2014 MEMBERSHIP PATHWAYS RESEARCH FINAL REPORT

NORTHSTAR

Advancing Understanding

World Association
of Girl Guides
and Girl Scouts

Content

INTRODUCTION

According to the Membership Development Strategy (World Conference Document 6) there are 900 million girls aged 15 years or younger living in the world. WAGGGS currently reach less than one per cent of these girls.

Vision 2020 commits WAGGGS to finding ways to ensure that all girls and young women are valued and take action to change the world. This means WAGGGS need to reach more girls and young women.

In order to better understand and respond to the above challenge WAGGGS commissioned Northstar to undertake a study amongst:

- Parents of Young People

- Stakeholders

- Members

- Volunteers

This study was undertaken in 5 markets. They were Malaysia, Madagascar, Oman, Poland and St Vincent and the Grenadines.[1] All data collection activities were completed on 09.02.2014.

This report has been compiled using a mix of qualitative and quantitative data. This splits as follows:

- Qualitative only: Parents of Young People & Stakeholders

- Combination of Qualitative & Quantitative: Members

- Quantitative only: Volunteers

This study also reviews secondary research documents. These have been incorporated into the report in a separate section.

The appendix contains all market specific data. This will be useful for the markets to understand and plan local initiatives.

This report would not have been possible without the help, support and constructive collaboration of WAGGGS MOs across the world.

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[1] A fuller explanation of approach, rationale and methodology can be found in the Inception report submitted in December 2013.

STRUCTURE OF REPORT

1. Executive Summary

The first section of the report is the executive summary. The key findings and recommendations are set out in this section of the report. This has been designed to be circulated on a standalone basis. A power point version of this section has also been supplied with the report.

2. Audience Section

This report comprises 4 audience specific sections. Each section is further divided into 3 areas:

- **Voice:** This is effectively the executive summary section for an audience. This informs audience findings at a macro level. This section is designed to give the reader a broad feel for the audience without going into a great level of detail. The tone of reportage and analysis varies by the nature of data reviewed.

- **Impact:** The impact area for an audience distils the key learning that are relevant for the membership directorate. The considerations are split into retention and expansion observations.

- **Commentary:** The commentary area is a detailed review of the audience. This is drawn from qualitative and/or quantitative data. This section is designed to give the reader a granular sense of the audience motivations and concerns. A number of illustrative devices such as word cloud, verbatim and graphs have been used to bring this section of the report to life.

3. Secondary Research Section

- We have also included a secondary review section that aims to support the findings from the primary research.

4. Strategic Recommendations Section[2]

Following the 4 audience specific sections there is a strategic recommendations section. This is based on the observations from the audience section and provides guidance around:

- Promoting volunteerism

- 12 million by 2020

- Membership pathway

- Organisational introspection

5. Next Steps Section

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[2] For drafting purpose evidence contributing directly to strategic recommendations has been clearly referenced in the footnotes. This will be excluded in final report.

METHODOLOGY STATEMENT

Our approach to this study has been to use a combination of qualitative and quantitative approaches.

QUALITATIVE COMPONENT

The qualitative approach relied on in-depth interviews with:
- Young Women Members

- Young Women Lapsed Members

- Young Women Potential Members

- Young Women who are uninvolved

In addition the qualitative approach was used for discussions in a roundtable format (groups of 3-4) with:
- Parents of young members

- Parents of young non – members

In addition we interviewed 9 relevant stakeholders (government & non –government).

The qualitative approach relied extensively on collaboration with local MOs (staff and volunteers). Northstar designed a programme of training and reportage that was used by MO delegates and volunteers to conduct fieldwork. In summary the various elements involved in the qualitative component included:

- **Introduction Session** – A session with the local MO leadership team to discuss the objectives of the study and its impact on WAGGGS going forward. This session was also used to establish the roles and responsibilities across WAGGGS (central), WAGGGS MO and Northstar.

- **Training Session** – Northstar designed a training session to help MO staff/volunteers understand the basics of conducting qualitative fieldwork. This was supported by a walkthrough of the 6 discussion types that would be completed in every market.

- **Simulation Session** – Post the training Northstar designed a simulation session. In this session relevant MO staff/volunteers were given the chance to practice interview skills and get instant feedback.

- **Progress Session** - Northstar carried out a market specific progress session. The objective of these sessions were to check on progress and offer support and ideas for conducting the discussions.

- **Workbook Completion**- Northstar supplied every MO with a set of workbooks that required completion as follow up to every discussion (in-depth or roundtable)

- **Debrief Session** – Northstar organised a debrief session with every MO. The purpose of the debrief sessions was not to get a more granular understanding of the conversations by interviewing the MO staff/ volunteers responsible for conducting the discussions. These sessions provided a rich body of information over and above the workbooks.

QUANTITATIVE COMPONENT

Very much like the qualitative component the quantitative component relied on sustained cooperation and collaboration from relevant MOs (staff/volunteers).

The quantitative component of the study relied on a structured 20 min questionnaire. This was completed:

- Either via an email link;

- Or via a face to face discussion

In markets where the questionnaire was self-administered relevant MOs (staff/volunteers) were provided with a detailed walkthrough of the questionnaire and respondent script.

A total of 1486 surveys were completed.

There were 8 segments/types of respondents interviewed across 5 markets.
- Members
    - Current
    - Lapsed
    - Potential
    - Uninvolved
- Volunteers
    - As above

In a majority of markets the sample requirements for all segments were completed. In agreement with WAGGGS leadership in London market specific data has been included in the appendix. The quantitative analysis relies on providing a deep understanding of audience typologies rather than specific market observations.

CAPACITY BUILDING

From the very outset the intent has been to create a cadre of in- house experts who are able to run and manage a study of a similar nature within WAGGGS. In keeping with this spirit, Northstar has adopted a collaborative approach.

This has been significantly supported by a battery of training, support and guidance measures. We are confident that the study can be replicated within the markets on an ongoing basis (annual frequency) – with 'limited/nil' consultancy support.

DATA LIMITATIONS

The recruitment of respondents for this study was carried out entirely by MO staff and volunteers. This recruitment approach was used to:
- Capitalise on the extensive local contacts of MOs;
- Foster a true sense of participation; and
- Work within budget constraints.

As MO staff/volunteers directly approached, encouraged and facilitated participation in this study – we expect a certain level of positive bias in the data.

SCOPE LIMITATIONS

Northstar have noted the limitations of the study in the Inception report. The findings are directional due to the limits (cost and time) on the number of markets considered as part of this study.

We anticipate that the recommendations will be discussed internally across WAGGGS MOs prior to adoption. The next steps section sets out a roadmap for a broader programme of similar work.

SAMPLING OBSERVATIONS

The demographic of members and volunteers consulted as part of this study are listed in the appendix. All findings should be considered with this backdrop.

A full description of the MOs involved in the study including their membership numbers, date they joined WAGGGS, single/co-ed, faith-based, school/community, rural/urban, volunteers/staff   etc. is available in the appendix.

Summary information about stakeholders interviewed as part of this study is also supplied in the appendix.

Executive Summary

VOICE OF THE STAKEHOLDER

An overwhelmingly positive perception of WAGGGS among stakeholders is driven by the civic minded nature of its activities, offering support to communities in times of difficulty, and its ability to drive and promote social cohesion, particularly during social and political unrest.

Stakeholders recognise WAGGGS as **a truly international organisation**, able capitalise on the knowledge, resources and partnership opportunities its international presence enables, and creating a sense of belonging to something bigger than community or nation.

Currently the organisation is **seen to have an urban bias,** with lack of presence in rural areas preventing WAGGGS from fully catering to membership demand.

Stakeholders feel WAGGGS provides a set of well-established and structured opportunities to its membership, but can sometimes be perceived as 'functional', there is a strong belief that **WAGGGS should provide more opportunity to 'have fun'** outside the classroom.

VOICE OF THE PARENTS

Overall, parents have **very positive associations with specific MOs who** provide:
- Opportunities for **self-development**; confidence-building, life skills and leadership skills.
- Opportunities for **wholesome outdoor group activities** that are particularly appealing to parents with only one child and those living in urban areas.
- **A compassionate/civic dimension**, instilling good values

Visibility of members in uniform behaving well and helping in the community is believed to significantly **enhance positive perceptions.**

Most parents assert that **the decision to pursue membership (or not) is entirely shaped by the child** and their personal interest. **Peer pressure is perceived as the most dominant factor in influencing a child's interest** in taking up membership.

Some parents feel that **activities could be updated to enable a more modern and current feel** to membership.

Managing or making time to enable the children to attend MO activities is currently seen as a **major barrier to membership uptake.**

There is **a call for more active publicity measures and information distribution** to build a desire for membership.

VOICE OF THE VOLUNTEER

Overall volunteer perception of MO is shaped by positive association of activities that **provide enjoyment and encourages learning.**

Volunteers specifically associate girl guide/scouts with the following dimensions:
- **Sociability** (new people, new friend etc.)
- **Community** (involved in activities for greater good)
- **Self-improvement** and learning

Schools and peer influence shape the decision to volunteer with MO.

There are some key differences in what drives membership consideration among the potential and uninvolved groups compared to others.
- There is a strong desire in these sub-segments to gain **'professional/academic development'**
- Among potential members the **international dimension** is pronounced.

Managing time and ensuring that volunteers feel motivated are critical for MOs to minimise volunteer attrition.
- These are also reason for volunteers rejecting MOs after expressing an initial interest.

VOICE OF THE MEMBER

School, friends/family and visibility of members in the community are the most common sources of awareness and pathways to membership.

Socialisation is a key membership motivator: 70% join, at least in part, in order to meet new people and make friends. Challenge, leadership skills, activities and international ties are also important.

Most leave due to a change in personal circumstances rather than as a result of dissatisfaction.

Perceptions of the organisation are positive with the organisation seen as fun, enjoyable, and a good platform for learning which encourages leadership and empowerment of girls. However, a minority also associate the organisation with being old-fashioned and restrictive.

Guiding is seen as fully differentiated from other activities that girls and young women take part in.

Positive perceptions are not as strong among non-members, particularly in terms of 'cool', 'diverse' and 'international' associations.

International learning, challenge and a safe, creative environment are seen as important drivers of membership that do not feature as heavily in current perceptions.

Potential and uninvolved audiences require more information regarding benefits and activities, commitment needed, and procedure and cost of joining.

The 'girls only' environment can create misconceptions regarding the nature of activities, with some believing that activities may be less adventurous and challenging**.**

On the basis of the above audience perspectives, four categories of strategic recommendations have been made:

1. **Advancement of Volunteerism:**

   o Retention of current volunteers by consolidating what MOs do well;

   o Accessing new volunteer base via skill transfer and 'certification' ; and

   o Effective management of time commitments.

2. **Towards 12 Million Members:**

   o Sociability is a positive force for membership growth

   o Self-development will continue to motivate membership

   o Internationalism is a powerful tool in promoting membership growth

   o Amplify the 'challenge' in the overall WAGGGS offer

   o Be seen in action in communities, school and public spaces

   o Better communication around time utilisation

3. **Membership Pathways**

   o Recognise and build upon the importance of schools and faith groups as channels for membership growth

   o Examine the potential for creating an online channel[3] to augment existing channels

   o Explore the creation of Open Units[4]

   o Retain safety in all new membership pathways

4. **Organisational Introspection:**

   o Consistency in leadership

   o Flexibility of activity mix

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[3] Full explanation available later in the report.
[4] Full explanation available later in the report

STAKEHOLDERS

VOICE OF THE STAKEHOLDER

An overwhelmingly positive perception

The overall perception of WAGGGS among stakeholders is **overwhelmingly positive**. The positive perception is driven by the nature of activities that WAGGGS members undertake in their communities. The activities are recognised as being helpful and of 'greater good' to people.

- In general stakeholders recognise the value of civic minded activities undertaken by WAGGGS.

- Further stakeholders note that WAGGGS have stood by their communities in times of difficulty and natural disasters.

The second major factor in shaping in positive perception is the inclusive nature of WAGGGS. Most stakeholders felt that it acted as a great platform for social cohesion and promoted 'togetherness'.

- In countries where there have been recent/ongoing political and/or social turmoil this was one of the factors that contributed to the positive perception of WAGGGS.

A truly international organisation[5]

WAGGGS operates across 145 countries. It is a truly international organisation and stakeholders recognise that.

This is one of the major strengths of the organisation. This attribute was repeatedly mentioned in discussion.

For WAGGGS stakeholder's internationalism is not just a label – but it sits at the heart of its perception.

Internationalism brings with it the advantages of access to opportunities, friendship and a sense of being involved in something bigger than the community/nation.

Rural bias[6]

A number of stakeholder mentioned that it was imperative for MOs to spread their membership and access to rural and isolated communities.

This will have a major impact on the lives of young women in these communities – it is also an untapped opportunity for developing growth in membership numbers.

Fun factor[7]

WAGGGS provides a set of well-established and structured opportunities to its membership. The nature of the activities has been designed to supplement the educational curriculum.

A number of stakeholders felt that MOs can sometimes be perceived as too 'functional'. Effectively addressing a direct need or skill requirement. According to stakeholders a key responsibility for MOs is to provide an opportunity to 'enjoy' and 'have fun' outside the classroom.

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[5] Supports strategic recommendation 2b
[6] Supports strategic recommendation 3
[7] Supports strategic recommendation 4b

Delivering the fun factor could sit at the core of any review of the MOs content strategy and influence WAGGGS central programme development.

IMPACT ON MEMBERSHIP STRATEGIES (Stakeholder basis)

RETENTION

Stakeholder commentary suggests that MOs have a very strong positive association across markets. These associations are grounded in civic minded activities offered or WAGGGS being perceived as an organisation driving social cohesion.

With the above as context **stakeholders are more than likely to endorse** and be supportive of WAGGGS members and their activities.

All stakeholders felt that the **international dimension** of WAGGGS was a significant advantage. Ongoing emphasis of this can help motivate and retain current members.

EXPANSION

There is a risk in some markets that MO membership is perceived as being accessible to those who are influential and wealthy. A somewhat different expression of this is the fact that most stakeholders noted a weaker presence of MO opportunities in the rural areas.

- Rural areas represent a significant area of growth. The lack of alternatives in general and the attractive mix of activities will make it an obvious choice.

  - In defining membership strategies for the future special attention needs to be focussed on developing and driving **membership initiatives in the rural region**.

- Most stakeholders noted that sometimes the MO activities can be very functional and bereft of fun/enjoyment.

  - If this feedback was considered in any **potential refresh of the activity mix** – then it would have positive implications for attracting new members.

QUALITATIVE METHODOLOGY AND SAMPLE

As part of this study we consulted 9 stakeholders across 5 markets. The consultation was conducted over phone/Skype and lasted no longer than 15-20 minutes.

The stakeholders were shortlisted and selected by WAGGGS MOs. Stakeholders were selected on the basis that they have a direct or indirect influence on the activities of WAGGGS in the country/region.

Stakeholders included a mix of government representatives, voluntary sector representatives and in some cases senior members of the WAGGGS administration.

DETAILED COMMENTARY

OVERALL PERCEPTION

- Overall WAGGGS is viewed by key stakeholders as a 'positive', 'vibrant' and 'active' organisation.

  - **Positive**: In countries that have recently experienced political turmoil or are in the middle of significant change- MOs are viewed as a positive and inclusive force.

    > Anybody can be a member
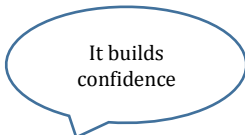
    > Brings people together

  - **Vibrant**: Across the board MOs are viewed as a vibrant component in the education and development mix for young women in the country.

    > It helps learn more

    > It builds confidence

  - **Active**: Most stakeholders associate MOs with outdoor/camping type activities. They view this as a crucial supplement to the existing education curriculum in the country.

    > Great nature camps

    > Much more than school

- WAGGGS is perceived as a very well organised and well established organisation. It is considered a 'primary organisation' for women.

    > Long established.

    > Women Centric

- A number of stakeholders pointed out that the reason that MOs are popular and effective is due to the 'charismatic' and 'effective' leaders.

  o On the flipside a few stakeholders mentioned that the perception of MOs was being impinged by a 'lack of young leadership'.

Leadership is key

Need modern leaders

- WAGGGS is viewed as a collaborative organisation that is willing to work with other NGO and multi-lateral agencies around a common cause.

STRENGTHS

- The **international dimension** of WAGGGS is amplified in every discussion. The fact that it is an 'international' and 'global' organisation is repeated in nearly all stakeholder discussions. This is a key strength for MOs across markets.

  o This allows for a 'free interchange of ideas and expertise'.

  o Often for members this is an opportunity to 'interact with a global community' that they would not be able to usually access.

Stretch across the world.

Many nations together
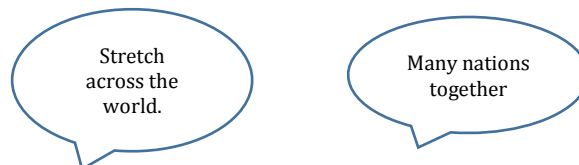
- **Inclusion** and the ability to attract members from a broad cross- section of society is seen as a significant strength for the local MOs.

Open to all

Not political

- A number of stakeholders mentioned that the ability of MOs to impart **discipline and structure** was to the life of young women – were positive skills that could be used in other contexts.

A way of doing things well

Learning for life

15
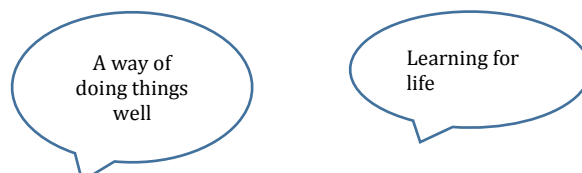
- In a few markets the **social/civic responsibilities** (helping after natural disaster, cleaning public spaces etc.) and civic minded activities were seen as a big strength of the organisation.

> Helped the relief effort

> Cleaned the local park

IMPROVEMENTS

- A number of stakeholders felt that MOs had an **urban bias** in membership and presence. A number of the government stakeholders mentioned that this would be an obvious area of improvement for WAGGGS.

  - Growth in rural membership is clearly an area a key driver in any membership development discussion in these markets.

  - Some stakeholders felt that the urban bias could wrongfully contribute to an association of being 'meant for the few'.

> Not just for city girls

> For the cosmopolitan

- **Volunteer retention**[8] is considered an area of improvement by some stakeholders. They recognise that due to change in personal circumstances (higher education. career, motherhood etc.) it becomes difficult to retain experienced volunteers.

  - Volunteer churn is a key challenge facing the MOs.

> Life takes over

> Lack capable volunteers

- **Leadership**[9] shapes the attractiveness of MOs in most markets. Where leadership is perceived to be conservative and out dated it is mentioned as an area of concern. Ongoing leadership training is something that WAGGGS needs to continually invest and update.

> Leaders need refreshing

> Train the leaders

- A number of stakeholders mentioned that MOs needs to emphasise that they provide an opportunity to 'enjoy life' and 'have fun'. There is a perception among some stakeholders that **MO activity mix is functional and boring**.

> Marching isn't fun

> Need to be more fun

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[8] Supports strategic recommendation 1a to 1c
[9] Supports strategic recommendation 4a

PARENTS

VOICE OF THE PARENTS

The voice of parents across membership and non – membership groups seem to highlight certain consistencies.

Positive perception of MOs

Across groups parents have very positive associations with MOs.

This is primarily shaped by very strong associations that are intrinsic to the nature/type of activities[10] undertaken by WAGGGS.

- Opportunities for **self-development**; confidence-building, life skills and leadership skills.
- Opportunities for **wholesome outdoor group activities** that are particularly appealing to parents with only one child and those living in urban areas.
- **A compassionate/civic dimension**, instilling good values

Child led decisions

Analysis of workbooks and discussions with local MOs facilitators indicate that for most the decision to pursue membership (or not) is entirely shaped by the child and their personal interest. At no point in any discussion was the influence of the parents seen to be superimposed.

Peer pressure[11]

Common across both groups of parents is the tremendous influence and role of peer pressure. Aside from the willingness of the child – peer pressure emerges as the most dominant factor in influencing WAGGGS membership uptake.

Activity association

WAGGGS is readily associated with a set of wholesome and outdoor activities for young people. As noted above a number of the activities have a strong civic and environmental overtone. These positively reinforce the imagery of WAGGGS. However some parents felt that overall activities could be updated to enable a more modern and current feel to membership.

The Time Barrier

Parents note that managing time to enable the children to attend WAGGGS activities is a barrier/hindrance to taking up membership. For non – members creating the time in the first place seems like a significant challenge.[12]

Information Barrier

There is a perception of an information gap among non- member parents. There is a call for more active advocacy measures and information distribution to build a desire for membership.

Uniform is a strength[13]

For a number of parents the use of a uniform is significantly influences their decision to support WAGGGS membership.

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[10] This typology is repeated across subsequent qualitative and quantitative analysis.
[11] Supports strategic recommendation 2a
[12] This is consistent with quantitative data for members and volunteers.
[13] Supports strategic recommendation 2e

IMPACT ON MEMBERSHIP STRATEGIES (Parents of Young Members – POY Basis)

RETENTION[14]

WAGGGS has an overwhelmingly positive association with parent groups. They regard it as a long established and well regarded organisation. For existing membership the following areas should be considered in the context of membership development.

Life skills: WAGGGS needs to continue to offer its current membership base a high quality mix of activities that develop skills that can be used through their life. Activities that include teamwork, confidence building measures and help develop leadership skills should remain a high priority for WAGGGS.

Update: Like any organisation WAGGGS needs to relook at its current portfolio of activities and update and refresh them. Making them relevant to modern life and young people seem to be emerging as a common theme in this area. Taking on board the views of the membership regularly should help WAGGGS achieve the desired updates.

Relevance: WAGGGS must work harder with current membership to explain the relevance and impact of the skills that are delivered through WAGGGS. Some sections of membership feel that the activities are not relevant and useful in the context of the time set aside for pursuing them.

EXPANSION[15]

WAGGGS starts from a position of strength while considering any initiative or discussion about membership expansion.   The factors that play to its strengths are its overall positive associations (among non –members parents) and the lack of a genuine comparable offer in the markets that we analysed. However even with these advantages WAGGGS needs to take the following into account:

Tone: We note that potential members are either influenced by their own 'free will' or with significant support/pressure from peers. For WAGGGS to access theses discussion it needs to understand the tone and texture of discussions that young people have. This potentially means creating communication that is user generated rather than organisation led. Alternatively for any membership advocacy material to be sensitive that the key decision maker is the 'potential member' not the parent. A consistent reorientation of tone will help WAGGGS access new areas of deliberation and influence.

Open Group: WAGGGS will need to examine the idea/options of creating open groups that are able to flourish independent of local agency/government support. In markets like Malaysia and Madagascar the demand for WAGGGS outstrips supply. Some parents mentioned the idea of creating open groups[16].

Time: WAGGGS will need to develop a coherent narrative around how much time will be used in pursuing its activities. Furthermore demonstrate that the time put aside will be used in a constructive and 'life enhancing' manner. Explaining and reassuring around time management and time utilisation will significantly boost membership adoption.

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[14] Supports strategic recommendation 1a, 4b and 2d.
[15] Supports strategic recommendation 2c & 3
[16] Discussed in greater detail in strategic recommendations

METHODOLOGY & SAMPLE

- 1 x roundtable with 3 POY members was conducted in each of Madagascar, Oman, St Vincent and the Grenadines , Malaysia and Poland

Madagascar		Oman		St Vin & Grenadines		Malaysia		Poland	
Participant	YG ages	Participant	YG ages	Participant	YG ages	Participant	YG ages	Participant	YG ages
Mother	8	Mother		Mother	8	Mother	12	Father	9
Mother	10	Mother	6-10	Mother	9	Mother	12	Mother	8, 5
Mother	8	mother		Guardian	9	Mother	9,11,17	Father	8, 6

COMMENTARY SUMMARY

The main route into membership seems to be driven by the girls themselves rather than parents.
- The experience of parents who have been members plays an influential part in the decision
- Positive perception of guiding reinforced by the visibility of uniformed members plays a supporting part in the decision.

Parents feel overwhelmingly positive about girl guides and scouts. Parents associate a range of positive benefits of membership in girl guides and scouts. The benefits are broadly clustered around:

- Self-development
- Team work
- Compassion/Civic Duty
- Gaining life skills

Parents of members note some negative perceptions, these are clustered around:
- The quality of local leadership
- Old fashioned activities and bureaucracy
- Planning and management of activities in terms of safety
- Time consuming nature of membership

WAGGGS is strongly associated with outdoor and civic minded activities. Members enjoy activities that are most divergent from their school curriculum.

There is a call for making activities more up to date and incorporating skills, accolades relevant to higher education and employment. Improvements in leadership and flexibility of starting groups/units have also been mentioned as areas of improvement.

DETAILED COMMENTARY

1. MEMBERSHIP ROUTE IN[17]

According to parents, initial interest in membership resulted from one or more of the following:

- Girls who felt left out because their friends were members (through school, church or otherwise)

- Girls who had seen other members in uniform and wanted to get involved

- Compulsory membership of an extra-curricular activity or uniformed body at their daughter's school (in Oman and Malaysia)

- A school visit from leaders who organise an activity or game with the students and will often ask that students come to a Brownie meeting to discover the conclusion (Poland)

- Parents who have themselves been members and wanted their daughters to be involved, or who were looking for suitable extra-curricular activities. They will often ask the advice of friends and peers to find the 'best' troop in the area.

Parents often admit that they were motivated to involve their daughters in guiding largely as a result of pressure from their daughters.

Quantitative findings from young women members support this view, with only 18% of young women stating that their membership was their parents' idea

- Parents feel their daughters were motivated by a desire to belong to the same group as their friends, wear the uniform or take part in activities that sounded interesting or fun

- Parents had to agree to their daughters' membership, however, they saw little reason not to and were persuaded by benefits offered in terms of self-development and improved social skills through interaction with others (particularly those who have only one child)

- Some parents actively persuaded their daughters to join, however, this was mainly in markets where ties with schools are less strong and therefore girls are less likely to come across guiding on their own

- Some in Poland were at first somewhat nervous about leaving their children with young leaders, particularly for longer camps

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[17] Supports strategic recommendation 3

2. PERCEPTIONS OF GIRL GUIDING/GIRL SCOUTING

Overall **feelings**[18] towards Girl guiding/girl scouting among parents of young members are overwhelmingly positive across markets:

- Parents of young members feel **a sense of pride** in their daughters' membership, believing that the organisation and its young members are well thought of and respected in their communities.
- They feel the interpersonal skills learned through guiding will **benefit their daughters long into the future** and that their behaviour already demonstrates sound values and a high level of confidence as a result of their membership.
- The **uniform is popular**, seen to perpetuate the strong reputation of the organisation, creating a clear link between the good behaviour/activities of members and the organisation itself.

However, feelings towards the organisation do appear to depend, at least in part, on the units and leaders parents have encountered. In Malaysia and Madagascar some feel their units and leaders have not provided the full advantages of guiding to their daughters.

Overall **perceptions** of guiding given by parents demonstrate an in-depth understanding of the organisation:

- Parents see a huge number of positives or benefits associated with guiding, particularly in relation to self-development and skills acquired.
- Parents feel guiding provides a rounded practical, intellectual and spiritual education, as many put it 'training for life', through fun and interesting activities.
- The perceived benefits of membership are seen to be very far reaching in terms of skills acquired:
    o Taking Responsibility
    o Entrepreneurship/ Resourcefulness
    o Autonomy/ Independence
    o Intelligence
    o Leadership
    o Organisation
    o Efficiency
    o Self-confidence
    o Self-esteem
    o Social skills
    o Communication/ self-expression
    o Politeness/Respectfulness

- Beyond this, guiding is seen to place heavy emphasis on optimism, patience, generosity, courage and open-mindedness, all seen as very appealing characteristics.

- The diversity of membership is seen to provide opportunities for friendships with young members from very different backgrounds and even those from other countries.[19]

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[18] Supports strategic recommendation 2b & 2e
[19] Supports strategic recommendation 2a & 2c

Positivity towards Girl guiding/girl scouting can be summed up by the key words spontaneously cited as **most associated with the organisation**:

However, a **minority cite some more negative perceptions**:

- For those parents who have experienced leaders and units that are less active or committed, there is a certain amount of frustration over missed opportunities, particularly when hearing from parents who have had better experiences[20].

- In Poland parents worry about the younger leaders (16-18), who they feel may not be mature enough to manage their small children, and they like to get to know them before they trust them.

- Some are frustrated that they are not always able to afford the activities offered, or find they are not given enough warning about planned activities.

- Parents can feel guiding takes up a lot of their daughters' time limiting their time with family. Others find the timings of the meetings can be inconvenient for themselves.

- Some worry about accidents or injury occurring during outdoor activities.

- There is seen to be little flexibility in terms of parents' involvement. High volumes of post activity reporting in terms of log books are seen to require help from parents, not all of whom can spare the time, while some parents who would like to be more involved in the activities find that this is not possible.

- Some activities are felt to be less relevant or perhaps somewhat old fashioned.

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[20] Supports strategic recommendation 4a

3.1 ACTIVITIES OFFERED[21]

Parents feel the activities and programmes offered by the organisation are very diverse in keeping with a focus on holistic development of members, with nothing obvious seen to be missing.

- **Activities most strongly associated with guiding are:** Camps, outdoor activities, charity work in the community, group activities and badges, with various other more specific activities also spontaneously mentioned such as handcrafts, sports, music and dance but these vary from one parent to another.

- **In terms of importance:** All activities are seen to have their own importance, however, activities and programmes that teach resourcefulness, self-reliance and responsibility are seen as particularly beneficial. It is also mentioned that badges give members a sense of achievement that is valued. Spiritual development is seen as important in Madagascar where religion is often a priority.

- **Activities and programmes most enjoyed:** are more unusual activities, those that could not be done at home, and activities that involve sleepovers where they can spend time with their friends. Camps and activities that take place during camps are particularly popular. Parades or marching are least enjoyed.

- In Poland there is a feeling that more outdoor activities, similar to the Cub Scouts would be beneficial, and some are surprised to hear about service in the community which they have not come across and feel very positively towards.

3.2 COMPETTITIVE ACTIVITIES

Activities that young members take part in outside guiding are usually more **mainstream hobbies**, such as sports, music or dance.

Parents do not feel that guiding is comparable with the other activities their children take part in.

Guiding provides a non-competitive and friendly environment for holistic self-development, other activities are more focused on the development of a specific skill.

- Both are considered important, however, for those who have a particular talent, specific activities dedicated to developing that talent take on greater importance.

- In Madagascar, faith based activities are often seen as very important and guiding must co-exist with these activities, as it is seen to do.

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[21] Supports strategic recommendation 2b&2d

4. SUGGESTED IMPROVEMENTS[22]

The majority are very happy with girl guiding/girl scouting in its current format, and praise the organisation for its wide ranging benefits and its well thought out programmes and activities. However, some suggestions are made in terms of potential improvements**:**

- There is a feeling that more effort should be made to ensure that activities and programmes have a clear **relevance to modern life and current issues**.

- There is a call for **greater involvement in charitable social and environmental projects**, particularly in markets where there is a clear need for this kind of work, such as Madagascar where the STV and WASH campaigns were very popular.

- Some feel there should be greater focus on **building skills directly relatable to future employment,** and that guiding and scouting should be recognised as an asset by university admissions authorities.

- Efforts to ensure that good leadership and the same opportunities in terms of activities and programmes are offered to all members regardless of the unit are called for.

- The **idea of open units[23] that are community based are welcomed**, particularly in Malaysia where unenthused teachers are seen to be, at least partially, responsible for lower standards in some units, however, the issue of finding committed leaders would remain, even here.

- More reassurance is called for regarding the safety of girls taking part in outdoor activities.

- Parents are keen to see members **wearing the uniform more often**, which they see as synonymous with the good behaviour they expect from guiding.

- Some in Malaysia would like to see a less demanding form of log book for girls who have taken part in activities, given that not all parents can spare the time to help with these.

- In Poland parents would like to have some sessions dedicated to allowing the parents to get to know the leaders better, and would like more opportunity to offer their help and support. They would also like to see venues that are tailored to the guiding needs rather than spare rooms in schools.

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[22] Supports strategic recommendation 2a to 2e
[23] Discussed in greater detail in strategic recommendations

PARENTS
OF NON MEMBERS

METHODOLOGY & SAMPLE

- 1 x roundtable with 3 POY non-members was conducted in each of Madagascar, Oman, St Vincent and the Grenadines and Malaysia
- 1 x round table with 2 POY non-members was conducted in Poland, with a third parent interviewed separately

Madagascar		Oman		St Vin & Grenadines		Malaysia		Poland	
Participant	YG ages	Participant	YG ages	Participant	YG ages	Participant	YG ages	Participant	YG ages
Mother	7 & 11	Mother		Father		Mother	10	Mother	8
Mother	3 & 9	Mother	6-10	Father	6-9	Mother	12	-	-
Mother	4	Mother		Mother		Mother	9	-	-

COMMENTARY SUMMARY

Unprompted non-member parents have forged a **very positive perception of WAGGGS.** They build this association on a series activity references that are based on 'shared' understanding:

- Team work
- Compassion/Civic Duty
- Gaining life skills

Having an active unit near local communities or schools plays a significant role in delivering information and influencing a parental perception of WAGGGS. In part this is also reinforced by the parents own membership history.

Membership choices are **largely made by children and their personal interests**. Parents are happy to be led by children.

- Very little evidence of parents/children referencing competitive organisations/offers.
- Development of confidence, self –esteem and discipline are important

WAGGGS staff can play a crucial role at ground level providing information and advocacy about the organisation. When this is combined with the option to meet leaders who will shape/influence their daughters – parents are happy to endorse the membership.

Diversity of activities, opportunities for self-development and involvement with the local community are strong motivators for taking up WAGGGS membership.

The principal barrier to taking up membership is time:

- The impact of using time for WAGGGS on academic achievement
- Finding time to take up membership.

There are a diverse set of secondary barriers. However theses vary significantly by market and a majority can be overcome with strong advocacy.

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DETAILED COMMENTARY

1. PERCEPTIONS OF GIRL GUIDING/GIRL SCOUTING

Depth of knowledge among parents of non-members varies greatly from one parent to the next. Knowledge is dependent on **three factors**:

- Active units in local communities and schools[24];
- Parents themselves having been members in the past; and
- The extent to which they have actively sought information about the organisation.

By **pooling their knowledge**, parents in all markets are able to talk in general terms about most aspects of membership, seen as both beneficial and appealing. Pooled knowledge includes:

- Learning life skills;
- Gaining the ability to express ideas;
- Becoming respectful;
- Developing initiative/resourcefulness;
- Feeling responsibility;
- Helping others less fortunate;
- Sharing;
- Building confidence and self-esteem;
- Leadership training;
- Socialising;
- Team building;
- Personal development; and
- Going on camps

However, there is a universal feeling that these impressions are vague; **many parents feel there is a lot more to know a**bout specific day to day activities.

Lack of specific knowledge regarding Girl guiding/girl scouting can be summed up by the key words spontaneously cited as most associated with the organisation:

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[24] Supports strategic recommendation 2e

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The written introduction to guiding and list of activities has a positive impact on impressions of guiding across all markets:

- While knowledge gaps are different for every parent, all feel they have gained a more detailed understanding of membership; and

- In Madagascar, emphasis on spiritual development is seen as particularly appealing given that many place a high priority on religion and spiritual learning.

2. CURRENT ACTIVITIES

Activities girls currently take part in are **largely determined by the girls' personal interests** including singing, drawing, gymnastics and other sports.
- Parents are generally happy to be led by the activities their daughters enjoy most, within reason.
- Hobbies and activities vary widely from one family to another, however, in Madagascar, activities are largely faith based.
    - Parents in Madagascar feel it is not difficult to persuade their daughters to join faith based groups given that religion is often a large part of their lives.

Few in any market **have investigated or joined other youth organisations**. The exceptions are:
- Malaysia, where membership of a uniformed body is compulsory at this age.
    - Parents feel that girls tend to join the same organisation as their friends, with some guidance from teachers.
    - Parades and marching with youth organisations are the least liked youth organisation activity.
- Madagascar, where membership of the 'League of bible reading' is mentioned.

Parents look for a wide range of benefits from the activities their daughters participate in:
- Useful skills
- Increased knowledge
- self-reliance/independence
- Responsibility
- Sharing
- Discipline
- Leadership
- Spiritual development
- Personal development
- Self-esteem
- Contributing to society
- Patience
- Social skills
- Teamwork
- Fitness
- A vent for energy
- Preparation for motherhood (Madagascar)

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The extent to which parents are satisfied with their daughter's activities is varied, however, there are certain benefits that parents would like amplified/increased[25]:

- Parents would like to see **greater confidence and self-esteem** from their daughters
- A well as behaviours that demonstrate **better values and greater discipline**, these are seen as benefits girl guiding could provide.

In Malaysia some parents were disappointed that their daughters did not join the guides/scouts, they feel guiding would have been more beneficial than the uniformed bodies their daughters are members of, which they do not believe have had a noticeable impact.

3. MOTIVATORS

Most parents agree that there are 2 factors that influence the decision to join girl guiding/girl scouting:

- Primarily the choice/ willingness expressed by their daughters'; and
- Secondarily the influence of friends and the activities on offer

Most exciting or persuasive activities are those most different from their normal school activities, such as trips, outdoor or community programmes and activities, and generally activities that they feel will be fun.

For parents to **endorse membership**, they would need the following**:**

- More **detailed and specific information**, ideally provided by senior MO staff/volunteers.
- More **publicity about the organisation** in general would be motivating, including greater visibility of guides/scouts in uniform.
    - Parents feel that currently the organisation is not active enough in educating parents, often relying on the message to filter through to them from schools.
    - However, advice from teachers and internet research are also considered persuasive.
- Parents would also like **to meet the leaders** who will be running their daughters' units so they can be reassured that:
    - They will be good role models;
    - Have the skills and enthusiasm to manage a group of young girls ; and
    - Are willing to provide a good itinerary in terms of activities.

Parents are **motivated most strongly** by**:**

- The range of activities on offer, particularly outdoor activities which are seen as very beneficial and more of a rarity, particularly among those living in cities.

- The opportunity for holistic self-development, seen as useful to promote respectful behaviour, confidence, sociability and in the long run, leadership skills.

- Getting their daughters involved in the community as volunteers.

- Some suggest that a school period dedicated to guiding would address fears over sacrificing time that could have been given to academic study.

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[25] Supports strategic recommendation 2b

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- In Madagascar, skills that could be directly useful as a profession are also highly valued, such as embroidery/sewing.

4. DETERRENTS

Barriers that have prevented them from considering guiding in the past have been:

- Lack of specific information about the organisation and activities;

- Lack of time, both their own and their daughters', to fit an extra activity into their schedules;

- Fear that academic studies might suffer as a result of the time given to guiding;

- Worries over rumours of dangerous initiation activities (hazing);

- A belief that some activities involve cooperation with a religious organisation that is not their own (Poland – Catholicism);

- Lack of space in local guiding units;

- Too many activities only with girls, some suggest inviting boys to take part in more activities;

- Inability of parents to persuade their daughters to join;

- In Madagascar, many give their Sundays up for religious activities and are therefore less inclined to give up more time at the weekend for guiding (however, after learning about the spiritual focus of guiding some feel more positively towards it).

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MEMBERS

VOICE OF THE MEMBER/NON-MEMBER[26]

Most join through school or friends/ family who are members
These are the most common pathways to membership as well as the most common sources of awareness alongside visibility of members in the community

Socialisation is a key membership motivator
Few members join the organisation for any one specific reason, but rather for the whole package. However, 70% join, at least in part, in order to meet new people and make friends. Challenge, leadership skills, activities offered and international ties are also important initial attractors.

Most leave due to a change in personal circumstances
Leaving school, moving away, starting higher education or focusing on academic study are the most common reasons for lapsed membership, although a minority mention a loss of interest in activities.

Perceptions of the organisation are positive
Perceptions are positive among all member and non-member audience types, with the organisation seen as fun, enjoyable, and a good platform for learning which encourages leadership and empowerment of girls.
However, a minority also associate the organisation with being old-fashioned and restrictive.

Some reservations among non-members
All non-member audiences perceive guiding to be less 'cool' than members, while lapsed and uninvolved audiences perceive the organisation to be less diverse and international.

A focus on international learning, challenge and providing a safe, creative environment is needed
Currently these aspects of membership are seen as very important but do not align with perceptions among non-members.

Potential and uninvolved audiences require more information
These non-members are often uncertain as to long term benefits, level of commitment needed, activities offered and the cost and procedure for joining.

Guiding is seen to offer something different to other activities
Variety of activities (and more specifically outdoor activities), international opportunities, community work, and self-development are all seen as benefits unique to guiding, these appeal to both members and non-members alike once these aspects of membership are known.

On the other hand non-guiding activities are seen to offer an opportunity for competition, developing specific skills, relaxation, spending time with friends and fitness.

The 'girls only' environment presents some perception issues
For those with less knowledge of guiding, an organisation that caters solely to girls and young women can sometimes be mistakenly perceived as offering less opportunity for challenge, an important barrier to overcome, given the importance of challenge to membership consideration.

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[26] Supports strategic recommendations 4a,2a,2f,2c and 2d

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IMPACT ON MEMBERSHIP STRATEGIES (Member/Non-Member bias)

RETENTION

In order to boost retention and appeal to non-members activities will need to focus on:

- **Adventure and challenge[27]:** Members of all ages should feel constantly challenged and invigorated by the activities on offer, this will mean developing a set of activities that cater to each age group so as to retain interest at all levels of membership.

- **International opportunities[28]:** The international scale of the organisation sets it apart from any other, however, more could be made of this attractive attribute to create a more international feel and boost perceptions.

- **Social and charitable opportunities:** These are universally appealing, but are not currently accessible to all members

- **Achieving recognition in academic and professional spheres:** This will mitigate concerns over the time consuming nature of membership taking students away from academic study.

- **Great leadership[29]:** More consistent leadership will allow for more consistency in terms of membership experience and greater access to the full benefits of guiding.

EXPANSION

In order to reach a wider member audience the following steps will be necessary:

- **Greater emphasis on publicity:** Information regarding opportunities for meeting new people, challenging and exciting activities, international events, self-development and community work will resonate best with non-members.

- **Mitigation of negative perceptions:** Fears over few opportunities for challenge, an unsafe or less creative environment, a rigid and old-fashioned feel, lack of access to international or national events and very time consuming activities should be addressed.

- **Providing accessible local units[30]** for interested audiences to join; some interested young women have found that there is simply no unit in their area. The idea of **open units** was also mentioned in this context. These are units that can be opened without the backing of schools, local government or other intermediaries.

- **Dislike or distaste for the uniform should be addressed:** Currently the uniform has the power to dissuade interested audiences either because it is seen as a potential point of ridicule or because it is not felt to be culturally appropriate. The cost of the uniform was mentioned only very rarely in this context.

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[27] Supports strategic recommendation 2d
[28] Supports strategic recommendation 2c
[29] Supports strategic recommendation 4a
[30] Supports strategic recommendation 3

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METHODOLOGY & SAMPLE (CURRENT& LAPSED MEMBERS)

Qualitative:
- 2 x in depth interviews were conducted with a young women, one with a current member and one with a lapsed member, in each of Madagascar, St Vincent and the Grenadines, Malaysia and Poland.
- 4 in depth interviews with young women members were conducted in Oman, 2 with current members and 2 with lapsed members

	Age of Current Members	Age of Lapsed Members
Madagascar	19	23
Oman	13 & 18	19, 17
St Vin & Grenadines	18	15
Malaysia	17	17
Poland	11	15

Quantitative:
- 407 YW who are current members and 261 YW who are lapsed members of Guides/Scouts completed at 20 minute quantitative survey.

	Current Member Sample size	Lapsed Member Sample size
Madagascar	91	35
Oman	37	78
St Vin & Grenadines	32	45
Malaysia	107	68
Poland	140	35

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SUGGESTED IMPROVEMENTS

Suggestions for improvements are very consistent across qualitative discussions, quantitative data, current and lapsed members[31]:

- **Adventurous & Challenging Activities:** There is a call for more activities that are fun, challenging, and adventurous. Outdoor activities are universally the most popular, seen to have the greatest scope for this. There is a feeling among some that too much time is spent in meetings and writing up activities rather than on the activities and programmes themselves.

- **International activities:** Many would like to see more camps and opportunities to collaborate at an international level.

- **Social & civic activities:** Current and lapsed members want a strong emphasis on volunteering and helping local communities, calling for activities with a focus on tackling societal issues such as poverty, gender and racial discrimination.

- **Educational activities:** Professional- and life-skills are in demand, particularly learning a foreign language (English) and skills that boost both academic and professional development. There is also a call for recognition of achievements through Guiding in the academic sphere. In Oman, there is a call for Guiding to be incorporated into the school curriculum.

- **Age-group specific activities:** Members emphasised the importance of targeting activities to the appropriate age groups, so that activities remain relevant and new even for older members.

- **Affordability/Equal access:** Equal access to Guiding is important, both socially and financially. Many want to take part in camps that are offered at a national and international level, but are unable to afford it.

- **Better Leadership:** Membership experience appears to depend very much on unit leaders, and there is a clear belief that some leaders are better than others. Current and lapsed members would like to see more consistent levels of leadership so that all have access the full benefits of Guiding.

- **Visibility:** There is a clear call for greater publicity surrounding Guiding; it is felt that this could help boost perceptions and understanding of guiding, particularly in Poland where impressions are seen to be very outdated among non-members.

- Finally, in qualitative discussions:
  - Many voiced the opinion that it can be difficult to fit Guiding into busy academic schedules, particularly for older members. **There is a call for greater understanding and flexibility around school study.**
  - In Poland there is a belief that **camps can be very hard work, taking away from the fun of the experience** and that facilities are sometimes not seen to be adequate.

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[31] Supports strategic recommendation 2d & 2c

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METHODOLOGY & SAMPLE (POTENTIAL AND UNINVOLVED MEMBERS)

Qualitative:

- 4 x in depth interviews were conducted with young women, in each of Madagascar, St Vincent and the Grenadines, Malaysia and Poland, two with non-members of Guides/Scouts and two with members of competitor youth organisations. A third non-member interview was conducted in Malaysia.
- In Madagascar both members of competitor youth organisations were also lapsed members of Guides/Scouts.
- 3 x in depth interviews were conducted with young women, in Oman, two with non-members of Guides/Scouts and one with a member of a competitor youth organisation

	Age of Non-members	Age of competitor Youth organisation members
Madagascar	14, 15	18, 30
Oman	20, 22	16
St Vin & Grenadines	15, 16	13, 14
Malaysia	17, 17, 19	17, 17
Poland	16, 19	18, 18

Quantitative:

- 141 YW who had considered taking up Girl guiding/girl scouting (potential members) and 189 YW who had never considered taking up Girl guiding/girl scouting (uninvolved) completed a 20 minute quantitative survey.

	Sample size of potential members	Sample size of those uninvolved
Madagascar	14	29
Oman	48	45
St Vin & Grenadines	5	14
Malaysia	40	53
Poland	34	48

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OVERALL PERCEPTIONS OF GIRL GUIDING/GIRL SCOUTING

Perceptions of guiding among both potential and uninvolved young women are positive, if somewhat unspecific.

- During qualitative discussions, non-members are able to name many of the skills learned through guiding between them, but individually they struggle to name more than a few.

Skills mentioned include:

- Organisation
- Discipline
- Respectfulness
- Leadership and public speaking
- Gaining knowledge and life skills
- Teamwork
- Communication
- Confidence
- Social skills

Several other themes[32] emerge during qualitative discussions regarding non-member perceptions of Guiding:

- **Opportunities to meet new people** and make new friends are consistently mentioned.
- The Guiding environment is perceived to be **friendly and informal**, with a **culture of generosity and helping** others
- Although many are aware that Guiding activities are diverse and varied, few are able to name many beyond **camps, meetings, environmental and social projects.**
- The **uniform is divisive**, being an attractive aspect of membership for those who like it and a major barrier to others who do not.
- There appears to be a general sense that **Guiding is oriented towards more feminine or less challenging activities** as a female only organisation. However, Poland is an exception here where many believe that the camps can be extremely demanding in terms of manual labour.

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[32] Supports strategic recommendation 2a & 2d

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BARRIERS & MOTIVATORS TO JOINING GIRL GUIDES/GIRL SCOUTS

After exposure to the full aims, values and activities relating to guiding, qualitative discussions uncovered the following aspects as most motivating, consistent with quantitative data for initial attractors among potential members[33]:

- Friendship
- International connections, travel and learning
- Community and social work
- Outdoor activities including camps and trips
- The variety of activities on offer
- Self-development, particularly in terms of confidence

Lack of time, conflicting commitments and a priority given to academic study are the most common reasons given for not joining Guiding.

There is also a clear need among non-members for information that will help them to understand what to expect from membership:

- How much commitment is required
- What the long term benefits will be
- What the cost implications are
- The complexity of the procedure for joining
- What the leaders are like
- What activities are on offer

The most **persuasive sources[34]** for this information are seen to be:

- Leaders who have been members since Brownies
- Friends and family who are members of a similar age
- Information provided through online social networking among peers
- Sitting in on activities and meetings is seen to be potentially very persuasive

A minority mention the following additional barriers:

- A tendency to join competing organisations simply because of friends' involvement
- A preference for activities seen as more challenging or less feminine
- In Poland, a belief that Guiding involves a lot of physical outdoor labour
- A dislike of the uniform
- Fear of initiation tests
- Lack of availability of a local unit
- Concerns over cost of membership and the uniform
- A belief that it is an organisation that is more appropriate for younger girls
- Lack of contact from members at school who tend to stick together
- A belief that Guides/Scouts are required to spend too much time away from home

During qualitative discussions, the most common suggestions for the organisation made by non-members was to increase visibility and publicity, helping to educate people about the importance of the organisation, particularly in terms of national media coverage.

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[33] Supports strategic recommendation 2a & 2b
[34] Supports strategic recommendation 2e

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VOLUNTEERS

VOICE OF THE VOLUNTEER

Overall volunteer perception of MOs is shaped by activities that:
- Provide enjoyment
- Encourages learning

Volunteers specifically associate girl guide/scouts with the following dimensions:
- Sociability (new people, new friend etc.)
- Community (involved in activities for greater good)
- Self-improvement and learning

Schools and peer influence shape the decision to volunteer with MOs.

The motivations to join MOs for volunteers are consistent with 3 dimensions noted above.

There are differences in what drives membership consideration among the potential and uninvolved groups compared to others.
- There is a strong skew in these sub-segments to gain 'professional/academic development'.

Managing time and ensuring that volunteers feel motivated are critical for WAGGGS to minimise volunteer attrition.
- These are also reason for volunteers rejecting WAGGGS after expressing an initial interest.

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IMPACT ON MEMBERSHIP STRATEGIES (Volunteer bias)

RETENTION[35]

Time: Volunteers set aside some of their time to undertake activities on behalf of MOs. One of the key issues to emerge in the analysis of the data is the high degree of consideration and respect volunteers expect for their time.

One of the main reasons for volunteers leaving a volunteering role is it 'took too much time'.

There clearly needs to be greater clarity around how MOs manage and monitor volunteer time.

Sociability: The ability to make friends and meet new people is an important driver in why volunteers consider joining MOs.

Considering a set of social measures around the volunteer cohort will be very well received. Formalising this as a benefit of volunteering can also help retain volunteers.

EXPANSION

Capacity: Data indicates that there is significant capacity among the potential and uninvolved segments to volunteer.

The capacity among potential (46%) and uninvolved (36%) is currently being consumed via membership of 'sports team'.

Articulating the MOs activity mix with a skew on physical health, active lifestyle and good fitness levels should help attract new members.

Certification[36]: A large cross section of the potential and uninvolved would consider joining WAGGGS as a volunteer if it helps in professional and academic development. There is also a significant number of lapsed members who indicate this preference.

WAGGGS and MOs should consider if there is any way in which some of the volunteer responsibilities and activities can be certified.

This will not just add to the recognition value of being a MO volunteer but also ensure that some of the learnings/skills transfer across to employment.

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[35] Supports strategic recommendation 1c & 1a
[36] Supports strategic recommendation 1b

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ANALYTICAL APPROACH

This component of the analysis is based entirely on quantitative data. The data was collected online or face to face with the help of staff/volunteers of WAGGGS MOs.

Within volunteers we classified 4 sub-segments:

- Current Volunteers (250) defined as those who are currently volunteering with MOs;
- Lapsed Volunteers (130) defined as those who used to volunteer with WAGGGS but are no longer volunteers;
- Potential Volunteers (71) defined as those who have considered volunteering for MOs but did not sign up; and
- Uninvolved Volunteers (100) defined as those who have not considered volunteering for MOs.

	Volunteer Sample sizes			
	Current	Lapsed	Potential	Uninvolved
Madagascar	16	17	14	14
Oman	39	35	28	37
St Vin & Grenadines	13	5	5	12
Malaysia	25	22	19	23
Poland	157	51	5	14

Initial analysis indicated the following:

- There were a range of similarities for current and lapsed volunteer opinions, attitudes and perceptions; and

- Similarly potential and uninvolved volunteers showed strong similarities.

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Secondary Document Review

Vision 2020 – 2012 Evaluation Summary

Following a review of the above document the following points are relevant for consideration:

- Girl Guiding is growing in Asia Pacific and Africa at a faster rate compared to other regions.
  - With this as context WAGGGS needs to create better expansion strategies into
    - Non – Christian countries
    - Rural areas.
- Members report a 'high quality' experience.
- Leadership development remains a priority across WAGGGS
- To access institutional funding WAGGGS needs a better articulation of WAGGGS impact.

Performance Assessment 2012 and Vision 2020 Impact Evaluation

Following a review of the above document the following points are relevant for consideration:

- There was an 84% response rate for this exercise. This is an overall increase of 9% from a similar exercise in 2009.
- 13 (9%) of MOs/CAs are in the 'Support' category and their development plans will need to be reviewed and redefined in some instances, with WAGGGS support.
- Half of the MOs/CAs 73 (50%) are in the 'Develop' category and will need to strengthen areas of weakness so that they can join the Expand category.
- The remaining 60 (41%) in the Expand category will maximise their work. Again in some instances, this will be done with WAGGGS support

Membership Development Strategy Delivering Vision 2020

In reviewing the above we note that WAGGGS target to deliver 12 million members by 2020. This represents a growth rate of 29%.

This will be achieved using 3 strands:
- Capacity Building of existing MOs through the regional structure. Including the advancement of volunteerism.
- Pathways to organisational membership
- New pathways of membership for girls and young women

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Strategic Recommendations

Strategic recommendations have been developed around volunteerism, membership growth and membership pathways.

We note that WAGGGS may be required to prioritise implementation of one set of recommendations over another.

As general guidance Northstar recommend focussing on area 2 (Towards 12 million) below. We believe that WAGGGS as a member based organisation should prioritise development activities directly related to membership base.

In markets where volunteering is in decline and membership channels ineffective the above general guidance will need to be reconsidered.

1. Advancement of Volunteerism

Volunteers sit at the heart of what MOs and WAGGGS supply. They are the lifeblood of the organisation across the world. The advancement of volunteerism is one of the key priorities of the membership development strategy.

1a. Consolidation

To encourage a greater level of volunteering WAGGGS and its MOs need to consolidate what they do well. In terms of retention WAGGGS and MOs need to continue to deliver well against the motivations that made volunteering attractive in the first place.

Social motivations

- Creating opportunities for volunteers to meet new people.

- Creating opportunities for volunteers to make new friends

Activity motivations

- Maintain a diverse portfolio of activities

- Ensure that a significant amount of outdoor activity is present

Self-Development motivations

- Continuously enable volunteers to challenge themselves

- Continuously enable volunteers to learn

In addition to the above - part of the retention challenge is to ensure that MOs are able to re-integrate former volunteers who left due to a change of personal circumstances (further education, full time employment, moving away from area etc.).

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1b. Certification

To expand its volunteer base WAGGGS and its MOs need to improve the attractiveness of volunteering. The above issues that make volunteering attractive to current members are also favourably rated by the non –volunteers. All evidence points to more of the same.

The consideration drivers for the potential and uninvolved volunteers clearly indicate a robust demand for 'professional/academic' development.

Further exploration needs to be carried out against the above. We recommend a qualitative approach which explores:

- What is meant by this? Is there an expectation of career enhancement in volunteering?

- Can this be addressed by a certification regime? (This is picked up in open ended responses to the quantitative analysis)

Internally WAGGGS and its MOs need to consider whether this is a route that is worth considering going forward.

1c. Time Utilisation

At the heart of any volunteer relationship is the currency of time. Recipients of volunteered time need to treat it with respect and care.

Volunteers measure their engagement by the amount of time they set aside for Girl guiding/girl scouting. WAGGGS MOs need to be conscious that one of the key drivers of volunteer attrition is 'took too much time'.

This needs to be investigated further.

- Is there sufficient care taken to explain to volunteers how their time will be utilised?

- How often is there a mismatch between the planned and actual volunteer time utilisation?

- What is the procedure for explaining/ requesting 'additional time'?

We would recommend the formation of a working group that conducts a baseline study on volunteer time utilisation across a representative cross section of markets.

Ensuring a close match between planned and actual volunteer time use will be key to the success of having a stable and growing volunteer base.

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2. Towards 12 million

WAGGGS aspires for membership of its MOs to reach 12 million by 2020. In order to fulfil this aspiration WAGGGS needs to identify areas of consolidation and improvement.

On the basis of the membership pathways research we would recommend the following considerations for membership development programmes in the lead up to 2020.

2a. Sociability

One of the strongest drivers for membership drivers and retention is the sociability dimension.

- It also scores highly as a consideration driver with potential members (67%) and uninvolved members (56%).

- This shines through as a strong motivator (70%) among members.

- Opportunities to meet new people and make new friends is consistently noted in qualitative analysis.

WAGGGS and its MOs need to recognise this strength and amplify this aspect in relevant membership campaigns and communication.

Making friends and meeting new people is worth talking about.

2b. Self-development

The second set of membership drivers are those that focus on:

- Enable participants to challenging 'myself'

- The opportunity to 'learn' and 'practice' leadership skills

Going forward a **narrative around membership should also focus around the 'challenge' and 'leadership' dimensions of the WAGGGS/MO offer**. These attributes are strong among existing members as principal motivation:

- Challenge (15%) and leadership (15%) emerge as the main reasons (motivations for choosing WAGGGS) amongst members

Amplifying the sociability and self- development dimensions of WAGGGS and its MOs will not only help retain members but also contribute to a word of mouth effect that attracts new members.

2c. Internationalism

The opportunity to travel and interact with people from new cultures is key factor that shapes consideration among potential (62%) and uninvolved members (52%). For both sets this is the second most important consideration driver.

In terms of general perceptions among this segment – the scores sit much further down (5th for potentials and 6th for uninvolved) the ranking.

The difference between perception and what drives consideration is something that needs to be addressed by WAGGGS in order to drive future membership. In our analysis projecting internationalism will significantly help WAGGGS and its MOs drive membership growth. In our view, internationalism is a key benefit of WAGGGS membership offer to MOs.

2d.Challenge

The opportunity for challenge is an important driver of membership consideration among members and non-members alike.

However, both qualitative and quantitative findings suggest **that a stronger association with challenge** could be established with guiding.

Qualitatively, some non-members voice a misconception that as an organisation that caters solely to girls, activities might be less adventurous and challenging and some admit a bias towards mixed gender organisations on the assumption that they will offer more opportunity for this.

An area to start creating a counterpoint would be based around the 'outdoor activities' on offer.

2e. In Action

For potential and uninvolved members, friends and families who are existing members drives awareness. This is by far the most important awareness driver for membership growth. However this is also an area that WAGGGS and its MOs have little/low control and influence.

For this segment 'seeing WAGGGS work in community' or 'WAGGGS visit to school/club' is the second and third most important drivers for awareness.

WAGGGS needs to ensure that all communication/advocacy work is backed up by a coordinated, supported and funded programme of outreach. In addition when the outreach incorporates aspects such as uniform (qualitative data) – the impact is greater.

WAGGGS in action is one of the best tools of awareness generation and an aspect that WAGGGS can control/influence directly.

2f. Continuity

MOs have a very loyal membership base. Most members (63%) choose to be with their MO for at least 5 years or more.

Most members leave due to a change of personal circumstances. These include life events such as finishing school, moving to a different area and/or going to university.

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WAGGGS should consider creating provisions that help and support members who are going through change to:

- Re-join at a later stage

- Re-join at another location

Ensuring the provision for 'continuity' will help stop membership lapses where they are avoidable.

2g. Time Utilisation

In a mirror image to the concerns raised by the volunteers the main reason for members leaving an MO (lapsed members) is that it 'took too much time' (20%).

- Around 1 in 10 (12%) felt that this was the most important reason to leave a MO.

- In addition this was reflected in commentary with parents across some of the markets.

MOs need to recognise that they are competing to ring fence time. It is imperative that MO staff/volunteers amplify and emphasise the benefits of pursing activities that are on offer.

WAGGGS working with MOs should identify and publicise market specific narratives that help in this context.

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3. Membership Pathways

For both volunteers and members the route in to their MO and WAGGGS was triggered by:

- Their school (45% members & 43% volunteers)

- Friends (27% for members & 34% for volunteers) and who were part of the movement.

We note that schools and peers remain significant influencers in determining membership outcome.

Schools are often controlled by the government. Access, quite rightly, is strictly controlled given the vulnerability of the children. MOs have to operate within the framework of local control and restrictions.

While in the majority of cases this has worked in MOs' favour via unconditional support and endorsement from local government/stakeholders. In some isolated cases low teacher motivation and lack of cooperation/enthusiasm of the school authority has impacted MO operations.

In the space of friends and relatives again MOs have very little direct influence. However we believe that the positive perceptions of existing members/volunteers (very high 80% + in a majority categories) and the efforts of advocacy contribute towards driving membership growth.

Faith groups also play a significant part in promoting membership and volunteering across regions. The influence of faith based organisation was higher among members (11%) than among volunteers (3%). However we note that faith groups will play an important role.

All of the above is very positive.

However going forward WAGGGS will need to make a choice. We believe that this choice should be based on 2 factors:

- Control: WAGGGS should have a channel/pathway of membership that allows any potential member or volunteers to connect with it directly. This channel can be used in conjunction with an MO where relevant. Support from schools, faith groups and local government will continue to shape membership growth strategies. However creating a channel that WAGGGS directly control will help where collaboration/cooperation is not possible or forthcoming.

- Universality: The universal goal should be to enable engagement with WAGGGS irrespective of location (urban/rural etc.) or any other discriminator. While costs associated with membership were not directly discussed, some stakeholders pointed to an urban metropolitan membership bias. Creating a channel that allows direct access will help overcome these types of perceptions.

Creating an Online Channel

We would recommend that WAGGGS consider investing in an online portal, designed to broaden access and spread of WAGGGS volunteering and membership. The creation of an online pathway in addition to the existing channels of school and friends will augment the drive for greater membership and volunteerism.

Where internet penetration is low, WAGGGS should consider creating a platform that is supported by mobile based applications. We recommend WAGGGS explore the use of mobile technology used for comparable activities (e.g. micro – credit monitoring).

Further, such a channel can be easily customised to local needs and requirements. Another potential attraction of this approach could be institutional and governmental endorsement/funding in order to promote web-based skills among young people.

Exploring Open Units

In some markets the idea of an open unit has been mentioned. This is relevant where the demand for membership outstrips supply.

The idea driving this is the ability of the local MOs to create and run autonomous units that are not supported or patronised by local school/government or faith based institutions.

WAGGGS working with MOs needs to explore this idea further. The sensitivities that need to be considered are:

- Impact on existing collaboration agreement with government/schools

- Impact on local laws

- Impact on local community groups (faith and non –faith)

In principle 'open units' can be a great channel to grow membership where there is an absence of local partners and high demand for membership.

Retaining Safety

Ensuring that membership and volunteering is delivered in a safe and secure environment should be a key consideration in any future channel development.

- While this is not a primary driver of volunteering or membership, members (53%) and volunteers (48%) are motivated to join an MO by the assurance of a 'safe and fun' environment.

New membership pathways should be developed retaining the safety dimension.

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4. Organisational Introspection

4a. Leadership variance

In qualitative discussions with both parents and stakeholders it was clear that there were some challenges and inconsistencies around leadership.

We recommend two measures in this area the first a preventative measure and the second an investigative measure.

Preventative: Inconsistencies in leadership need to be reduced. This can be achieved with additional and /or specialised training and mentoring.

Further training can be delivered locally by:

- Embracing technology to deliver virtual training modules

- Creating smaller/local forums that make travel and attendance easier and inexpensive

Investigative: We would recommend an investigation into causes of leadership variance. We anticipate this being completed using a set of qualitative and quantitative techniques.

We believe that staff/volunteers who have supported the pathways research should be given the opportunity to undertake a leadership focussed study in their regions.

4b. Flexibility in activity mix

In qualitative discussions with parents and member groups it became evident that MO activities have not been designed with specific age groups in mind. There is a one size fits all approach to in designing member activities.

Further qualitative discussions also point to the increasingly 'functional' (addressing a direct need or skill requirement) nature of activities. The absence of 'fun and enjoyment' is picked up in some discussion. Fun and enjoyable are leading imagery attributes among both volunteers and members.

Quantitative data indicates across segments that the 'diversity of activities' and the 'learning skills from activities' are strong drivers and benefits of membership.

- 14% of members rated 'enjoy taking part in different activities' as the main reason for choosing to join an MO. This was the second most important factor among sixteen.

We would recommend that a more customised approach to activity design is put in place.

However care needs to be taken to ensure the diversity of activities is retained.

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Next Steps

WAGGGS should **create a working group** consisting key staff/volunteer from the current MOs who were involved in the membership pathways research.

This group should be able to consolidate and **put into practice the methodological learnings** from this study for a broader programme of work through 2014-2015.

We recommend that this proposed work involve at least 5 MOs participating per region. A total of 25 markets will ensure a broader representation of views.

The full scope of work will need to be defined by the working group. We would recommend that the following aspects are addressed in the study.

For volunteers

- Understanding time utilisation
- Test certification proposition

For members

Create and test publicity propositions for:

- Sociability
- Self-development
- Internationalism

For pathway

- Explore Online model/virtual approach

If required, Northstar will support certain aspects of the above programme of work. This will need to be agreed and resourced separately.

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Appendix

DATA TABLES BY MARKET
(Available upon request)

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MOs DESCRIPTIONS

- **Madagascar**
  Federation:
  Skotisma Zazavavy Eto Madagasikara
  Components:
  - Fanilon'I Madagasikara
  - Kiadini Madagasikara
  - Mpanazava Eto Madagasikara

- **Malaysia**
  Persatuan Pandu Puteri

- **Oman**
  The Scouts and Guides of Oman

- **Poland**
  Zwiazek Harcerstwa Polskiego (ZHP)

- **St. Vincent and the Grenadines**
  Girl Guides Association of St. Vincent and the Grenadines

Country	Membership as per Census 2012	Market Penetration as a % (all females)	Market Penetration as a % (female under 15)	Year GG/GS was introduced	Single / Co-ed	Delivery (%)	Rural / Urban (%)	Leaders: Volunteers / Paid Staff (%)
Madagascar	44,048	0.42%	0.75%	1933	Federation with Single and Co-ed Components	School 20% Community 10% Faith 70%	Rural 70% Urban 30%	Volunteers 98% Paid staff 2%
Malaysia	52,858	0.38%	0.92%	1916	Single	School 99% Community 1%	Rural 40% Urban 60%	Volunteers 99.98% Paid staff 0.02%
Oman	15,580	1.98%	2.74%	1972	Co-ed	School 100% Community 0% Faith 0%	Rural 80% Urban 20%	Volunteers 30% Paid staff 70%
Poland	49,304	0.25%	1.15%	1918	3.3% female 2.8% male 93.9% co-ed	Majority of units are based in schools.	Rural 64.7% Urban 17.5% Mixed[1] 17.8%	Volunteers 97.1% Paid staff 2.9%
St Vincent and the Grenadines Girl Guides	2,066	4.09%	14.04%	1914	Single	School 100% Community 0% Faith 0%	Rural 35% Urban 65%	Volunteers 100% Paid staff 0%

[1] Mixed: Examples of these units are 1) units that meet in a school located in an urban area but members come from both rural and urban areas; 2) units belongs to a district which is spread over urban and rural areas.

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STAKEHOLDERS IINFORMATION

Malaysia

- Mr Encik Mohd Nazar, Uniformed Bodies in Malaysian Schools, Malaysian Ministry of Education.
- Ms Vanita, President of the Indian Youth Society in Negeri Sembilan (Malaysian state).

Madagascar

- Mr Jean Jacques Rakotoarison, Cabinet Director, Ministry of Higher Education and Scientific Research.
- Ms Tolotra Andriamanana, Programme Officer Gender Programme, UNFPA (United Nations Population Fund).

Oman

- Mrs Sharifa Nasser Mohammed Al Harrasi, Deputy Director of Girl Guides Department.

Poland

- Dr Jerzy Deneka, Deputy Director, Department for Increasing Educational Opportunities, Ministry of National Education.
- Mr Paweł Dębek, Chairman, Lower Silesian Council for Youth.

St Vincent's and the Grenadines

- Mrs Rechanne Browne, Matthias Chief Commissioner of the Girl Guides Association of St. Vincent and the Grenadines.
- Official from Youth Affairs Department in the Ministry of National Mobilisation, Social Development, Gender, Family Affairs and Youth.

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