

*DOCUMENT*

**6B**



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**The Proposal for a new  
approach to the Strategy**



# THE PROPOSAL FOR A NEW APPROACH TO THE STRATEGY

## 1. INTRODUCTION

Conference Document 6A contains background information and the results of the evaluation of the Strategy for Scouting. This Conference Document 6B contains a proposal for a new approach to the Strategy for the triennium 2011-2014.

Throughout the different meetings and debates of the Strategy Coordination Group (SCG) during the triennium 2008-2011, some key concepts emerged which were considered important in order to clarify the common understanding of the Strategy, as a pre-requisite to further progress.

1. The Mission and Vision of Scouting, developed over a period of time and adopted as part of the Strategy for Scouting, continue to serve the Movement well and there are no plans to change either the Mission or the Vision. In discussions, however, there was a feeling that Scouting does not differentiate itself clearly enough in relation to its core purpose and in relation to other organizations that claim to achieve similar results, particularly in our claim to '*create a better world*', in other words we are not making the best of our unique strategic advantage. A '**Cause**' or '**raison d'être**' is therefore proposed as part of the new approach to the Strategy.
2. It was noted that we should now acknowledge that there is a distinct difference between the **Strategy for the Movement** and the **Strategy for the World Bodies** (*the World and Regional Committees and the World Scout Bureau Central and Regional Offices*). When we talk about how we create a better world, we focus on the **substance of Scouting**, which corresponds to the Movement. On the other hand, when we discuss the way to ensure that the final goals are achieved, we refer to the **operational level**, that is, the World Bodies. Although both levels are intrinsically related, the mixing of them may lead to confusion. The new approach to the Strategy covers both these levels.

## 2. A 'CAUSE' FOR THE MOVEMENT

The foundation of the Strategy for Scouting is the Mission statement that was adopted at the World Scout Conference in Durban in 1999. The Vision of the Movement was adopted in Thessaloniki in 2002 as part of the Strategy for Scouting, and more concise versions of both the Mission and Vision, for communication purposes, were adopted at the Conference in Tunisia in 2005.

In the discussions on the future of the Strategy, the members of the SCG agreed fully with the content of both the Mission and Vision of Scouting, but recognised that many organizations today also proclaim a 'cause'. The cause sets out the unique competitive advantage of the organization and helps it to build both financial and social successes. There was a feeling that the unique cause of Scouting was not sufficiently defined in our Mission and Vision statements and that Scouting needs to define more clearly its competitive advantage.

The 'Cause' of the Movement that is being proposed to the Conference is '**Education for Life**'.

### 2.1 How can the 'Cause' be used to leverage support for Scouting?

The key difference between a) young people having fun, and b) offering young people "*Education for Life*" is that a) is perceived as "nice to have" while b) is "need to have", i.e. a mainstream position in society. Parents, business or government leaders will agree that preparing young people to lead full lives, be active and responsible citizens who can demonstrate leadership, is essential and most will wish to be part of this effort. Scouting has the potential to provide this and for Scouting to grow and serve around 100 million or more young people, it must *team up with others who share this commitment*.

Here are some examples of how business leaders, governments and individuals can support Scouting.

- *Successful business leaders* who achieved wealth through their own leadership want to give back some of their wealth to enable less privileged young people to become leaders in their own communities. Many have set up foundations for such purpose, e.g. the Jacobs Foundation. The Jacobs Foundation has partnered with World Scouting to foster leadership development in Africa and there are plans to expand this programme greatly.
- *Governments and their development agencies* are searching for organizations and projects through which they can make a positive contribution to create a better world. Scouting is an ideal vehicle for them because a) it is global, b) it focuses on leadership development for young people, and c) it is highly cost-effective due to its high involvement of volunteers. Example: King Abdullah of Saudi Arabia was greatly concerned with the lack of dialogue and understanding between young people of different faiths around the world. His Majesty generously supported the Gifts for Peace programme, after the 9/11 bombings, that involved 10 million Scouts in 110 countries in action for peace and dialogue. His Majesty is keen to continue and expand this programme.
- *Companies, governments and individuals* who are concerned with particular causes such as the environment will team up with Scouting in order to strengthen this particular aspect of Scouting. For example Sultan Qaboos of Oman is concerned with the lack of action for the environment. He reckons that young people are the key to long-term sustainability and he is committed to initiating a worldwide action for the environment programme possibly involving 20 million Scouts around the world.

These three examples cover a world or regional scale and build upon a clear positioning of Scouting as a programme focused on "*Education for Life*".

This positioning is also important to NSOs. If an NSO places its activities into the framework of "*Education for Life*", it is likely to be able to attract substantial support from individual corporations, industry associations, governments and others that share its focus on developing young people into active citizens, demonstrating leadership capacities today and developing further their leadership capacities for the future.

Scouting as a youth Movement offering non-formal education to its members already offers educational opportunities. Outlined below is an example of how "*Education for Life*" could transform what we offer in the minds of our membership, community and business leaders and wider society.

### **3. A NEW STRATEGIC THRUST: "BE PREPARED: LEADERSHIP FOR LIFE"**

Scouting was born to create a better world. At the beginning of the 20th century, Baden-Powell saw young men hanging out on the streets while at the same time Britain faced vast challenges. Scouting was born as a non-formal education programme to mobilise young people to take a constructive role in society. In the preface to the 1910 edition of *Scouting for Boys*, this was phrased very clearly: "*Scouting develops "character", which is more essential than anything else to a lad for making his way in life, and which is yet practically untaught in the schools.*"

Scouting offers all its members opportunities to develop leadership skills. Through the Scout Method and working in small, peer-led groups, young people have the opportunity to take on leadership roles (as a leader) and also to experience leadership (as a follower). Through these experiences, Scouts should be helped to reflect upon, understand and influence the leadership that is experienced in these small groups.

As our understanding of leadership develops through concepts such as 'transformational leadership', 'servant leadership', 'value-based leadership', it is important that in Scouting young people have the opportunity to learn leadership skills, both as a leader and as a follower, so that they can develop and use appropriate leadership skills in all areas of their lives.

Scouting as a Movement with over 30 million members in 161 countries around the world has the opportunity to have a significant impact on leadership in the world today.

### 3.1 Scouting - Leadership in practice

From the original "*building of character*" we developed the concept of "*building citizenship*"; and inspired from the "Be Prepared" motto we propose to call this programme "*Be prepared: Leadership for Life*". A good citizen was a person who obeyed the law and made an active contribution to society; someone who left the world a little better than he or she found it. It goes without saying that you can be a good citizen without taking a formal leadership role, but if you are to leave the world better than you found it, you need to do something actively. This is where leadership comes in: a Scout is expected not only to follow; he or she is also expected to take action, i.e. to lead. Focusing on leadership is not a diversion from or a twist to Scouting's original aim; it is a clarification and sharpening of that original aim.

The essence of the project "*Be prepared: Leadership for Life*" or the essence of Scouting involves a combination of autonomy and responsibility. *Autonomy* includes the ability to take a stand and to take action. *Responsibility* means thinking beyond one's own needs and aspirations and reaching out to other people. Together they constitute *Leadership*. While leadership in general may serve any purpose, positive or negative, "*Be prepared: Leadership for Life*" prepares Scouts to serve their family and community, their country, the world and themselves with the ultimate impact of *Creating a Better World*.

### 3.2 Putting "Be Prepared: Leadership for Life" into practice

The Scout Movement delivers Scouting to young people through 161 NSOs backed by a support structure at regional and world levels (WOSM). NSOs are recognised by WOSM subject to criteria laid down in the Constitution of WOSM. Analysing developments over the last 25 years, we notice that most NSOs lack financial and human resources to grow. Numerous decisions and efforts made by WOSM's executive organs to focus on growth have not been sufficient to actually make World Scouting grow in significant numbers.

The bottom line is that Scouting reaches only about 30-50 million young people out of, say, 1 billion potential members. Scouting is the world's largest voluntary youth organization, but it leaves more than 95 per cent of its potential constituency untouched. There is no reason why Scouting could not serve 100 million or more young people in today's world. The key to doing so is to position Scouting so that it can be perceived as addressing the mainstream agenda of the world today. Scouting needs to be seen as a mainstream activity in order to overcome its three main weaknesses:

1. To keep its adolescent members
2. To attract and keep qualified volunteer leaders
3. To attract massive external support.

Scouting has potential to do so through its focus on "*Be prepared: Leadership for Life*" as most people would agree that *leadership*, understood as the personal commitment to play a constructive role in society, is the key to creating a better world.

However, many people perceive Scouting nowadays as a recreational organization that offers fun and adventure to young people while teaching them useful skills and good attitudes. This is not an incorrect perception when Scouting is looked upon on the surface only, but it misses the main point: Scouting is more than the activities that meet the eye; it is a leadership development programme for young people. Young people who go through the Scout programme develop autonomy and responsibility, thus making them prepared for life. The fun and adventure of Scouting that outsiders see are means that serve a higher purpose.

An organization that helps young people have fun and adventure while learning useful skills and good attitudes is useful for any society, but few see it as mainstream or core. If Scouting is to serve 100 million or more young people, it must put itself into a context that makes it become perceived as a mainstream force in society. Otherwise, parents will provide only limited encouragement and support, business will find other partners for their Corporate Social Responsibility (CSR) efforts and governments will put their resources and support elsewhere.

*"Be prepared: Leadership for Life"* has potential to move Scouting into the mainstream: Scouting contributes to creating better societies by offering a non-formal educational framework in which young people develop into tomorrow's leaders. This means that Scouting's challenge is not only its content, i.e. the youth programme, but its context, i.e. the way it defines its role in society: Scouting must present itself as the greatest leadership development programme for young people on earth.

*"Be prepared: Leadership for Life"* is not a new Scout Programme; it is good Scouting put into a new context. Initially – or maybe permanently – it will affect Scouting only in the adolescent age group (14+ recommended). *"Be prepared: Leadership for Life"* will repackage Scout activities for the adolescent age group to form a leadership development programme for adolescents. The basis will continue to be the Scout Promise and the Scout Law but their content will be interpreted in the context of personal development and leadership. Learning by doing will continue to be the basic learning strategy but it will be applied specifically to the Scout's development as a person and a leader. Membership of small groups will continue to be the basic organizational framework as it is ideal for any leadership development programme.

### 3.3 "Be Prepared: Leadership for Life" – Scouting in a new context

The above description may sound as if *"Be prepared: Leadership for Life"* is just business as usual. It is not. *"Be prepared: Leadership for Life"* is different from traditional Scouting in most countries because it puts Scouting into a different context:

- **Focus:** *"Be prepared: Leadership for Life"* focuses specifically on the Scout's personal development and his or her function as a leader for others, i.e. understanding that leadership involves working with others to achieve common goals. Traditional Scouting clearly includes this aspect, but *"Be prepared: Leadership for Life"* puts it on top of the list.
- **Communication:** *"Be prepared: Leadership for Life"* will be positioned as a programme for all young people enabled by Scouts. Visual and physical characteristics of the programme (e.g. Scout uniform) may well differ from that of younger age groups in Scouting, but upon enrolment into the *"Be prepared: Leadership for Life"* programme, the young person becomes a Scout, i.e. a member of the NSO. *"Be prepared: Leadership for Life"* is Scouting.
- **Partnership:** *"Be prepared: Leadership for Life"* will be developed and implemented in partnership with relevant private corporations, industry associations, public institutions and business schools in each country. NSOs will set up consortiums with the purpose of financing the programme and ensuring recognition of graduates in further education and employment.

Adopting *"Be prepared: Leadership for Life"* is a strategic decision that needs unfolding before it becomes a genuine strategy for Scouting. *"Be prepared: Leadership for Life"* will be developed in a collaborative effort by those NSOs and individual Scout leaders that care to be involved. The World Scout Committee (WSC) will lead the work backed by WSB staff, including the following steps:

- Discussions on the idea during the Conference in Brazil
- Identifying some of the criteria for a roadmap during the Conference in Brazil
- Proposing a Resolution on *"Be Prepared: Leadership for Life"* to be adopted by the Conference.

We believe this is an exciting new approach to the adoption of a strategic thrust for Scouting, one that is rooted in best practices around the world and an approach that is 'bottom up' and grows and develops as ideas and experiences are shared. It is also consistent with the new approach to support the growth of the Movement, proposed below, where NSOs are supported in meeting their own particular needs.

#### **4. A NEW STRATEGIC APPROACH FOR THE WORLD BODIES – THE WORLD SCOUT COMMITTEE, REGIONAL SCOUT COMMITTEES AND WORLD SCOUT BUREAU CENTRAL AND REGIONAL OFFICES**

##### **4.1 Introduction**

If, within the Strategy for Scouting, the Strategy for the Movement, i.e. the seven strategic priorities, does not need fundamental changes, what clearly does need to be renewed and re-engineered is a strategy for the WOSM bodies at world and regional levels: the WSC, Regional Scout Committees and the WSB Central and Regional Offices.

During the past triennium, the three new "Drivers of Change" were introduced – a focus on young people and growth, summed up in the expression "better Scouting for more young people"; on the Regions, providing quality services to NSOs; and on "telling the story" through improved internal and external communications.

While these three Drivers of Change may have brought some confusion at the beginning of the triennium in relation to the Triennial Plan, the 7 strategic priorities and the Secretary General's own objectives, they certainly helped to clarify that there are two levels of the Strategy for Scouting: the *Strategy for the Movement* at NSO level within the framework of the seven strategic priorities, and the *Strategy for the World Bodies* (the WSC, the Regional Committees and the WSB at central and regional levels) which is to deliver better services to NSOs, hopefully with an objective of growth.

When the Strategy for Scouting was formally adopted in 2002, the Conference accepted (Resolution 3/2002) that these bodies should place a "special emphasis" on the priorities of Youth Involvement, Volunteers in Scouting and Scouting's Profile during the following triennium. Much has been achieved in these areas since then – but the "special emphasis" has not been reviewed or renewed since 2002 and may be considered to have "lost some of its steam".

Much more work can and needs to be done in these areas which are key to the development of NSOs and which could form the basis of a new strategic **driving force** that would enable the WOSM bodies, volunteer and professional, to better serve NSOs – which is, after all, our *raison d'être* – in the coming triennia and bring the necessary impulse required through a **radical re-dynamization of our operational methods and a better use of tools offered by technology**. If the proposals emanating from the Governance Review Task Force (GRTF) which affect the Regions are accepted by the World Scout Conference (see Conference Document 12A), this will also need to be reflected in a different strategic approach to supporting NSOs in the future.

##### **4.2 A new way to deliver services to NSOs**

On various occasions since soon after his appointment, and most recently in the message that accompanied the mid-term report to NSOs (Circular 12/2010), the Secretary General stated that WOSM (meant here as the institutional bodies at world and regional levels) must:

- transform itself and create the conditions for change to better support NSOs with one objective: to be able to respond to NSO requests at the nearest level with the best expertise available,
- and consequently rethink the way in which it was and it is operating, and in particular the way in which services are delivered to NSOs.

It was suggested that the levels of competence within the World Organization should be refined or re-defined as follows:

- The **world level** needs to act as a coordinator to maximise capacities and ensure competency in Regional Offices so that at regional level the needs of NSOs can be identified. The world level must retain a competence of a "think tank" and be able to follow the big trends worldwide in the areas of youth and society in general and remain a clearing-house of best practices.
- The **regional level** needs to develop a competence of "consultancy" to provide expertise and support as requested to NSOs. There should be cross-regional support

or cross-fertilization of ideas coordinated by the world level.

- The **national level** needs to assume its responsibility in the delivery and implementation of quality Scouting, and when necessary, to clearly identify its needs so that appropriate support can be provided.

A 'consultancy approach' has been developed, building on experiences to date in Scouting. The key elements that are considered to be important in this approach are set out below:

### 4.3 Key elements of the consultancy approach

#### a) A global approach

It is important that the concept of consultancy is global within WOSM, recognizing that the means of achieving it build on individuals' and organizations' current practice and experience. There have been a number of initiatives in the Regions that provide a helpful baseline from which to progress and new approaches should build on the experiences to date.

The consultancy approach is a long-term holistic process to support the development of an NSO, recognizing that the needs and support will change over a period of time. As capacities are developed in NSOs, the knowledge, skills and competencies acquired can then shared with other NSOs. Securing funding to support this process is a key requirement for its success.

#### b) The process



*Step 1* - The process needs to start with an identification of the needs by the NSO using appropriate tools. It is recognized that sometimes NSOs have 'wants' that may mask the true 'needs'; however until these wants are met, it is unlikely that the NSOs will focus on the needs. A support coordinator (account manager) will be the person responsible for working with an NSO to identify the needs/wants and agree the overall process.

*Step 2* - Packages of support will be identified to meet the needs/wants of the NSO and one or more consultants will be identified to work with the NSO to meet these needs. The support coordinator is responsible for working with the NSO to agree on the packages, the time-scale, the funding available and he/she is the interlocutor between the NSOs and the consultants.

*Step 3* - The NSO implements the plan with the support of one or more consultants, the benefits are identified and the learning is documented so that it can be shared with others.

*Step 4* - The support coordinator reviews the outcomes with the NSO at which point new needs may be identified.

### **c) The stakeholders**

*The World Scout Committee* – has endorsed this approach/process and encourages its implementation at Regional level and within NSOs.

*The World Scout Bureau* – will develop the process and tools to enable the process to be operational. It will provide staff with training and support for the different functions that are needed (support coordinators and consultants) and monitor the outcomes and learning. The locations of expertise and support can be in the Central or Regional Offices.

*National Scout Organizations* – will be invited to engage in the process, making a commitment to undertake a serious needs analysis and engage with the support coordinators and consultants to strengthen the NSO.

*Support coordinators (account managers)* – people who can work alongside NSOs over a period of time to assist them in identifying their needs, developing the packages of support, identifying consultants to meet these needs, agreeing a timescale for the delivery of this support and the means of evaluating and recording the outcomes. This person will be either a member of WSB staff in a Regional Office or a member of an NSO.

*Consultants* – people with identified expertise, coming from and proposed by NSOs or not, who are willing and able to provide specific support to an NSO, as defined by the NSO in consultation with the support coordinator and within the frame of conditions to be determined on an *ad hoc* basis.

### **d) The tools**

*A Contact Management System* – needs to be developed so that information can be recorded on all aspects of the process. There is currently a contact management system in place in the European Scout Region and this tool would be further developed. The expertise and support to develop this system would be located in the European Regional Office.

*A Checklist for Needs Assessment* – the tool that was developed to support the recognition of new NSOs has been further developed to support needs assessment in the Africa and Eurasia Regions and is currently being used in the Asia-Pacific and Arab Regions. A separate tool has been developed for the Interamerica Region and systems are in place to support needs identification in the European Region.

## **4.4 Projected Outcomes**

- Stronger NSOs in all Regions that are able to provide quality Scouting to young people in all sectors of their society.
- NSOs that are able to contribute to the consultancy process through sharing skills, expertise and financial resources are seen as partners in the process to develop Scouting around the world.
- WSC/WSB that are successfully focusing support on the development and delivery of Scouting in NSOs.

## **4.5 Draft Conference Resolution**

The World Scout Committee, at its meeting on Sunday 9 January, will consider a draft Conference Resolution on the future of the Strategy for Scouting. This draft Resolution will be available to all delegates and observers at the beginning of the Conference.