TOWARDS AN EFFICIENT, EFFECTIVE AND SUSTAINABLE SCOUTING IN AFRICA

STRATEGY 2012 - 2015

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ACRONYMS AND ABBREVIATIONS

ARO	Africa Regional Office
ART	Adult Resource and Training
AU	African Union
F&A	Finance and Administration
D&PS	Development and Partnership Support
NSO	National Scout Organization
NSA	National Scout Association
NIYOA	Network of International Youth Organizations in Africa
WOSM	World Organization of the Scout Movement
WSB	World Scout Bureau
YP	Youth Programme

I. INTRODUCTION

The Africa Scout Region consists of Sub-Saharan countries and it has 37 member National Scout Organizations (NSOs), 9 potential members and about one million registered Scouts. In Africa, Scouting started in 1908 in South Africa. On 13th March 1961, in Nigeria, Scout Leaders met for the first time to discuss the organization of the Africa Scout Region. That is why 13th March is celebrated across the region as Africa Scout Day.

The World Scout Bureau is a professional body that serves as the secretariat of WOSM (World Organization of the Scout Movement). Its international headquarters is in Geneva, Switzerland, and has 6 regional offices across the globe. The Africa Regional office (ARO) is in Nairobi, Kenya. The ARO provides necessary services for the promotion of Scouting in the region. Services by the World Scout Bureau, Africa Regional Office Include: Youth programme support, Adult resource management, Partnerships and resource mobilisation, and Promoting the image of Scouting.

The Africa Scout Committee and the World Scout Bureau have come up with this strategy to propel Africa Scouting towards effectiveness and sustainability. This is building on the gains of the Africa Ten Year Development plan 2001-2011 and considering the four priority areas emanating from the 39th World Scout Conference resolution of Youth for Change, 21st Century Leadership, Global support and Our Strategic Path.

This strategy is also a result of NSO needs assessment carried out during the 2nd Africa Scout Summit and status reports based on extensive field visits by top Scouting Leadership at the Regional level in a number of NSOs.

It ultimately aims to address fundamental issues on structures, systems, processes and infrastructure at the NSO and ARO level in the triennium 2012 to 2015. To this end, it has identified five strategic objectives, which will be its central focus in line with the mission of Scouting.

II. SITUATIONAL ANALYSIS

Hot on the heels of the 10-Year Plan for Scouting (2001 – 2011), a close look at the situation of Scouting in Africa reveals a number challenges and achievements. To chart a way forward, the Africa Regional Office conducted a SWOT analysis which forms the basis of this strategy. The results of this analysis are as follows.

Strengths	**Weaknesses**
- ARO is now more and more bilingual. - Diversity of ARO staff. - Resilience of ARO staff - Improved communication with NSOs. - School based Scouting in Africa. - On- the-job Training	- Weak NSO operational structures - ICT divide within the region - Geographical inaccessibility - The concept of volunteerism in the region as a challenge - Institutional identity - Wishful internal introspection - Constant loss of institutional memory - Majority of volunteers are not recognized and appreciated - Poor/hungry volunteers - Lack of clarity of cause of Scouting - Regional committee is not committed to raise resources for Scouting in Africa - Lack of clear administrative policies within WOSM - We have a culture of thinking small/mediocrity - The region is not united - The system of subsidiarity is not respected - ARO is weak in strategic planning - Poor monitoring and evaluation mechanisms
Opportunities	**Threats**
- Strong pool of volunteers - Goodwill from governments to support Scouting - There are a few model NSOs 'lighthouses' in the region - Lack of control over NSOs – relative operational disconnect - There are many projects that could contribute to Scout program in NSOs and empowerment of youth - WOSM Africa's involvement in key/strategic network - Existing zonal structures to coordinate support and services to NSOs - Youthful African population - NSO checklists and database - Presence of Zonal Youth Forums - Inter-regional cooperation - On-the-Job Training	- Constant internal institutional wrangles in NSOs - Reputational damage resulting from some NSOs /Scout leaders' actions - Grey areas in the constitutions and role of the World Scout Bureau - Lack of resources to manage /run programmes - Credibility crisis within some NSOs - Overflow of projects which: recipe for conflicts, shifts focus from the Scout Program, adhoc approach to program delivery and NSOs lack the capacity to absorb them - Transition management in NSOs (no respect to constitutions) - High staff turn over and thus brain drain - Minimal youth involvement – Generational conflict - Competition from parallel/similar/likeminded organizations

	- Disconnect from current trends - Weak planning - Scouting considered as a hobby - Grey areas in the WOSM professional structure - Strong personalities and weak institutions - Reliance on the budget and no other sources of funds - Competition between Central Office and the Africa Regional Office

III. STRATEGIC DIRECTION

Strategic Goal
To achieve efficient, effective and sustainable Scouting in Africa

Strategic Objectives:
1. To optimize ARO and NSO operational structures and systems.
2. To make the Youth Programme relevant, attractive and responsive to the needs and aspirations of Youth in Africa.
3. To mobilize adequate resources to support the programmes and structures.
4. To enhance and sustain the image and credibility of Scouting in Africa.
5. To promote qualitative and quantitative growth of Scouting in the region.

Priority area: 21st Century Leadership, Global support and Our Strategic Path

1.0. To optimize ARO and NSO operational structures and systems

Rationale

Proper management structures and systems are critical for the success of Scouting, both at National and Regional level. There is need to reconsider the structure, systems and management frameworks at all levels. Of particular importance is the need to review structures that were inherited from the early years of the movement so as to suit current realities. Furthermore, in order to operate efficiently and effectively, there is need for clear and relevant policies. In many cases policies have not been adhered to or made clear to members creating a number of loopholes in the operation of the organization. This has resulted in many disputes within NSOs hindering their operations and credibility.

1.1   Specific Objectives
1.1.1. Governance

By 2015, at least 2/3 of NSOs within the region will have in place PORs (Policy, Organization and Rules) as per WOSM guidelines and internationally accepted standards and abide by them (i.e. AGMs, transfer of leadership, checks and balances).

Strategic interventions

- To conduct Benchmarking for ARO and NSOs.
- To conduct a situational analysis exercise for the procedures used in NSOs and ARO.
- To organize targeted interventions (Workshop, training, resource mobilization) to respond to identified needs so as to meet the benchmarks.
- To efficiently make use and maximize on regional and sub regional events to address governance issues.

1.1.2. Volunteers in Scouting

By 2015 2/3 of the NSOs in Africa will have adapted WOSM Adult in Scouting policies to respond to their management and leadership needs.

Strategic interventions

- To promote exchange programmes among volunteers through visits to other NSOs.
- To conduct tailor made inductions for volunteers.
- To broaden the base of pool of volunteers in Africa.
- To develop, disseminate and monitor effective implementation of the Adults in Scouting Policy for the African Region.

1.1.3. General Management

By 2015, at least 2/3 of NSOs within the region will have in place efficient and credible management systems and structures.

Strategic Interventions
- To develop a Regional Management Manual with guidelines on administrative policies to capture good ideas and best practices in fund-raising, fund management, procurement, financial procedures, Operations, HR etc.
- Consolidating and expanding the on going Capacity Strengthening Project in the region
- Capacity strengthening for ARO staff for better service to NSOs.

Priority area: Youth for Change and 21st Century Leadership

2.0 To make the Youth Programme relevant, attractive and responsive to the needs and aspirations of Youth in Africa

Rationale

Scouting is an educational movement of young people supported by adults at different levels. To realise the mission of Scouting of educating young people to play a constructive role in the society, there is need to lay a good foundation of support structures, systems and resources at the Regional level in general and NSOs level specifically.

All initiatives in Scouting thus need to evolve around building the capacities of the adults to be able to better offer support services to the Scouts, availing opportunities for Scouts to play a leading role in their development, recognising youth driven initiatives and excellence and investing in research as a way of incorporating emerging trends thus making Scouting to be responsive to the needs and aspirations of young people and a reputable social force.

The Africa strategy for Youth for Change thereby is based on a two fold conceptual framework. Firstly that, dysfunctional structures at NSOs level lead to dysfunctional youth programme structures thus poor programme dissemination which ultimately leads to non-achievement of the mission of Scouting. Secondly that, poor programme dissemination leads to poor quality Scouting which translates into less impact of Scouting in the community thus dented image of Scouting. To achieve growth and development of sustainable Scouting in Africa in the priority area of Youth for Change, there is need to provide information and enhance requisite skills, enhance provision of relevant service and support, overcome barriers and create opportunities to youth participation, engage in research and set up responsive policy frameworks.

2.1 Youth Programme
To facilitate the development of vibrant, attractive and relevant youth programmes in at least 2/3 of NSOs in Africa by 2015

Strategic Interventions
- Develop a youth mentorship programme
- Set up a functional youth programme volunteers pool
- Capacity Building for programme developers
- Disseminate Africa core programme to all NSOs
- Strengthening the Scout Method and Youth Involvement
- Disseminate Africa Scout Award in all NSOs
- Support establishment and strengthening of National Youth Forums in all NSOs in Africa.
- Organise Regional Youth Symposium
- Africa Scout Trail International Camp

2.2 Digital Divide
To implement ICT curriculum in at least 2/3 of NSOs in Africa by 2015. (To bridge the digital divide)

Strategic Interventions
- Develop ICT curriculum
- Disseminate ICT curriculum
- Design, produce and distribute 5000 ICT badges
- Annual ICT competition
- Promotion of Participation in JOTI

2.3 Enrichment through exchange
To scale up youth involvement and participation in Regional and Global Youth events and programmes in at least 2/3 of NSOs in Africa by 2015.

Strategic Interventions

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- Support 7th Africa Scout Youth Forum Organising Committee (Develop guidelines on Youth Forum)-Mauritius 2015
- Promote improved participation of all NSOs in Regional Youth Forums
- Streamline participation to International Events and develop data base for past beneficiaries
- Promote Scout exchange programmes
- Disseminate Africa Scout ambassadors programme in all NSOs

2.4 Reaching Out

To integrate "reaching out" in the Scout programme in at least 65% of NSOs in Africa by 2015.

Strategic Interventions
- Reach out to targeted children in especially difficult circumstances, for example OVCs (orphans and vulnerable children), impaired, child soldiers, IDPs, homeless, etc.
- Offer support in the area of youth programme to targeted NSOs
- Develop and disseminate guidelines for reaching out to Scouts in Especially Difficult Circumstances to all NSOs

2.5 Research

To carry out one research on the impact of Scouting in Africa by 2015.

Strategic Interventions
- Carry out research on the impact of YP in selected NSOs

Priority area: Global support and Our Strategic Path

3.0 Mobilize adequate resources to support programmes and structures of the Scout Programme in the Region

Rationale

Resources are critical for the development of Scouting in Africa because they will enable the WSB-ARO to deliver and manage programmes to empower our Youth. In this context, **resources** refer the inputs that are used in the activities of a programme. Broadly speaking, the term encompasses natural, physical, financial, human, and social resources (www.cngo.org.np/pdf/resourcemobilizations.PDF). In this case, the vast majority of the resources that make up the inputs to WSB-ARO including all the above mentioned.

In other words, resources are not just limited to financial resources but can include technical, human and assets in which way ARO can help NSOs tap their local resources to achieve the goals of Scouting. In order get the necessary resources to develop Scouting in Africa, WSB-ARO is expected to mobilize necessary resources or inputs to be able to meet its obligations for the young people. **Resource mobilization** is the process by which resources are solicited by the program and provided by donors and partners.

In the efforts of resources mobilization, various methods and means can be utilised including partnerships with strategic partners. This is why the Marrakech Charter, states that *Partnership should reinforce the educational action of Scouting and in many instances, resources are borne through partnerships that are built on solid and fair collaboration ground* (The Marrakech Charter, Bangalore Revised Edition 2006).

The main challenges for WSB-ARO in relation to resources:
- Insufficient human resources and capacity to manage projects/ partnerships professionally
- Inadequate financial and material resources to run programmes.
- Promotion of Scouting's profile as equal partner in various collaborations
- Insufficient income generating resources.
- Improve governance/leadership issues to ensure professional management of projects.

It therefore becomes critical to increase resources that are needed to develop, manage and sustain programmes that have been designed in order to meet the overall goal of Scouting in the Region in meeting aspiration of young people. The main strategy and interventions should engage a holistic approach to better and sustainable results. Considering the global framework, this in line with the Strategic Path focus area

In its cyclic process, this strategy requires efficient resources mobilization efforts to support programme development that is attainable only through efficient management/leadership, consequently fostering the mission of Scouting, with more young people for a Better World.

3.1. Specific Objectives

3.1.1. Resource Development and Management
ARO/NSOs would have developed and promoted a sustainable resource mobilization strategy to support Scouting in Africa (both internally and externally) through a long term Resource Mobilization Strategy for Africa Scouting. The final output should be enough resources to support and sustain programmes delivery and management.

Strategic Interventions
- To conduct an annual membership recruitment drive to promote the ASF to address issues of growth in income, membership, visibility, credibility and operations by 25% increase annually (during the Africa Scout Day).
- To develop and promote the Africa Scout Trail initiative (develop a resource mobilisation project- The Africa Scout Vocation Training Centre project in Nyeri.)

- To identify 2 or 3 people from at least 30% of NSOs annually and capacitate them to do resource mobilization for the benefit of the NSO
- To establish and support a vibrant Regional Resource Mobilisation sub-committee to support ARO in fundraising efforts
- To produce and promote more branded Scouting items increasing profit margins by 25% in the Scout shop.

3.1.2. Efficient Capacity Development and Management

ARO/NSOs would have designed at least one specific project and carried out programmes annually that will help respond and support one specific need in the Region.

Strategic Interventions
- To organise training/refresher courses for ARO executives on Project Management and development annually.
- To produce a regional project development and management guidelines
- To contribute to the development of capacities through OJT for at least 4 NSOs annually
- To conduct 2 Workshops on Project Development and Management targeting two zones annually
- To effectively coordinate and manage existing projects according to their respective execution plans both at ARO and NSO levels including FFL, MoP, Capacity Building, Africa Scout Trail, the Universal Fund among others.
- To develop/initiate at least one specific project to respond to the identified needs in ARO.

3.1.3. Sustainable Partnerships and Global Support Services

ARO/NSOs will have initiated two strategic partnerships and programmes relevant to supporting Scouting by 2015.

Strategic Interventions
- To produce information, educational and communication materials on our Scout Projects including the U-Fund, FFL, Capacity Building project and MoP
- To establish Friends of Scouts Association (FOSA) for former Scouts, interested volunteers, professionals and corporates.
- To initiate at least one strategic partnerships outside Scouting fraternity that will increase capacity to generate more resources
- To identify and recruit at least one prominent personality as goodwill Ambassador each year to promote the cause of Scouting in Africa
- Promote the relationship between WSB-ARO and other strategic partners such the Africa Union, the UN through strengthening the already existing partnership with ECOSOC
- To promote collaboration of the youth volunteers/professionals through networking through exchange programmes and the available virtual platforms
- To launch the Partnership Handbook and conduct a regional workshop on supporting the mission of Scouting through partnerships by domesticating the Marrakech Charter.
- To publicize our regional events, invite strategic partners and keep abreast of partners' strategic calendars of events relevant for Scouting in Africa.

3.1.4. Need and Impact assessment Management

Besides establishing needs of NSOs/ARO it will be critical to conduct research in order to tap into current trends in order to identify related appropriate responses and opportunities.

By 2015 ARO/NSOs will have established and responded to the structural needs of at least 2/3 of NSOs in the region.

Strategic Interventions
- Improve monitoring and evaluation systems/mechanisms.
- Assess the relevance of the programme and the effectiveness of its delivery.
- To maintain an updated database of NSO and Regional baseline information with NSOs clustered based on their needs and profiles

- To conduct periodical research to establish resources/opportunities available to support Scouting programmes.

- Capitalize on the impact assessment exercises to understand and recommend ways of improving feedback from NSOs. (To address the structure aspect through objective number one).
- Improve ARO's capacities with regards to social research.

Priority area: 21st Century Leadership and Our Strategic Path

4.0 To enhance and sustain the image and credibility of Scouting in Africa

Rationale

To achieve its goals, the World Scout Bureau, Africa Regional needs to manage efficiently its relation with internal and external stakeholders through effective communications.

On this account, "Reaching stakeholders, more effectively, with the Scout message" has been set as the main communication goal for Africa for the next decade. The principal stakeholders alluded to are NSOs and Scouts in Africa (Internal) and Partners, the media and the community (external).

In the information age, reaching stakeholders depends heavily of the use of information technology – practically speaking; this is mainly about using the Internet. Yet, as it will be seen in subsequent sections, In Africa, the Internet as channel of communication is still facing a number of hurdles.

According to communication theory, successful communication depends on about five basic elements. They include, the sender, the message, the channel, the receiver and the impact. In fact, Harold Dwight Lasswell[1] defined communication as "Who (says) What (to) Whom (in) What Channel (with) What Effect". If this definition is anything to go by, then one can argue that, in the context of the African region of WOSM, some elements are in place, while others should be improved upon, if WSB-ARO is to communicate effectively. First, the communication personnel, with clear terms of reference and required expertise, are in place. Secondly, the message continues to be delivered. Unfortunately, it is occasionally affected by some socio-economic, political, technical and semantic "noises". That is, communicating who we are, both as a Movement and as an Organization, which has young people, volunteers and professionals, is oftentimes difficult. As consequence, our messages wield less influence or impact. Worse still, even after 100 years of the Movement's existence, our identity is not yet well understood by our stakeholders. An organization with a weak identity and profile enjoys less clout in today's corporate world. Remedies to this situation go beyond the function of communication. Proper handling of issues such as youth programme, governance, management and volunteerism will make communications more successful.

As for the target audience (stakeholders), there exist a number of challenges. Many NSO leaders in Africa are volunteers, who may have other jobs. This means that they may be overwhelmed by other responsibilities and not according our messages enough attention. There are also conflicting messages from our "competitors" and from alternative ways of socialization. Moreover, there is need to make external stakeholders believe in WOSM as a reliable partner in dealing with socio-economic issues affecting today's global community.
But there is another key challenge: "the channel". The main information channel in this era is the Internet; yet, its penetration in Africa has not yet reached optimum levels. Today, only 120 million of Africa's 1 billion plus inhabitants are now connected to the Internet. This translates into a penetration rate of 11.4 % on the continent, according to *Internet World Stats*[2].

The situation slowly is improving nevertheless. Hence, Africa, like other continents, is crossing the threshold of an exciting era. Africans are now slowly but surely joining the rest of humanity in a period where a tsunami of online technology will most likely defy the status quo with regards to the way business, socialization and statecraft are conducted. Nonetheless, if this it is to be realized fully, there are still a number of challenges to overcome. Key among these revolve around: (1) inaccessibility to Internet (2) relevance

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[1] Harold Dwight Lasswell (February 13, 1902 — December 18, 1978) was a leading American political scientist and communications theorist.
[2] http://www.internetworldstats.com/stats1.htm (Accessed in July, 2011)

(or lack thereof) of internet services to Africans, and (3) sustainability.

Yet, despite these challenges, one may posit that a prudent dose of optimism is in order at this point in time. In actuality, several key stakeholders are already working towards the alleviation of the said hurdles. For instance, Google Inc., via its Sub-Saharan Africa branch, has a strategy that aims to get more users online by developing an accessible, relevant and sustainable Internet ecosystem. Moreover, according to industry observers, Africa is about to leapfrog in a huge way as far as technology is concerned. It is this technological leapfrogging, if well managed and sustained, that will propel Africa to a better socio-economic and political altitude. More specifically, in the context of the Scout Movement in Africa, this technological advancement, should be exploited so as to advance its mission, which is "To educate young people to play a constructive role in Society".

4.1. Specific objectives
4.1.1. Effective PR and Media Relations

The image and credibility of Scouting in the world, let alone in Africa, faces a number of hurdles. Stakeholders are yet (1) to understand fully the correct identity of Scouting and (2) respect the latter as a reliable partner. In light of this situation, there is need to have sound reputation management through effective media relations and sound PR activities in general.

Through this strategy, by 2015 we aim to have created a reliable network of media contacts, so as to benefit from favourable media coverage whenever it is deemed necessary.

Strategic Interventions
- Strengthen ties with the media through media breakfasts and press conferences
- Bring journalists/media practitioners on board for key task forces in Scouting.
- Community Service with "model Scout groups" with key "newsmakers" as guests of honour.
- Promote Nyeri as a Scouting destination.
- Promote the Scout Brand through production of promotional items (pens, cups, t-shirts, etc).
- Develop a communication training programme for NSOs in Africa, taking into consideration the prevailing realities on the continent.
- Strengthen the capacity of NSOs, through training and regular follow ups, with regards to PR and media relations.

4.1.2. Improve quality and quantity of publications

With limited access to Internet in Africa (Only 11.4 % as of 2011), online communication alone cannot be relied upon for communications. Thus, the printed hard copy is still valued by many Africans who cannot download electronic publications due challenges related to cost, access, relevance. As such, it still imperative, where possible and relevant, to publish key documents in physical form.

By 2015 we aim to have produced 3 annual reports in English and French; 1 Triennial report; 3 editions of calendars and hard versions of Kudumail for special occasions.

Strategic Interventions
- Produce a hard-cover, coffee table book (The format of an encyclopedia) on Scouting in Africa *(Timeframe and Periodicty to be confirmed, to be drafted/conceived as a project).*
- Produce (or review) promotional calendars, brochures, stickers, etc.
- Produce annual and triennial report.
- Make efforts geared towards collection and dissemination of NSO publications at regional level for reference and for PR and external relations.
- Online resource mobilization: contribute towards resource mobilization efforts in a bid to support quality production of our publications.

4.1.3. Improve news gathering and dissemination

Powerful stories are effective tools of Public Relations, fundraising, partnership. They

improve credibility and bridge the gap between an organization and its stakeholders. Thus, the quality and quantity of news stories on Scouting in the region need to improve.

Through this strategy, by 2015 we aim to have consistently reached internal and external stakeholders effectively through ARO's newsletter, social media and the website. To this end, by 2015 ARO will be equipped with appropriate newsgathering hardware, software, competencies and adequate funding for related operations.

Strategic Interventions
- Use a "News Report Template[3]" to gather news.
- Produce "Kudumail" the regional newsletter monthly.
- Improve ARO's logistical and HR capacity to cover news (Competencies, professional newsgathering equipment, travel budget).

4.1.4. Contribute to the reduction of the digital divide

The industrial age has ended. We are now living in the digital/information age. Those who will not adjust, will be left behind. In the same vein, a similar divide between ARO and NSOs, or among NSOs, will render operations ineffective. Hence, one of the ways, to create a seamless, effective operational ecosystem within and without the region, is the reduction of the digital/technological divide.

Through this strategy, by 2015 we aim to have established a reliable network of ICT resource people in ½ of all NSOs.

Strategic Interventions
- Establish a network of ICT resource people in the region. To this end, a database of these people should be developed.
- Preserve ARO's Institutional Memory through knowledge management softwares and digital databases
- Conduct more ICT Training for ARO and NSOs.
- Review and promote AROs ICT project/ programme in order to equip ½ of NSOs with skilled HR and ICT equipment.

4.1.5. Effective management of Events

Events provide a unique platform for PR in the sense that they bring together diverse stakeholders, who in turn constitute a captive audience for the Scout Message. Moreover, events, depending on sizes and impact have the potential to make news. Finally, events are one of the key inevitable and recurrent operations for Scouting. Hence, their effective management is essential for reaching out and for better reputation management.

Through this strategy, by 2015 ARO will have a full-time events officer, an annual events strategy and adequate funding to carry out related operations.

Strategic Interventions
- Develop annual and triennial events strategic plans. (Coordinate logistical and programme aspects of events, compile feedback and event reports.)
- Promote adequately the Regional Conferences, Youth Forums, Regional Jamborees and Africa Scout Day.
- Develop a guideline on event planning and management for NSOs.
- Work with relevant departments and/or NSOs so as to coordinate the planning and effective delivery of events.
- Coordinate public relations and information aspects of event management.
- Liaise with relevant departments so as to mobilize resources and seek partners for regional events.

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[3] A form developed by for newsgathering purposes for use by staff on field trips in order to collect elements for a news story.

Priority area: 21st Century Leadership and Our Strategic Path

5.0 To promote qualitative and quantitative Growth of Scouting in Africa

Rationale

For over a hundred years, Scouting has been making a real contribution to creating a better world by helping young people to develop their full potential as individuals and to play a constructive role in society. However, Scouting can only have a real impact as a social force if it is able to attract and retain young people - and supporting adults - long enough to really make a difference.

As a voluntary Movement, young people must make a conscious decision to join and to stay. It is therefore unrealistic to assume that Scouting will appeal to all young people. However, there are many more young people – and supporting adults - who would enjoy and benefit from Scouting than we currently serve.

While the growth of Scouting is ultimately the result of delivering high-quality Scouting, haphazard growth is not sustainable. The factors affecting the growth and development of associations vary from one country to another, but, whatever the situation, offering better Scouting to more young people requires a strategic focus.

5.1 Specific objective

To have in place effective and relevant programmes, structures and systems in NSOs in Africa, and therefore aim to attain at least between 20 and 50 % growth in NSOs numbers and membership by the year 2015.

Strategic Interventions
- Effective implementation of all the objectives of this strategy.
- Effectively disseminate and monitor the implementation of the reviewed Africa Core Programme and the Core Adults in Scouting Policy for Africa.
- Support at least 3 out of 9 potential NSOs attain WOSM membership
- Encourage NSOs carry out membership recruitment drives
- Encourage NSO to conduct regular and effective census
- Support NSOs develop membership management systems

V. CONCLUSION

The successful implementation of this strategy and fulfilment of the objectives there from will require a multi-sectoral and holistic approach. It will call upon all the stakeholders both at the NSO and Regional levels to work in close collaboration. There will need to be a balance in implementing the strategy as each element is significant in realising the overall strategic goal.

In this respect, NSOs will need to make deliberate efforts to factor in the strategy in their programmes as NSOs are key players in the success of the strategy.

Effective and sustainable Scouting once attained will place Africa Scouting in a vantage posting in claiming its role as a social force and reputable responder to the pertinent needs of Africa, a reputable and reliable partner in development and Education and a solid pillar in contributing to the education of youth in Africa. The full cycle of its successful implementation will convert our desire into a reality.