

# Membership Growth Guidelines



**SCOUTS**<sup>®</sup>  
Creating a Better World

Membership Growth

## *Membership Growth Guidelines*

The Aim of these Guidelines is to assist National Scout Organizations (NSOs) in developing a membership growth strategy that will address areas that affect growth including recruiting new members, retaining old members and to ensure that NSOs have common and effective goals and targets in relation to growth.



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## Foreword

It was the result of an overwhelming consensus at the Nepal Summit in 2008 that 'Membership Growth' is one of the main priorities for the regional triennium, 2009-2012.

The APR Scout Conference in 2009 in Malaysia had adopted to set a 4% target growth for the region by end of 2012. A new Regional Sub-Committee, Membership Growth (MG) was created to monitor and develop strategies to support membership growth in the region. To enhance membership monitoring, materials were made available to NSOs such as the membership registration software and Action for Growth Toolkit.

We would like to congratulate the Membership Growth Sub-Committee, in particular Md Azlan Abdul Jalil and his task team for developing this guideline to assist NSOs in developing their Membership Growth Strategy.

We encourage all NSOs to use these guidelines as a resource for developing strategies for recruiting and retaining members which will lead to increase in membership.

A highlight of this triennium is to encourage growth in every NSO. Recognition will be given to the best performing NSO at the Regional Scout Conference in November 2012 in Bangladesh.

**Abdullah Rasheed**  
Regional Director  
World Organization of Scout Movement  
Asia Pacific Region

## Chairman's remarks

It is apparent that the growth of the World Scout Movement is a priority for the entire Scouting world. The Asia-Pacific Region saw the need to make growth priority in order to support and monitor member countries in the Asia-Pacific Region.

In 2009 the new Asia-Pacific Region Membership Growth Sub-Committee was established in order to develop tools and resources for NSOs in the Asia-Pacific Region. I am happy to present to you a Membership Growth Guideline which outlines a path to develop a Membership Growth Plan which should include strategies for Growth.

Growing membership for NSOs is one of the most difficult tasks and these guidelines are to be used to guide you through the process of developing strategies that affect you. As members of an NSO you need to consider growth in light of your own country's influences, societal trends and cultural beliefs.

There is no one answer to grow Scouting but what we do know is that without a clear plan outlining strategies then you will not achieve growth. You need to set realistic targets and ensure that your entire movement is working towards those targets.

Let me congratulate Md Azlan Abdul Jalil and his task team for preparing these Guidelines. We hope that this publication will give NSOs thoughts and ideas when looking at growth strategies.

**Emma Barker**

Chairman of the APR Membership Growth Sub-Committee

## Aims of the Guidelines:

- To support NSOs in developing membership growth development strategies that will address the issues of recruiting new members, retaining old members and to ensure that NSOs have common growth target and goals
- To assist NSOs to establish an effective Membership Growth Committee or Task Force.
- To assist NSOs to effectively monitor membership growth and report accurate and timely membership census to the World Scout Bureau, Asia-Pacific Region.
- To assist NSOs to establish and strengthen their membership registration system.
- To guide NSOs in attaining their growth targets which in turn will influence the Asia-Pacific Region target of 4% growth.

# Chapter 1. Establish Your Membership Growth Committee

Please tick ✓ and follow the guides:

1. Do you have a task team or a committee that focuses on your membership growth?

	Yes	If Yes, please go directly to question 2
	No	If No, please proceed to Chapter 2

2. If you answered Yes, please complete the details of the team or committee focused on Membership Growth in your NSO. The Membership Growth Committee/Team are:

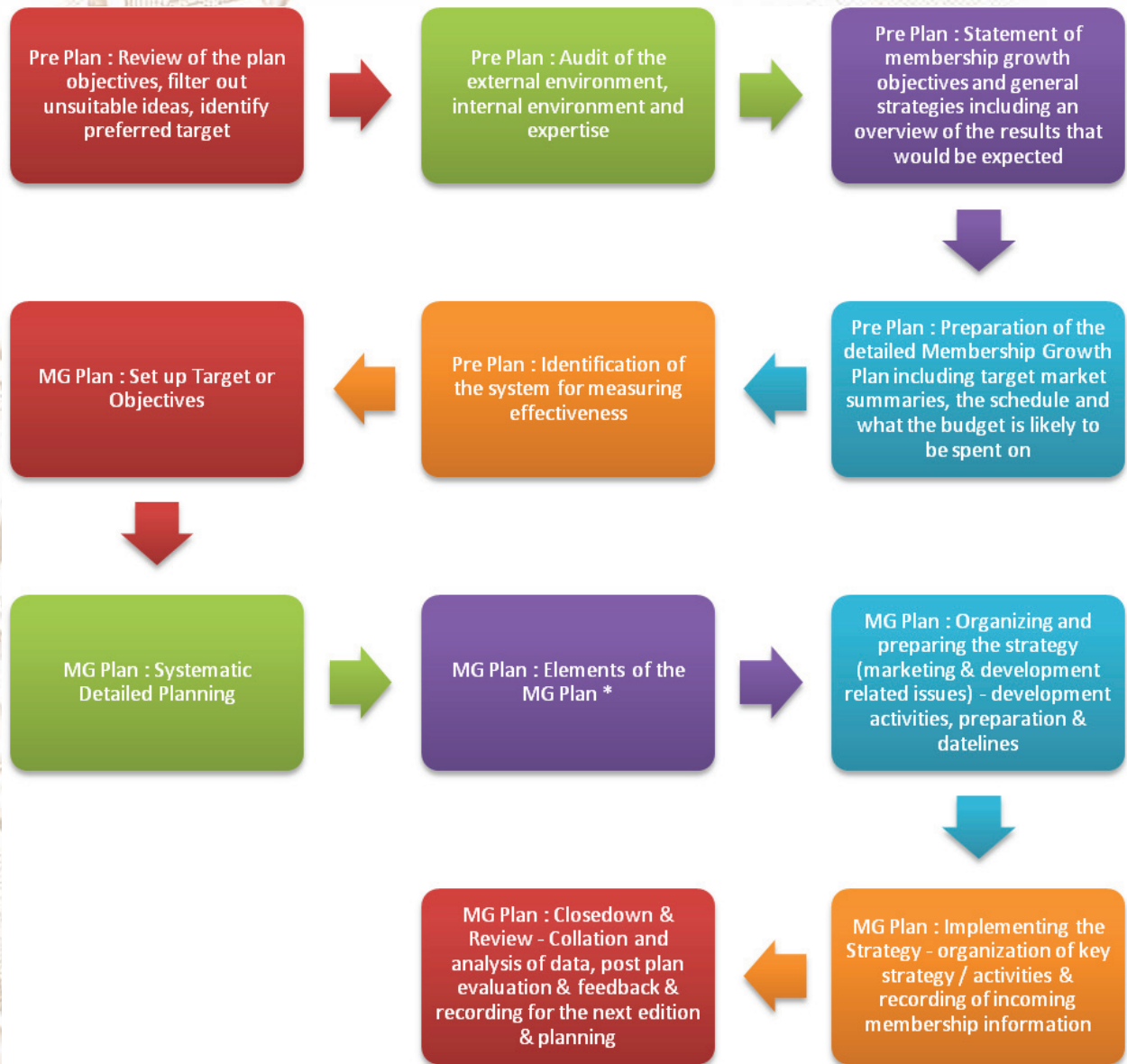
Tick	Designation	Name
	Chairman	
	Vice Chairman	
	Secretary	
	Committee (Research)	
	Committee	
	Committee	

3. There are various resources available to NSOs to help with Membership Growth. Do you use the following knowledge resources:

	APR Vision 2013
	The NSO Strategic Plan
	WOSM Action For Growth
	Do you use other resources to help guide your growth strategies? If so please list them:



## Chapter 2. Steps for Membership Growth Planning



The flowchart above provides a graphical overview of the steps involved in developing a Membership Growth Plan.

It is important when considering this flowchart that the NSO considers the basics of membership and membership as it stands today. Some basic ideas that you need to consider are discussed below.

The definition of WOSM membership is the NSO census that is submitted to the World Organization of the Scout Movement (WOSM) by 31 March each year.

### 1. Membership Definition

Membership is defined as the number of members who are registered in NSOs and have paid their membership fee to WOSM. (See Appendix 1)

### 2. Present Membership Analysis

Based on the definition corresponding research should be conducted to gather the following data requirements:

- Total registered Scout members for the past 10 years/ 5 years/ 3 years;
- Membership breakdown by each section; and
- Situational Analysis for challenges, positive and negative factors affecting membership growth and retention in the NSO.

(see Appendix 3 to help with membership analysis)

### 3. Setting Up the Elements of the NSO Membership Growth Plan (MGP)

- Statement of purpose and objectives including expected results
- Analysis of the environment which includes reviewing population growth, societal trends and cultural influences and competitors
- Summary of the NSO product(s) or service(s) to be offered to members  
Overview of the target market and setting up the planned target:

- Based on the membership trend analysis and situational analysis, the NSO should set up a realistic growth target for total membership
- Based on the membership trend analysis and situational analysis, the NSO should set up potential growth rates for all age section and adults
- Setting up the Membership Target Table (MTT)
- Membership Growth Plan budget to support strategies
- Plan a schedule for marketing, promotions and strategy implementation

#### 4. The Membership Growth Strategy

Based on the growth targets for total membership, strategies can be formulated based on the following sections (Strategy Maps & Table as in Appendix 2.3):

Tick	Section	General Strategy Description
	Youth Programme	Youth Programme (for all sections in the NSO) and consider areas such as: Advancement system, Scout Method, Youth Empowerment, Youth Involvement in Decision-making
	Adult Support	Adults (all adults in the NSO including uniformed and non-uniformed members) and consider areas such as: Adult training, recognition, personal development, Adults in Scouting
	Management	Management and Marketing of Scouting (Scouting profile, PR, Media, Growth Strategy) and consider areas such as: Branding, communication channels, image and visibility, intellectual property, governance
	Scouting Profile	
	Financial Resources	

- NSOs at all levels should engage their respective national and local governments to encourage them to support the Scouting Movement in a way which would influence the growth of Scouting. This might be through laws and policies which support the Scouting Movement or it might be budgetary/ financial assistance to Scouting programs, projects or activities.
- NSOs at all levels should develop meaningful partnerships with both profit and not-for-profit organisations that have a strong corporate social responsibility and community development programs.
- Maintain and sustain strong relationships with adult leaders by giving them incentives not only in terms of recognition but also by allowing them to participate in national, regional and World Scouting events as a way of recognizing and appreciating their continuing commitment to the cause of Scouting. This will encourage and inspire them to focus on membership growth.
- Institutionalize the “Adopt A Scout”, “Adopt A Troop” program where any individual or group can sponsor or adopt a Scout or a troop and take care of their registration fees and other Scouting needs.
- Implement a Community-Based Scouting mode to contribute to the growth of membership from a purely school-based mode to including a community-based mode.

## Chapter 3. Executing Your Membership Growth Plan

Outlined in this chapter are suggested action steps which are to be taken during execution of the Membership Growth Plan:

### **1. Identify and establish the kinds of departments that will be required to support the execution during plan implementation such as the:**

- a. Administration department
- b. Finance department
- c. Operation department (support services/ program/training)
- d. Operation department (membership registration)
- e. Marketing department

### **2. Explore organizational effectiveness which is dealt with in the CNV and how these areas can contribute to the execution of the Membership Growth Plan:**

- a. Membership of the organization
  - Size of the group
  - Compatibility of members
  - Induction and training
  - Sociability
  - Cohesiveness
- b. Organizational culture
  - Leaderships and co-ordination
  - Stories, rituals and symbols
  - Organization, control and power
  - Formal or informal
  - Scale and success of the implementation

### c. Work environment

- Nature of the task, funding
- Physical environment
- Communications and system
- Technology
- Community or commercial

### d. Individuals

- Talents and skills
- Creativity and personality
- Values and aspirations
- Roles and tasks
- Enthusiasm and ability

### **3. Work closely to deadlines**

(see Appendix 2 for a list of challenges and factor to consider when developing the Membership Growth Plan)

## Chapter 4. Monitoring & Reviewing the Membership Growth Plan

It is important for the NSO to monitor and review the Membership Growth Plan. Each NSO needs to consider two major questions which are:

- Did the plan meet its aim, targets and objectives?
- What can be improved for the next Membership Growth Plan, if there is one?

In order to measure and evaluate success the NSO needs to consider both quantitative and qualitative information. This will allow the NSO to determine the success of the plan.

### 1. Quantitative Information includes:

- a. Membership data
- b. Registration fees
- c. Program attendance statistics and target market information
- d. Financial reports and accounts
- e. Financial balance sheets
- f. General statistical information

### 2. Qualitative Information includes:

- a. Members perception
- b. Questionnaire returned, surveys conducted
- c. Recorded (structured) chats or interviews
- d. Staff and volunteer feedback
- e. Management notes and commentary
- f. Social impact analysis
- g. Social benefits balance sheet

From the qualitative and quantitative data received, the Membership Growth Plan's success will be assessed, measured, reviewed and evaluated to determine whether the goals set are reached and achieved. As time goes by, the Membership Growth Plan needs to be regularly reviewed to suit the membership needs and wants of the Scouting movement.

(see Appendix 4 to see an example of a Membership Growth Scorecard to review the Growth plan)

## *Conclusion*

As mentioned by the Vice-Chairman of the Asia-Pacific Region Scout Committee, Dr Mukhyuddin Sarwani in his closing speech at the Asia-Pacific Region Membership Growth Workshop in Johor Bahru, Johor, Malaysia in May 2010:

“Membership growth will be positive and in our favour, if we, as leaders, know our responsibilities toward the stakeholders. The Scout Leaders will have to go back to the young people to find out what they want. We have to listen to their voices.”

It is very important for all of us to listen to our members who in the business world are known as our customers. As the relationship rapidly changes and will influence the new culture and lifestyle of our members, the movement should be ready in adopting the changing pace by reacting dynamically towards their needs.

# Appendix 1:

## Membership Definition

The definition of membership is the number of members who are registered in NSOs and NSOs have submitted their census returns and have paid their annual membership fee to WOSM.

There are four modes of Scouting these are:

1. Scouting within the educational system, under the authority of the government
2. Scouting in schools, but not under the authority of the government
3. Scouting sponsored by different community groups, such religious sector, service clubs
4. Scouting in the community, in open groups by parents, in a housing estate and villages

In the Asia-Pacific Region, we are generally divided into two major categories of Scouting which are:

### A. School-Based Scouting (SBS)

- i. Closed Group - sponsored by education authority and managed by the school and only students from the same school are allowed to join the group
- ii. Open Group - sponsored by institutional head and allow both Scouts and former students to join in, either as leaders or Scouts

### B. Community-Based Scouting (CBS)

- i. Closed Group - sponsored by a Social Service organization/institution and only allow children of same organisation/employees to join in)
- ii. Open Group - sponsored by local governments, community/religious group, allowing children of different background to join)

## Appendix 2:

### List of Challenges and Factors which support and affect Membership Growth

(These are collected during the APR Membership Growth Workshop in Johor Bahru, Johor, Malaysia in May 2010)

#### Appendix 2.1: List of Positive Factors Supporting the Membership Growth

##### a. Adult Support

- Review of Adults In Scouting Policy

##### b. Scouting Profile

- Higher Scouting profile due to celebration of centenary of Scouting
- Effective communication with Federal and State Governments

##### c. Financial Resources

- Increased advertising expenses funded by the Federal Government and State Governments

##### d. Management

- Establishment of school based Scouting units

##### e. External Factors

- Strong political commitment
- No other youth organizations at village level
- Support from the parents and community

#### Appendix 2.2: List of Challenge Factors Affecting Membership Growth

##### 1. Youth Programme

- Less participation in Community's Development
- Focus mostly on School-Based activities and School-Based Scouting
- Participation in qualification/certification-bearing activities
- Programs do not meet the needs and interest of the youth
- Progressive award systems are not attractive compared to programs of other uniformed groups
- Major concerns amongst troop leaders as kids prefer to show off their achievements on uniforms.
- Scouts prefer membership badges than membership certificates.
- Scouting manuals and resource books are also inadequate to support leaders in running their troops.
- Lack of quality programme and support
- Less outdoor activities at all level
- Lack of Strategic Plan for Expansion or Scout's Activities Nationwide
- Out-dated Youth Programme
- Loss of competitiveness at Scout level



## 2. Adult Support

- Limited Number of Skilled Adult Leaders Teachers are less willing to serve in Scouting
- Leaders have reported decrease in interest because of non-availability of uniforms and badges
- Most newly trained leaders find it hard to run troops because of lack of follow ups on their trainings.
- Weak recruitment and retention system for young leaders
- Leaders being trained are adequately supported only in the first 12 months – if new leaders are not supported within the next 12 months, they are more likely to leave,
- Time demand on youth members and leaders affecting recruitment
- Less Motivation of Adult Leaders
- Limited number of Scout leaders to properly organize Scouting activities
- Shortage of committed adult volunteers
- No motivation for local councils to be more resourceful and self reliant.

## 3. Management

- Less Efficiency of Management System
- Difficulty in expanding both School and Community-Based Scouts Activities

## 4. Financial Resources

- Unit/ Parents are not capable to meet the minimum requirement of funds for Scouting
- Financial constraints do not permit Unit Leaders to provide quality time for Scouting
- Insufficient Support Resources such as Skilled Staff, Finances, Facilities, Materials, etc.
- Insufficient Scouting Operational Funds
- Financial position is weak to support operation in terms of training and Scouting activities at the national level.
- Adult leader trainings are often cut short in length because of limited funds.
- Less Experiences in Fund Raising Activities
- Most activities limited to troop areas because most leaders are unemployed and financial support are lacking in most cases.
- There is no membership fund that can be accessed by local councils by way of partnership agreement to increase their membership levels.

## 5. Scouting Profile

- Limited Public Understanding of Scouting Activities
- Poor Communication in terms of advertising through mass media
- Lack of Marketing and Networking
- No Clear Plan for Increasing Public Awareness
- Poor Communication with Communities
- Scout Shop is almost empty therefore most Scouts are without uniform or badges or other Scouting gears.

## 6. Membership Growth

- Lack of Long Term Strategic Plan  
No Clear Strategic Plan to Increase Membership
- Dropout rate from Cubs to Scouts and Scouts to Rovers are increasing

- No proper growth development plan (since the number of membership is already big,
- attention is given more on improving quality, not quantity)
- No proper and regular national membership registration system
- Big number of memberships that spread out all over the country
- Limited resources to manage the membership
- No designated Membership Growth Support Team at HQ level to support Areas and Districts

### **7. Government Policy, Education System, Competitors, Parents and Community**

- Students are going to primary schools run by NGOs where Cub Scouting is not addressed as yet
- Decline in student population
- School size cutting down lead to school class reduction thus reducing teachers
- Whole-person development for satisfying the schools' requirements
- About 60% of Scout Groups are sponsored by schools
- Resource move to "saving" the school hence less on Scouting
- Effect of new government policies such as 5 day-work week and introduction of Scouting activities in School Curriculum
- Issuance of a Department of Education Order prohibiting the collection of membership fees for Scouts.
- Less government support.
- Teachers do not understand about relationship and importance of Scouting to children's academic development
- No cooperation between Public and Private Sectors
- Strong desire of helping children get a place in prestigious schools/universities and parents are focusing more on academic results than extracurricular activities like Scouting (Achievement oriented parents)
- Some parents prioritize academic rather than outdoor activities
- Decrease in the country's population because of declining of birth rate
- Competition from other youth organizations (in the city)
- Competition from other school programs at the school level
- Changing interest of youths and expectations
- Greater demand of time for other activities by youths and leaders
- Increasing competition from nationally funded youth groups and other Uniform Bodies
- Academic pressure is getting higher day by day
- Young people are more influenced by the modern.com culture nowadays
- Mushrooming of other NGO Association that duplicating Scout activities and no official uniforms
- At school varieties of extra-curricular activities participating eg. uniformed, academic or cultural clubs
- The availability of other youth organizations (in the big city)

## Appendix 2.3: List of Strategies and Action Plan

### 1. Youth Programme Section

- To improve quality of programme
- To improve the delivery of the program and skills of Scout Leaders
- Establish flexible Scouting for both delivery of program and training
- Participation in various community development/service projects
- Participation in regional and other national level Scout activities
- Consistency in organized Scout activities and badge-works
- Increasing Scout's Activities more per year
- To revamp, update or conduct review of the Youth Programme
- Providing a relevant, challenging and stimulating non-formal educational program
- Gearing the interest and needs of the young people

### 2. Adult Support

- To continue to improve leader support
- Appoint new Scout Leaders
- Organize Professional Leaders Training every three (3) months
- Follow-up on adult leader trainings to be consistent and to ensure new troops are sustained and are progressing
- Orientation of adult leaders on Scouting at all levels
- Attract more adults to become new leaders
- Accreditation of Wood Badge training as credit-bearing
- Retention of matured Venture/Rover Scouts to be leaders
- Publish more training materials for Scout Leaders
- Increase number and quality Scout Leaders
- Innovation of training programs to suit the needs of the young people
- The diversified activity needs and skills training of young people require professional knowledge. So, the training certification of professional leaders is important for meeting the youth programs and trainings.
- Provision of facilities to fulfill the innovated training programs and professional activities, and the installation and preparation of proper facilities are key to success
- Encourage Top Achiever/Award recipients to return and serve as Adult Leaders
- Recruit more adult volunteers and encourage professionals to go back and join Scouting for community service.

### 3. Scouting Profile

- Continue marketing strategy to enhance and improve the organization's visibility
- Conduct School visits and organize orientation, exhibition, charity bazaar, seminars, community services and Road shows
- Initiate awards, incentives and appreciation schemes for committed Scouts
- Promote Scouting through media and press
- Parents involvement in Scouting activities
- Establish a complete Scout Shop that sell Scout uniform at a low price
- Establish Public Relations and strategic partnerships with various groups
- Establish Rebranding, Marketing and Recruitment system
- Encourage response from parents of Scouts e.g. Communication/Inquiries
- Understand kids involvement in Scouting and their motivation for participating in various

Scouting functions and activities

- Establish production of a range of Scouting literature
- Develop a Kit of Communication to attract public Awareness
- More publicity about Scouting, that it is educational and not only recreational but beneficial to the whole person's development
- Involve Scouts in community service to project positive image
- Capture new young people market

#### 4. Financial Resources

- Strengthen the Fund Management and establish /Increase Fund Raising Activities
- Develop new funding and sponsorships models.
- Funding must be established and allocated for all National Scout Activities

#### 5. Membership Growth

- Establish sustainable membership program
- Form a Task Force for Membership Growth
- Conduct survey on Scouting particularly on to Scout membership
- Reduce membership and registration fees for all Scouts
- Enforce the use of membership card in Scouting activities
- Develop and Pursue Implementation of Master Plan for Membership Growth
- Develop a simple national registration system
- Enlarge the criteria of membership by adding kids under 7 years, and adults who support the Scouting movement (partner Scouts)
- Concentrate member recruitment on Cub Scouts because Scouting life lasts longer if the young people start to join Scouting as Cub Scouts.
- Maximize the potentials of school-based groups.
- Maximize the potentials of community-based groups
- Organize youth activities and establish a cooperation plan with them as an alternative mode to increase membership.
- Encourage Cub Scouts to continue Scouting in Secondary Schools
- Enlarge and expand Scouting from mainly school-based to community-based.
- Set up options for Recruitment
- Organize review workshop on National strategic plan implementation in relation to the membership growth plan.
- Promote membership of girls in Scouting in the rural and remote areas.
- Re-organize District and National Scout membership registration procedures and systems
- Decentralize Membership Registration System

#### 6. Management

- Appoint influential people in Scout organization
- Solicit National association support for needy Scouts
- With the support of estate sector - develop estate Scouting
- Strengthen District organizations
- Implement District Adults In Scouting Committee as a sub-committee.

**External : Community, Parents and Government Support:**

- Secure continuous support from the Government in providing facilities and funding especially in international events
- Maximize the use of National Education System for the 21st Century or the new Secondary School curriculum (334) opportunities with Scouting activities as extra co-curricular activities.
- Establish or enhance partnerships with government and other external agencies
- Make good use of opportunities provided by the government policy / initiatives
- Change the paradigm shift of parents' concepts to encourage parental involvement in Scouting
- Revive the 'Adopt A Troop Project Act' as service provider to local governments
- Enter into partnership agreements with big corporations in the implementation of their corporate social responsibility programs/projects by including Scouting as a priority area.
- Enlist the support of Sponsoring Authorities

## Appendix 3:

### Membership Marketing Formula

#### Renewal Rate

- Renewal Rate measures the number of members kept over a given period of time - usually during a fiscal or calendar year.
- Total Number of Members Today (minus 12 months of new members) / Total Number of Members in Previous Year
- Example:  $(10,500 - 1,500) / 10,000 = 90\%$  Renewal Rate

#### Average Tenure

- Average Tenure measures how long on average a member stays with an association.
- Reciprocal of Renewal Rate:  $1 - \text{Renewal Rate}$  or,  $1 - 0.90 = 0.10$
- Example: Divide Reciprocal into 1, or,  $1 / 0.10 = \text{an Average Tenure of 10 years}$

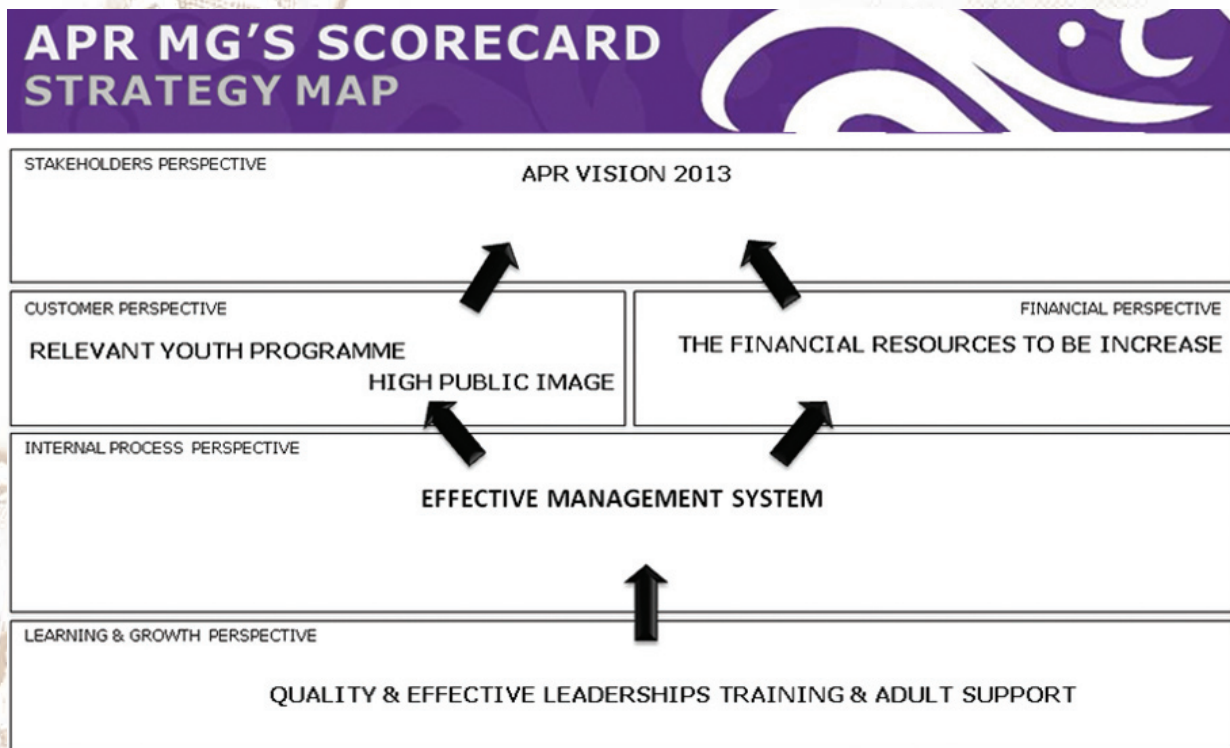
#### Steady State Analysis (or Potential Analysis)

- Steady State projects the long term equilibrium of a membership based on current new member input and lapse rates.
- Annual New Member Input / Reciprocal of Renewal Rate (or Lapse Rate) Shown as a Decimal = Total Membership Steady State.
- Example:  $20,000 \text{ New Member Input} / .25 \text{ Lapse Rate} = 80,000 \text{ Total Membership}$ .

<http://membershipmarketing.blogspot.com/2009/02/important-membership-marketing-formulas.html>

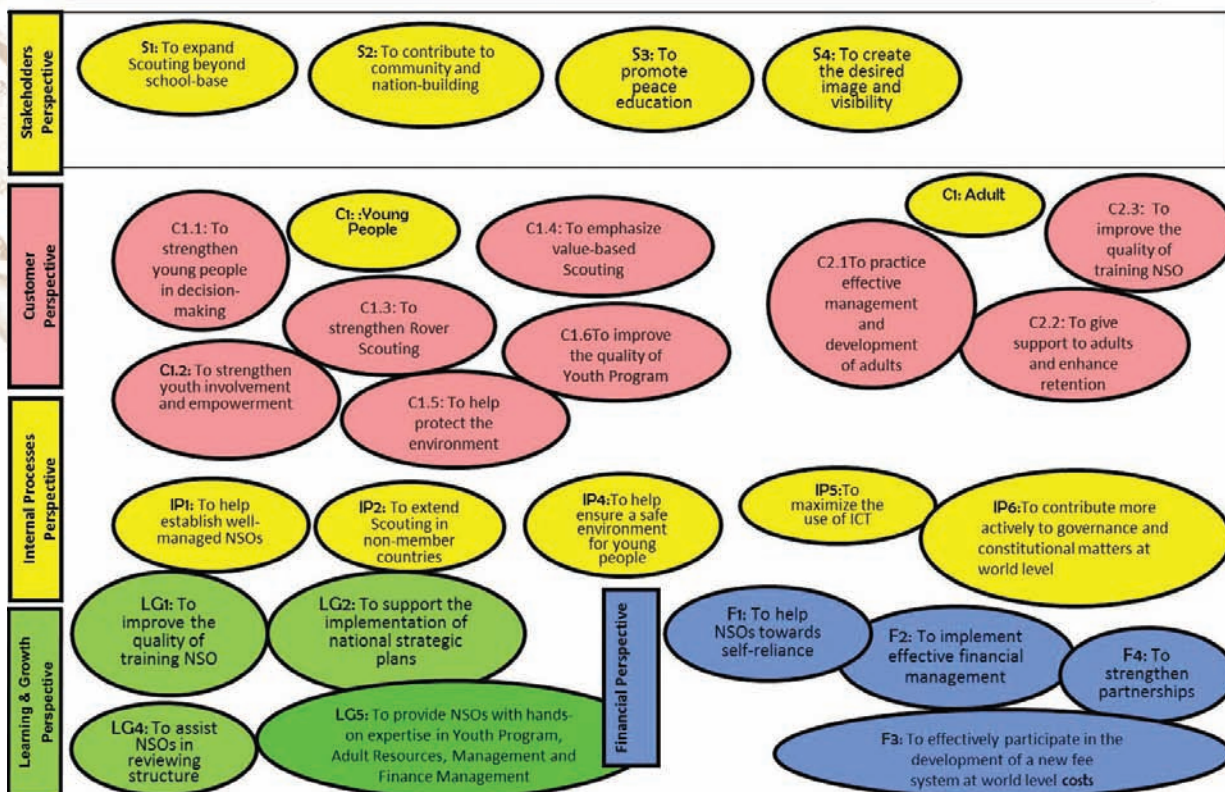
# Appendix 4:

## Proposed Membership Growth Scorecard



## APR STRATEGY MAP (2009-2012)

**MISSION:** The mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are selffulfilled as individuals play a constructive role in society.



## Appendix 5:

### Membership Growth Case Study of a National, State & District Level

Case Study: Achieving the 100% rate of membership's growth for the ScoutsJB (The Johor Bahru Scouts District, the Malaysia Scouts Association) members by using the Balanced Scorecard approach.

#### INTRODUCTION

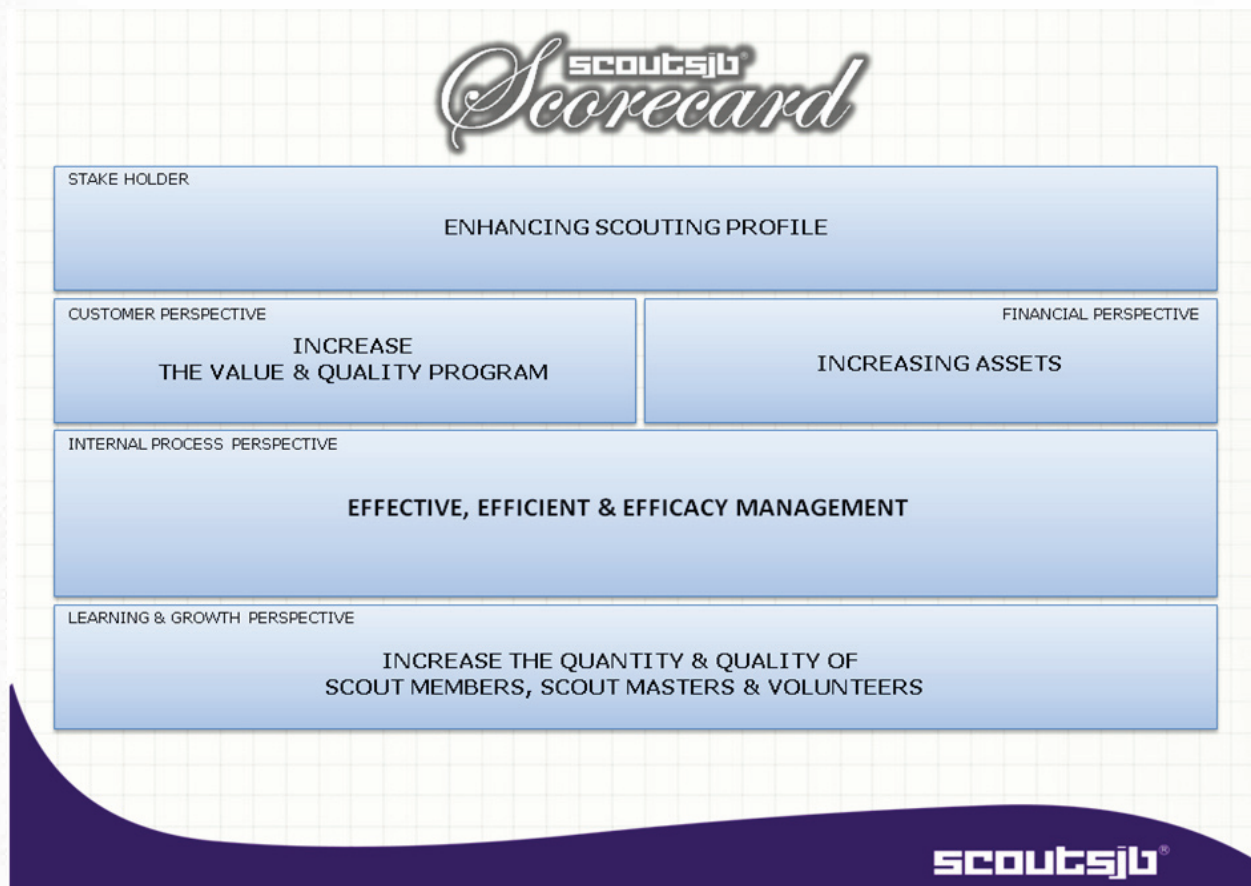
The Scout District of Johor Bahru, Johor, Malaysia is part of the Scouting Movement and the organizations directly under the auspices of The Scouts Association Malaysia (Johor State). Referring to the policy under the Act mentioned above, PPM DJB intends to expand the potential of every citizen, regardless of religion, race and nation to realize the full potential of individuals in developing a peaceful, prosperous and peaceful through Scouting. The Vision and Mission, through a strategic planning workshop was established for a 5 years strategic plan (2006-2010).

#### THE ORGANIZATION VISION

To contribute for a better young generation

#### THE ORGANIZATION MISSION

To create a designful organization that adapting innovation culture for the young generation that will help to produce responsible citizens towards community and nation development

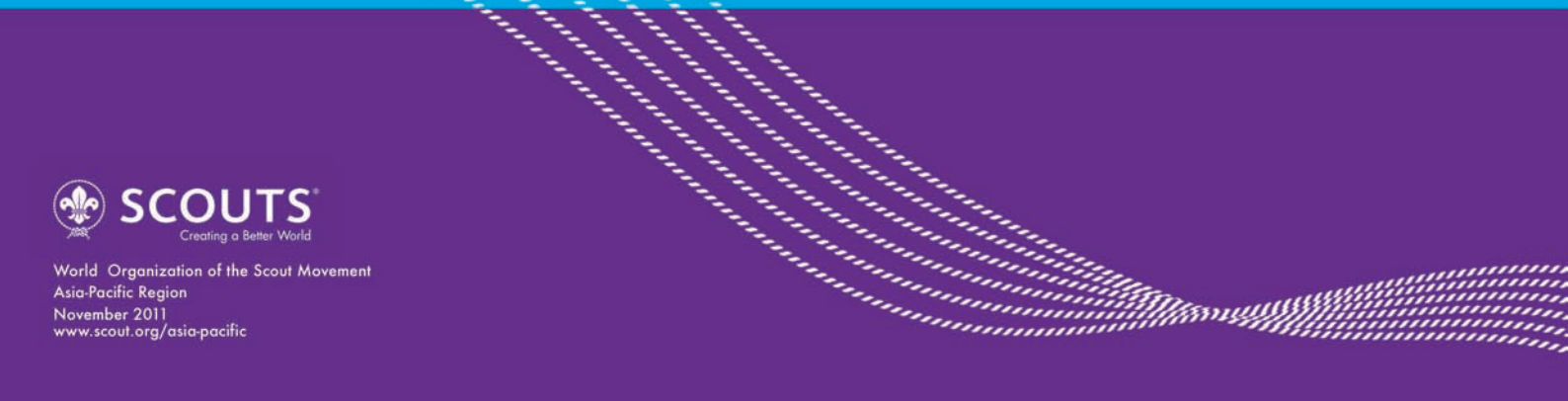




The Result

Member/ Year	2006	2007	2008	2009	2010
Scouts	2946	3927	5957	2489	7504
Adults	399	437	789	413	1064
Total	3345	4364	6746	2902	8568

Throughout various implementation and review of the year's strategy (2006-2010), the ScoutsJB have achieved more than 100% membership's growth in 5 years. However, there is sudden drop in 2009 when the online registration system introduced at National level.



World Organization of the Scout Movement  
Asia-Pacific Region  
November 2011  
[www.scout.org/asia-pacific](http://www.scout.org/asia-pacific)