open ten new Scout groups in the northern district.

- **Current situation (2024):** Only one group has opened. The leaders in the district are facing great difficulties in starting new groups, due to a lack of interest among local children and young people for Scouting. They have tried going to schools and promoting Scouting there but have had little success.

- **Potential solution:** First, the Board should consider if the KPI and goal of opening ten new groups is still relevant and/or realistic for this district. In this hypothetical case, the Board considers it is still relevant, and that the KPI is still achievable. The Board instructs the management team to reach out to the western district for support in developing more attractive methods for recruiting membership. They invest in a meeting between leaders of the western and northern districts, to enable them to exchange ideas and best practices.

Another example refers more to the nature of the KPI and how it had been communicated to the team in charge:

- **KPI:** By 2026, our NSO will measure its social impact on local communities.

- **Current situation (2024):** The NSO's social impact volunteer team has reached a standstill. Even after numerous consultations with experts, they are still undecided as to how to approach measuring Scouting's social impact. They seek guidance from the programme management team.

- **Potential solution:** The programme management team reviews the work done so far by the social impact volunteer team, and notices that the reason for their confusion was the actual wording of the KPI and miscommunication of expectations. The volunteer team saw "social impact in local communities" as purely a result of community service, whereas the methodologies suggested by experts referred strongly to the personal progression element of social impact (which also largely impacts local communities).

- The programme management team clarifies that both elements should be examined (personal impact and community service). It becomes easier for the volunteer team to choose an appropriate methodology and proceed with rolling out a measurement process.

Evaluating your performance

An evaluation should be done at least midway through a strategy, this is a so-called **"formative" evaluation**. This type of evaluation can raise awareness about strategic priorities that potentially need to be reconsidered, or KPQs and KPIs that no longer reflect the measurement needs of the NSO.

If your NSO decides to conduct a formative evaluation, it should focus on the following tasks:

1. Review the full strategy considering data collected through monitoring up to the selected point in time (for conducting the evaluation)

2. Discuss the relevance of the strategic priorities with various stakeholders, both internal and external (are they still answering their needs?)

3. Discuss the relevance of the activities in your operational plans with staff and volunteers. Are the activities you are providing still yielding the expected results and contributing to achieving your strategic objectives?

4. Discuss the relevance of your KPQs and KPIs for measuring your progress (is the data collected still relevant and useful for making informed decisions?)

A formative evaluation is conducted to prevent an organisation from going down a wrong direction, by reflecting on the progress achieved from a distance, and realising the need for changes if the outcomes and impact are not in line with your strategic objectives. At times, your activities should be adjusted, and at times, you will realise that the plan did not correspond to the actual needs of your membership.

Both scenarios are possible, and an organisation should not stick blindly to a plan if it is obvious that it is not resulting in improvements.

A **"summative" evaluation** is one that takes place at the end of a strategic plan cycle, in preparation for creating a new strategic plan. This kind of evaluation reflects on the following questions:

1. Are you satisfied with the process we followed in developing and implementing this strategy? If not, what would you like to change?

2. Did the outcomes and/or impact of the strategy meet your needs and expectations? If not, how did the mismatch occur?

3. Did you conduct an adequate analysis of your internal and external situation? If not, where were the gaps? What knowledge did you not gather, and what information will be useful for building the next strategic plan?

4. What was left unachieved in this strategic plan, and do you still consider it important enough to incorporate in the next plan?

The summative evaluation may expand further into more detail, depending on what information you consider important for your future planning process. The way in which you collect data during evaluations will vary on the extent to which you would like to involve your stakeholders in providing feedback.

You may want to conduct in-depth interviews or focus groups with certain groups of stakeholders (for example, your youth members, adult leaders, National Board, parents, other civil society actors or separate volunteer/professional teams in your organisation). It is important to note that this type of evaluation can already form the basis of your stakeholder analysis for the next strategy cycle.

Measuring the strategic plan vs the operational plan

The strategic plan serves as the road map and long-term guide for the NSO and should regularly be reviewed and followed. That is why it is a recurring item on board meeting agendas. A plan champion/monitor is selected and the board works to ensure everyone understands their role and responsibility in the strategic planning and implementation process as it relates to the organisation.

The operational plan or work plan, as discussed in chapter 7, provides a "translation" of the strategic priorities and goals to more concrete objectives and operational tasks and identifies the time frame of implementation and determines who they are assigned to. The operational plan tends to be measured more by the national volunteers and senior staff.

The success of the strategic plan as a whole is dependent upon the implementation of its individual components. Once key policies, initiatives, and objectives have been implemented and achieved, the plan champion/monitor reports those to the board, so they can celebrate successes, determine what still remains to be implemented, and shift focus and resources to those areas.

Step 11: Reporting on your performance

> Look wide, beyond your immediate surroundings and limits, and you see things in their right proportion. Look above the level of things around you and see a higher aim and possibility to your work.
>
> **Lord Baden-Powell**

Reporting on your performance and the progress you are making towards achieving your goals to your stakeholders is very important. By periodically sharing your progress, you ensure transparency and accountability and strengthen the trust and relationship with your stakeholders. Additionally, it enables you to benefit from the pool of knowledge and resources that your stakeholders have, which may help you reach your plan's objectives.

The reporting framework and plan should be established at the development phase of a strategic plan: you should inform your stakeholders in advance about the time periods in which they will be receiving report from you.

The reports should contain an accurate assessment of your progress towards achieving the objectives

of your strategic plan – you may choose to present your monitoring findings in detail (including details of the measurement methods description), or simply share the conclusion of your measurement, with an explanation of how you intend to move forward on each objective. Typically, your report should show not just your successes, but also any challenges you may have faced in implementing the objectives.

You should also make time to recognise achievements and celebrate successes when reaching milestones in the implementation of your strategic plan. Using both your internal and external communications such as board meetings, newsletters, website, and social media in doing so.

Likewise, showcasing successes in the roll-out of your strategic plan is a good way to convince the more sceptical and conservative members of your organisation. But more importantly as a Movement that thrives thanks to the support of millions of volunteers, it is important to recognise their contributions in the success of your strategic plan and of your organisation.

Annex 1: Examples of vision and mission statements

Rwanda Scouts Association

Vision: By 2024, Rwanda Scouts Association will be an excellent educational youth organization enabling 100,000 young people to be active citizens who contribute to the positive community transformation based on Rwanda's shared values.

Strategic priorities: Governance, Educational Methods, Social Impact, Youth Involvement, Communication and Relations, Diversity and Inclusion, Growth, and Financial Resources.

União dos Escoteiros do Brasil

Visão: Ser reconhecida como uma organização de educação não formal relevante, que por meio de seu projeto edu- cativo acessível e inclusivo, inspire crianças, adoles- centes e jovens a promoverem mudanças positivas na sociedade.

Missão: Contribuir para a educação de crianças, adolescentes e jovens, mediante um sistema de valores, baseado na Promessa e Lei Escoteiras, para que participem na construção de um mundo melhor, no qual se desenvol- vam plenamente e desempenhem um papel construtivo na sociedade.

Objetivos estratégicos: Crescimento e Expansão, Acessibilidade, Diversidade e Inclusão,Comunicação Externa,Gestão

SCOUTS South Africa

Vision: Creating a better South Africa by giving a million young people an opportunity to live the Scout Experience.

Mission: To contribute to the education of young people through a value system based on the Scout Promise and Law. Through Scouting, we are building a better world where people are self-fulfilled as individuals and play a constructive role in society.

Focus/Strategic objective: Growth

Scouts Australia

Vision: Our 2033 vision is for a vibrant and growing Scouting Movement contributing to more resilient young Australians and communities.

Mission: 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 self-fulfilled as individuals and play a constructive role in society.

Impact statements: A vibrant and growing Movement. An impactful and relevant educational youth program. More resilient young Australians and communities.

Bharat Scouts and Guide Association (India):

Vision: By 2024, the Bharat Scouts and Guides will be a globally visible, consistently growing, self-reliant, premium youth movement that is gender balanced, vibrant, and responsive to trends. Providing young people with a value-based, attractive and challenging Youth Programme, through competent leaders, effective communication, optimum use of technology and efficient management.

Mission: 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 self-fulfilled as individuals and play a constructive role in society.

Strategic priorities: Youth Programme, Adult Resources, Management, Finance, Communication and Public Relations, and Growth.

Scout and Guide Association of Montenegro

Vision: The Scout and Guide Association of Montenegro is the largest independent and sustainable organization of children and youth in Montenegro. It is accessible and open, recognized in society and before state and international institutions as an important factor in creating a better world.

Mission: The Mission of the Scout and Guide Association of Montenegro is to actively contribute to the development of the physical, mental, emotional, social and spiritual potential of children and young adults, as individuals and as responsible citizens of the local, national and international community. The mission is realised through a non-formal educational framework and defined by the Scouting values stated in the Scout Law and the Scout Promise.

Strategic priorities: Growth, Programme Development, Good Governance, Communication, and Partnerships.

Scouting Ireland

Vision: By 2026, we will have increased the number of young people who have completed leadership training in Scouting Ireland year on year. They will be prepared to take responsibility within all corners of Irish society

Strategic priorities: Youth-centred Organisation, Safeguarding, Quality Volunteers, Research Driven, Diversity, and Funding.

Scout Association of Macedonia

Vision: To be the largest youth organisation in Macedonia, recognised for our self-sustainable model and attractive programme and practices, which encourage the development of successful, constructive, and self-fulfilled individuals, who contribute to the community in creating a better world.

Mission: Our mission is to develop the young people in the country through learning life skills and values, by using an attractive programme implemented through the use of the Scouting Method, and by creating self-initiative and creative leaders who respond to the needs and challenges of modern society.

Strategic priority: Youth Programme, Sustainability, Good Governance, Volunteer Culture, Communication, and Partnerships.

The Scout Association of Hong Kong

Vision: To better promote the Scout Movement in Hong Kong, we are establishing a 'results-oriented' culture that could ignite synergy and team spirit, particularly among the youth. This Strategic Plan will serve as the overarching directive for the Scout Association of Hong Kong in the next four years. By setting a common direction with goals for all aspects of planning, promoting youth development, and thus attracting more young people to the Scout Movement, we target to reach a membership of 110,000 by 2027.

Strategic priorities: Becoming the Best Youth Uniformed Group, Whole-person development and Education, Good Governance, and Caring for Society.

Scout Association of Maldives

Vision: By 2025, the Scout Association of Maldives with good governance will be a leading youth organisation with 15,000 members in the country. We will be a self-reliant, community-centred learning organisation, providing an attractive, challenging, and progressive Educational Programme extending opportunities to all.

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 self-fulfilled as individuals and play a constructive role in society.

Strategic priorities: Governance in Scouting, Youth Programme, Adults in Scouting, Resources, and Image.

Nepal Scouts

Vision: By 2032, Nepal Scouts will be the preferred youth movement with 700,000 young members nationwide, which is well-managed, self-dependent, and supported by competent leaders for the development of young people with their active involvement at the decision-making level.

Strategic priorities: Youth Programme, Adults in Scouting, Good Governance, Resources Development and Management, Communication, and Membership Growth.

Scouts New Zealand

Vision: In 2025, more than 25,000 youth will enjoy Scouting adventures. They will come from every background, with a place for all, shape their own experiences, and make a positive difference in New Zealand.

Purpose: We empower youth through adventurous experiences to lead lives that make a positive difference.

Priorities: Youth at the Centre, Quality and Relevant Programme, Inclusive Growth, Prepared Volunteers, and Organisational Strength.

Pakistan Boy Scouts Association

Vision: Pakistan Boy Scouts Association will be recognised as a dynamic, self-reliant, and leading youth organisation offering stimulating programmes for all segments of society by 2025.

Mission: To contribute to the education of youth through a value system based on the Scout Promise and Law for their character building to make them responsible members of society.

Strategic priorities: Youth Programme, Adult Support, Family Scouting, Management, Finance, Public Relations and Marketing, Growth of Scouting, and Communications.

Les Scouts Tunisians

Vision: By 2025, Tunisian Scouts will be the leading organisation at the national and regional levels in improving children and youth capacities from both genders, based on a participatory approach in governance and management, ensuring sufficient financial resources, effectiveness in creating positive change in every family and society, widely spread, based on shared educational values.

Strategic priorities: Scout programme, Training/Adult in Scouting, Governance, Scout image, Partnership, and Self-financing.

The Scout Association - United Kingdom

Vision: By 2025, we'll have prepared more young people with skills for life, supported by amazing volunteers who deliver an inspiring programme.

Mission: Scouting actively engages and supports young people in their personal development, empowering them to make a positive contribution to society.

Strategic objectives: Growth, Inclusivity, Youth Shaped, and Community Impact.

Annex 2: The strategic plan monitor/champion

Why appoint a plan monitor/champion?

Unfortunately, too often organisations spend a great deal of time and energy creating a strategic plan only to shelve it for the next few years. One proven method of getting the most out of your plan is to appoint a plan monitor/champion at the end of the strategic planning process. The plan monitor/champion should be a strategic planning committee member, but ideally they should not be the CEO or President.

What duties does the plan monitor/champion have?

The job of the plan monitor/champion is simple. They report regularly to the membership and the Board of Directors on the overall progress of putting the strategic plan into action. This involves ensuring that the individual components of the work plan are organised and completed.

In order to do this, the monitor/champion works with the volunteer leadership and staff in assigning committees, task forces, and members to develop the work plan and determine a timeline for completing each plan strategy. Lastly, the plan monitor/champion communicates periodically with each committee or task force to ensure they are making adequate progress on their work plan.

Job description

The plan monitor/champion oversees and reports the implementation and execution of the organization's strategic plan. The plan monitor/champion ensures that the individual components of the work plan are completed in a timely fashion.

The plan monitor/champion is appointed during the final stages of the strategic planning process. There should only be one appointed plan monitor/champion chosen from the planning group, and it should not be the CEO or the current President.

The plan monitor/champion reports on the progress of the strategic plan at each board and/or general membership meeting.

Annex 3: Operational plan – template

OPERATIONAL PLAN TEMPLATE

STRATEGIC PRIORITY	OBJECTIVE	ACTION/STRATEGIES	DEADLINE	STATUS	COMMENTS	WHO WILL LEAD IT	WHO WILL SUPPORT THEM
PRIORITY 1: Name your strategic prioirty here	OBJECTIVE A: Write your first objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			
PRIORITY 1: Write your strategic priority here	OBJECTIVE B: Write your second objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			
PRIORITY 2: Write your strategic priority here	OBJECTIVE A: Write your first objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			
PRIORITY 2: Write your strategic priority here	OBJECTIVE B: Write your second objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			
PRIORITY 3: Write your strategic priority here	OBJECTIVE A: Write your first objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			
PRIORITY 3: Write your strategic priority here	OBJECTIVE B: Write your second objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			
PRIORITY 4: Write your strategic priority here	OBJECTIVE A: Write your first objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			
PRIORITY 4: Write your strategic priority here	OBJECTIVE B: Write your second objective here	1. Write your first action here	Month-Year	Green = Complete			
		2. Write your second action here	Month-Year	Orange = In Progress			
		3. Write your third action here	Month-Year	Red = Not Started			
		4. Write your fourth action here	Month-Year	Red = Not Started			

Annex 4: Implementing a strategic plan – cheat sheet

1. Strategic Priority: Youth Programme - Nepal Scouts

Nepal Scouts should ensure the Youth Programme is vibrant and relevant to current youth trends and is effectively implemented providing a safe environment in all Scouting activities, and ensuring inclusiveness (gender, etc).

Objective 1: Youth Programme enhancement action plan

To ensure effective implementation of the Youth Programme in line with the Nepal Scouts Youth Programme Policy by the start of May 2024.

Action	Responsible Person	Timeline	Expected Outcome
Review of existing Youth Programme with the support of WOSM consultant and WAGGGS volunteers.	Programme Officer	November 2022	Revised Youth Programme is drafted.
Approval from the Board on the revised Youth Programme.	AD-EM, Programme Officer	December 2022	Revised Youth Programme is endorsed by the Board.
Launch ceremony for the Youth Programme.	AD-EM, Programme Officer	January 2023	Youth Programme is officially launched.
Publication and dissemination of the Youth Programme to provincial and local levels.	Programme Officer	February 2023	Digital and book format of the Youth Programme is published and disseminated.
Preparation of Sectional Leaders handbooks.	Programme Officer	July 2023	Handbook materials are collected.
Orientation on implementation of the Youth Programme for the Provincial Committee, Professional team and trainers (physical).	Programme Officer	November 2023	Orientation workshop is organised for proper implementation.
Orientation for the unit leaders on the implementation of the Youth Programme (virtual).	Programme Officer	December 2023	Orientation workshop is organised for Unit leaders.
Preparation of young people's sectional handbooks.	Programme Officer	May 2024	Handbook materials are collected.
Monitoring and evaluation, periodic reporting on the implementation of the Youth Programme from all provincial and local levels as well as an annual survey and assessment of the effectiveness of the Youth Programme.	Programme Officer	Ongoing M&E	Continuous monitoring and effectiveness assessment.

Objective 2: Ensuring a safe environment action plan

To ensure a safe environment for young people in Scouting activities starting in December 2023.

Action	Responsible Person	Timeline	Expected Outcome
Dissemination of the policy on Child Protection and Safe from Harm (CPP/SFH) to all leaders.	Programme Officer	February 2023	All individual Scouts are aware of CPP/SFH for a safe environment.
CPP/SFH is included in unit leader training.	Programme Officer	March 2023	All the newly recruited leaders are aware of CPP/SFH of Scouts for a safe environment.
Develop checklists for ensuring a safe environment at the unit level and events.	Programme Officer	June 2023	Checklists are developed for ensuring a safe environment for Scout members.
Orientation on the CPP-SFH for all provincial and local leaders in charge of events.	Programme Officer	Ongoing	All designated personnel are aware of CPP/SFH.
Monitoring and evaluation, periodic reporting on the safe environment from different Scouting activities.	Programme Officer	Ongoing M&E	Regular monitoring and evaluation of safe environment practices across activities is in place.

2. Strategic Priority: Youth Programme - Nepal Scouts

Nepal Scouts should ensure the Youth Programme is vibrant and relevant to current youth trends and is effectively implemented providing a safe environment in all Scouting activities, and ensuring inclusiveness (gender, etc).

Objective 1: Enhancing media visibility

The most important media in Montenegro will report monthly on Scouting activities.

Action	Responsible Team	Timeline	Expected Outcome
Conduct media literacy training and create media materials for members.	Commissioners team, Office	February 2025	Members are well-prepared to effectively represent SGAM in the media.
Encourage active creation of media content by members to showcase Scouting's diversity and inclusivity.	Commissioners team, Office	December 2024	Increased public awareness and engagement with SGAM's activities.
Establish connections with media to ensure regular coverage of Scouting activities.	Commissioners team, Office	November 2024	Consistent media presence enhancing SGAM's visibility.
Organise activities to establish a targeted group of journalists for better reporting on Scouting activities.	Commissioners team, Office	April 2025	Strengthened relationships with media leading to more favourable and frequent coverage.
Develop a comprehensive marketing plan to increase SGAM's visibility from 2025 to 2032.	Commissioners team, Office	February 2025	Long-term visibility and brand strengthening in public and media realms.

Objective 2 - Expanding school partnerships to promote Scouting

SGAM will have a partnership with 60% of all elementary schools in Montenegro.

Action	Responsible Team	Timeline	Expected Outcome
Conduct a comprehensive assessment of elementary schools in Montenegro to identify opportunities for partnership.	Commissioners team, Office	June 2024	Potential schools are identified for partnerships across Montenegro.
Establish contact with the identified schools to promote the Scouting Movement.	Commissioners team, Office	December 2024	Initial communication is established, setting the stage for formal partnerships.
Improve visibility by distributing promotional material for display in schools, promoting the values of Scouts in the educational environment.	Commissioners team, Office	June 2025	Enhanced recognition of Scouting values among school communities, facilitating deeper engagement and cooperation.

Annex 5: Implementing a strategic plan - cheat sheet

Write an operational plan and use it to align everyone's work towards the same goal.

Determine exactly what your strategic plan means in practice, and turn this into real, tangible actions using clear language. List these actions with set time frames and attach resources (people and money) to each one.

This new operational plan should guide all the organisation's business going forward – if it is not on the list, you should not be doing it. It will help your team if you identify the activities that will no longer be conducted under the new operational plan.

Have buy-in from all the leadership team. Ensure all members of the organisation's leadership team understand the strategy and understand their role in its success and realign their own business planning and goals to reflect the strategic plan.

Refer to the strategic plan regularly. Keep the strategic plan top of your mind and ensure it does not sit on a shelf. Design it, so it looks good. Print out copies and have them on employees' walls, in regional offices, and available to all volunteers. Talk about the strategic plan at staff meetings, board meetings, and senior volunteer meetings.

Review any new opportunities or work programmes against the plan and only conduct them if they align with the plan. Create an infographic that provides an overview of your strategic plan. Use your plan monitor/champion to ensure that the operational plan is completed in a timely fashion.

Talk about the plan often to your members.

When introducing new initiatives or changes to your members, link them back to the strategic plan so that members understand the bigger picture. Keep the plan at the top of people's minds.

Annex 6: Guidance for conducting interviews with stakeholders

1. Know your interviewees
Understand why they are an important stakeholder for the organisation, their interests in your NSO, as well as how they can contribute to your future strategic plan.

2. Ask if being quoted is ok
Make sure to ask at the beginning of the conversation if the interviewee is fine with being quoted, or if they prefer to stay anonymous.

3. Ask if being recorded is ok
If you intend to record the interviews which you conduct (which is recommended), make sure that your interviewee is fine with it. Ask at the beginning of the interview, and explain that the recordings will only be used for the purpose of writing your notes about the interview afterwards.

4. Enable "off-the-record" statements
If your interviewee wishes to state something that would not be recorded, but can help you in better understanding the context, you should allow this. Make sure not to take any notes about it either, as this may give the interviewee the wrong impression that you will be using the information in your report anyway. You can note it down after you finish an interview, with a note to yourself that it is confidential
.

5. Structure your interview
For each of your interviewees, make sure that you have a list of key topics you would like to discuss (not more than five). For each topic, aim at developing a few main questions and one to two follow-up questions.

6. Start with factual questions and follow with opinions and judgement questions
For example, if you are talking with a parent of a Cub Scout, you would ideally first ask them to describe their experience of Scouting, the impressions they have about the benefits of Scouting for their child, the amount of time they have invested in enabling their child to be part of Scouting, etc. Then you would ask them how useful the regular programme activities are for their child, the impact of Scouting on them as individuals, and the impact they perceive it has on their kid, etc.

7. Be careful with the wording of your questions
Make sure you use understandable words. Additionally, try to avoid questions that provide only yes/no answers, aim for more open-ended responses.

8. Push (gently) for responses
At times interviewees will need encouragement. You can ask questions such as "Could you please explain that a bit more?", "Can you give me some specific examples?", etc.

9. **Stay neutral**
Don't take sides in a story. Try to always show equal interest in all aspects of an issue, rather than drilling into one more than another.

10. **Listen carefully**
This not only shows respect to your interviewee, but also saves both of you precious time.

11. **Don't ask questions to which you already know answers**
Try to avoid asking about things you already know (e.g. as a result of previous conversations with the given stakeholder). If there are issues that need clarification, or you are uncertain about the validity of the information obtained previously, then it is fine to proceed. Otherwise, it may become a waste of time for both you and the interviewee.

12. **Take notes**
Even if your interviewee is fine with being recorded (which you should check prior to starting a conversation), it is recommended that you take notes, in order to make the analysis process easier. Note taking differs from person to person: while some prefer to note down lots of phrases and sentences, some keep it short, and only note the essentials.

Both have down sides: in the first case, you may take much more time in reviewing your notes due to their quantity, whereas in the second case, you may end up missing out on some important pieces of information, forgotten due to the amount of information processed. Finding a balance between the two is key.

13. **Summarise your thoughts at the end of each interview**
Make sure that you note down your thoughts from each interview, in order to keep them all organised and prevent mixing up interviewees.

Annexe 7: Key Performance Questions and Indicators

The section provides guidance on how to developyour indicators of progress, by focusing on what matters – even though it cannot always be counted.

An advantage of clearly defining research questions before establishing indicators of success is the amount of time and energy that will be saved in collecting data. With established KPQs, you cut down on collecting unnecessary data (that often clouds your vision).

The following are guidelines on how to design your KPQs, according to Bernard Marr:

Choose one to three KPQs per strategic priority.

The fewer KPQs you have, the better, as naturally, it is expected that each of them will trigger a KPI, and with too many of them, you risk ending up again with a sea of unwanted information.

Ensure that they are performance related.

KPQs should enable you to understand how well you are doing at any point in time towards achieving your goals. Note that KPQs should not be about strategy clarification. For example, you should not ask at this stage "How should we do this?" (this is a question you should ask during the development of the strategy) but rather "How well are we doing this?"

Engage people in the creation of the questions.

Much like you have engaged them through the building of your strategy, designing the KPQs is another important buy-in opportunity, as KPQs are supposed to communicate to everyone in your NSO what it is that matters when it comes to your overall performance.

Create short and clear questions.

KPQs need to be understandable, with no double meanings. Don't use jargon or internal language as the KPQs need to be as comfortable as possible to use for everyone in your organisation.

Ensure KPQs are open-ended questions.

Don't ask yes/no questions, but rather focus on how your activities are done. For example, instead of asking "Have we increased our membership?", you could ask "How well have we reached out to our targeted communities for growing Scouting?" KPQs should inspire discussion, rather than provide simplified answers.

Ensure KPQs focus on the present and future.

Instead of asking questions related to the past such as "How well did we satisfy our members' requests for more outdoor activities?", simply refocus towards the future by asking "To what extent are we satisfying our members' requests for more outdoor activities?" By doing this, you are keeping the dialogue open for the future, and using the information gathered in future decision-making.

Refine and improve KPQs along the way.

KPQs are not set in stone – on the contrary, once they are put to use, you may notice that there is a need for some refinement. This is a natural process of trial and error, and one that we should not shy away from.

Ensure KPQs form the basis of developing your KPIs.

Your KPIs are essentially your hypotheses – answers to your research questions. In this sense, they provide your estimated (assumed) answer to your KPQs.

Use KPQs to report and communicate progress.

If you present the question you are answering through your KPI, it makes things a lot more understandable to your external audiences, rather than only including the KPI. The KPQs give a more thorough background understanding, as they link your measurement method and targets to the specific objectives of your strategic plan.

To help you with developing your own KPQs, consider this list of potential KPQs:

- How well are we delivering our new Youth Programme?
- How likely are our members to recommend Scouting to their friends?
- How do our local communities see Scouting?
- How well are we performing in developing partnerships with other NGOs?
- How effective is our new communications strategy?
- To what extent are we reaching out to marginalised communities in our country?
- To what extent have we improved our decision-making processes on the national level?
- To what extent are we collaborating between units?
- To what extent are we impacting the lives of others in the local communities where Scouting exists?

Designing key performance indicators

The role of KPIs is to collect information that will ultimately help us:

- learn about the status of the progress we're making towards achieving our strategy, and based on this knowledge.

- make well-informed decisions that will lead to improvement and better performance in our organisation.

Note that KPIs need to be relevant and meaningful for your NSO, and do not necessarily have to be quantifiable with a number. They can be answered with descriptions or qualitative data as well.

As a checklist for testing each of your indicators, ask the following questions:
- Do we have a KPQ to which this indicator is associated?
- Are there decisions this indicator would support?
- Can we collect meaningful data for this indicator?
- Does this indicator help us to answer our KPQ?
- Does this indicator help us to make better decisions?
- Are the assessment costs and efforts justified?

If the answer to these questions is "yes", you are on the right path for developing a meaningful and relevant indicator. An indicator is relevant if it can be linked to a strategic objective. It is meaningful if it helps answer one of your previously identified KPQs.

If the answer to any of the questions above is "no", carefully reconsider the need for such an indicator or see whether it can be adapted to better respond to your need for meaningful and relevant KPIs.

To align and streamline your measurement process with your strategic plan, use a simple template for all your KPIs, to ensure that you are clear from the start on the elements of each. The table below gives an example of the factors you need to keep in mind when preparing your KPIs, and a couple of hypothetical examples of how this can be done:

KPI	Strategic priority it corresponds to	KPQ it helps answer	Data collection method/frequency of collection	Person/team responsible for collection
By 2027, our NSO will have increased membership in marginalised communities by 10%.	Membership Growth	How well are we reaching out to marginalised communities?	Census data from our local units/annual basis	Membership Growth Task Force
By 2026, 90% of our units will be implementing our new Youth Programme with a strong focus on catering for the diverse needs of our members.	Membership Diversity	To what extent are we delivering a Programme that caters for the diverse needs of our membership?	Annual survey with local unit leaders/ biannual basis	Youth Programme Team

Deciding on an appropriate data collection method may not always be obvious. These are a few examples of how you may want to collect data efficiently and cost-effectively:

Annual or biannual membership surveys

Membership surveys can provide a good pulse-check of how you are performing in implementing your Youth Programme in all its different aspects. These can be either sent to the full membership online or to a selected representative sample of membership. To select a representative sample, pay attention to having it reflect:

- Your geographic spread (e.g. if most of your membership comes from the south of the country, your sample should also have more members from that part, rather than being equally distributed throughout the country).
- Your age balance (e.g. if most of your membership is in the Scout section, your sample should also be skewed in favour of the Scout section, rather than equally distributed across all age groups).
- Your gender balance (e.g. if 70% of your NSO's membership are boys, then 70% of your sample should also be boys).

Surveys of adults in Scouting

Surveys of adults in Scouting can be an excellent way of cross-checking the data you receive from membership surveys, as they give you two different perspectives. Additionally, such surveys can help you understand how well you perform in terms of organisational management, trust levels, and internal communication.

Census/membership data

Census/membership data is normally collected annually in each NSO. It gives the most accurate answer to membership growth indicators, and it can be expanded further to help collect data for indicators related to membership diversity and inclusion.

Interviews and focus groups

Interviews and focus groups require more skill and knowledge (and can be more time-consuming than surveys) but can provide much more reliable and in-depth data, especially if your KPIs are qualitative (i.e. require a descriptive measurement). These methods can be especially useful in cases when you need to reach out to external audiences (e.g. local community representatives) to collect their input on how they see Scouting in your country.

KPIs should be constantly reviewed. If an indicator has become irrelevant to your NSO, and no longer informs your decision-making, you should reconsider the need for measuring it further. Note that you do not need to develop "perfect" indicators – they should be used to improve our learning and aid our decision-making and should not become the sole focus of our strategic planning work.

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