

WOSM's Membership Report

Published with Census Data as of
31st of December, 2015.



SCOUTS
Creating a Better World

Table of Contents

- 1. Executive Summary 2**
- 2. Introduction 3**
- 3. Background Information 4**
 - Definitions 4**
 - Methodology and Formulae 5**
- 4. National Scout Organizations 6**
- 5. Global Overview 7**
 - World Level Summary 8**
 - Young People in Scouting..... 9**
 - Adults in Scouting 10**
- 6. Regional Overview..... 11**
 - Regional Summary - Africa..... 12**
 - Regional Summary - Arab 13**
 - Regional Summary - Asia-Pacific..... 14**
 - Regional Summary - Eurasia 15**
 - Regional Summary - Europe..... 16**
 - Regional Summary - Inter-America..... 17**
- 6. WOSM Trends and Analysis 18**
 - Global Trends (2005, 2010, 2015) 18**
 - Regional Trends 18**
 - Analysis 23**
- 7. Measuring Membership and Social Impact..... 24**
- 8. NSOs with significant growth successes 26**
 - Background..... 26**
 - Highest Absolute Growth 26**
 - Highest Market Share..... 27**
 - Biggest Increase in Market Share 27**
- 9. Reaching Vision 2023 28**
- 10. Conclusion 29**
- Annexes 30**
 - Annex 1: Data Used..... 30**
 - Annex 2: NSO Profiles (from Census Data)..... 31**

1. Executive Summary

"By 2023, Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values"

The new Strategy for Scouting adopted at the 40th World Scout Conference in Slovenia adopted a bold growth target. With such an ambitious growth target in WOSM's current strategy, this Membership Report aims to provide an accurate snapshot of WOSM's membership **based on the Census data 2015**, as well as to identify and explore key trends for the period 2005 to 2015. It is hoped that this Membership Report will be a start to draw attention to the enormous potential of having substantially more accurate census data which can be used to better inform key decision makers, both at NSO and WOSM level. It is expected that this Membership Report will serve as a base line for our rates of membership growth, highlighting our strengths and weaknesses and outlining what growth is required to help WOSM move from where it is today to where it needs to be in order to achieve Vision 2023.

WOSM's main data source for keeping track of membership growth, the official annual Census data provided by NSOs, is not sufficiently accurate in capturing the real number of Scouts active in the Movement. We know that many Scouts are not reported through this dataset: an assessment of the World Scout Bureau in 2017 estimates there are **more than 50 million young people currently involved in Scouting worldwide**, which is substantially higher than the 40.89 million captured through the Census data. This contrast in itself provides sufficient reason for continued efforts in the next Triennium to better measure the number of young people involved in the Movement.

Despite these challenges in accurately tracking the number of individual members, overall, **WOSM is growing**. The official Census data reveal significant trends, highlighting areas of concern, as well as pointing regions and NSOs towards further growth and development. Key trends identified include huge growth between 2005 and 2010, as well as a significant drop in numbers of adult members during the same time period. The negative trend in numbers of adults has already been reversed, but not sufficiently to compensate for the original loss. While it is important to celebrate this improvement from 2005-2010 to 2010-2015, substantial efforts are needed to enable WOSM to further grow and retain its number of adult members, and so recover from the dramatic loss of adult members between 2005 and 2010. Youth members' growth is fairly equal across both genders, but there is a huge difference in annual growth rate between male (8.99%) and female (0.42%) adult leaders.

Trends also reveal that some past targeted interventions, like the freezing of membership fees at the World Scout Conference in 2011 (Conference Resolution 2011-02), have been highly effective, but further discussions need to be had as to how best we can direct our efforts and develop plans to support NSOs in expanding their capacities and achieving and reporting sustainable growth.

Areas which need to be addressed at NSO level include NSOs who reported losing all of their female members, as well as those NSOs who don't report any adults in their membership data. There are a number of challenges associated with membership reporting, and this World Scout Conference should be used as an opportunity to discuss how we can best tackle these challenges in the future.

The current growth rates are not yet enough to get us to our common goal of 100 million young people by 2023. Further work needs to be done on developing and sharing best practices in the recruitment and retention of volunteers, as well as the continuous reviewing and improvement of our youth programme, the core business of Scouting.

2. Introduction

The Membership Task Force 2014-2017 has been working to explore and support WOSM's growth opportunities with the objective of reaching 100 million young people involved in the Movement by the year 2023, as part of WOSM's Vision 2023. This 'growth' that we work towards needs to be as much about quality as it is about quantity, but growth in numbers needs to be a key focus of the Movement to increase our social impact and achieve Vision 2023.

Currently we are not on track to hit the targets outlined in Vision 2023. It is believed that existing membership reporting tools are not as efficient as they could be, and this is resulting in inaccuracies in the reporting of membership. This is prominently visible in the significant difference between the official Census data (40.89 million Scouts) and the World Scout Bureau estimates (over 50 million Scouts). However, addressing these challenges in reporting and focusing on the establishment of new NSOs will only create short term increases. In order to achieve long lasting growth we need to expand the capacity of our NSOs, as well as competencies in the fields of recruitment and retention of volunteers.

So far WOSM has not systematically analyzed growth numbers. This triennium saw the development of the NSO Dashboard, an update presented at every World Scout Committee meeting outlining the status of all of the 'Potential NSOs' in WOSM and allowing regions to flag areas of concern where support is needed. This Dashboard has been very successful in encouraging more focus and action on growth (at least 9 new NSOs this Triennium versus 2 in the previous triennium). The Membership Task Force also decided to put a stronger focus on tracking membership trends and growth in existing NSOs, and so developed the concept of a Membership Report.

The purpose of this Membership Report is to provide an accurate picture of WOSM's membership as reported in Census data 2015, as well as to identify and explore key trends for the period 2005 to 2015. The motivation for this is twofold. Firstly, it is hoped that this Membership Report will draw attention to the value of having accurate census data which can be used to better inform key decision makers, both at NSO and WOSM level. Secondly, it is expected that this Membership Report will establish a base line in our rates of membership growth, highlighting our strengths and weaknesses, and outlining what growth is required to help WOSM move from where it is today to where it needs to be in order to achieve Vision 2023. In order for us to achieve real, sustainable growth, it was important to understand the needs of NSOs with regard to their membership, but also to get an accurate picture of what Scouting looks like around the world, and in each of the six scout regions. This will provide a strong foundation for discussions at the World Scout Conference, as well as a basis for further planning and development.

This Membership Report has several sections. It begins by giving definitions and background information, then provides high level summaries of key membership figures and statistics, both at world and regional levels. This is followed by an overview of key WOSM trends and their analysis, before a comment on defining members and social impact. The focus of the report then shifts to identifying those NSOs which have grown the most significantly, as well as looking to the future and WOSM's path to achieving Vision 2023. A full set of NSO Profiles can be found in Annex 2.

This WOSM Membership Report is not intended to be a one off document to be forgotten after the World Scout Conference. It is designed to be a living document, with the data being updated regularly to create a live tool to track our progress towards 100 million young people. However, the effectiveness of this Membership Report is in its accuracy, something which can only be achieved through commitment and work by all NSOs to ensure that they monitor and record their own census data as well as reporting it to the World Scout Bureau in a timely fashion.

The phrase 'strength in numbers' has a dual meaning in this context. Not only will WOSM be stronger if it develops sustainably and grows to 100 million young people, but our best and strongest chance of achieving this shared goal is if we work together towards it.

Yours in Scouting,

Mohammad Atiq Zaman and Esben Holager
Chair and Vice-Chair, Membership Task Force (2014 – 2017)

Karin Ahlbäck
Member, World Scout Committee (2014 – 2017)

Máire Fitzgerald & David Berg
World Scout Bureau staff support to the Membership Task Force

3. Background Information

Definitions

Youth

The word 'Youth' in Scouting refers to all boys and girls involved in the Educational Programme within the Movement. The different stages of personal development determine the age sections within Scouting, which may vary according to the cultural differences and contexts in which NSOs operate (although, often, the sections fall within a range between 5 and 26 years of age). The word 'youth' is more generic, whereas we use the term 'young people' when we refer to the membership or the active member Scouts.

Adults

According to the Adults in Scouting World Policy, adults, leaders of adults and leaders are mainly volunteers (only in a few cases do we have professional leaders) who are responsible for Youth Programme development or implementation; responsible for supporting other adults; or responsible for supporting organisation structures.

Ages

Every Member Organization in WOSM has control over its youth programme sections and age ranges. This poses challenges when comparing data of different NSOs or compiling data from many NSOs. For the purposes of this Report, 'Youth Members' and 'Adults' are recorded as registered in each individual NSO.

Gender

One aspect of our census deemed important to explore was the number of males and females being recorded in NSO census data. However, WOSM did not ask NSOs to provide a breakdown of their membership by gender in 2005, so the trends related to gender are based on the data from 2010 and 2015.

Methodology and Formulae

WOSM Census Data

This Membership Report focuses on three sets of WOSM census data, reported by NSOs in 2005, 2010, and 2015. In the case where an NSO did not submit data in one, or more, of the three years of focus, the most recent available data was used.

Absolute Growth

Absolute growth is the increase (or decrease) in the number of members registered in an NSO. It refers, very simply, to membership numbers. It is calculated by taking the beginning membership figure from the new membership figure¹. For the purposes of this Membership Report, absolute growth is measured in five-year blocks.

Market Share

Market Share is defined as the portion of a market controlled by a particular company or product. Market Share is used in this report to give a more accurate picture of the significance of a number of Scouts in an NSO. For example, the growth of an NSO by 200 has a larger effect in a country with 10,000 people than in an NSO in a country with 500,000 people.

Compound Annual Growth Rate (CAGR)

The compound annual growth rate (CAGR) is the mean annual growth rate of something over a specified period of time longer than one year. It is usually used in the context of financial investments, but was selected for the Membership Report as a strong indicator of average annual growth over each five year period. CAGR is calculated by dividing the end value by the beginning value, then raising the result to the power of 1 divided by the number of years, and finally subtracting 1 from that value². CAGR is measured in percentages.

Market Share Data

The market share of NSOs is calculated for 2005, 2010, and 2015. The market share of NSOs was calculated using population data sourced from UN Data sets. The percentage market share of NSOs was calculated by dividing the reported number of WOSM members³ by the youth population (age 6 - 24 years) in that country, and then multiplying it by one hundred⁴. The youth population data for each country was sourced from UN Data Sets⁵. As was the case with WOSM Census data, when data was not available for the desired year(s), the most recent available data was used. Market shares are measured in percentages.

Market Share Percentage Points

When comparing percentages, such as those percentages expressed in market share, it is best practice to use percentage points (p.p.). A percentage point is the unit for the difference in number between two percentages. Where percentages measure ratios, percentage points are used to measure differences. For example, going from 10% to 12% is a 20% increase ($12/10 = 1.2 = 120\%$) but can be expressed as a 2 percentage point (p.p.) increase.

WOSM Census Data versus World Scout Bureau estimates

All the data in the Membership Report is based on the official WOSM Census data as reported by NSOs in 2005, 2010 and 2015. It is common knowledge however that the official census data does not entirely reflect the actual number of Scouts involved in the Movement. There are a variety of reasons for that, ranging from lack of accurate data submission from the grassroots to the national level, WOSM fee implications as well as institutional policies (eg the SAGNO policy). To acquire a better understanding of the real size of the Movement, the World Scout Bureau undertook an exercise in early 2017, based on its many years of expertise in working with its Member Organizations, to estimate the total number of Scouts in the Movement. The initial result of this exercise is that currently **more than 50 million Scouts are estimated to be part of the Scout Movement**, although further work will be needed in the next Triennium to refine this number through developing and fine-tuning data gathering methods.

¹ Absolute Growth: $(New\ Total - Beginning\ Total)$

² CAGR Formula: $[(End\ Value - Beginning\ Value)^{(1 \div Number\ of\ Years)}] - 1$

³ For the purpose of calculating Market Share, the Total WOSM Membership was used rather than the Youth Member Total.

⁴ Market Share Formula: $(WOSM\ Membership \div Youth\ Population)$

⁵ <http://data.un.org/Data.aspx?d=POP&f=tableCode%3A22>

4. National Scout Organizations

A **National Scout Organization (NSO)** is the Scouting organization in a country. Some countries have organized their National Scout Organizations as a **Federation**. In these cases, each component within a Federation is referred to as a **National Scout Association (NSA)**.

A country's National Scout Organization may or may not be recognised by WOSM. If an NSO is recognized by WOSM, it is considered a **Member Organization (MO)**. Requirements for an NSO to become a Member Organization are laid out in Article V of the WOSM Constitution (see www.scout.org/constitution).

Accredited National Scout Organizations are National Scout Organizations that cannot meet all of the requirements for membership outlined in Article V.5 of the WOSM Constitution, but have been designated as Accredited NSO by the World Scout Committee. Accredited NSOs have the same rights and obligations as Member Organizations, except they do not have voting rights.

Currently, WOSM has a total of 167 Member Organizations. It has currently no Accredited National Scout Organizations within its ranks.

This Triennium (2014 - 2017) saw an unprecedented amount of newly recognised Member Organizations. At the time of printing, those Member Organizations include:

- Aruba
- Curaçao
- Guinea-Bissau
- Myanmar
- State of Palestine⁶
- San Marino
- São Tomé and Príncipe
- Seychelles
- Timor-Leste

Also at the time of printing, one NSO's WOSM membership applications was being voted on by the World Scout Conference via postal ballot:

- Iraq (voting deadline: 17 August 2017)

and the membership application of one NSOs had been deferred to the World Scout Conference in Baku, Azerbaijan for voting:

- Macao

⁶ The NSO of the State of Palestine was accepted as a recognised National Scout Organization without voting rights since 1996. Having satisfied the condition stated in Conference Resolution 1/1996, the Member Organization was granted voting rights on 27 February 2016.

5. Global Overview

Examining data at a global level allows us to get an accurate view of the 'big picture' of Scouting.

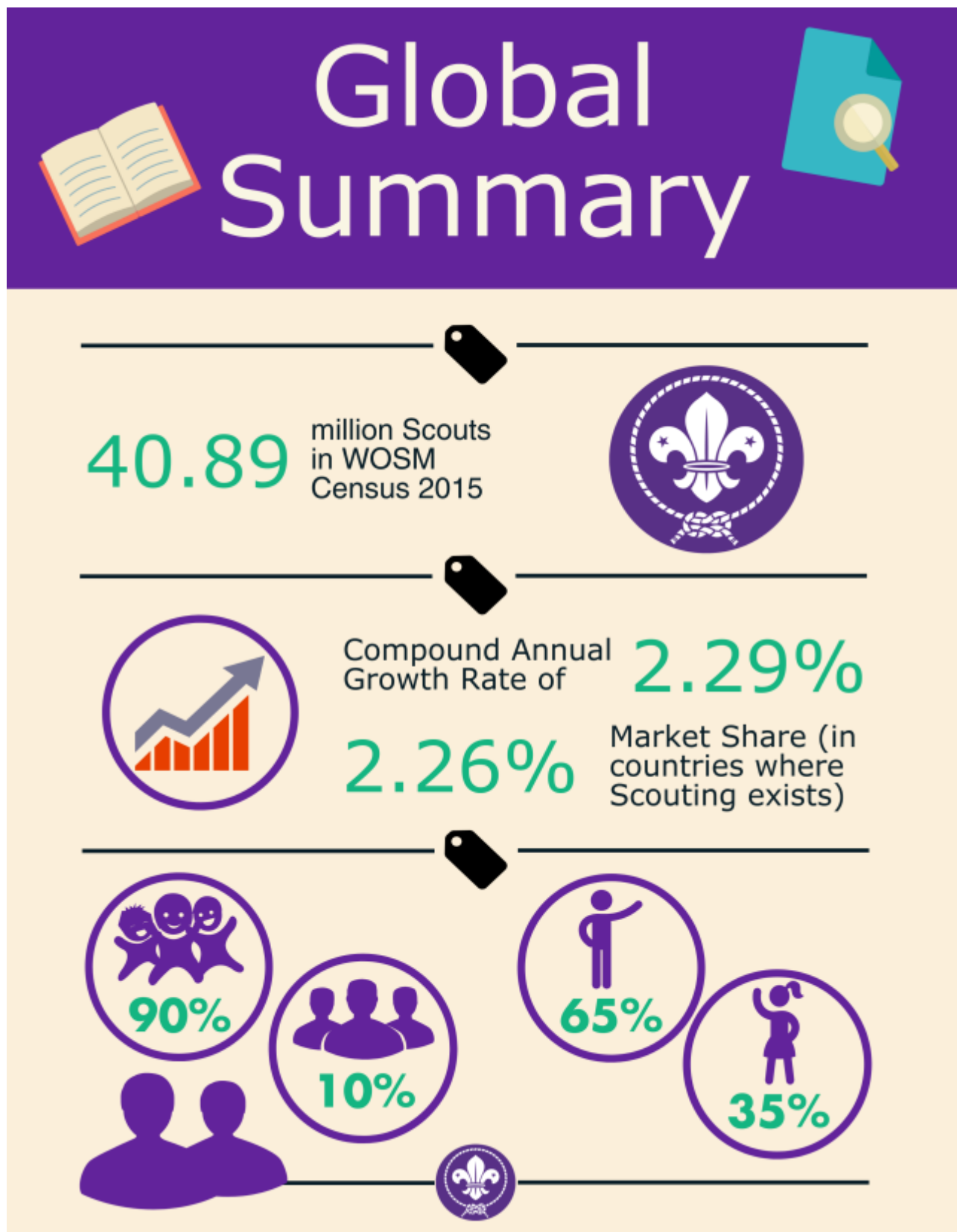
Analysing the data from the 2015 Census gives a snapshot of what Scouting looks like today. This creates the possibility to explore the composition of WOSM's membership, outlining gender and age of members. This sort of knowledge can help those working at World Level, both professionally and as volunteers, to be better informed and to make decisions which will be of most benefit to scouts around the world.

Looking back at previous years' census data, particularly 2005 and 2010, allows for the identification of trends, both positive and negative, and helps inform those responsible for strategy as to what the future of WOSM will look like, should our behaviour remain the same. This long-term data also allows for the evaluation of the effectiveness of previous interventions, which can help inform future short-term and long-term planning. These trends will be outlined in further detail and discussed in Section 6.

The following pages provide an overview of a summary of the census data for WOSM as of the 31 December, 2015, first overall, then broken down into Youth Members and Adults in Scouting, and finally, an outline of the global trends of WOSM's membership.

Below is a map of the world, outlining in black all of the countries where WOSM recognised National Scout Organizations are present.





⁷ Global Market Share is calculated only based on the population of countries in which WOSM has registered Member Organizations.

Young People in Scouting

Our Young People

Young People are
90 % of Membership

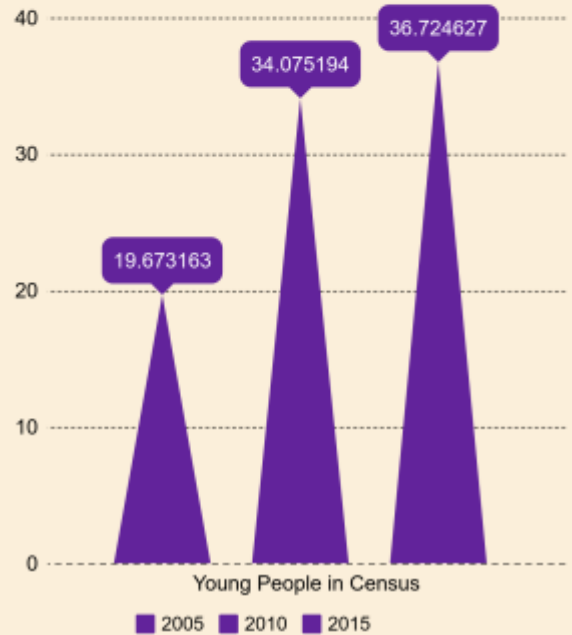
36.7 Million

youth members

Current Compound Annual
Growth Rate of

1.89%

Young people are the core business of Scouting. Here are some facts about the number of young people in WOSM according to Census data from years 2005, 2010 and 2015.



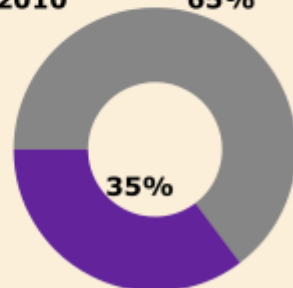
Registered Youth Members (million)

Young People in WOSM

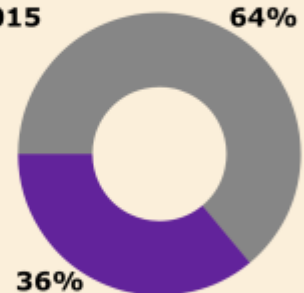
● male ● female



2010



2015



Adults in Scouting

Years 2005, 2010, 2015

Adults are a key part of the Scouting Movement. Here are some facts relating to WOSM's Adult Membership

Adults growing Scouting



Registered Adult Volunteers (million)

4.2 Million

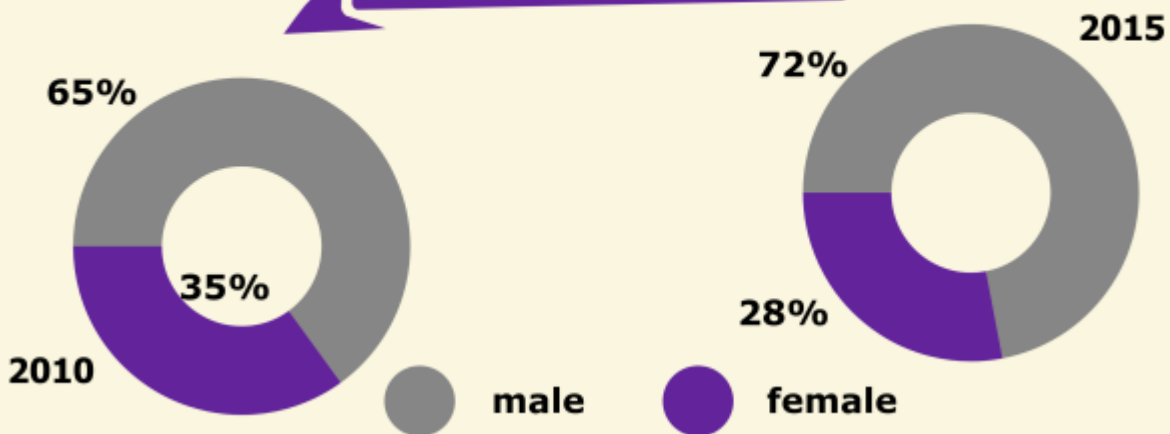
10% of our Membership

Current Compound Annual Growth Rate of 6.25%



Around the world there is an average of 9 young people to every 1 adult in WOSM.

Our Adults



6. Regional Overview

Examining data at a global level allows us to get an accurate view of the 'big picture' of Scouting.

Analysing the data from the 2015 Census gives a snapshot of what Scouting looks like today. This allows us to explore the composition of each Scout Region's membership, outlining gender and age of members. This sort of knowledge can help those working at both world level and regional level to be better informed and to make decisions which will be of most benefit to scouts in each region.

The following pages provide an overview of a summary of the census data for each WOSM Scout Region as of the 31 December 2015. The data outline the reported membership of the region, the ratio of adults to young people per region, the breakdown of membership by gender, the current growth rate of the region and the current market share in each region.

Below is a map of the world, outlining the borders of the six Scout Regions of WOSM.



Key:

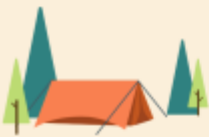
Red	Africa Scout Region
Green	Arab Scout Region
Pink	Asia-Pacific Scout Region
Yellow	Eurasia Scout Region
Blue	Europe Scout Region
Orange	Inter-America Scout Region

Regional Overview

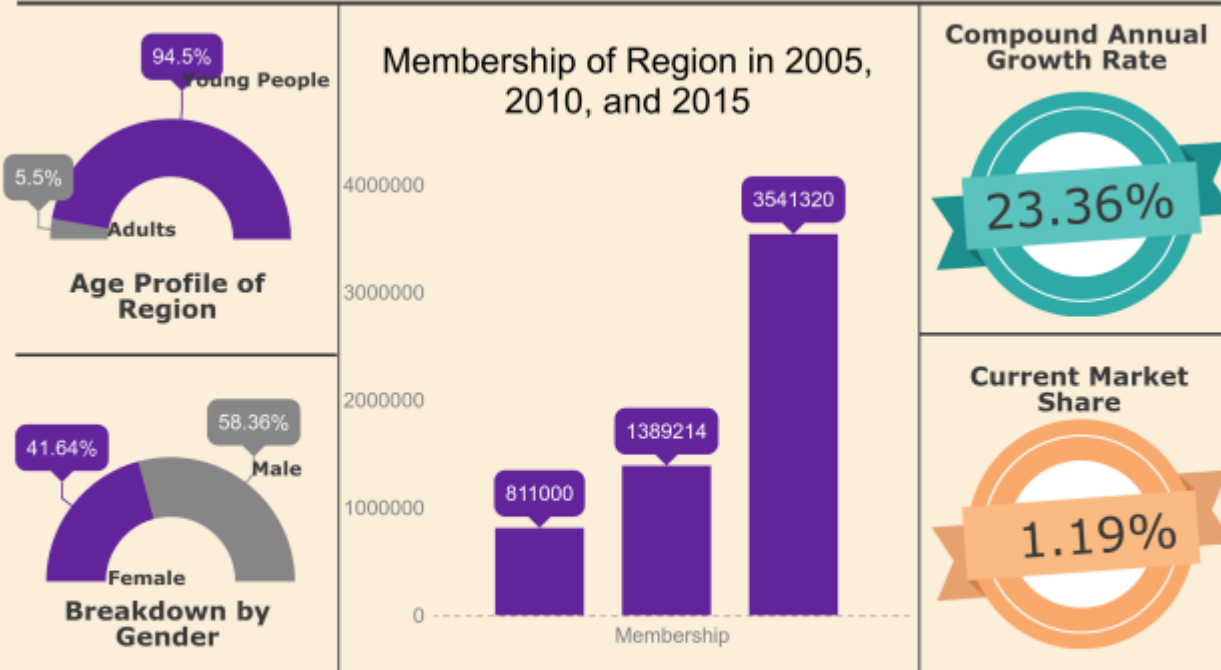


3,541,320 members

Africa



Summary of Data



Regional Overview

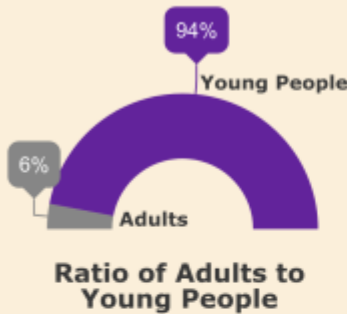


288,174 members

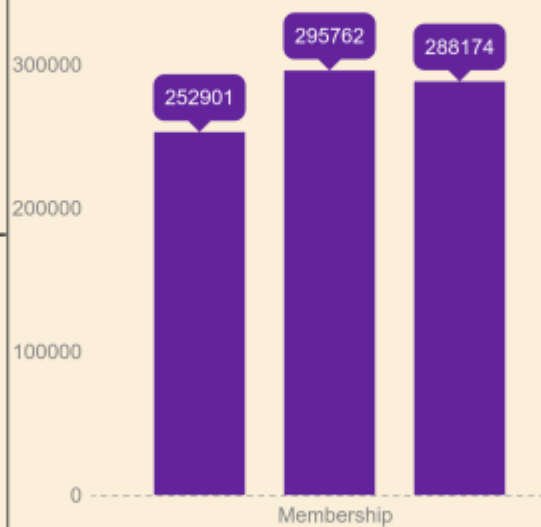
Arab



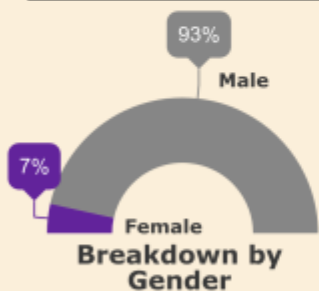
Summary of Data



Membership of Region in 2005, 2010, and 2015



Compound Annual Growth Rate



Current Market Share

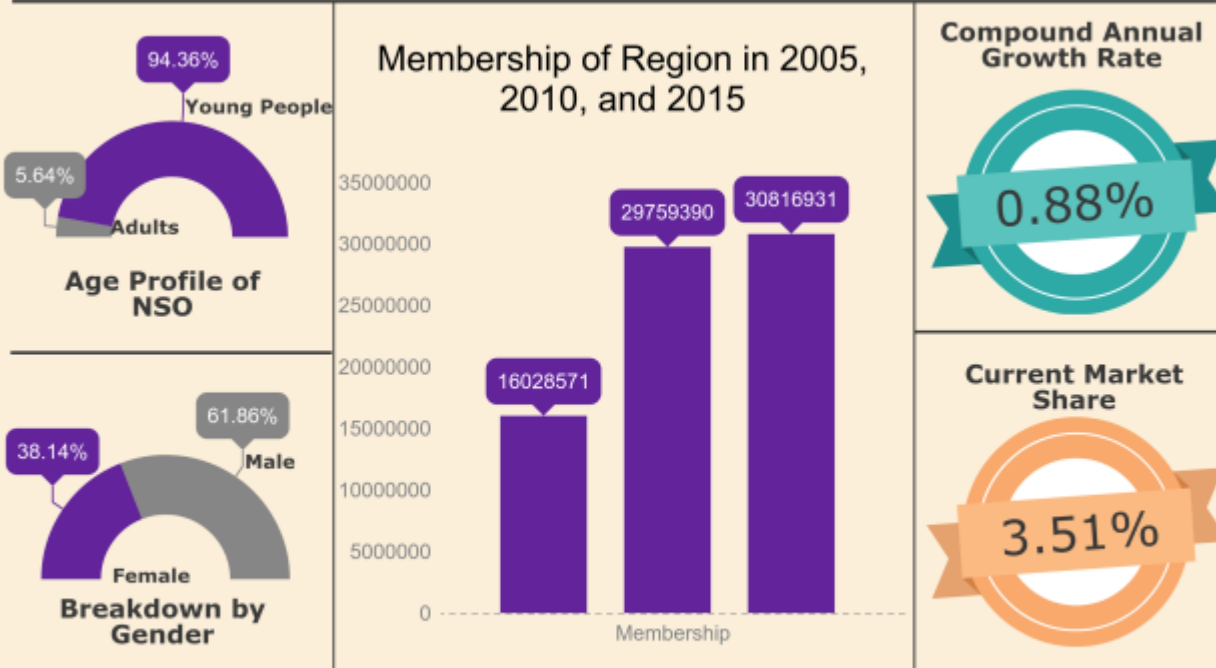




Asia-Pacific



Summary of Data

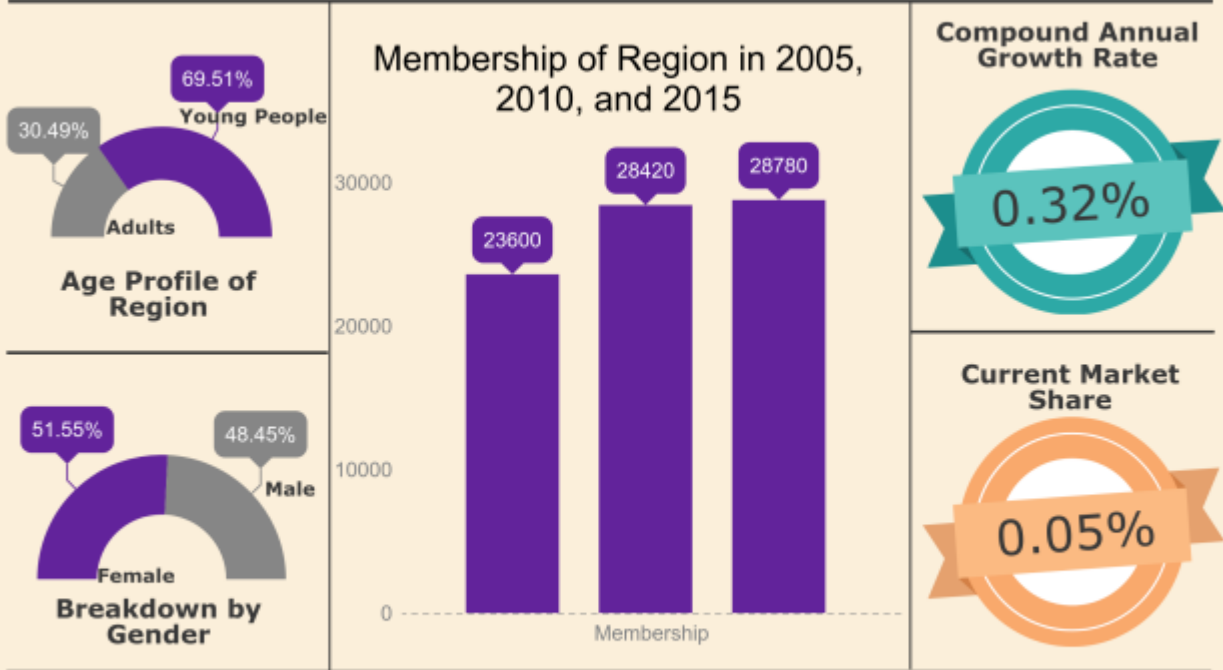




Eurasia



Summary of Data



Regional Overview

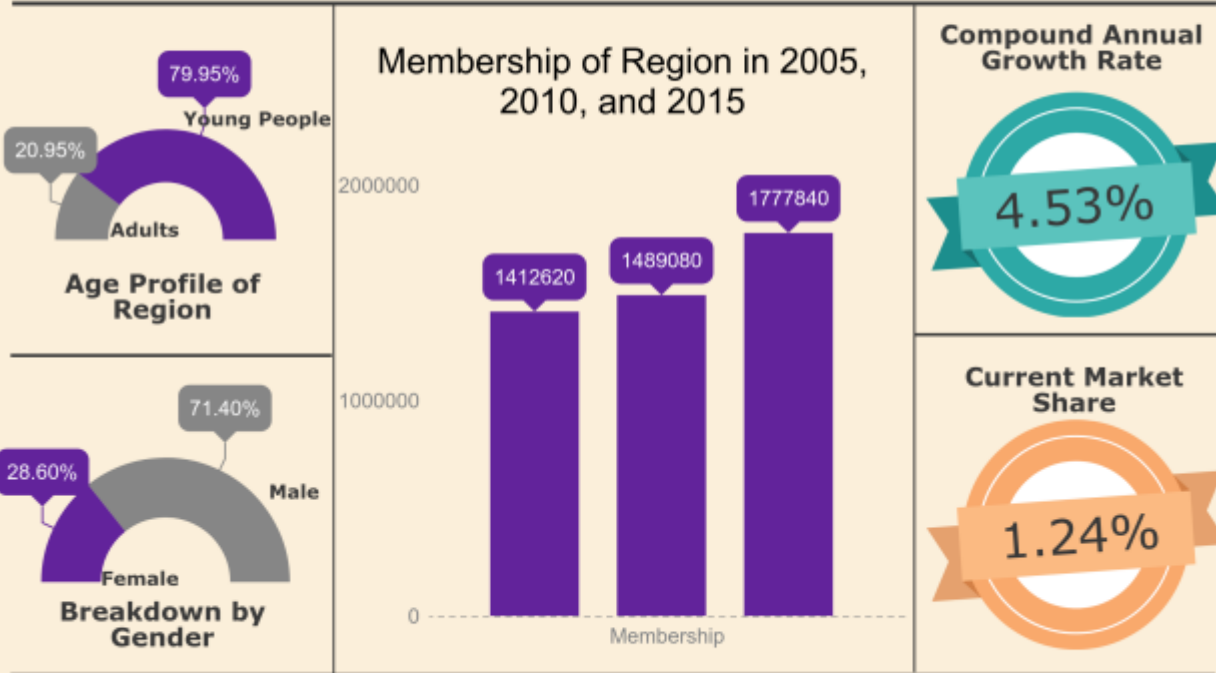


1,777,840 members

Europe



Summary of Data

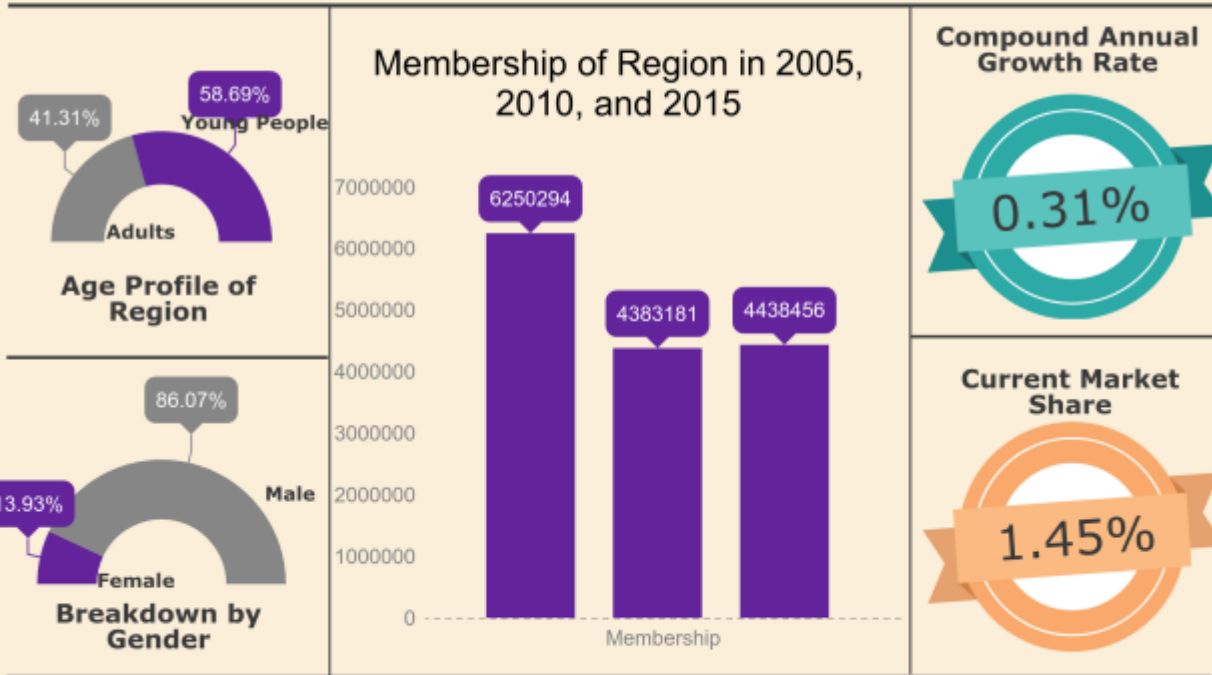




Interamerica



Summary of Data



6. WOSM Trends and Analysis

Global Trends (2005, 2010, 2015)

Data	Grand Total (number of members)			Grand Total (male)		Grand Total (female)
	'05-'10	'10-'15	Average	'05-'15	'10-'15	'10-'15
Absolute Growth	12,566,061	3,546,454	8,056,257.5	16,112,515	2,303,354	1,243,109
CAGR	10.80%	2.29%	6.55%	5.72%	2.30%	2.28%

These data indicate that WOSM's membership is growing. However, WOSM grew significantly more during the period 2005-2010 than in the period 2010-2015. They also reveal that WOSM's number of registered males grew by almost double that of the female membership between 2010 and 2015.

Data	Youth Members (number of members)			Youth Members (male)		Youth Members (female)
	'05-'10	'10-'15	Average	'05-'15	'10-'15	'10-'15
Absolute Growth	14,402,031	2,649,433	8,525,732	17,051,464	1,425,679	1,223,754
CAGR	14.72%	1.89%	8.31%	7.18%	1.58%	2.45%

These data show that WOSM's youth membership is growing, but that it grew more during the 2005-2010 period than 2010-2015. Interestingly, these data also indicate that in terms of youth members, the increase in membership is similar but the growth rate of females was higher between 2010 and 2015.

Data	Adults in Scouting (number of members)			Adults (male)		Adults (female)
	'05-'10	'10-'15	Average	'05-'15	'10-'15	'10-'15
Absolute Growth	-1,835,979	897,030	-469,474.5	-938,949	877,675	19,355
CAGR	-10.54%	6.25%	-2.15%	-2.23%	8.99%	0.42%

The data relating to Adults in Scouting reveal that, according to reported figures, WOSM lost a significant number of adults in the period 2005-2010. That trend was reversed between 2010 and 2015, but not enough to mitigate the previous loss. These data also indicate that, between 2010 and 2015, the number of male adult members increased by over forty-five times the increase in female adults.

Market Share – Grand Total (percentage points)						
2005	2010	2015	'05-'10	'10-'15	Average	'05-'15
1.48%	2.12%	2.26%	0.6361	0.1366	0.3864	0.7727

The data relating to Market Share reflects that of Grand Total - Absolute Growth, in that WOSM grew more between 2005 and 2010 than between 2010 and 2015. However, it places the growth trends in the context of youth populations around the world and shows the huge growth potential that exists for WOSM.

Regional Trends

While global trends serve as a good general indicator, such is the richness of diversity in WOSM that trends are best considered in regional contexts. These are the key trends identified by the analysis of census data by Region for the years 2005, 2010, and 2015.

Scout Region	Absolute Growth (Total) (number of members)				Absolute Growth Total (male)	Absolute Growth Total (female)
	05-'10	10-'15	Average	05-'15	10-'15	10-'15
Africa	578,214	2,152,106	1,365,160	2,730,320	1,198,503	953,612
Arab	42,861	-7,588	1,7636.5	35,273	-651	-6,937
Asia-Pacific	13,730,819	1,057,541	7,394,180	14,788,360	919,583	137,958
Eurasia	4,820	360	2,590	5,180	-2,317	2,677
Europe	76,460	288,760	182,610	365,220	101,532	187,228
Interamerica	-1,867,113	55,275	-905,919	-1,811,838	86,704	-31,429

Scout Region	Compound Annual Growth Rate (Total) (percentage)				CAGR Total (male)	CAGR Total (female)
	05-'10	10-'15	Average	05-'15	10-'15	10-'15
Africa	14.40%	26.36%	20.38%	17.80%	24.21%	29.71%
Arab	3.99%	-0.65%	1.67%	1.46%	-0.06%	-6.85%
Asia-Pacific	16.73%	0.88%	8.80%	7.53%	1.24%	0.30%
Eurasia	4.76%	0.32%	2.54%	2.23%	-3.77%	5.10%
Europe	1.33%	4.53%	2.93%	2.59%	2.11%	12.17%
Interamerica	-8.49%	0.31%	-4.09%	-3.73%	0.58%	-1.23%

These data indicate that while WOSM is growing overall, the increase in membership is not shared across all of the scouts regions. The Asia-Pacific Region grew most between 2005 and 2010 and the Africa Scout Region grew most between 2010 and 2015. The Arab Scout Region reported a loss of members in the period 2010-2015 (ten times more females than males) but on average and overall (2005-2015) its number of members increased. In the Eurasia Scout Region, such was the loss of male members between 2010 and 2015 that the growth for that period was just 360. The Interamerica Scout Region lost a significant number of members in the 2005-2010 period but began to grow again between 2010 and 2015.

Scout Region	Absolute Growth Youth Members (number of members)				Absolute Growth in Youth (male)	Absolute Growth in Youth (female)
	05-'10	10-'15	Average	05-'15	10-'15	10-'15
Africa	546,907	2,038,747	1,292,827	2,585,654	1,110,007	928,740
Arab	42,641	-8,622	17,009.5	34,019	-1,635	-6,987
Asia-Pacific	13,858,623	988,126	7,423,374.5	14,846,749	829,878	158,248
Eurasia	2,574	-5,137	-1,281.5	-2,563	-3,729	-1,408
Europe	78,741	188,256	133,498.5	266,997	43,133	145,123
Interamerica	-127,455	-551,937	-339,696	-679,392	-551,975	38

Scout Region	Compound Annual Growth Rate (Youth Members) (percentage)				CAGR in Youth (male)	CAGR in Youth (female)
	05-'10	10-'15	Average	05-'15	10-'15	10-'15
Africa	14.50%	26.48%	20.49%	17.89%	24.13%	30.01%
Arab	4.24%	-0.78%	1.73%	1.51%	-0.16%	-7.26%
Asia-Pacific	18.53%	0.87%	9.70%	8.26%	1.20%	0.36%
Eurasia	2.74%	-5.55%	-1.41%	-1.33%	-7.39%	-3.35%
Europe	1.69%	3.66%	2.67%	2.37%	1.09%	12.48%
Interamerica	-0.98%	-4.69%	-2.84%	-2.54%	-4.96%	0.01%

A review of the data for youth members reveals that overall WOSM is growing its number of youth members, but that some regions are losing rather than gaining young people. Both the Eurasia and Arab Scout Regions grew between 2005 and 2010 but lost some of their members between 2010 and 2015. The number of youth members registered in the Interamerica Scout Region has declined from 2005 to 2015, except when it comes to female youth members between 2010 and 2015. Focusing on gender, the Arab Region saw more of a fall in female members than in male members, but this trend was the opposite in the Eurasia Region, which recorded a larger loss of male youth members.

Scout Region	Absolute Growth Adults in Scouting (number of members)			Absolute Growth in Adults (male)		Absolute Growth in Adults (female)
	05-'10	10-'15	Average	05-'15	10-'15	10-'15
Africa	31,298	113,368	72,333	144,666	88,496	24,872
Arab	220	1,034	627	1,254	984	50
Asia-Pacific	-127,804	69,415	-29,194.5	-58,389	89,705	-20,290
Eurasia	2,246	5,497	3,871.5	7,743	1,412	4,085
Europe	-2,281	100,504	49,111.5	98,223	58,399	42,105
Interamerica	-1,739,658	607,212	-566,223	-1,132,446	638,679	-31,467

Scout Region	Compound Annual Growth Rate (Adults Members) (percentage)			CAGR in Adults (male)		CAGR in Adults (female)
	05-'10	10-'15	Average	05-'15	10-'15	10-'15
Africa	12.92%	24.40%	18.66%	16.30%	25.27%	21.75%
Arab	0.32%	1.46%	0.89%	0.79%	1.50%	0.98%
Asia-Pacific	-1.83%	1.02%	-0.40%	-0.37%	1.93%	-0.95%
Eurasia	33.48%	27.91%	30.69%	26.84%	13.40%	46.85%
Europe	-0.21%	8.18%	3.99%	3.46%	6.85%	11.20%
Interamerica	-19.81%	10.58%	-4.62%	-5.20%	16.91%	-1.64%

This data shows that four of the six scout regions (Arab, Asia-Pacific, Europe and Interamerica) lost adult members in the period of 2005-2010, but all six scout regions recorded an increase in adults in Scouting between 2010 and 2015. The only losses identified in the data for 2010-2015 are to females in the Asia-Pacific and Interamerican Scout Regions.

Scout Region	Market Share						
	Years in percentage % Change in percentage points (p.p.)						
	2005	2010	2015	05-'10	10-'15	Average	05-'15
Africa	0.30%	0.49%	1.19%	0.1871	0.7035	0.4453	0.8906
Arab	0.25%	0.24%	0.23%	1.5171	-0.0305	0.7433	1.4866
Asia-Pacific	2.02%	3.54%	3.51%	-0.0102	-0.0137	-0.0119	-0.0239
Eurasia	0.05%	0.05%	0.05%	-0.0011	0.0014	0.0002	0.0003
Europe	0.93%	1.01%	1.24%	0.0832	0.2263	0.1547	0.3095
Interamerica	2.11%	1.44%	1.45%	-0.6710	0.0087	-0.3312	-0.6623

These data reveal the impact the Absolute Growth rates had on each region's market share. The Africa, Asia-Pacific and Europe Scout Regions' growth is reflected in their rising market shares. The Arab and Eurasia Regions' growth from 2005-2010 was not enough to match the growth of the regions' populations, and so the market share decreased. In the Interamerica Scout Region, the significance of the loss of members between 2005 and 2010 is highlighted by the decrease in market share for the same period, as well as for the longer period of 2005 to 2015.

Analysis

Identifying and reporting data trends are important in the process of tracking membership growth, however exploring it in context and discussing it is also as important.

The data at world level show huge growth between 2005 and 2010. This could have been influenced by a number of factors, one of which could be linked to the freeze on membership fees which was implemented by Conference Resolution 2011-02 which was approved in January 2011. As the request for the 2010 data was issued later in 2011, it might be that NSOs reported more accurate figures in light of the Resolution. If that were the case, it would appear that linking NSO fees to membership creates a barrier to NSOs accurately reporting their census data. However, WOSM is also faced with the challenge of introducing other measures to better support NSOs in accurately reporting their membership to ensure that large growth rates can continue in the future. Another factor which should be considered in examining this growth from 2005 to 2010 is the 'Centenary of Scouting' celebration in 2007. This included the World Scout Jamboree as well as large publicity campaigns. Looking forward, lessons should be learned from previous large-scale publicity campaigns and their value.

Further inspection of the data shows that, despite the overall trend of growth, not all Scout regions in WOSM are growing. The Interamerica Scout Region bucked the trend of significant growth between the period of 2005 and 2010, reporting a loss of over 1.8 million members (losing almost 13 times more adults than young people). For the period 2010 to 2015, both the Arab and Eurasia Scout Regions lost members, but only in the youth section, not in the adult section. Interestingly, Eurasia grew its membership overall, despite reporting a loss in male members between 2010 and 2015. Conversely, the Asia-Pacific Scout Region lost adult members while continuing to grow its youth membership.

One particularly worrying trend which the data reveal is the huge loss of adult members between 2005 and 2010. Most of this reported loss of the Adults in Scouting was seen in the Interamerica Scout Region (1.7 million members), but both Asia-Pacific and Europe Scout Regions lost members during the same period. Thankfully, the trend has already been reversed, but not enough to mitigate the original loss. While it is important to celebrate this improvement from 2005-2010 to 2010-2015, some serious thought needs to be given as to how WOSM can further grow its number of adult members, and so recover from the dramatic loss of adults members between 2005 and 2010.

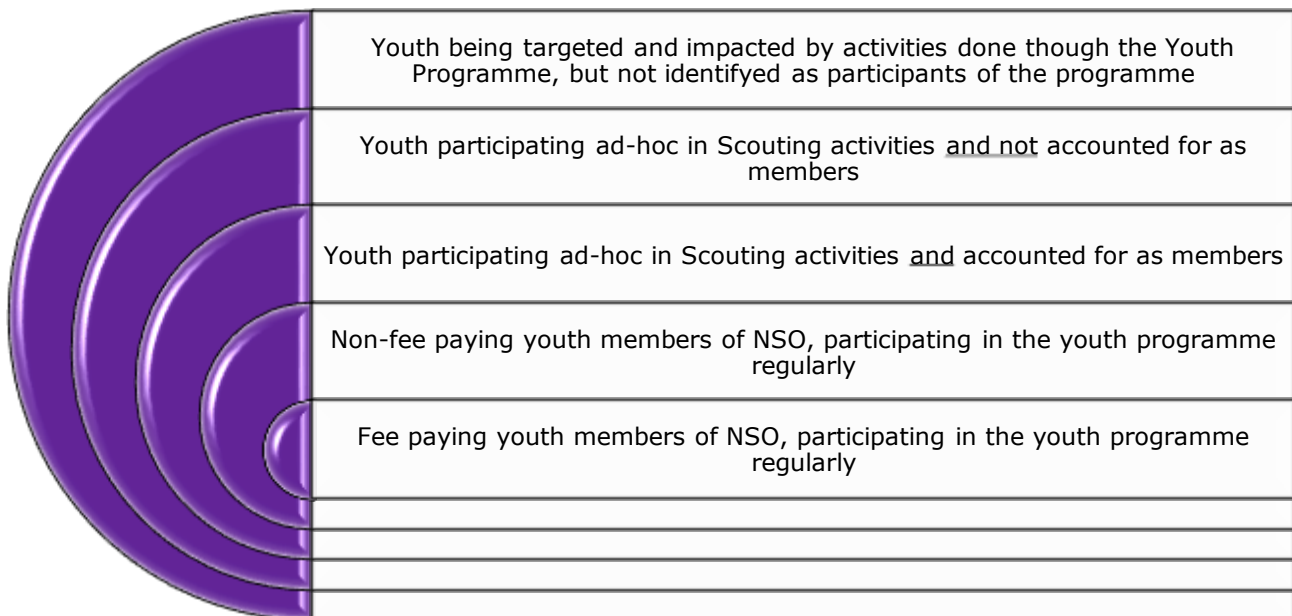
Examinations of the trends from 2010 to 2015 relating to gender reveal some interesting perspectives. WOSM's male membership grew by almost double that of the female membership. Overall, youth members' growth is fairly equal across both genders, but there is a huge difference in growth between male and female adults, with the number of male adults increasing by forty-five times the increase of female members. It is important to note that these trends are not shared equally among the six scout regions.

Across all years and sections, the Arab Scout Region reported losses between 2010 and 2015. Overall, Eurasia only reported a loss of males, and Interamerica only reported a loss of females. However, examining the youth member data reveals that Interamerica reported huge losses of males, but a small increase in the number of females for the period 2010-2015. That trend was reversed in the Adults in Scouting section, where Interamerica lost females and grew its male membership. The Asia-Pacific Region grew across its youth member sections between 2010 and 2015, but reported a loss of female members for the same period. In the period 2010 to 2015, Europe grew its number of female youth members by more than its male members, but reported a greater increase in male adults in scouting than female adults.

7. Measuring Membership and Social Impact

During the triennium the Annual Reporting Package, a large part of which focuses on membership data, was updated and made available online. As part of the update a new area was also introduced to the reporting done by NSOs. In keeping with the strengthened focus on Social Impact through Vision 2023, NSOs were asked to give an estimate of the number of people who are not accounted for as members of the NSO, but who still benefit and develop through Scouting activities offered by the NSO. The data are not complete enough to analyse or to report on here, but will hopefully be part of a future report on membership and WOSM’s social impact in the coming triennium. However, it is evident that WOSM has an impact on far more young people than is reflected in the total membership number of WOSM.

During the discussions at regional conferences on membership and growth, the Membership Task Force learned that the definitions of when a Scout is a Scout and counted as such in NSOs were not aligned throughout WOSM’s Member Organizations. Below is a simplified list of the different groups of young people that NSOs would include and other groups of young people impacted by our programme. For most NSOs, a Scout is a Scout when he or she has made her Scout promise, but in some organizations young people are also counted as members while they are attending the programme leading up to their investiture. At the same time, NSOs do not continue to count everyone who has made their Scout promise as a member when they have left the programme, but most often until the individuals resign as members of an NSO and stop paying fees.



The discussion on when to count a Scout as a Scout has a close connection to how WOSM measures social impact. This is seen in exploring the divide between members and non-members, and in considering benefactors of the work we do as Scouts, as well as how it is viewed. It is also closely linked to the numbers included in the total membership of WOSM. If WOSM wants to show the world the impact that it is having on youth around the world, maybe the membership number should reflect the number of young people that are developed through WOSM programmes and who identify with Scouting values, rather than if they are paying fees and showing up to the programme on a regular basis.

It is important to remember that the Vision 2023 refers to enabling “100 million young people to be active citizens creating positive change in their communities and in the world based on shared values.” Where would you make the cut in the above list when measuring our fulfilment of Vision 2023?

The power of knowing accurate numbers

In the work of the Membership Task Force, it has become evident that knowing core figures relating to membership provides a sound base for NSOs to make strategic decisions. NSOs should ask themselves; "Are we losing members in a specific age-section? In a specific geographical location? Do we have more boys than girls? Do we operate in all areas of our country?" In order to answer questions like these, it is important to have data which accurately reflect and explain the current situation. Based on these facts, it is possible to make strategic decisions which could impact the number of young people that WOSM is able to serve and contribute to the growth in membership. It is vital for all NSOs to have this information at hand and to know how to use it when making decisions.

This is also reflected at World Level where good membership reporting by NSOs will enable the World Scout Committee and the World Scout Conference to make better strategic decisions. Should WOSM focus on one region in the coming triennium in regards to growth? Or 10 specific countries with high potential for growth? Is one youth section generally losing more members in a number of countries? Do we need to support the development of more diverse programme material in order to cater for a more diverse group of youth including more females? The answers lie in better measuring, reporting, and understanding our membership data.

8. NSOs with significant growth successes

Background

A number of NSOs around the world have reported significant increases in their memberships. In the spirit of unity and collaboration, it was felt that it is important to celebrate success in this area. It is also important to highlight those whose work in the area of membership recruitment, retention and growth is succeeding in order to enable exchanges and sharing of best practices. The following lists of 'Top NSOs' in three categories have been identified based on Census 2015 data submitted as of the 31 December, 2016. The three categories are Highest Absolute Growth, Highest Current Market Share, and Biggest Increase in Market Share.

Highest Absolute Growth

Top NSOs for Absolute Growth (2010-2015)		
World Level		
Kenya (988,556) Nigeria (703,372) Indonesia (567,633) Philippines (496,653) India (353,598) Bangladesh (316,390) South Africa (281,347) Turkey (109,424) United Kingdom (101,571) Israel (57,173)		
Africa Region	Arab Region	Asia-Pacific Region
Kenya (988,556) Nigeria (703,372) South Africa (281,347) Ethiopia (49,000) Malawi (46,020)	Oman (11,438) Lebanon (1,556) Libya (796) Qatar (279)	Indonesia (567,633) Philippines (496,653) India (353,598) Bangladesh (316,390) Malaysia (33,781)
Eurasia Region	Europe Region	Interamerica Region
Ukraine (2,569) Georgia (971) Moldova (769) Azerbaijan (84)	Turkey (109,424) United Kingdom (101,571) Israel (57,173) Czech Republic (29,310) Spain (13,159)	Argentina (27,362) Brazil (25,089) Mexico (9,521) Trinidad and Tobago (3,905) Ecuador (3,566)

Highest Market Share

Top NSOs for Market Share (2015)		
World Level		
Indonesia (26.32%) Liechtenstein (8.55%) Bhutan (8.36%) Hong Kong (7.25%) Kenya (7.07%) Monaco (6.83%) Iceland (5.42%) Philippines (5.14%) Luxembourg (4.92%) United States of America (4.67%)		
Africa Region	Arab Region	Asia-Pacific Region
Kenya (7.07%) The Democratic Republic of the Congo (4.45%) Gambia (3.79%) United Republic of Tanzania (3.3%) Botswana (3.08%)	Oman (1.92%) State of Palestine (1.68%) Lebanon (1.04%) Qatar (0.96%) Kuwait (0.69%)	Indonesia (26.32%) Bhutan (8.36%) Hong Kong (7.25%) Philippines (5.14%) Thailand (3.76%)
Eurasia Region	Europe Region	Interamerica Region
Republic of Moldova (0.32%) Armenia (0.27%) Georgia (0.25%) Ukraine (0.08%) Azerbaijan (0.06%)	Liechtenstein (8.55%) Monaco (6.83%) Iceland (5.42%) Luxembourg (4.92%) Finland (4.23%)	United States of America (4.67%) Dominica (4.22%) Curaçao (3.7%) Barbados (3.25%) Grenada (2.98%)

Biggest Increase in Market Share

Top NSOs for Increase in Market Share (2010-2015)		
World Level		
Kenya (5.32 p.p.) Botswana (2.75 p.p.) Israel (2.04 p.p.) Bhutan (1.71 p.p.) Fiji (1.45 p.p.) Trinidad and Tobago (1.41 p.p.) Czech Republic (1.38 p.p.) South Africa (1.36 p.p.) San Marino (1.32 p.p.) Philippines (1.29 p.p.)		
Africa Region	Arab Region	Asia-Pacific Region
Kenya (5.32 p.p.) Botswana (2.75 p.p.) South Africa (1.36 p.p.) Nigeria (1.09 p.p.) Mauritius (0.76 p.p.)	Oman (1.08 p.p.) Lebanon (0.11 p.p.) Tunisia (.05 p.p.) Libya (0.04 p.p.) Saudi Arabia (0.01 p.p.)	Bhutan (1.71 p.p.) Fiji (1.45 p.p.) Philippines (1.29 p.p.) Brunei Darussalam (0.99 p.p.) Hong Kong (0.91 p.p.)
Eurasia Region	Europe Region	Interamerica Region
Georgia (0.14 p.p.) Republic of Moldova (0.12 p.p.) Armenia (0.05 p.p.) Ukraine (0.04 p.p.) Azerbaijan (0.01 p.p.)	Israel (2.04 p.p.) Czech Republic (1.38 p.p.) San Marino (1.32 p.p.) Iceland (0.74 p.p.) United Kingdom (0.58 p.p.)	Trinidad and Tobago (1.41 p.p.) Bahamas (0.24 p.p.) Argentina (0.18 p.p.) Panama (0.0624 p.p.) Ecuador (0.0617 p.p.)

9. Reaching Vision 2023

WOSM's Vision 2023 states:

"By 2023 Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values."

In order to measure our progress towards achieving this bold, shared goal, the Vision was broken down into four components, or meta-indicators. One of the four meta-indicators focuses on growth, referring specifically to Market Share. So, the Membership Task Force carried out an exercise to examine our progress against this meta-indicator and to look at our progress towards Vision 2023.

Please note that the following exercise is based on a number of assumptions, including the freezing of youth population of the world and the number of WOSM Member Organizations until 2023. It is purely hypothetical and is meant to be demonstrative in nature.

As of 31 December 2015, WOSM had 40,891,501 registered members⁸. Currently, in countries which have Member Organizations of WOSM, the average percentage of young people aged between 6 and 24 years involved in Scouting is 2.26%⁹.

In order to achieve Vision 2023, WOSM will need to have a market share of 5.52%¹⁰. If WOSM were to continue to increase in market share at the current rate of 0.14 p.p. per five years¹¹, by 2023, WOSM would have a Market Share of 2.28%¹², which is 3.236 p.p.¹³ less than needed.

In order for WOSM to reach its goal, every NSO would need to increase its Market Share by 3.26p.p.¹⁴ Given the current trends, it would take more than 115 years¹⁵ to reach 100,000,000 members.

The responsibility for increasing our rate of increase of market share lies with the NSOs. It is up to every individual National Scout Organization to work towards increasing its membership, and its market share significantly over the coming years. The demand on existing NSOs will be lessened by the welcoming of new member organizations into WOSM, but there is still a lot of work left to be done.

⁸ Total WOSM Census = 40,891,501

⁹ Total Youth Population in countries with MOs = 1,811,723,695

Current Market Share = $((40,891,501 / 1,811,723,695) * 100) = 2.26\%$

¹⁰ Market Share needed to reach 100,000,000 = $((100,000,000 / 1,811,723,695) * 100) = 5.52\%$

¹¹ Current rate of increase in Market Share per 5 years (2010-2015) = 0.14p.p.

¹² Current rate of increase of Market Share

2023 - 2015 = 8 years.

8 years = 1.6 5 year blocks

Increase in Market Share over 8 years, according to current rates of increase = $(1.6 * 0.14p.p.) = 0.224 p.p.$

Market Share by 2023, assuming current rates of increase = $2.26\% + 0.224 p.p. = 2.284\%$

¹³ Gap between Market Share in 2023 according to current rates and Market Share needed = $(5.52 - 2.284) = 3.236$

p.p.

¹⁴ Market Share needed to reach Vision 2023 = $((5.52\% - 2.26\%) * 100) = 3.26 p.p.$

¹⁵ Number of 5 year blocks needed to increase Market Share by 3.26 percentage points = $(3.26 / 0.14) = 23.3$ years
Number of years needed to increase Market Share by 3.26 p.p. = $(23.3 * 5) = 115.5$ years

10. Conclusion

Overall, WOSM is growing. NSOs and Scout Regions have different individual trends, but overall WOSM's membership is increasing. The current growth rates are not yet enough to get us to our common goal of 100 million young people. Further work needs to be done on developing and sharing best practices in the recruitment and retention of volunteers, as well as the continuous reviewing and improvement of our youth programme, the core business of Scouting.

Key trends identified include huge growth between 2005 and 2010, as well as a significant drop in adults during the same time period. Youth members' growth is fairly equal across both genders, but there is a huge (x45) difference in growth between male and female adults. This sort of data is important, as it can highlight areas of concern, as well as pointing regions and NSOs towards further growth and development.

Trends also reveal that some past targeted interventions, like the freezing of membership fees at the World Scout Conference in 2011 (Conference Resolution 2011-02), have been highly effective, but serious discussions need to be had as to how best we can direct our efforts and develop plans to support NSOs in expanding their capacities and achieving and reporting sustainable growth.

Areas which need to be addressed at NSO level include NSOs who reported losing all of their female members, as well as those NSOs who don't report any adults in their membership data. There are a number of challenges associated with membership reporting, and the focus of this World Scout Conference should be how best we can tackle these challenges in the future.

One challenge identified in the creation of this Report was the lack of consistent reporting of membership data from some NSOs. This is most clearly seen in NSOs who have not updated their census figures in WOSM for over twenty years, leading to static numbers, or those who only update their figures once every few years, leading to significant rises or falls in membership data. This prevents the identification of accurate rates and trends, and, in doing so, limits the effectiveness of Reports. However, it is hoped that this Report is a positive step towards improving these situations.

The future of WOSM is bright. All of the World Scout Bureau Global and Regional Support Centres are now more motivated to promote and support NSO growth and have started to move forward towards 2023 by ensuring the alignment of their own strategic plans with Vision 2023. Regular, strong communication should be maintained with and between the Support Centres to ensure constant vigilance on the topic. The World and Regional Scout Committees should be made aware of any problems regions may face or assistance the regions may need. Special initiatives should also be undertaken in order to tailor support for the weaker NSOs which have huge potential to grow.

The Tasks related to Membership Growth are continuous in nature. The work of the Membership Task Force should be continued, but adapted to ensure improvement and innovation. At the same time, it is important to maintain a focus on "Reaching Out to All" in line with "Vision 2023".

Annexes

Annex 1: Data Used

The full set of data used can be found at: <https://www.scout.org/node/364681/attachment>

Annex 2: NSO Profiles (from Census Data)

The profiles for each NSO can be found <https://www.scout.org/node/364686/attachment>.