



Messengers of Peace

FINAL EVALUATION

MESSENGERS OF PEACE
2010-2020



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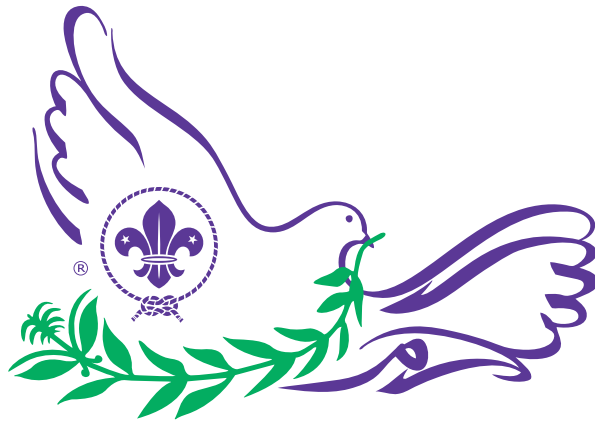
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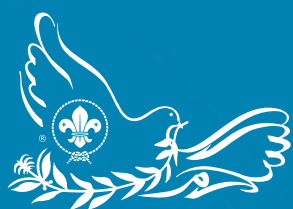


Glossary of terms

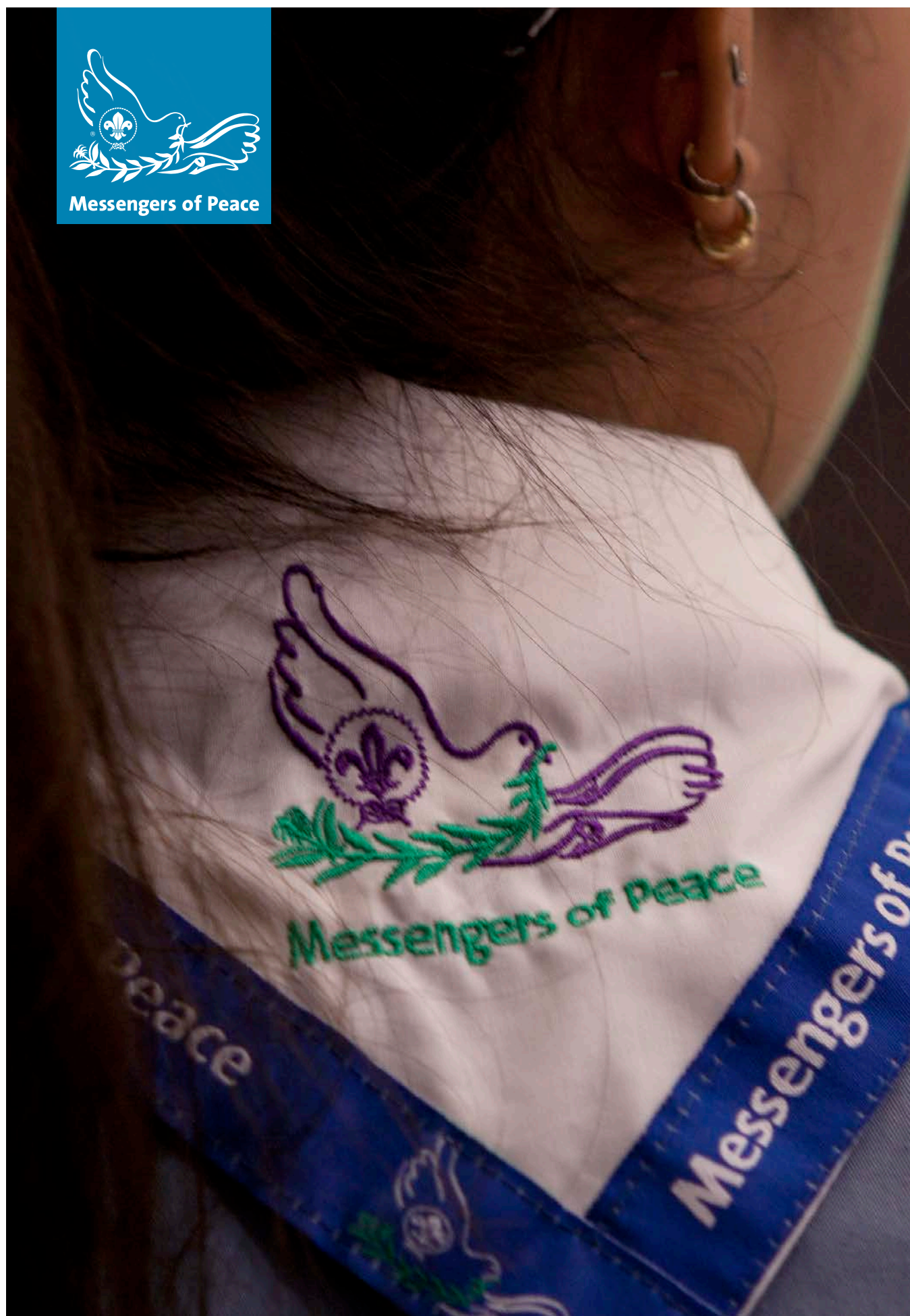
GSAT	Global Support Assessment Tool
ILT	Interamerican Leadership Training
KAICIID	King Abdullah Bin Abdulaziz International Dialogue Centre
MERL	Monitoring, evaluation, reporting and learning
NSO	National Scout Organisation
RDC	Regional Decision Committee
ROC	Regional Office Coordinator
RSC	Regional Support Centre
SDGs	Sustainable Development Goals
TTL	Ticket To Life project
USD	United States Dollar
WOSM	World Organization of the Scout Movement
WSB	World Scout Bureau
WSF	World Scout Foundation

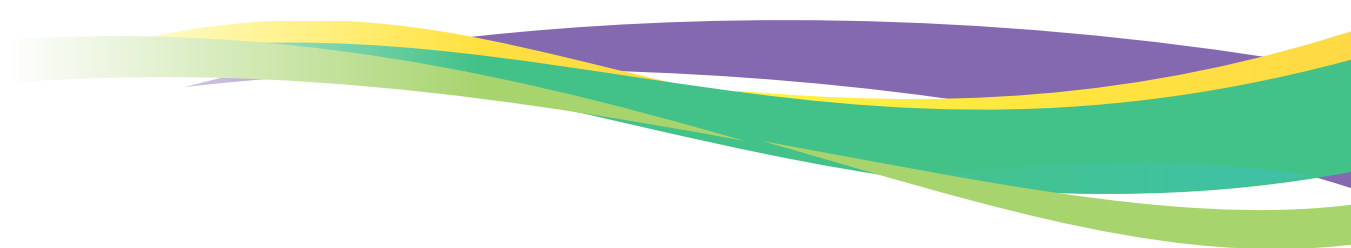
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Messengers of Peace





EXECUTIVE SUMMARY

The report is an evaluation of the Messengers of Peace Initiative from 2010 to 2020. The Initiative was developed to inspire Scouts throughout the world to embrace the culture of dialogue; support social initiatives in communities; help young people living in conflict situations and develop a global network. The evaluation used a combination of qualitative and quantitative methods collating data and information from nearly 4,000 Scouts, leaders and staff of the World Organization of the Scout Movement (WOSM).

In its implementation, Messengers of Peace has involved virtually all 171 National Scout Organisations (NSOs) with \$27 million invested in over 532 national, regional and global projects, inspiring some 16 million non-funded projects or actions. The impact generated by the Initiative has also attracted additional support for Messengers of Peace and other global Scouting initiatives, enlarging the donor base for even greater reach.

The goals and expected outcomes of Messengers of Peace were mostly achieved with some original expectations exceeded: Messengers of Peace was active in 127 countries at the community-level doubling its target of 60 countries; over 4.7 million beneficiaries were reached doubling its target of 2 million. The Initiative mobilised some 28 million Scouts worldwide delivering 1.92 billion hours of service to their communities. Scouts worldwide grew in the past ten years from 37 to 54 million members supported by Messengers of Peace projects to support membership growth and NSO capacities.

Messengers of Peace had a noticeable impact on Scouts; 93% of Scouts surveyed (1,098) thought that their involvement with Messengers of Peace had a strong influence on their positive attitude towards life and 92% on their contribution to the community. Meeting and exchanging with other Scouts was also an important benefit with the online network doubling every two years, reaching nearly half a million by mid-2020.



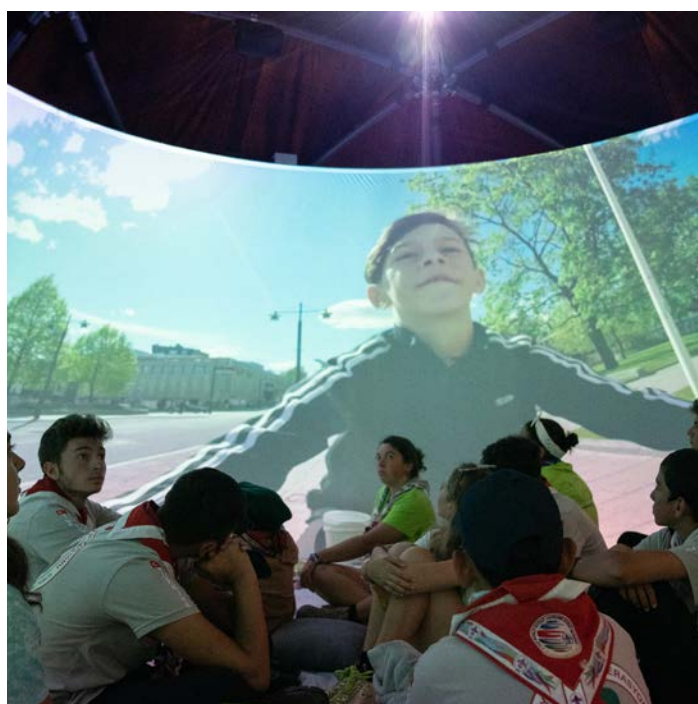
Messengers of Peace has contributed to revitalising community service as core to Scouting and was one of the most successful aspects of the Initiative. Community projects ranged from tackling environmental issues to promoting diversity and inclusion to helping the most vulnerable, as this beneficiary of the Ticket To Life project stated, “From Scouting, the values that I learned include being trustworthy, being helpful, and being kind to people... it helped me finish college and shaped my future.”

Reforming and modernising NSOs has been an important achievement of Messengers of Peace; 86% of Scout leaders surveyed (286) through that Initiative had strongly contributed to strengthening the capacity of their NSO. Regional and global projects, such as the WOSM services and the Global Support Assessment Tool (GSAT) also contributed to revitalising Scouting in some 70% of NSOs globally.

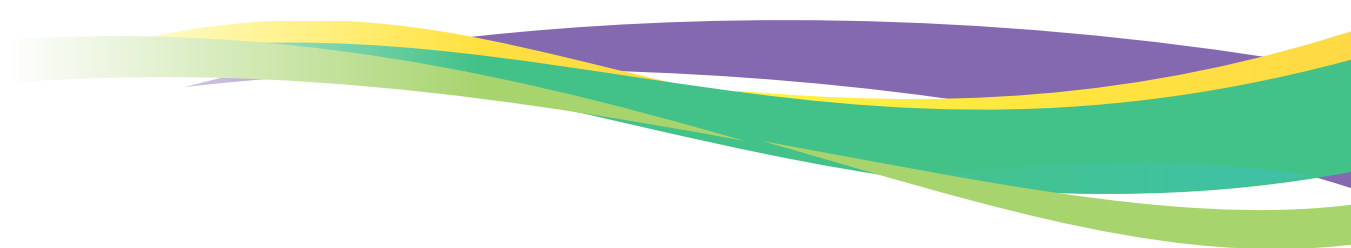
The management of Messengers of Peace evolved over the past ten years with its integration within the structures and priorities of the WOSM and WSF and the establishment of a streamlined grant management system that could be used to manage all donor-based funding and facilitated the attraction of additional donors. Messengers of Peace displayed good value for money; for every dollar invested, it resulted in at least 71 hours of service; for every funded project there were some 30,000 non-funded projects.

The evaluation concludes with eight key recommendations:

1. WOSM should use the opportunity to learn from the achievements and challenges of the past ten years as set out in this evaluation to shape its future, refining the plan for the next ten years with specific objectives, targets and indicators.
2. The next phase of Messengers of Peace should assure greater synergy between the global priorities of WOSM and the needs of its member NSOs and young people.
3. Messengers of Peace projects that have displayed high potential should be developed and upscaled into stand-alone global, regional or national programmes.
4. WOSM should study and explore further the potential of the community-level service model of Messengers of Peace and its integration within Youth Programmes.
5. WOSM should expand and build on the potential of the Messengers of Peace network by understanding how it could nurture and serve better the network and its members, both online and offline.
6. WOSM should consider if micro-funding could be accessed by local Scout groups and districts through mini-grants managed by regions possibly combined with crowdfunding / fund-matching on the Scout Donation Platform.
7. Good practices and lessons learnt and partnerships, impact and sustainability should be documented to allow Scouts to scale up and develop partnerships.
8. Monitoring, evaluation, reporting and learning framework should accompany the next phase of Messengers of Peace, including for non-funded projects.







1. INTRODUCTION

Initiated in 2010, Messengers of Peace was first developed with four goals aiming to:

- Inspire Scouts throughout the world to embrace the culture of dialogue;
- Support social entrepreneurial initiatives in communities of Scouts worldwide;
- Help young people living in conflict situations;
- Develop a global network of messengers for peace.



Over the past ten years of implementation, these goals and their activities have evolved according to identified global needs. However, the overarching objective of “two thirds of the world’s 30 million Scouts becoming ‘Messengers of Peace’, changing their world for the better and promoting peace to at least 200 million people” has remained its target.

In its implementation, Messengers of Peace has had network members join from virtually all 171 National Scout Organisations (NSOs), and Messengers of Peace funds have invested \$27 million in 532 national, regional and global projects, inspiring over 16 million non-funded projects.

The impact generated by the Messengers of Peace Initiative has also attracted additional support for Messengers of Peace and other global Scouting initiatives, enlarging the donor base, to include donors such as: Alwaleed Philanthropies; Glenn and Melinda Adams; Margot and Jerry Bogert; Bob and Diane Coleman; Phil and Geda Condit; Jens Erhardt; Jack and Debra Furst; Hans and Doris Imholz; Lars Kolind and Vibeke Riemer; Wayne and Christine Perry; Ricardo Salinas Pliego; Hector Robledo Cervantes; Jim and Linda Ryffel; Greg and Deciree Thomas; Jim and Lynne Turley; and Siegfried Weiser.

Evaluation methods

The evaluation was conducted using participatory and inclusive methods where feasible, including:

- Surveys of two stakeholder groups: NSO membership (3,100) and leaders (649);
- Interviews and discussions groups with World Scout Bureau (WSB) staff members (Global and Regional Support Centres (RSCs)) and Messengers of Peace Regional Decision Committee (RDC) members (35);
- Interviews with staff and Grant Oversight Sub-Committee members of the World Scout Foundation (WSF) and other donors (5);
- Interviews and discussions with NSO staff, Scouts and leaders that implemented Messengers of Peace projects (52);
- Interviews and discussions with partners and beneficiaries of Messengers of Peace projects (77 persons in 12 countries)
- Report analysis for existing Messengers of Peace projects and assessment visits;
- Document analysis of available data and reports (e.g. reports and analyses of Scout programmes and projects);
- Interviews with Scouts and leaders (20 participants of the 24th World Scout Jamboree).

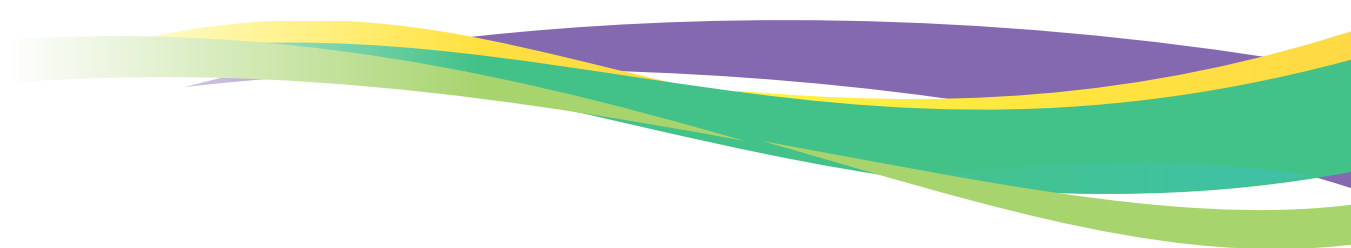
Interviews and discussions were carried out by WSB staff and RDC members in all regions for the evaluation, with the support of a central evaluation team. Due to the COVID-19 situation, no field visits were possible nor were other face-to-face methods. For more information on the research methods (including questions for surveys, interview and discussion groups), please consult the Annexes. Within this report, graphs and tables have an indication (n=xx) to signify how many units of analysis (survey responses, project reports, etc.) are included. This can vary for the same method, for example the number of Scouts surveyed is slightly different from graph to graph, depending upon the number who answered the given question. All financial data in this report is in United States Dollars (USD), indicated by the dollar sign (\$).





Messengers of Peace





2. FINDINGS

Summary of findings

At its launch in 2010, Messengers of Peace set out expected outcomes for each of its four goals. The table below lists these goals and expected outcomes with an assessment of the progress made in achieving them. These expected outcomes have evolved over the past ten years, but they still reflect the key achievements for Messengers of Peace.

2010 EXPECTED OUTCOMES	2020 ASSESSMENT
Goal 1: Culture of Dialogue	
Training in dialogue will be provided to at least 120 countries over 10 years.	Messengers of Peace has been active in 128 countries (funded projects) and 116 projects (of 532) have focused on dialogue and peace.
Total number of trainers trained: 10,000	More than 23,000 Scouts and leaders have been trained through Messengers of Peace in leadership, dialogue, conflict management, diversity and team management.
Total number of facilitators of dialogue trained: 1 million	Over 50,000 Scouts have been trained in dialogue for peace; Scouts from 111 countries have received training
Total Scout beneficiaries: 20 million	An estimated 28 million Scouts have benefited; 24 million from non-funded projects and some 4 million Scouts directly from Messengers of Peace funded projects; at least 4.7 million non-Scout beneficiaries from these projects (reported from 207 projects with available statistics).
World Scout Jamborees: 100,000 young people and 20,000 leaders introduced individually to the programme.	In the three World Scout Jamborees from 2010-2020, 115,248 young people and leaders had the chance to inform themselves about Messengers of Peace.
50,000 local volunteers, based on a 50% take up, leading projects in their communities.	28 million Scouts have delivered an estimated 16 million Messengers of Peace projects or actions ¹ mostly unfunded.
Saudi Arabia Peace camps: 3,000 participants – young leaders from 100 countries introduced to intensive training on dialogue	Two Peace Camps were held in Saudi Arabia and one in Indonesia, with approximately 11,000 participants.
New models of peace activities in different cultures and countries developed by participants, and trialled before and after these peace camps.	Peace activities were expanded to include a broader definition of peace in terms of tolerance, diversity, inclusion and living in harmony with each other and the environment. A four-step model of Messengers of Peace developed with NSOs developing their own model for peace education (e.g. USA, the Philippines, Indonesia). A tailored Messengers of Peace Recognition badge developed.

¹ These numbers are calculated as follows: As of October 2020, 1.92 billion of service hours have been registered since 2013, three years after the launch of Messengers of Peace. It is estimated that each project takes some 120 hours resulting in an estimated 16 million unfunded projects or actions. For each project or action, it is estimated that 1.5 Scouts were involved; implying that some 24 million Scouts were involved in unfunded projects or actions. An additional 4 million Scouts were recorded directly in funded project reports.

Regional jamborees: 200,000 participants introduced to the programme.	Messengers of Peace was presented to at least 10 regional and national jamborees reaching over 200,000 Scouts and leaders.
100,000 young leaders, assuming a 50% take up, inspired to work at their community level	Scouts have delivered 16 million Messengers of Peace projects/actions and 1.92 billion service hours.
Goal 2: Social-Entrepreneurial activities	
<i>60 countries benefiting from financial assistance to improve the impact and spread of their projects</i>	532 projects financially supported in 127 countries of all six regions.
<i>Estimated 2,000,000 beneficiaries</i>	A total of over 4.7 million beneficiaries serviced (reported from 207 projects with available statistics); non-funded projects reached millions more.
<i>Broad communications successes within these countries</i>	NSOs supported by Messengers of Peace reported a positive impact on the image of Scouting in their countries.
<i>50 National Scout Organisations receive assistance to strengthen their organisational capacities</i>	104 NSOs have received assistance to strengthen their organisational capacities.
<i>These NSOs become self-sustaining NGOs in their countries</i>	70% of all NSOs have used the Global Support Assessment Tool, (GSAT), the quality standard developed with Messengers of Peace funding. 57 NSOs have been audited and 29 have received their SGS GSAT certification. 119 NSOs have received and completed at least one WOSM Service to strengthen their capacity
<i>100% increase in membership in these NSOs over the period of the support</i>	NSOs supported by Messengers of Peace reported membership growth including: -50% - Rwanda, Sri Lanka -100-200% - Nepal, Malaysia, Bhutan - 300-500%: Kenya, Cambodia Global growth over ten years from 37 million to 54 million.
<i>100% increase in the number of project beneficiaries from these countries</i>	A total of over 4.7 million beneficiaries serviced (reported from 207 projects with available statistics); non-funded projects reached millions more.



Goal 3: Support to young people living in conflict situations

20,000 young leaders from conflict zones exposed to alternative strategies for their work with their peers and communities;

40,000 young leaders from conflict zones exposed to alternative strategies for their work with their peers and communities including; Great Lakes area, India and Pakistan, Afghanistan, Colombia.

Effective post conflict programmes run in 20 main conflict zones over ten years.

Over 20 funded projects delivered in all six regions in conflict, post-conflict zones or in areas where young people are living in extremely difficult circumstances (Australia, Bangladesh, Colombia, Georgia, Ghana, Israel, Lebanon, Myanmar, North Macedonia, Palestine, Philippines, Sri Lanka, Sudan, Ukraine, Yemen), including refugees and asylum seekers (Austria, Croatia, Denmark, Germany, Greece, Ireland, Kenya, North Macedonia, Serbia, Sweden, Turkey).

Goal 4: Developing the global network of Messengers of Peace	
<i>Young people – visitors, i-reporters, actors or “Messengers” through various social networking tools</i>	Currently there are over 440,000 users registered on scout.org and over 400,000 followers of various Messengers of Peace Facebook groups, pages and profiles.
<i>Broad traditional and social media coverage of the programme.</i>	Messengers of Peace has been covered broadly on global, regional and national levels of traditional and social media with a wide variety of communications tools used, ranging from website articles, newsletters, different social media channels and platforms of Messengers of Peace, WOSM and NSOs. There are over 440,000 users registered on scout.org. The WOSM Facebook page currently reaches an audience of over 650,000 and has often featured Messengers of Peace posts and news and there are over 400,000 followers of various Messengers of Peace Facebook groups, pages and profiles.
<i>Annual exchange of 1,000 skilled trainers or selected young leaders to other countries.</i>	46% of respondents to a survey for NSO members (of a total of 1,890) reported that they have exchanged ideas about possible activities/projects with contacts made through Messengers of Peace. Network of Messengers of Peace Coordinators in the majority (77%) of NSOs and all regions. Relevant events where thousands of young leaders met to exchange: World and Regional Scout Conferences; Youth Forums in Africa and Asia Pacific; Annual Asia Pacific Messengers of Peace Coordinator meeting
<i>Noticeable resulting cross-fertilization of programme models between countries and organisations in the programme.</i>	The network enables these users to exchange on a daily basis, as a result, more than 41% (of a total of 1,360) in 2015 and 53% in 2020 (of a total of 1,820) respondents to a survey for NSO members said they felt inspired to replicate an activity/project posted on the Messengers of Peace virtual network or presented in person to them. Opportunities to exchange in person as listed above.
<i>Significant personal growth and noticeable increased commitment from exchange laureate</i>	In a survey for NSO members, the high majority of Scouts responded that their involvement in a Messengers of Peace project had made a positive change for them in a range of areas including their contribution to society (92%) and positive attitude towards their life (93%).

2.1. Achieving Goals and Outcomes

To what extent have the goals and expected outcomes of Messengers of Peace been achieved?

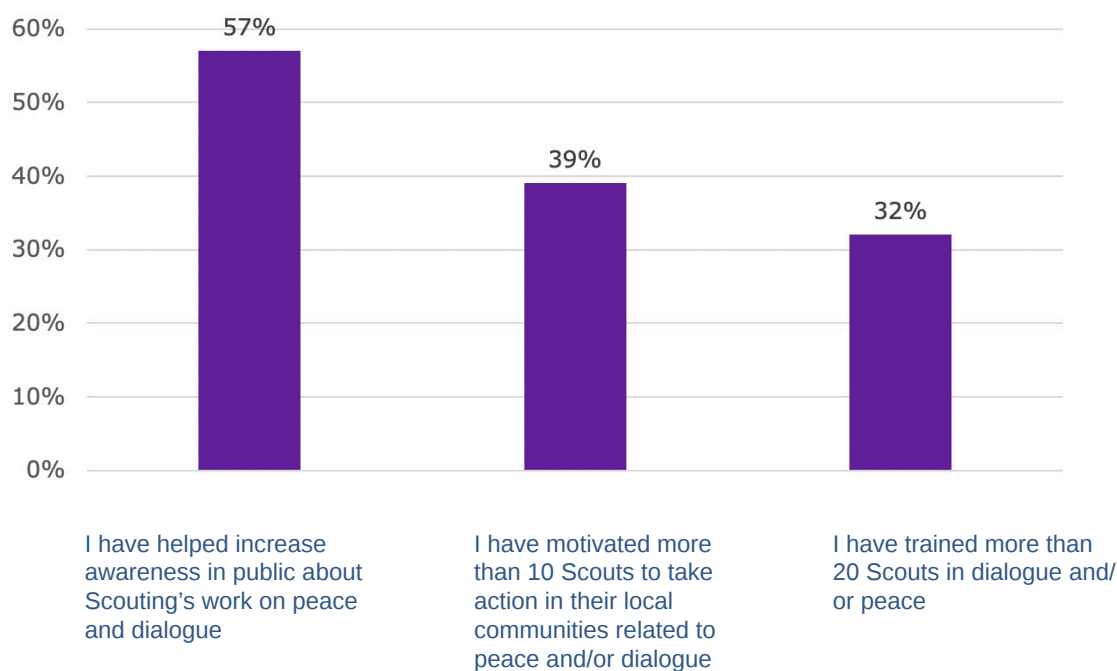
As seen in the table above, the goals and expected outcomes were mostly achieved. With reference to the original vision of 30 million Scouts reaching 200 million people; at least 28 million Scouts have been involved with millions of people reached, although total reach numbers are difficult to calculate. For some outcomes, Messengers of Peace exceeded its original expectations, for example with community-level projects active in 128 countries compared to the original target of 60 countries. For a few outcomes, Messengers of Peace did not meet its original expectations, for example, to train 1 million facilitators of dialogue; some 50,000 were trained although it may have been more through non-funded projects. As suggested in the 2015 mid-term evaluation, these outcomes could have benefited with a revision to reflect the reality of Messengers of Peace implementation. Positively, Messengers of Peace adapted its goals and activities to reflect the changing environment, notably with the integration of the Sustainable Development Goals (SDGs) within the projects, as describe below. Following is an overview of the main progress seen per Messengers of Peace goal.

Goal 1: Culture of Dialogue:

The aim of this goal was to introduce a culture of dialogue into Scouting worldwide. This was achieved largely through briefing and training Scouts and leaders globally; 68% of Scouts surveyed responded that they have personally participated in a training in dialogue and peace. More than 50,000 Scouts have been trained in dialogue for peace and a partnership with the King Abdullah Bin Abdulaziz International Dialogue Centre (KAICIID) led to setting up a certified training for Scout leaders to replicate the training in their own countries, which has been taken up in over 20 countries and with 111 countries reached. This replication effect was also reported by Scouts surveyed when asked about the impact of the training:



OUTCOMES/IMPACT OF PEACE AND DIALOGUE TRAINING ON SCOUTS (SURVEY OF SCOUTS N=1203, MULTIPLE CHOICE)



Leaders surveyed also reported that some 70% of the Scouts and leaders trained were still active in conducting training in dialogue and/or peace. Although the culture of dialogue goal was less a focus of funded projects of NSOs (where the focus was mainly on community service and developing Scouting), some projects did have this as a main focus, for example projects of the Ethiopia Scout Association, the Kenya Scouts Association (Dadaab refugee camp) and the Ghana Scout Association and their Dialogue for Peace project (see highlight box below). Many projects focused on peace in a broader sense in terms of tolerance, diversity, inclusion and living in harmony with each other and the environment (see example of Rainbow Romania Messengers of Peace project below).



Ghana Scouts Dialogue for Peace Project

With this Messengers of Peace project, the Ghana Scout Association sought to advocate for dialogue and peace among communities, against a backdrop of the 2016 Presidential and Parliamentary elections and lingering tensions. The project involved some 1,600 Scouts and contained four main activities; 1) a survey across the country to identify “flash points” where dialogue was the most needed; 2) a dialogue training of three days for 30 Scouts mainly from “flash points”; 3) regional dialogues led by the trained Scouts with communities and authorities; and (4) community events in eight regions where peace was defined jointly by Scouts and community members. Several participating Scouts provided feedback on the impact of the project on them:

“This has created a new awareness in me and I am able to identify the way conflict starts. When I go to my community. I will make sure I gather my friends to educate them on the need to use dialogue in resolving conflicts.”

“I learnt the various methods of dialogue and am going to use them vigorously when I go back to my community. These are the kind of programs that will maintain peace in Ghana.”

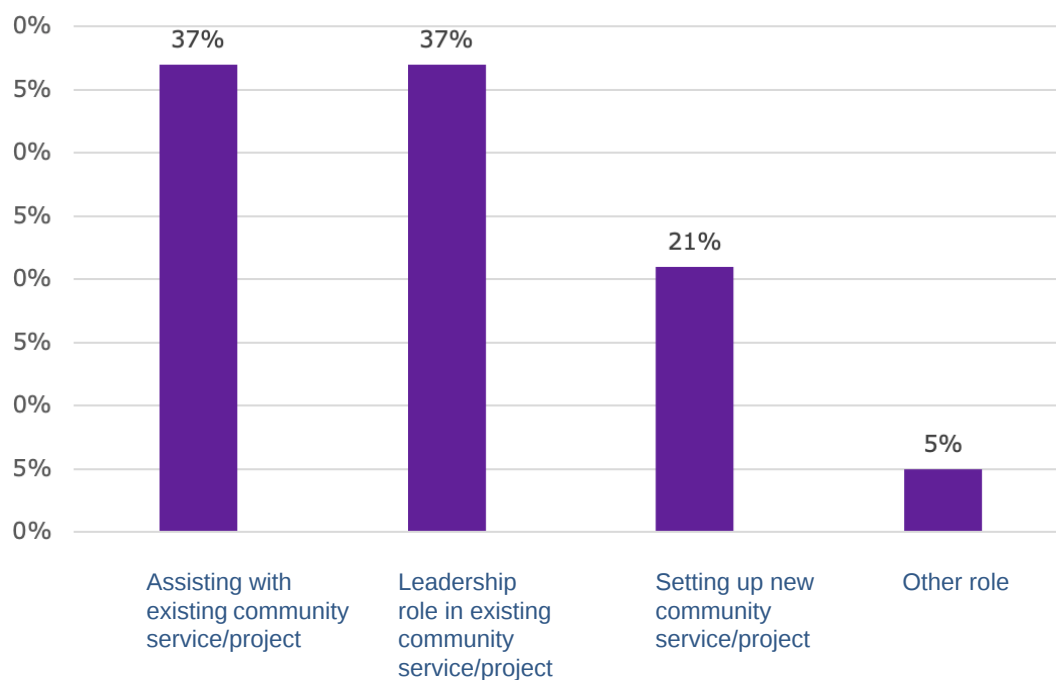
“In my school. I was able to solve misunderstanding between a teacher and a parent, due to that I was appointed to be part of the school’s disciplinary committee and have also formed a team in my school to train them on how to use dialogue to solve problem”



Goal 2: Social-Entrepreneurial activities.

The aim of this goal was two-fold; to expand the community service of Scouting and strengthen the capacity of NSOs. The community-level aspect of Messengers of Peace was largely seen as one of its most successful; of Messengers of Peace projects registered on Scout.org, 95% had a community element; 99% were non-funded projects with 1.92 billion service hours registered to date. Of those funded projects that provided beneficiary numbers (207 projects), over 4.7 million beneficiaries were reported as being reached and/or assisted. Community-level projects ranged from encouraging recycling and zero waste in Sri Lanka to hygiene promotion in Haiti to decreasing water consumption in Egypt (see highlight box below). Some of these projects were regional, such as Food for Life in Africa (food security) and Ticket to Life in Asia Pacific (supporting vulnerable youth). More insights on the impact of Messengers of Peace projects at the community level are found in chapter 2.2. Of the Scouts surveyed, 93% had been inspired by Messengers of Peace to take a more active role in their community (up from 84% in 2015 survey), mostly either assisting with existing projects or taking up a leadership role as seen in the following survey results:

**MESSENGERS OF PEACE INSPIRED WHICH TYPE OF ROLE
IN THE COMMUNITY FOR SCOUTS
(SURVEY OF SCOUTS N=1929, ONE CHOICE ONLY)**



Capacity building of NSOs was another strong focus of Messengers of Peace with 104 NSOs having received direct assistance through funded projects to strengthen their organisational capacities and many benefiting from global Messengers of Peace projects. This is discussed further below in chapter 2.2.



Awareness Campaign on water consumption in Egypt

The scarcity of water is felt across the Middle East including Egypt. The Egyptian Federation for Scouts and Girl Guides sought to contribute to raising awareness on water consumption across the country through this Messengers of Peace project launched in 2019. Partnering with the main water utility company in Egypt, the Holding Company for Water and Wastewater, some 20,000 Scouts were mobilised across the country, organising a range of activities including an online water meter to calculate water consumption and savings, workshops for leaders, outreach sessions within the community and schools, competitions for Scouts and a water conservator badge to earn. An estimated 10% all schools were reached through the project. In total, 250,000 service hours were completed for the project. Scouts are also encouraged to produce their own videos and promotional posters on decreasing water consumption, as this participating Scout commented:

“We are spreading awareness amongst peers and the community by using learning-by-doing methods and sharing information and knowledge through awareness videos and seminars at the level of Scouting groups and schools”

Also, on the impact on their own behaviour:

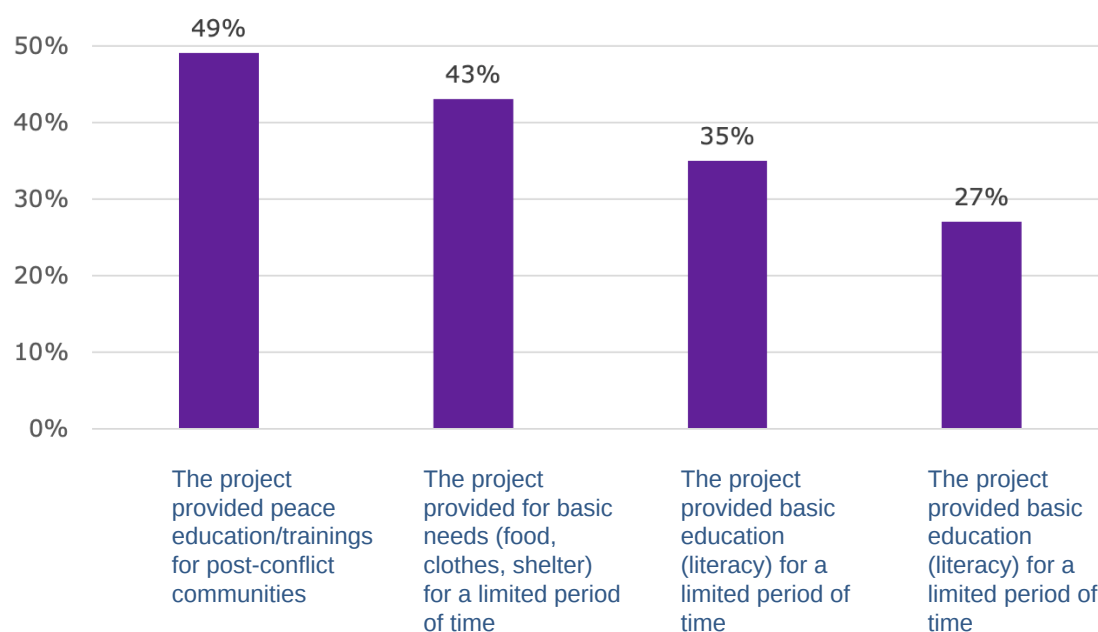
“I was previously wasting water but joined an awareness raising session and found it eye-opening. I changed my perceptions and practices on a daily basis and now educate others”



Goal 3: Support to young people living in conflict situations.

The aim of this goal was to contribute to the healing process and prevent violence for young people living in conflict and post-conflict situations. This goal was also extended to support young people living in difficult circumstances, including refugees and asylum seekers. Some 40,000 Scouts from conflict zones or difficult situations including the Great Lakes area (Rwanda, Burundi, Democratic Republic of Congo), India, Pakistan, Afghanistan and Colombia (see highlight box below) were briefed and/or trained on community mediation, dialogue and peacebuilding. In Europe, with the massive influx of refugees and asylum seekers in 2014/2015, NSOs with the support of Messengers of Peace launched relief operations across Europe, including the regional projects, Reaching Out, Time to be Welcome (co-financed by the European Union) and Hand in Hand Stronger Together. Over 20 funded projects supported young people in this respect. Scouts surveyed were asked about the impact of their projects in conflict, post-conflict or difficult circumstances as described in the following graph (it should be considered that not all Messengers of Peace projects in this area had the same objectives, some aimed to provide only basic needs; other focused on tolerance, etc.):

OUTCOMES/IMPACT OF MESSENGERS OF PEACE PROJECTS SUPPORTING YOUTH IN CONFLICT, POST-CONFLICT OR DIFFICULT CIRCUMSTANCES (SURVEY OF SCOUTS N=1475, MULTIPLE CHOICE)



Conflict and post-conflict in Colombia

In 2018 with a peace deal signed to end the decades of conflict in Colombia, the Scout Association of Colombia launched a “Scouts Peace Builders” project supported by Messengers of Peace. The project sought to contribute to the peace process and prevent violence amongst youth and in the community, in a context where sporadic fighting was still occurring. The project involved training a group of Rover Scouts and leaders from the 17 regions of Colombia that then carried out training sessions in schools and for community groups throughout Colombia, reaching over 8,000 people (some half being Scouts). The project developed guidelines, activity sheets and exercises on a range of subjects including types of violence, non-violence solutions and bullying. According to Scouts involved, Scout troops are still using the material and Rovers have also carried on with the project in their own schools and universities. One local partner spoke of the impact and approach of the project:

“In Colombia we still face an armed conflict, and this is something we can’t ignore. We are working directly with victims of the conflict. In this context, it seems important to me that with this project the Scouts had a concrete proposal and actions for the young people; we didn’t have this until Peace Builders arrived.”



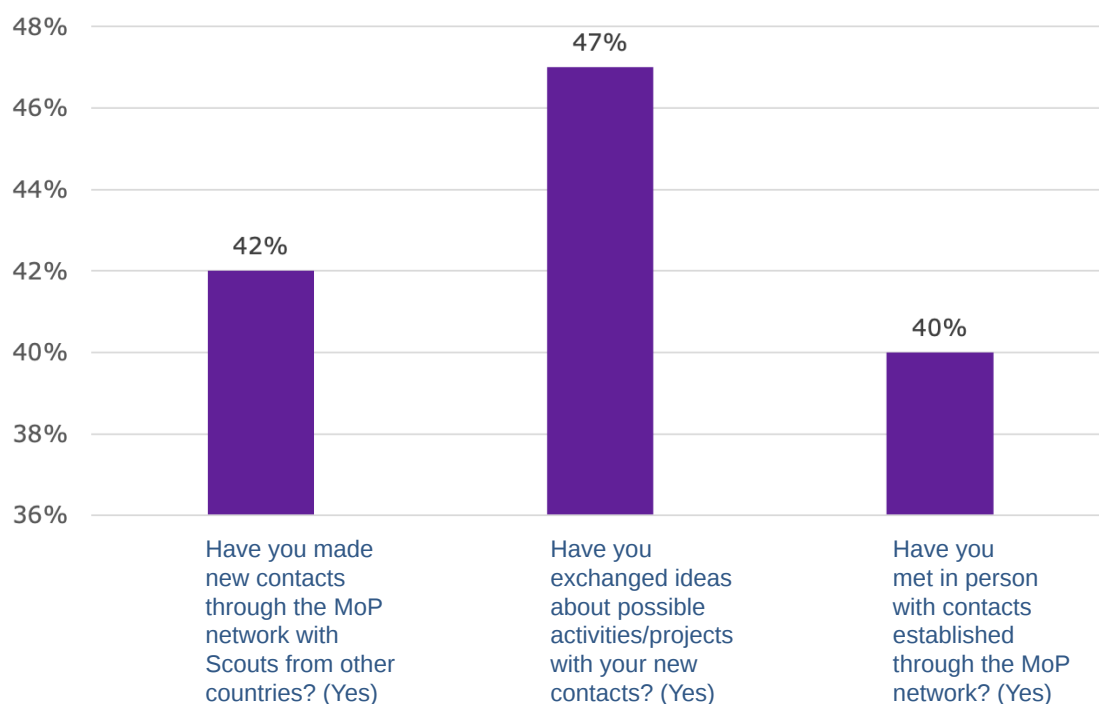


Goal 4: Developing the global network of Messengers of Peace.

The aim of this goal was to support a global exchange between Scouts and encourage cross-fertilization and replication across countries and regions. A global exchange on Messengers of Peace occurred both at regional and international Scouting events, such as three World Scout Jamborees where over 100,000 Scouts learnt about Messengers of Peace and through the online platform on Scout.org where over 440,000 Scouts registered in addition to those using social media platforms to exchange (an estimated 400,000). Examples were also seen of projects being replicated between regions and across countries (see example of Ticket To Life Asia Pacific regional project below that was inspired by a project from Kenya). Of the Scouts surveyed, 53% responded that they felt inspired to replicate an activity/project posted on the Messengers of Peace virtual network or presented in person to them (up from 41% when asked in 2015), with some half also extending their network through Messengers of Peace:



USE OF MESSENGERS OF PEACE NETWORK BY SCOUTS (SURVEY OF SCOUTS N=1919, ONE CHOICE PER STATEMENT)



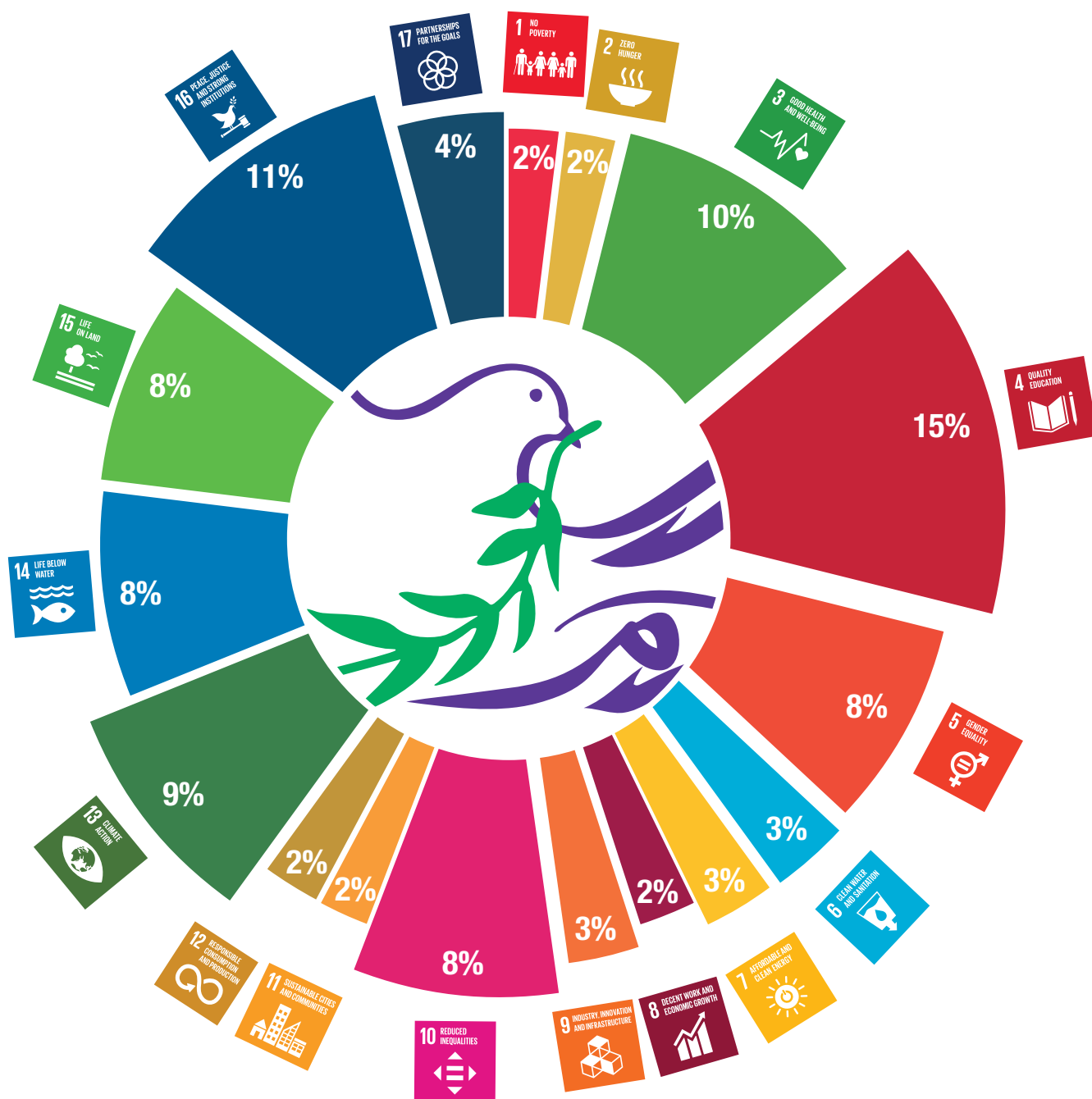
Further insights on the impact of the global network of Messengers of Peace are found in chapter 2.2.

The SDGs were launched in January 2016, half-way through the Messengers of Peace programme. As the global agenda for development shifted to a more holistic and interlinked approach with the SDGs, Messengers of Peace was well placed to integrate SDGs within its goals.

An analysis carried out by the WSB of 20,000 non-funded Messengers of Peace projects in 2018 found that projects had contributed to all 17 SDGs with the highest contribution being to: SDG 4 - quality education; SDG 16 – peace and justice; SDG 3 – good health; and SDG 13 – climate action (see graph below). Some Messengers of Peace

funded projects also supported multiple SDGs, such as the Rowallan Integrated Fish Pond and Agri-Farm Project in Kenya which contributed towards five SDGs (1, 2, 11, 12, and 16) (see highlight box below). The contribution towards the SDGs was also supported by the complementary project “Scouts for SDGs”, in partnership with Alwaleed Philanthropies.

NON-FUNDED PROJECTS CONTRIBUTION TO SDGS (20,000 PROJECTS)



The funded projects were distributed across the regions and globally (projects managed by the WSB Global Support Centre) as illustrated in the table below. This analysis illustrates the highest concentration of projects was in the Asia Pacific region (28%) although the global projects had the largest funding (32%). Eurasia region had the lowest grants (4%) and projects (6%) reflecting the developing nature of Scouting in the region according to WSB staff. The differences seen in the categories of projects per region reflected the different regional priorities; for example,

Africa and global projects were largely focused on strengthening the capacity of the Scouting organisations (65% and 79% respectively); Europe had some half (48%) of “Special projects” which included mainly their emergency response projects, such as for refugees and asylum seekers. This also reflected the flexibility of the funding, a success factor highlighted by NSO staff, Scouts and leaders interviewed and surveyed.

Distribution of Messengers of Peace funded projects by region and categories (Messengers of Peace projects, n=514 ²)

2010-2020:	Category of project				
	Total grants	No. of projects	Inspiring Messengers of Peace	Strengthening local capacity	Special projects
Africa	18%	18%	15%	65%	20%
Asia-Pacific	14%	28%	36%	37%	37%
Arab	7%	9%	17%	41%	41%
Eurasia	4%	6%	9%	59%	31%
Europe	10%	17%	22%	29%	48%
Interamerica	15%	12%	21%	55%	24%
Global	32%	11%	9%	79%	12%
All projects:			25%	44%	32%

² Complete financial data was available for 514 out of 532 Messengers of Peace projects as of June 2020.



Awareness of the Messengers of Peace:

According to WSB staff and NSO staff interviewed, the awareness of the Messengers of Peace has grown steadily over the past ten years as more projects, funded and non-funded were launched. Of the Scout leaders surveyed, 96% responded that they were aware of Messengers of Peace indicating very high internal awareness amongst Scouts. Feedback from Messengers of Peace projects also indicated that Messengers of Peace activities supported raising awareness both directly and indirectly for Scouting. Awareness campaigns were also carried out during regional and national level events supported by the set of communication tools that are available on the scout.org platform such as guidelines, working books, infographics, etc.

Awareness also varied by region according to WSB regional and NSO staff interviewed; within the Scout movement, awareness was thought to be highest in the Asia Pacific region due to the strong network established in the region. Nevertheless, feedback from Scouts and leaders surveyed was that Messengers of Peace was not well known enough within the Scouting movement.

Challenges and success factors: The following table identifies the key challenges and success factors for Messengers of Peace identified by Scouts and leaders³.

³ Source: Scout and leaders survey; interviews with NSO staff and leaders; project final reports and assessment field visit reports.

Challenges

- Limited project management capacity of NSOs and Scout groups.
- The delays seen in regions to process grant applications (although it improved over time).
- Inability of Scout groups to participate in Messengers of Peace funded projects (vs. focus on national-led projects).
- Disconnect with other Scouting programmes and priorities.
- Internet connection issues in some regions for participating in online network.
- The lack of awareness of Messengers of Peace within the Scouting Movement.
- The limits to budgets available or accessible for Messengers of Peace projects.
- Delays in payments for funded projects.
- Challenges for NSOs to fulfil reporting requirements.

Success factors

- Providing direct support for the community.
- Focus on exchanging and learning.
- Focus on promoting of peace and dialogue.
- Engaging and empowering youth.
- Integration within education programmes (e.g. scarf and badge awards).
- Flexibility and improvements seen to grant system.
- Messengers of Peace coordinators in place in NSOs.
- Replication between projects.
- Recognition through Messengers of Peace – on Scout.org and with Messengers of Peace Heroes.
- Improved and consistent grant process globally.
- Global projects that potentially benefitted all NSOs (e.g. GSAT and WOSM services)

These key challenges and success factors are reflected in the conclusions and recommendations.

Rainbow Romania

Studies have consistently placed Romania on the bottom of European countries concerning perception of diversity and inclusion; homosexuality was decriminalised only in 2001, traditional gender roles remain dominant and the Roma population face discrimination in all aspects of life. Given this environment, the National Organization of Romanian Scouts (NORS) launched a Messengers of Peace-funded project “Rainbow Romania” to put forward diversity and inclusion at the national jamboree of 2017. Activities included preparing a diversity activity pack, training 10 trainers to form the training team and holding 13 workshops during the jamboree; reaching some 1,800 Scouts. Several participants explained the impact of the workshops:

“The workshops brought new horizons and new level of acceptance...just to see how anybody is and accept it. It is very good to start at this very young age.”

“My Venturer Scouts (teenagers) were part of the diversity and inclusion activities of the National Jamboree and they very much appreciated them – they were even ranked as the best part of the National Jamboree for some of them.”

Rainbow Romania also had a much broader and long-term impact: it prompted NORS to reflect further on how integrate diversity and inclusion within Scouting in Romania which resulted in developing a national diversity and inclusion strategy, setting up a SPIRIT (Soul, Principles, Identity, Respect, Inclusion, Transcendence) team to carry on with the activities and introducing diversity and inclusion and spirituality in its Wood Badge Training.



2.2. Impact

What is the impact of Messengers of Peace and how did the initiative contribute to empowering young people to promote peace in their communities?

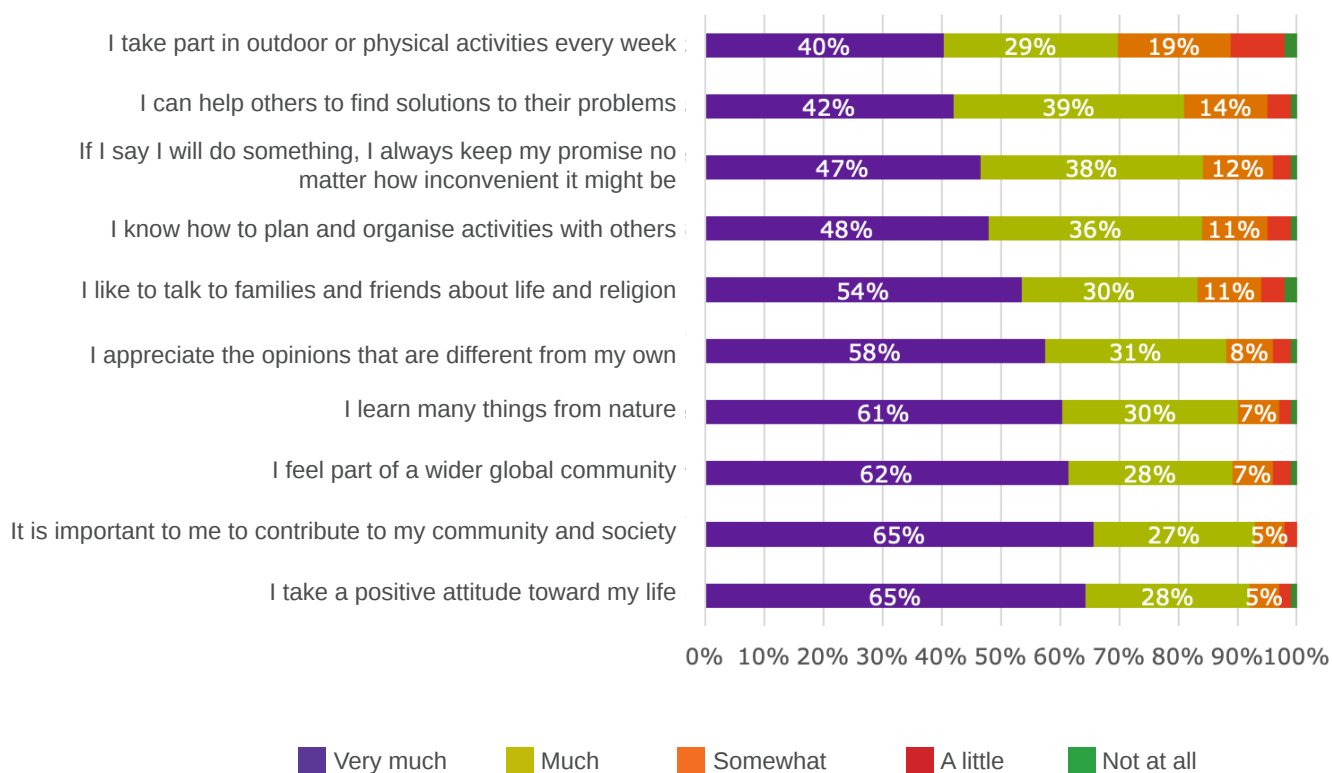
WOSM has defined three levels of social impact: individual, community and institutional⁴. This chapter provides an assessment of Messengers of Peace impact of each of these levels, with institutional including the regional and global WOSM structures.

Individual – Scouts

The 2015 mid-term evaluation found the Messengers of Peace's impact on a personal level was visible in Scouts that had participated in Messengers of Peace in three main aspects: personal development; taking up leadership roles; and a more active role in the community. These aspects were also confirmed by this evaluation; when Scouts surveyed were asked to estimate how their involvement in Messengers of Peace had made a positive change for them; nearly all responded that it influenced their positive attitude towards life (93% - “Very much” and “Much”); their contribution to their community and society (92%), learning from nature (61%) and feeling part of a global community (90%).

⁴ For further information: Measuring Scouting's Impact on the Development of Young People, (2018), WOSM

**EXTENT TO WHICH INVOLVEMENT IN MESSENGERS OF PEACE PROJECTS
INFLUENCED A POSITIVE CHANGE FOR SCOUTS
(SURVEY OF SCOUTS N=1098, ONE CHOICE PER STATEMENT)**





For personal development, the Messengers of Peace project reports analysis indicated that 105 of 300 projects (42%) reported that the Scouts involved had achieved self-development through their involvement in Messengers of Peace. Self-development included increased confidence and

tolerance, greater self-awareness and responsibility, as illustrated by the following quotes from Scouts at the 24th World Jamboree on their involvement with Messengers of Peace:

“I learned how to be more tolerant; how to appreciate more my life conditions and to realize that my situation is quite good and I appreciate it much more than before the project”.

“I think of myself as more of an adult and more responsible because I started to think about aspects that I probably wouldn’t think about if I had not been involved in the Messengers of Peace project”.

“Because of scouting I developed myself as a person and I’m making friends everywhere; from Messengers of Peace we not only developed our own project but also our national youth program; I feel proud”.

“I think Messengers of Peace has definitely helped me find my passion in life; I want to work in the humanitarian field. I would have never gone in this direction in my life without my Messengers of Peace experience”.

Self-development from Messengers of Peace also extended to practical skills and know-how for Scouts and leaders. The Fish Pond and Agri-Farm Project in Kenya illustrated how the Rover Scouts involved improved their skills in project management, team management, community relationship, entrepreneurship and innovative agricultural methods (see highlight box). As discussed further

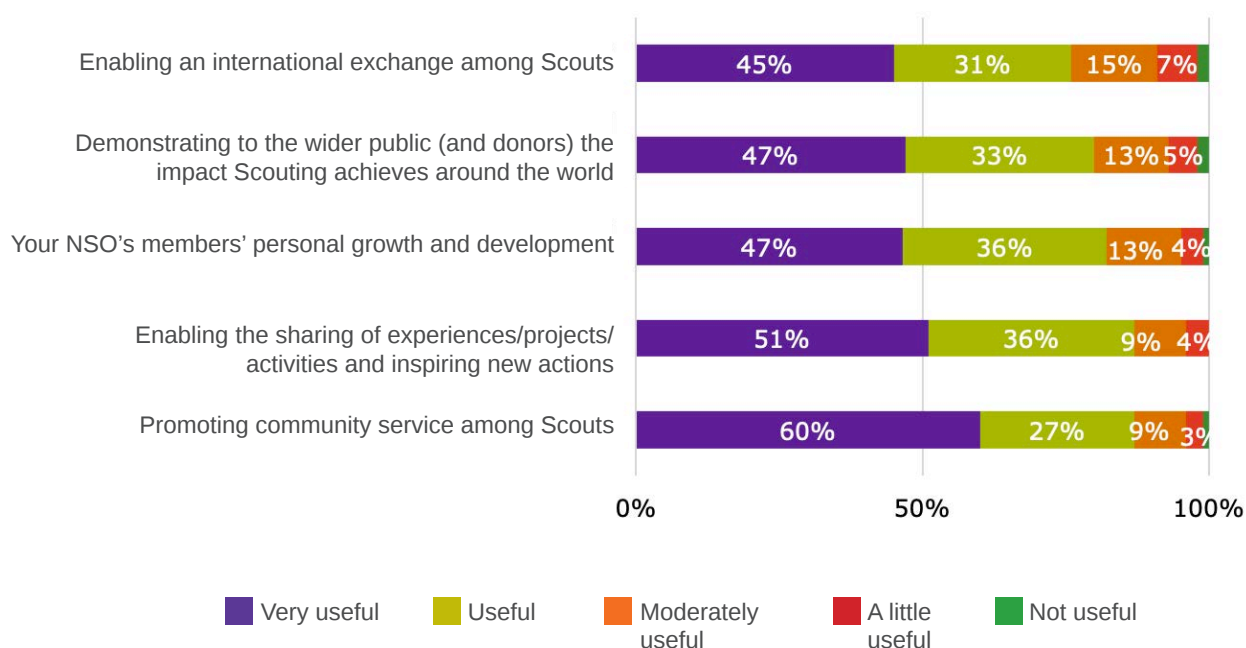
below in chapter 2.3, 89% of Scouts surveyed responded that their involvement with a Messengers of Peace project improved their ability to implement projects. The personal aspect of networking in making friends and connecting with other Scouts was also an important aspect of Messengers of Peace as discussed below.

Involvement in Messengers of Peace encouraged Scouts to take up leadership roles both within Scouting and their community, as found in the 2015 mid-term evaluation. For example, since 2013 in the Interamerican region, some 60-100 Scouts (average age of 21 years) have participated annually in the Interamerican Leadership Training (ILT) which focuses on leadership skills, team development and problem solving and Messengers of Peace. Past participants surveyed reported that 80% have

since taken up a key staff or volunteer position with a Scout group or district; 60% took up a volunteer position outside of Scouting and 37% are now participating in the governance of their NSO (such as becoming a Youth Advisor) (see highlight box below).

Concerning Scouts taking a more active role in the community, Scout leaders surveyed indicated that Messengers of Peace was most useful for promoting community service amongst Scouts:

USEFULNESS OF MESSENGERS OF PEACE NETWORK ACCORDING TO SCOUT LEADERS (SURVEY OF SCOUT LEADERS N=430, ONE CHOICE PER STATEMENT)



An important aspect of impact on individual Scouts was their replication of projects as described above, 53% of Scouts surveyed felt inspired to replicate a Messengers of Peace activity or project; 51% of Scout leaders found Messengers of Peace "Very useful" for sharing experiences and inspiring new actions. The replication and extension effects were also seen in projects that had a "train the trainers" approach; for the ILT course, 77% of past participants surveyed reported having trained other leaders or Scouts in leadership skills following the ILT course.



The Fish Pond and Agri-Farm Project in Kenya

The Rowallan Integrated Fish Pond and Agri-Farm Project, a Food for Life project, Kenya began in 2016, over 12 months, adjacent to Kibera, Africa's largest urban slum in Nairobi. The project started with the development of a fish farm by Rover Scouts with Messengers of Peace support providing sustainable fish for the local market and later diversified to include agribusiness (urban vegetable farming) as well as poultry. It also included 'cone gardening' in which waste material from construction materials was used to build circular cones to grow the vegetables. This integrated project is an excellent example of a very successful innovative 'learning by doing' project, building the technical skills of those involved to create a vehicle for food security for the community, income generation and self-reliance.

Part of the project's success is that it is scalable, easily replicated and sustainable. The knowledge imparted in the Rovers and the members of the Rowallan community remain with the people. It also brings significant benefits to the community supplying fish at a cheaper rate than the market rates and has established a food security program for the very vulnerable members of the local community, (providing them with free fish products), which remains a landmark in the community. Community members have gained trust in the Scouts through the project generating positive publicity which will help in further community participation activities. The project model has been shared widely with other Scout groups copying the project and later formed the basis of a partnership between the Kenya Scouts Association and the Ministry of Agriculture, Livestock and Fisheries.

The key success factors of the project reported by the Scouts involved with the project were: training in project management skills and best practices in fish farming, pre-project research and planning to foresee risks, and mentorship and support from the Kenya Scout Association Headquarters and the WSB Africa Support Centre. Early consideration of sustainability was also noted as a key for success, which included how to diversify products further, how to involve more Scouts and how to identify partners who can provide input in terms technical expertise and coaching for the team as well as extra resources (in this case the Dauda foundation).

The project also has enriched the lives of the Scouts involved in many ways. It has brought benefits such as: transferable skills, (including project management skills), knowledge, the benefits of teamwork, stronger relationships with community members, attitude changes, confidence and a sense of fulfilment. As one Scout commented:

"I learned that I must have a life purpose; having something of our own is important to make me successful. The skills and knowledge have been very helpful as I have been taught leadership and working with a team. It's amazing that we are running everything on the project on our own now".

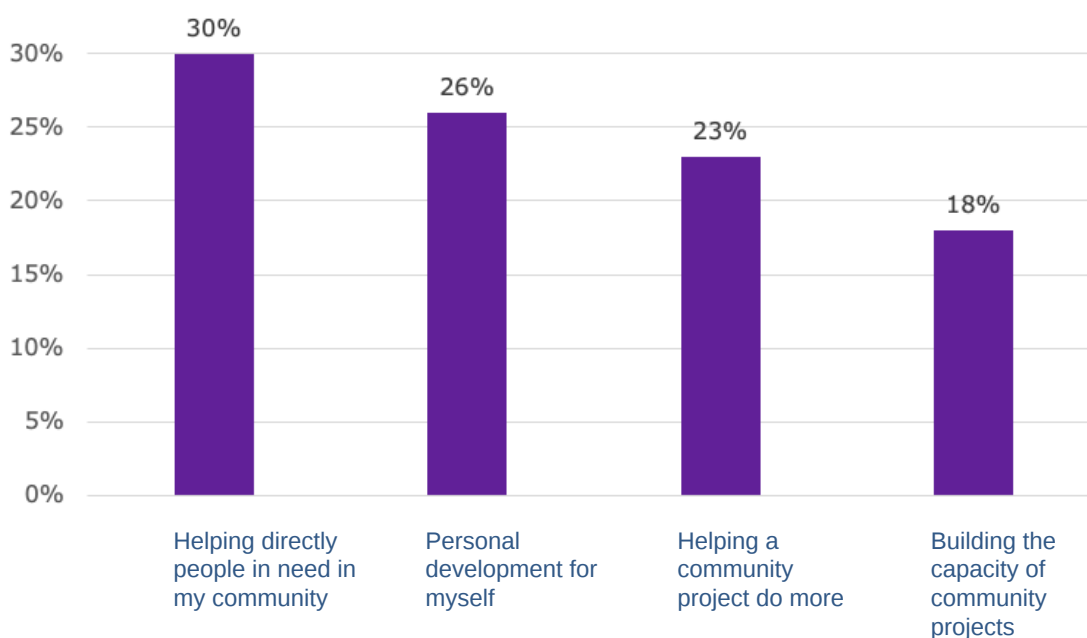
The project is currently planning to extend by planting food crops along the Kibera river as part of continuing to clean the rivers within the slum areas and provide self-sufficiency.

Communities and beneficiaries

As described above, 93% of Scouts surveyed had been inspired by Messengers of Peace to take a more active role in their community and a total of 1.92 billion service hours had been carried out focused on community service. This high level of activity at the community level was linked to the integration of Messengers of Peace in the education aspect of Scouting. For example, this was often as a Messengers of Peace badge to be earned through community service hours that are then registered on scout.org. This was the case for most of Asia Pacific region and countries in other regions, such as Saudi Arabia (see highlight box below). The Boy Scouts

of America had also introduced a Messengers of Peace badge for community service. This role of Messengers of Peace was seen as contributing to revitalising community service to being core to Scouting according to WSB and NSO staff interviewed. This active role in the community as a result of Messengers of Peace was also presented in the 2015 mid-term evaluation. Scouts surveyed in 2020 were asked what was the main result of their more active role in the community with “helping people directly in need” and “personal development” the most prevalent:

MAIN RESULTS SEEN OF MORE ACTIVE ROLE OF SCOUTS IN THE COMMUNITY THANKS TO MESSENGERS OF PEACE (SURVEY OF SCOUTS N=1918, ONE CHOICE ONLY)



This impact at the community level was also reflected in the number of beneficiaries reached. Not all projects reported on beneficiaries reached at the community level but of those funded projects that did (207 of 532), a total of over 4.7 million beneficiaries were recorded as being reached, serviced and/or assisted. Considering that the estimated 16 million non-funded projects and actions largely focused on community service, the number of beneficiaries reached is likely to be tens of millions more. The range of some beneficiaries reached varied from project to project; from some one million people reached in Sri Lanka through the Zero Waste project that raised awareness on recycling and reducing waste in households to the some 40 homeless people supported with food in a US city from an unfunded project of a local Scout group.

Projects covered a broad range of areas including: improving infrastructures and the local environment; preparing for natural disasters; food security; providing income generation opportunities; increasing tolerance, inclusion, diversity and dialogue; and helping the most vulnerable. Messengers of Peace funding was also made available to help Scouts respond to disasters and crises in their communities. Since early 2020, crisis response focused on the global COVID-19 pandemic, where many Scouts responded to support those most at risk from the virus (see highlight box).

The projects focused on the most vulnerable illustrate well the impact of Messengers of Peace at the community level and for the beneficiaries involved. The Ticket To Life (TTL) project in the Asia Pacific region is an example of where Messengers of Peace is having a transformational impact on participants, mostly former street children. The children spoke about how TTL had developed their self-worth and confidence, proving them with key skills and resources to survive and also contribute to society, with many going on to volunteering and leadership roles in Scouts (see highlight box below) and further continuing that impact.

Sustainability of community-level projects was an issue raised during the evaluation and is discussed further below.





Ticket To Life (TTL)

TTL is a flagship Asia Pacific Region (APR) project which supports vulnerable and disadvantaged children, giving them access to Scouting, education and key life skills — a “ticket” to a better life. Many of these children live in temporary shelters, insecure housing or on the street. Their lives are characterized by extreme poverty, insecurity, and with many involved with substance abuse and other harmful activities, at high risk of exploitation. Many have no parental support and where families are present, they may see the child as a source of income from begging or labour — schooling is not an option. The activities offered through TTL are able to help the children as Scouts to develop in different aspects of their lives; educationally, morally, physically as well as provide much needed routine and stability.

TTL was launched in 2006 in inspired by a similar project run by the Kenya Scout Association. In 2019 the programme was relaunched as a flagship five-year Scout programme providing long term commitment to safety for street children across the region.

What does TTL entail? TTL begins with the identification of the most vulnerable and at-risk children and young people, and introduces them to Scouting. Working with existing community structures and partners is key to establishing a solid relationship and trust. The children are then introduced to the Scout Method, helped with hygiene issues, wear a clean uniform and feel good about themselves. The weekly Scout meeting is a chance for them to socialize, to engage in activities, to learn and grow, and work together on their own personal development- this routine is seen as vital. Core to the Scout programme is community service, in which the young people ‘give back’ with volunteer hours to help contribute to their local communities. This is done in partnership with local organisations, schools and civil society in order to further prepare these youth to become active citizens. Many are given the opportunity to return to school if needed and there are also opportunities in some countries for vocational training and/or provision of scholarships for further studies, as these participants highlighted:

“From Scouting the values that I learned include being trustworthy, being helpful, and being kind to people. The other benefit is that TTL helped me finish college and shape my future.”



“One of the tangible things I have received is the scholarship which helped me graduate. It helped me start my life and my work.”

TTL– what impact is it having? It is clear that TTL can have a transformational impact at the level of the individual, as well as having a number of benefits at the level of the community and within the Scouting movement as a whole.

Interviews with those involved in TTL testify to the changes which the program can bring about — restoring dignity and self-worth to the children involved and giving them key skills and resources to survive and prosper in society. As one former street child noted, “children are able to speak for themselves and establish themselves which they were not able to do before.” In interviews with former and current TTL participants in Bangladesh, India, Indonesia, and Philippines they stressed the confidence, skills and knowledge gained and the sense of belonging the programme gave them, as well as concrete skills such as entrepreneurship know-how. Of this group some interviewed have managed to start their own business, move onto further education and lead their own Scout troop.

TTL programs also support children to return to school. In one troop in the Philippines most of the members of the TTL Scouting group were able to finish their high school and some are now pursuing higher studies. But this can be difficult to achieve and not possible for all children, some of whom have family situations which push them to stop their schooling and search for work. In these cases, the scholarship contract has to be terminated.

For those involved as Scout leaders and educators in TTL, (many of whom are former participants), they have gained self-confidence and strong motivation through the programme, and are now well-placed to understand the children’s needs and provide strong leadership. As was noted by one interviewee, *“the TTL Project success lies on the commitment and capability of Unit Leaders.”*

TTL also brings benefits to the community and at a national level. As positive responsible citizens many young people engaged in the project are now considered as assets to their community and in countries like Bangladesh, TTL has strengthened the image of Scouting nationally. As the National Coordinator noted “TTL Scouts are one step ahead of the others and effective in encouraging others to behave properly with honesty, integrity and kindness”. TTL and its planned expansion also offers major benefits to the Scout movement. It is able to demonstrate making a significant contribution in the lives of underprivileged young people — in line with the mission and strategic priorities of the Scout Movement, (in particular Social Impact and Diversity & Inclusion). It strengthens the image of the Scouting as a youth movement, with the potential to attract local and international partners and to demonstrate impact.

How sustainable are the benefits of TTL?

Many of the benefits of TTL have a high likelihood of being sustainable because as one Scout leader noted, the participants have already gained knowledge and developed confidence which will stay with them and continue to be a part of their lives. Many of them are still part of Scouting and have received personal support which has helped them consolidate their learnings from the project and become advocates for TTL, committing to motivate others. In addition, efforts have been made to ensure a uniformity of delivery in training for all TTL coordinators through the development of a training manual, and a standard by which to measure the effectiveness and impact of the programme. With a focus on capacity building through training, as well as regular monitoring and evaluation (for example, Bangladesh has a monitoring committee comprised of 12 members), this will help ensure continuous improvement.

The next stage of TTL:

TTL is clearly having a life-changing impact on the lives of those involved supporting many children to move from the fringe of society to the mainstream. The need is great; there are an estimated 100 million street children globally, a number which will only rise due to the effects of the COVID-19 pandemic. TTL has significant potential to further increase its impact. Recently relaunched as a new flagship five-year program funded by \$1 million from another donor it is now underway in Bangladesh, Indonesia, Nepal, the Philippines and Thailand aiming to reach 10,000 children through 250 new TTL Scout groups. The expanded reach of the TTL program planned is ambitious and attention will have to be paid to a number of factors, already identified by the programme in its work to date for its continued success. These include capacity strengthening at national and local level, support for the development of committed Unit Leaders, community support and partnerships as well as ongoing technical and moral support from WOSM.



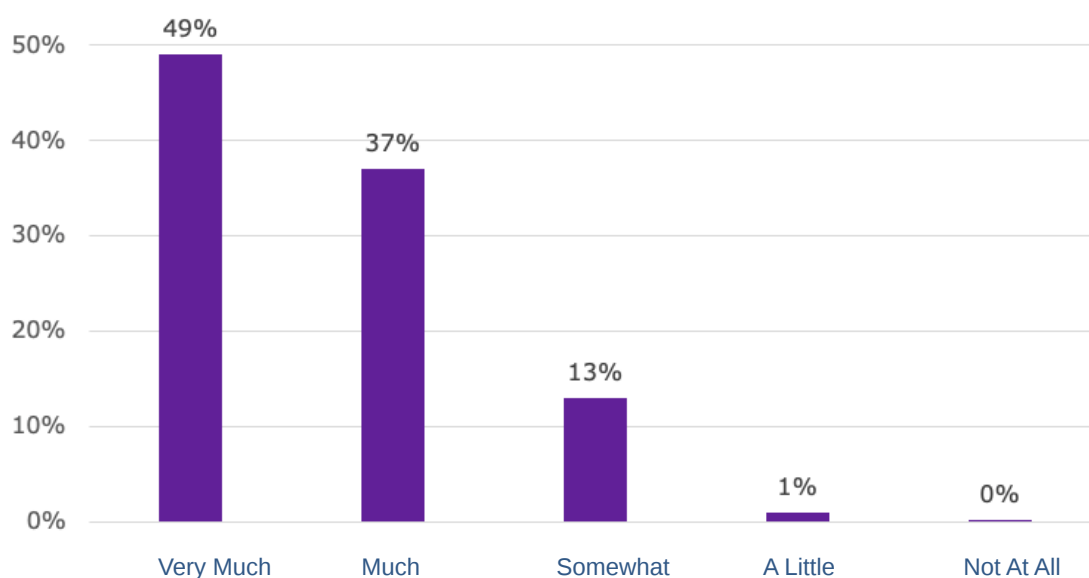
National

Impact at the national level is understood to be the impact of Messengers of Peace on the NSOs' programmes, policies, strategies, structures and capacities in general. Together with the community-level projects described above, Messengers of Peace also funded projects that focused on strengthening capacities of Scouting structures — accounting for 47% of all projects. Although some of these projects were managed at the regional or global level, their goal was largely to improve the capacities of NSOs. As stated above, 104 of 171 (61%) NSOs have received Messengers of Peace assistance to strengthen their organisational capacities, not including NSOs that indirectly received assistance through global programmes supported by Messengers of Peace such as GSAT and WOSM services (see further below).

This evaluation confirmed the findings of the 2015 mid-term evaluation that Messengers of Peace had contributed to improving Youth Programmes; better relations between local, regional and national level leadership; strengthening project management capacities in NSOs; and better public image of NSOs. Addition benefits identified in 2020 including modernising and reforming Scouting in certain countries and increasing membership as described below.

The large majority of Scout leaders surveyed responded that Messengers of Peace had contributed "Very Much" or "Much" (86%) to the capacity strengthening of their NSO:

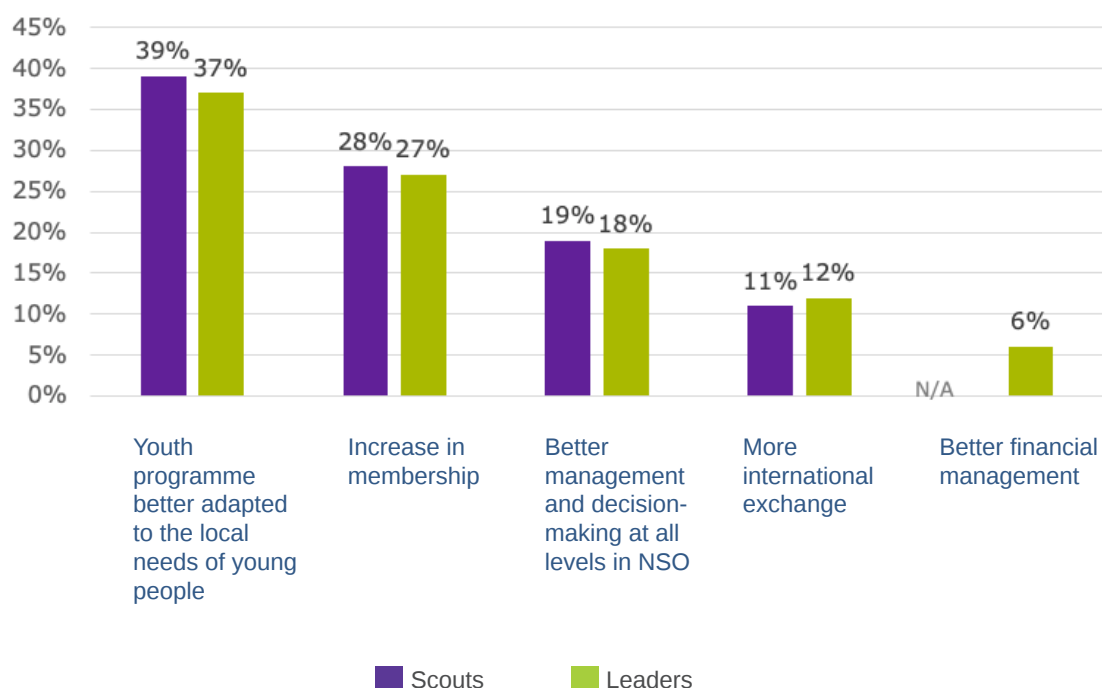
CONTRIBUTION OF MESSENGERS OF PEACE TO CAPACITY STRENGTHENING OF NSO (SURVEY OF SCOUT LEADERS N=286, ONE CHOICE ONLY)





Improving Youth Programmes was also a strong focus of Messengers of Peace projects. For example, the National Scout Movement of Armenia used a Messengers of Peace project to completely re-design and re-launch their Youth Programme. Similar projects were seen in NSOs of all geographical regions⁵. When Scouts and leaders surveyed were asked to indicate the main result of Messengers of Peace capacity building of NSOs, both groups indicated better Youth Programmes followed by increase in membership:

MAIN RESULTS SEEN OF MESSENGERS OF PEACE CAPACITY STRENGTHENING PROJECTS (SURVEY OF SCOUTS AND LEADERS N=1867, N=494 ONE CHOICE ONLY)



⁵ Funded projects with a specific focus on national Youth Programmes were implemented in the following countries: Armenia, Botswana, Burkina Faso, Lesotho, Ghana, Seychelles, Gambia, South Sudan, Maldives, Kazakhstan, Czech Republic and Uruguay.

Capacity building for NSOs was notably a focus in Africa (65% of all funded projects), Eurasia (59%) and global projects (79%), although such projects were carried out in all regions. In many countries, capacity building focused on modernising and reforming Scouting. This often involved reviewing structures, programmes and policies and putting new ones in place. According to WSB staff and RDC members, Messengers of Peace projects of this nature have been a major contribution to revitalising Scouting in these countries, together with the global Messengers of Peace projects, such as GSAT and WOSM services. For example, in Benin, through a

Messengers of Peace project, the NSO developed a new strategic plan, revised governance structures and introduced a renewed Youth Programme. Consequently, they were the first Francophone NSO to be awarded the independently audited SGS GSAT certification. With both membership and partnerships increasing, Benin launched a second Messengers of Peace funded project in 2018 on promoting the SGDs.





Scouting in Saudi Arabia

The Saudi Arabian Scout Association has been a keen supporter for Messengers of Peace since its launch and involved with many of its aspects including:

- Every year, thousands of local Scouts and leaders provide assistance to the millions of pilgrims during their visit to Mecca to complete the Hajj with the support of Messengers of Peace.
- A Messengers of Peace badge has been introduced into all levels of Scouts with individual service hours in the community required.
- Saudi Scouts have launched a major non-funded project on environmental awareness focused on awareness-raising in the community on a range of issues including recycling, pollution and respect for animals. The project peaks every year with an environmental competition between Scout groups.
- Another unfunded Messengers of Peace project has focused on health awareness amongst young people that was adapted during the COVID-19 crisis to support the most vulnerable, for example collecting and delivering medicines for persons at risk who were confined at home.

- Saudi Arabia was also the host of a number of Messengers of Peace events including the international conference on Youth Volunteering and Dialogue in 2013; and two jamborees (Peace Camps) with approximately 6,000 participants, in addition to an environmental camp attended by Rover Scouts from all over the world in 2015.
- The Saudi Arabian Scout Association successfully completed the GSAT process and was received the SGS GSAT certification. GSAT involved reviewing all policies and programmes of Scouts in Saudi Arabia resulting in an agreed vision for Scouting in Saudi Arabia with specific goals including membership growth and attracting more girls to Scouting.

Overall, Messengers of Peace has been an important contribution to modernising and expanding Scouts in Saudi Arabia. The visibility provided by Messengers of Peace and the revised strategies thanks to the GSAT process has supported a growth in membership; ranging from 10-50% in the past years. With some 250,000 Scouts currently, the ambition is to reach 1 million members with a major growth foreseen mainly with more girls joining, endorsed by the Ministry of Education.

Regional

The impact of Messengers of Peace on Scouting programmes, policies, strategies, structures and capacities at the regional level is largely centred around the six geographic regions and their Regional Support Centres (RSCs). All regions used Messengers of Peace funded projects to support their regional strategies and priorities with the following examples seen:

- Good governance was a priority that featured in Messengers of Peace projects for the Africa, Arab, Asia Pacific and Eurasia regions; diversity and inclusion in Asia Pacific, Europe and Interamerica regions (see above examples on good governance (Benin) and diversity an inclusion (Rainbow Romania).
- The Eurasia RSC used Messengers of Peace funding strategically to support the broad reforms needed for Scouting in the region, allowing the regional team to visit all nine NSOs in the region, develop action plans and road maps with NSOs and provide inputs into a revised regional Scouting strategy.
- Several regions focused on sub-regions with Messengers of Peace projects where they assessed Scouting in need of further development, such as in Lusophone (Portuguese-speaking) African countries; South Pacific countries in Asia Pacific and the Balkan countries in Europe in addition to individual countries (e.g. Democratic Republic of the Congo and Myanmar).
- The Europe RSC set up a project of “mini-grants” of which funding (some €5,000) was provided to NSOs in the region (selected by the RDC) who then distributed the funds to projects at the level of Scout groups, for example, in the Czech Republic to 40 Scout groups.
- Projects that were operational across multiple countries and managed by the RSCs. These included: the ILT course in the Americas (see highlight box below) and in Africa; the refugee assistance and welcome projects across Europe; TTL in Asia Pacific and Food for Life in Africa.

There was consensus amongst the RSC staff and RDC members that the support of Messengers of Peace was a key factor in progress seen on their regional strategies and priorities, as illustrated by the following quotes from them:



“We used Messengers of Peace to advance our regional policies and plans with NSOs; with Messengers of Peace funding we could prioritise issues such as diversity and inclusion”

“Messengers of Peace contributed significantly to our regional plans and actions which wouldn’t have happened without the support of Messengers of Peace”

“Messengers of Peace was a huge opportunity for us and we focused our energy towards building the Scouting movement in our region; Messengers of Peace supported the new direction we took”

Another important dimension of impact for the regions was the management of the grant process with the RDCs, as discussed below in chapter 2.3.



Interamerican Leadership Training

ILT is a collaborative project of all 34 countries in the Interamerican Region and has been in operation since 2013 providing once-a-year week-long leadership training in a collaborative, activity-based environment that prepares the youth of the region to serve Scouting in their countries. A total of 542 participants were trained between 2013 and 2019 with the average age of 21 years. To evaluate the results of the ILT, a survey was carried out of past participants, receiving a 34% response rate in addition to interviews with key informant interviews (6 ILT alumni and 5 NSO staff).

Participant's reaction: the survey results showed that the three most useful topics of the course were leadership, team development and problem solving/team dynamics. Participants' feedback indicated their satisfaction with the training, including:

"ILT is one of the most impactful tools I've witnessed as a part of the Scout Movement..."

"The ILT [is] a powerful tool to impact young people. Keep going, keep doing it, let's make it bigger..."

"ILT was a life-changing experience that I can't really put into words."

Change in attitudes: One of the proxy measures to determine changes in attitude in the survey was to assess if the participants still kept in contact with each other after the training and what they shared – networking, which was one of the trainings' aims. Survey results showed that 95% of past participants contacted each other, mostly discussing general issues and their scouting experiences.

Changes to knowledge, improved skills and behaviour: it was anticipated that the participants would engage in various activities after the ILT training, which was confirmed by the survey and interviews. Most participants were generally active in teaching others about Messengers of Peace or world programmes, taking up staff or volunteer positions, and/or were involved in organizing an event because of their ILT skills, as detailed in the following table:

Did you do any of the following activities as a result of your participation in the ILT?	% who stated Yes
Teach other leaders or Scouts in your NSO about Messengers of Peace or other World Programmes	81%
Took up a key staff or volunteer position with a scout group or district	80%
Train other leaders or Scouts in your NSO on leadership skills	77%
Improved or created new training or activities for Scouts in your NSO	69%
You were invited to participate in or help organise a national or international event because of the skills you learned at ILT? (inside and outside scouting)	67%
Took up a volunteer position outside of Scouting	61%
Participated in the executive teams of your NSO	53%
You were hired for a job partly because of the skills you learned at ILT	43%
Implemented a Messengers of Peace project in your own country	41%
Participated in the governance of your NSO (for example become a Youth Advisors)	37%
Participated in the governance of or volunteered with Scouting for the Interamerica Region or global level	21%

The results indicated a very good level of satisfaction with ILT, while also showing that learning took place which consequently led to various behavioural changes amongst the larger majority of participants, most notably in escalating the training to others. It therefore can be concluded that the expected benefits of ILT for participants were achieved. This was best captured by one participant who stated: *“Definitely, the biggest impact ILT had on me was a change of perspective. I did not know completely what it meant to be a young and upcoming leader. ILT showed me that and gave me more than enough information I could ask for in making myself a better citizen.”*

Global

The impact of Messengers of Peace at the global level is focused on the WSB and the Messengers of Peace projects managed for Scouting worldwide. As described above, global projects accounted for 32% of the overall Messengers of Peace funds distributed. The support provided by Messengers of Peace allowed the WSB to improve and professionalise the services it offered to NSO, and is most evident by the WOSM Services which moved the WSB away from a traditional secretariat role to a service centre based on members' needs (see highlight boxes). Other major projects included GSAT which was seen as having considerable impact on the programmes and management of

NSOs (see highlight box), in addition to the support provided for revamping the global Scouts website and social media, including creating a global donation platform (see highlight box).

WSB staff noted that Messengers of Peace funding had supported all major flagship initiatives of the WSB for the past decade and was a “game changer” for the Scouting movement, even if it was not fully known or recognised as such.



The Global Support Assessment Tool (GSAT):

The Global Support Assessment Tool (GSAT) is a Quality Standard, owned by WOSM and funded by Messengers of Peace that assesses compliance of a NSO towards international best practices in good governance and quality Scouting. It is used as a capacity strengthening tool and to improve progress of NSOs by successfully promoting greater awareness of expectations and standards expected by WOSM. GSAT was introduced in 2012 and was later rolled out by WOSM as a model of service provided to NSOs online in 2017, evolving over time to provide dedicated support to organizations as they develop. Since its creation, the assessment tool has been used by approximately 70% of all NSOs in all regions.

The GSAT has four main stages. In the first stage the NSO assesses its current capacity and identifies areas which need improvement from a choice of twelve. In the second stage an action plan is developed based on this, prioritizing areas for support and capacity building. The next stage involves the delivery of WOSM Services in line with the action plan by dedicated WOSM Consultants. The last stage helps the NSO monitor their results and progress. After having completed the assessment process, the NSO has then the option of being independently audited by the inspection, verification, testing and certification company, SGS, with the opportunity for further recertification. To date, 57 NSOs have been audited and 29 have received their SGS GSAT certification which is valid for three years.

GSAT certification – what impact is it having?

For the majority of NSOs, the GSAT ‘journey’ to certification has provided considerable impact and motivation. It is helping to change the image of Scouting and youth development, supporting new partnerships and can help increase growth.

In terms of **internal benefits** GSAT has provided a benchmark in line with a global measurement tool, acting as valuable guidance (or a ‘stock check’) for NSOs to identify what areas need improvement. It provides an alternative vision of how things could be done differently, often clarifying the direction of travel for an NSO. Most notably, follow up from the results of GSAT audits have delivered support services in strategic planning and better governance. Areas improved include: new policies in child protection and education, improvement of administration processes and new programmes which support diversification of membership and growth of Scouting. For many NSOs, GSAT has also been important for self-validation, instilling pride within the organization and an understanding of shared responsibility for improvement. In addition, analysis of the results of the GSAT assessments have helped strengthen regional and global planning aligning it with local GSAT trends. These benefits are illustrated by the following quotes from NSOs:

“GSAT has allowed us to see how we should be performing in key areas of governance, financial management and operations, as well as having strong Youth and adult policies that are regularly reviewed. Together with a focus on continuous improvement, we can only be better. All of these things are for us on-going benefits”.

“Doing GSAT and getting certified has been an achievement, and has helped measure where we are and where we could be. Our world changes and so does Scouting, so we need to look at how we are performing not just once but periodically”



In terms of its **external benefits**, GSAT certification has provided support for improved partnerships particularly with governments by adding credibility, confidence and transparency of impact and operations. GSAT has helped inform funding applications and strengthened accountability and trust with stakeholders (government, donors, other scouts), and in relationships with other NSOs in the region. At a wider level, GSAT certification has also helped communicate ‘the story’ of the NSOs and improve the public image of Scouting and youth development.

“Certification has helped self-image and confidence: The volunteers see that they are not only doing Scouting right but also doing the processes and paperwork right and local scout groups realized that they are doing great work and they are proud of themselves. Both the government and other youth organisations see us as a pioneer in youth work.”

“GSAT has helped with a more consolidated and consistent approach with the government for mutual engagement. We have also used it as a backup information with the Ministry of Education in order to sign an agreement that benefits scout members in school programs.”

GSAT certification has changed the relationship with stakeholders to some extent within the community and at government levels. They know that Scouts is worthwhile and beneficial as many of them have been Scouts. However, the relationships appear stronger as they see we are operating at a level that is internationally recognised.”

“GSAT certification has added a layer of credibility especially with funders who have been impressed by the fact a global body certifies organisations like Scouting.”

The future of GSAT: Despite the considerable success the GSAT service program has had, it is not without challenges. Motivating NSOs to undertake GSAT Assessments was a challenge as is the limited capacity of NSOs yet to engage with GSAT in a time where existing resources may be threatened. Further financial resources are required for third party auditing to ensure independence and extra resources and dedicated staff time is needed to support NSOs at the regional level. NSOs have to also make sure that the GSAT process goes beyond a simple “checkbox” process and impacts on their activities for Scouts. However, a



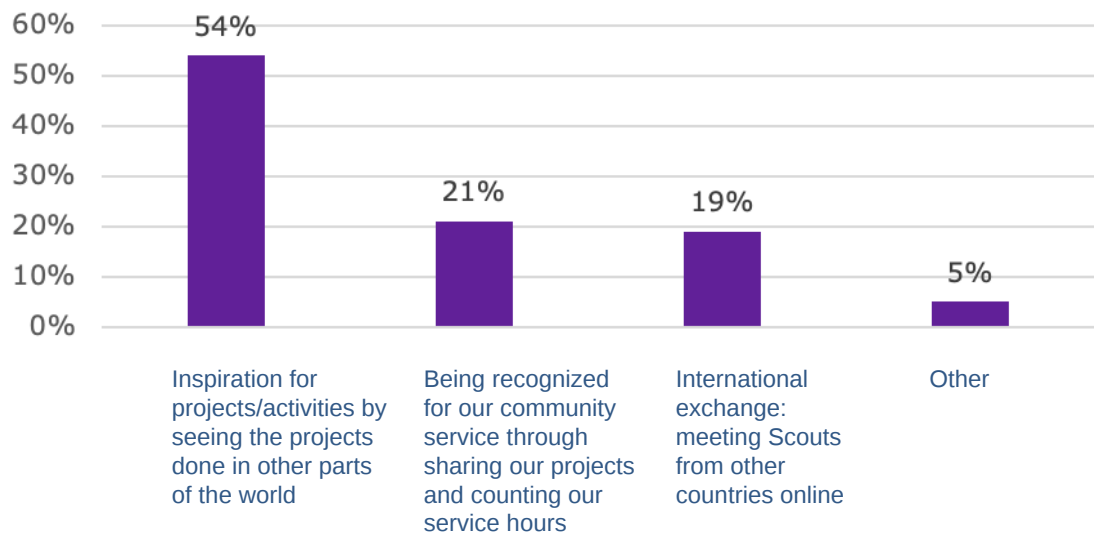
number of measures have been taken to ensure the sustainability and accessibility of the service, as well as the functionality required of the supporting online platform. The WOSM Consultant Pool that supports NSOs through the process is expanding, aiming to provide a streamlined and consistent approach to service delivery, the World Scouting's Quality Standard is being promoted, and dedicated focus is being given to understanding impact for the realisation of the 2023 vision.

The expansion, interconnectedness and effectiveness of the Messengers of Peace network

The Messengers of Peace network was an important aspect of the Initiative, as set out in goal 4. The network was mainly virtual, through scout.org and social media, but was also present in person through the exchanges and discussions that happened at national, regional and global Scouting events where Messengers of Peace activities were carried out. An internal network was also developed of Messengers of Peace Coordinators in the majority

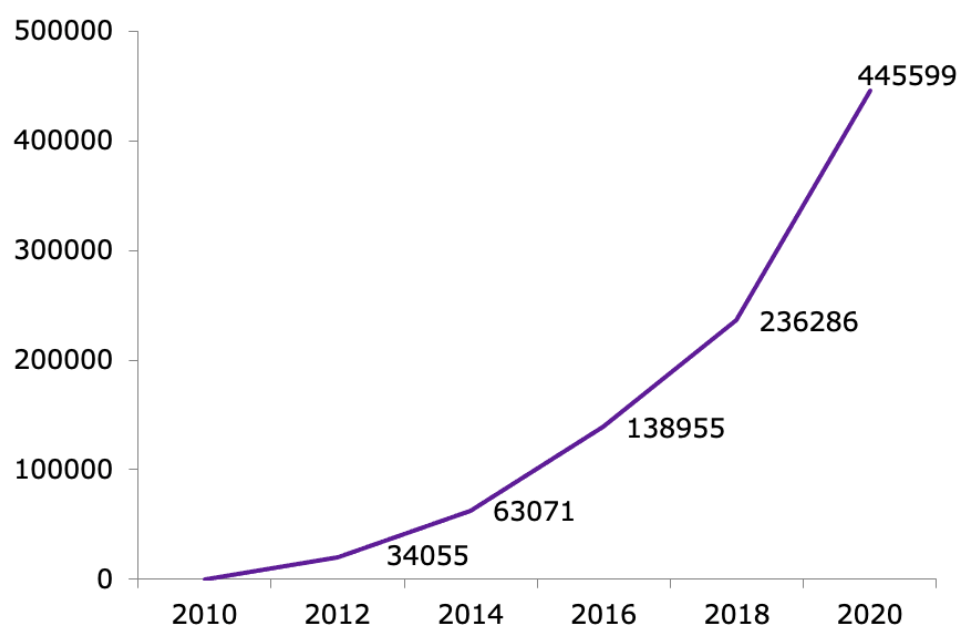
of NSOs that could also exchange and share experiences. Surveyed Scouts were asked about the main benefits of being part of the Messengers of Peace network; with over half selecting “Inspiration for projects/activities by seeing the projects done in other parts of the world,” confirming the important replication impact of Messengers of Peace (similar results were seen in the 2015 survey).

MAIN BENEFIT OF BEING PART OF THE MESSENGERS OF PEACE NETWORK (SURVEY OF SCOUTS N=1835, ONE CHOICE ONLY)



The network established on scout.org has seen exponential growth, basically doubling in the number of users every two years, reaching nearly 450,000 in 2020 as seen in the graph below. Of the Scouts surveyed, 70% had visited the online Messengers of Peace network on scout.org.

BIENNIAL CUMULATIVE GROWTH OF NO. OF MEMBERS ON SCOUT.ORG (SCOUT.ORG DATA)



The Messengers of Peace network was also present on social media, mainly on Facebook, with 56% of Scouts surveyed having participated in the network via Facebook. 67% of Scouts surveyed also said there was a national network although 25% said they did not know if a national network existed. The Messengers of Peace network was also highlighted in interviews and the survey for its ability to create connections, provide recognition and learn from other Scouts, as illustrated by the following quotes:

“The Messengers of Peace network has given me friends in many regions. So, it has been a tool of learning and exchange. It has helped African scouts to show themselves in a different light. The benefit of the network has been outstanding – such as Messengers of Peace Facebook group has been good for an exchange of experiences”.

“For the Messengers of Peace Network, I would use it to showcase a project that we have done and to find out some ideas from the same region as we might have very similar issues. Maybe I can get inspired or see who I can contact to learn more”.

“The Messengers of Peace network was very important as it was the first time I felt I am part of this world movement! I have friends all over the world as a result — even if you don’t participate in jamborees. Messengers of Peace established a network in which we were connected from the local level, sharing our projects with other Scouts; it really incentivized us as could inspire others”.

As found in the mid-term evaluation, language remains as a barrier to participate in the Messengers of Peace network, for example for Scouts from Eurasia and Interamerican regions who may not be comfortable communicating in English.



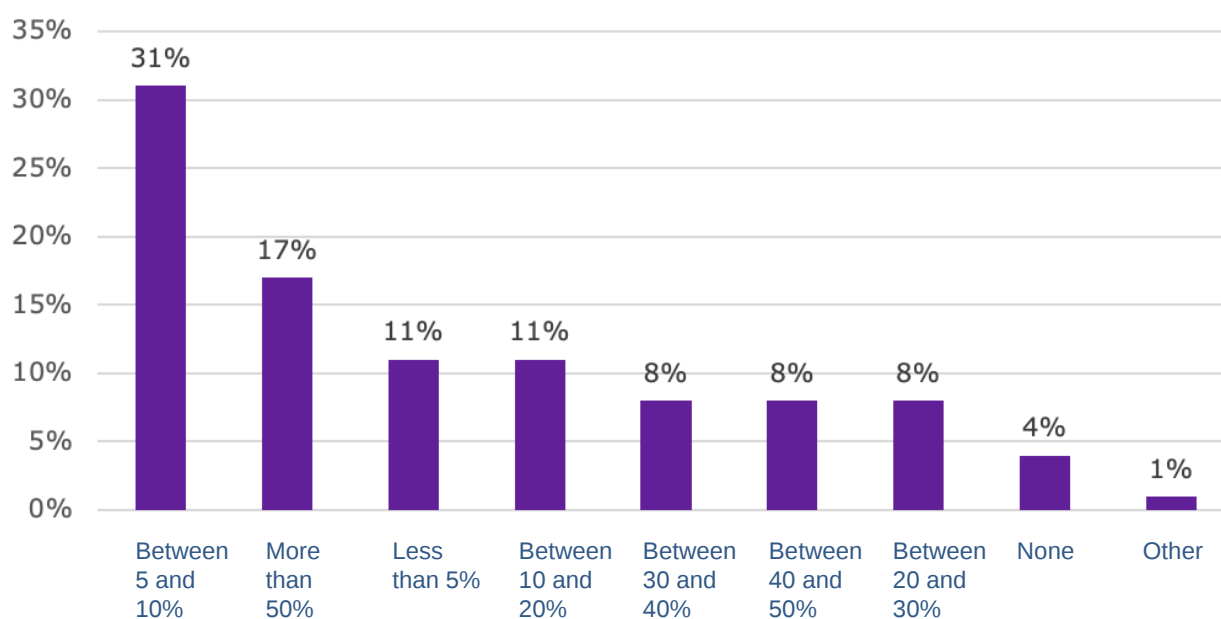
Growth in membership as a result of Messengers of Peace

At the outset of Messengers of Peace in 2010, growth in membership was anticipated to be seen in NSOs where their capacity has been strengthened. As found in the 2015 mid-term evaluation, membership has increased in many NSOs although factors are at play to influence growth. According to WSB and NSO staff, such factors included a better ability to measure membership, revitalised Youth Programmes; a trend towards youth appreciation of the “outdoors” and the environment; and the adding of new NSOs.

However, staff were equally positive that Messengers of Peace had both directly and indirectly led to membership growth. For example, in Kenya, following reforms to Scouting driven by Messengers of Peace, membership was reported as growing

300% from 1 million to 4 million. Similarly, in Rwanda, membership had grown 50% from 30,000 to 45,000 and in Ethiopia, membership has grown 530% over ten year from 19,000 to 120,000. In Saudi Arabia, since Messengers of Peace began, membership has grown steadily, between some 10% to 50% per year. Scout leaders surveyed were asked to estimate how many new members had been recruited as a direct result of their Messengers of Peace project (as a percentage of their total NSO membership). Some one third (31%) of leaders estimated that equivalent of between 5-10% of total membership had been recruited; with the next highest category being 17% for more than 50% of total membership.

ESTIMATION OF NEW MEMBERS RECRUITED BY MESSENGERS OF PEACE PROJECTS AS A PERCENTAGE OF EXISTING NSO MEMBERSHIP (SURVEY OF SCOUT LEADERS N=283, ONE CHOICE ONLY)



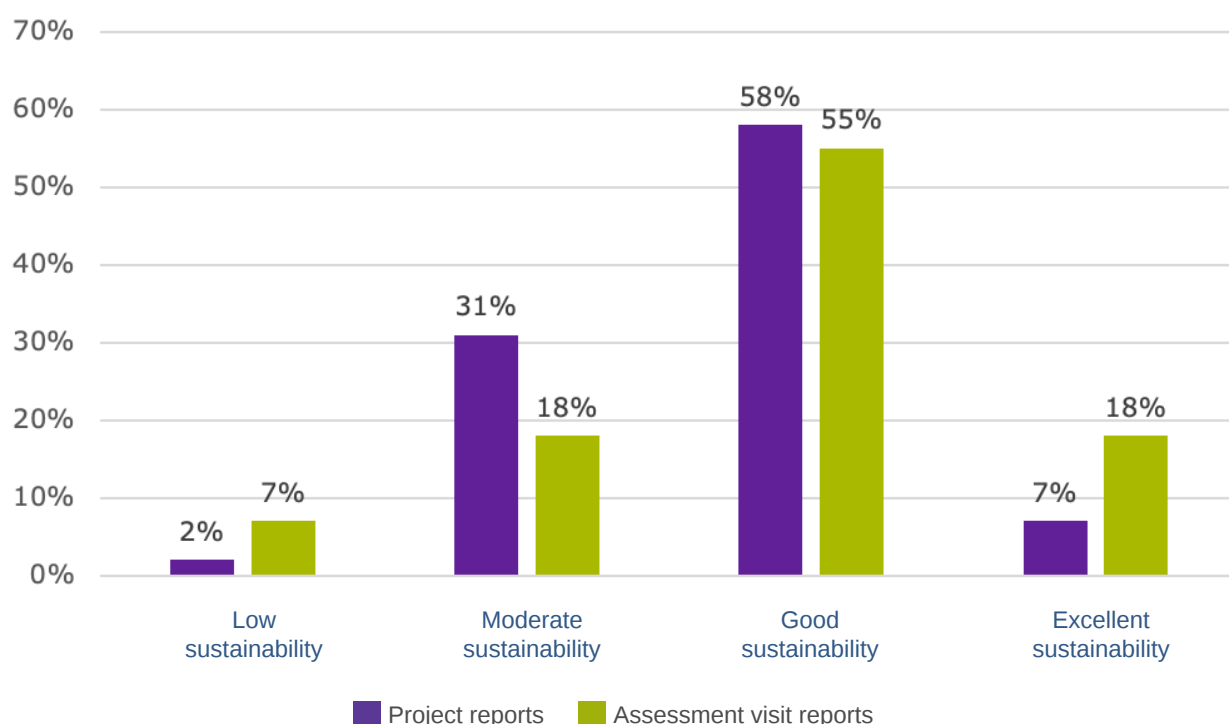
Based on the project report analysis it is estimated that some one-half of Messengers of Peace funded projects had a membership goal (91 projects of 212 analysed in 2020). For those projects that did not have a membership goal, for example a community environment project or a capacity building NSO project, increased membership could still be an indirect result (e.g. increased activity in the community builds awareness and interest in the Scouts; increased capacity implies a better organised Scout movement more able to attract members). Of the projects analysed that estimated the number of young people that would enrol as a result of the Messengers of Peace project (91 projects), the average per project was 1,400 possible new members; 128,000 in total for 91 projects.

Level of sustainability of the impact

Sustainability was considered as “to what extent the results of the project will continue after it ends”. For some projects, such as crisis response, they were seen as short-term immediate relief for communities and therefore sustainability was not an issue. More so, in many projects it was anticipated that some of the skills learnt by the Scouts involved would remain with the Scout groups. For community-level projects, such as the Fish Pond and Agri-Farm Project in Kenya the goal was set

to become self-sustainable when Messengers of Peace funding ends. However, other community-level projects faced challenges in sustainability with difficulties seen to attract the support of partners or community members to continue the project and sustain the benefits achieved. With the project report and assessment visits analyses, an assessment was made of the sustainability potential of the projects based on the information contained in the reports; with the following results seen:

ASSESSMENT OF SUSTAINABILITY OF MESSENGERS OF PEACE PROJECTS (PROJECT REPORTS, N=212, ASSESSMENT VISIT REPORTS, N=32)





Those with rated “Excellent” sustainability had put in place sustainability measures, such as attracting additional funding or partners. Over half were rated as “Good” sustainability for both report types; often these projects had integrated some or all project activities within the existing Scouting activities, implying that elements of the project would continue. Those who were rated “moderate” had some indications that sustainability measures were in place but were not specified; those rated as “low” had no sustainability measures (or did not detail any in their reports) or were not able to complete fully the activities⁶. Capacity building projects at the national, regional and global level also displayed good sustainability possibilities, as Messengers of Peace often provided the seed funding required to develop and implement a process. For example, a Youth Programme developed by a Messengers of Peace programme would remain in place until its future revision. Similarly, a global project such as GSAT put in place the necessary standard, tools, processes and support system; its maintenance will now be a minimal cost compared to its set-up.

Beyond the Messengers of Peace projects, there were other sustainability implications; the Messengers of Peace network was seen as being sustainable as long as momentum and interest continues to grow in the network (and some barriers could be overcome such as the language issue); examples were also seen where contacts and friendships were established through the Messengers of Peace network that would continue regardless of Messengers of Peace. For the education aspect of Messengers of Peace, in many NSOs across Asia Pacific and Interamerican regions, Messengers of Peace was formally integrated within the NSOs’ Youth Programmes, through a Messengers of Peace badge, scarf or ring as part of the award schemes. This was also a sustainability measure as it ensured that Messengers of Peace was well integrated into the Youth Programmes.

⁶ It is also worth noting that assessment visits overall assessed the projects as having a higher rate of sustainability than the project reports written by those partaking in the project.



Scout Donation Platform

In August 2017, the Scout Donation Platform (<https://donate.scout.org>) was launched. Funded by the Messengers of Peace and managed by the WSB and WSF, the platform is an online crowdfunding platform for Scout projects globally. Once their NSO is registered on the platform, both NSOs and local Scout groups can create their own crowdfunding campaign with 100% of the funds raised going to the Scouts.

Since its launch, over 60 projects have been published on the platform with over \$200,000 raised. For COVID-19, an Emergency Response Fund to COVID-19 was launched (managed by the WSB and WSF with funds then distributed to NSOs) raising \$122,000 in one month (June 2020). Other projects have included Scouts raising \$35,000 to help build a house for street children in Uganda; Scouts in Guatemala raising \$5,000 to help relief efforts after a volcano explosion; and Scouts in Greece raising \$3,000 to support a farm stay for refugees. The platform has helped many Scouts raise additional small funds to often complement their own efforts as these Scouts explain that have used the platform:

“Ana, a Scout from Mexico, who collected and repaired 200 pairs of school shoes for distribution for children in foster homes:

“We’re really grateful for the support of the Scout Donation Platform not only for cheering us on, but also for all the support they provided. We raised \$250 on the Platform and we are using it to pay for new shoe laces, shoe shine, transportation to the foster homes, and to make minor repairs to the shoes.”

Dženis, a Scout Leader in Bosnia Herzegovina used the Platform to raise money for uniforms, scarves and badges for his new Scout group, raising \$600 — which was more than he needed, so he donated \$120 of the funds raised to other projects on the Platform:

“We started this crowdfunding campaign in an attempt to provide the members of our group with a set of Scout shirt and pants to represent Scouting the best possible way. At first, I couldn’t believe it [when the project was funded] and honestly, I didn’t think it would happen. But it was important to try at least, not knowing whether it was going to succeed or not. I was incredibly surprised”

2.3. Project management

How effective and efficient was the management and implementation of the Messengers of Peace?

Messengers of Peace was originally launched with a separate unit established in the WSB. In the first five years, the grant management process was managed manually and varied across regions, as did regional staff working in support of Messengers of Peace. NSOs varied in their ability to manage the Messengers of Peace projects which was characterized by a lack of monitoring and follow-up of projects. These limitations were highlighted in the 2015 mid-term evaluation. From this feedback, together with the reforms of the WOSM, a series of changes were introduced from 2015 onwards that impacted positively on the management of Messengers of Peace, including:

- Integration of the Messengers of Peace team across the existing teams of the WSB; Scouting Development, Communications and Organisational Development;
- Embedding Messengers of Peace within the 3-year strategic plan for WOSM and Better World Framework and aligning with the Scouts for SDGs initiative;
- Reform of the grant management system and introduction of new grant management system, Fluxx;

- New guidelines and reporting forms for Messengers of Peace grants and greater transparency with regions of the funding envelopes available annually;
- Increased oversight role of the WSF Board with introduction of the Grantmaking Oversight Sub-Committee;
- Nomination of Regional Office Coordinators (ROCs) in all regions to coordinate Messengers of Peace projects;
- Nomination of Messengers of Peace Coordinators in the majority (77%) of NSOs.

The totality of these changes improved considerably the management of Messengers of Peace according to WSB staff, WSF staff and Board members, NSO staff and RDC members, as further explained below.

Concerning financial management, the following table provides a financial analysis based on the budget of \$27 million and 532 projects (budget and number of projects available for the analysis). This indicates that the average cost per project was \$49,250 incorporating coordination, governance and contingency budgets but not the remaining funds to be granted (\$798,647).

Total Messengers of Peace project grants, 2010-2020 (Messengers of Peace projects, n=532) ⁷		
*has been mainly used for major projects **Additional funding of approx. \$7 million from donors mentioned in chapter 1. Introduction has been added over the past 10 years		
2010-2020:	Total grants (USD)	%
Inspiring Messengers of Peace	3,328,924	12%
Strengthening local capacity	10,973,934	40%
Special projects	5,115,673	19%
Coordination and governance	3,718,488	14%
Contingency*	3,064,335	11%
To be granted and used until end of 2020	798,647	3%
Total**	27,000,0000	100%

⁷ Variance in allocations by category can be seen in this table compared to the table in chapter 2.1. Achieving Goals and Outcomes due to the inclusion of extra categories (e.g. contingency, etc.) in this table.

As described earlier, 207 projects provided data indicating that the projects were reaching 2.7 million beneficiaries. Building on the analysis that was carried out in 2015, a growth can be seen from 2015-2020 for the average number of beneficiaries reached per project by some 50% (17,818 to 26,669). This implies that the average amount spent per beneficiary decreased from \$2 in 2015 to \$1.5 in 2020 with an average of \$1.7 per beneficiary between 2010-2020.

Messengers of Peace funded projects by expenditure and beneficiaries (Messengers of Peace projects, n=207)						
	Number of projects analysed	Total amount spent on projects (USD)	Average spent per project (USD)	Total beneficiaries	Average number of beneficiaries per project	Average amount spent per beneficiary (USD)
2010-2015	92	3,331,904	36,216	1,639,249	17,818	2
2015-2020	115	4,816,370	41,881	3,066,971	26,669	1.5
Total (2010-2020)	207	8,148,274	39,363	4,706,220	22,735	1.7

As described above, there were an estimated 16 million non-funded projects and actions from 2010-2020. This implies that for every funded project there were some 30,000 non-funded projects. Further, for every dollar invested, it resulted in at least 71 hours of service (based on the registered service hours of 1.92 billion and the budget of \$27 million).

The replication and extension of Messengers of Peace activities could also provide examples of further efficient use of resources. For example, for the ILT course, the total of 542 participants were trained at a per capita cost of \$1,840. If we consider that each participant went on to train some 48 persons each (based on the survey results), that would mean that each person trained cost \$38. Further, if each participant trained or briefed some 54 persons each on Messengers of Peace or other

World Programmes, it would mean a cost of \$34 per person. Further, the average cost per participant decreased from the initial course (\$1,729) to later courses (\$1,432) showing cost efficiencies could be made over time while not reducing the quality of the training.

Only in a small number of projects were inefficient use of resources reported according to WSB staff and RDC members. In most cases, this was due to the inability to complete activities foreseen due to changes in leadership, partners, over/under estimation of needs or promised external support (workforce and/or funding) that did not materialize.



WOSM Services

Background: In 2014, WOSM adopted a new vision, dubbed “Vision 2023” with six strategic priority areas: youth engagement, educational methods, diversity and inclusion, social impact, communications and external relations, and governance. As a response to the new vision, WOSM Services was initiated in June 2018 as a Messengers of Peace funded project to offer a reformed structured approach to the services offered by the WSB to the NSOs.

The WOSM Services is a new way to streamline the support available to NSOs and to improve their capacity to deliver a better Scouting experience to young people worldwide. It groups support into 13 key areas, offering bespoke toolkits and guides, e-learning and in-person assistance tailored to the needs of the organisation making the request. These areas are:

- Youth Programme
- Youth Engagement
- Adults in Scouting
- Safe from Harm
- Better World Framework
- Diversity and Inclusion
- Spiritual Development
- Scouting and Humanitarian Action
- Good Governance
- Global Support Assessment Tool (GSAT)
- Communications
- Partnerships
- Growth



Each of these services, provided by trained consultants, provides a range of resources to NSOs: from policies, toolkits and guidelines, to e-learning courses and in-person support (both online and through on-site visits), and events such as workshops and training. The WOSM services are based on four principles:

1. Offer full visibility to NSOs of the support WOSM services can offer;
2. Ensure a user-friendly experience for all NSOs, enabling them to easily request support from WOSM;
3. Ensure all NSOs around the world have access to the same services and high quality of support by aligning the training of all individuals which support NSOs on behalf of WOSM; and
4. Enable the monitoring and evaluation of support delivered to NSOs, in order to ensure continuous improvement.

Achievements: As at July 2020, the WOSM Services had provided 388 services since its launch and there were 91 active services during that month (see table 2 below). On average, 71% of NSOs had received a service across the globe, with regional variations as shown in the table below. As at July 2020, an average of 28% of NSOs had an ongoing service on the platform.



Region	Africa	Arab	Asia Pacific	Eurasia	Europe	Interamerica
% NSOs that have received a service	77%	84%	62%	56%	76%	69%
% of NSOs with an ongoing service	21%	68%	28%	22%	12%	18%

Table 1: Proportion of services received and ongoing services per region

When disaggregated by the various support areas, the highest number of services offered were within the “good governance” service area and the least services offered was “spiritual development” and “Growth” as shown in the table below (“Growth” was also the last service to be added in December 2019, explaining the limited offering to date. Similarly, the most and least active services in July 2020 mirrored the number of services offered.

Service Areas	Total services since launch	% of service areas	Active services in July 2020
Good Governance	95	24%	15
Adults in Scouting	61	16%	15
GSAT	49	13%	5
Youth Programme	47	12%	13
Safe From Harm	29	7%	21
Better Word Framework	23	6%	5
Communications	22	6%	7
Diversity and Inclusion	19	5%	2
Partnerships	14	4%	2
Youth Engagement	14	4%	2
Humanitarian Action	10	3%	1
Growth	4	1%	2
Spiritual Development	1	0%	1
Total	388	100%	91

Table 2: Total services received and active services per each service area

On average, there have been 130 services offered per year (i.e. between 2018 and July 2020). WOSM currently has some 275 consultants in all regions that support the WSB in delivering these services. It is worth noting that since its launch, the new approach has enabled WOSM to strengthen the capacity of NSOs worldwide at a much faster and more effective pace, ultimately delivering better Scouting to more young people worldwide. WSB staff and NSO interviewed for this evaluation confirmed that the WOSM services had supported NSOs in developing and improving their structures, programmes and policies.

Apart from the above, there were also other WOSM achievements seen as summarised below:

- Over 240 publications (such as policies, guidelines, and toolkits) were structured and organised per service and support area including new resources such as general presentation, one pagers, infographics and visuals, interactive presentations, etc.
- Ten new e-learning courses were developed and were made available to NSOs as an additional way to receive support in specific areas.
- The platform interface was translated to French, Spanish, and more recently, Arabic and Russian, enabling NSOs can to browse through the platform and also request a service in all languages.



Grant application process, decision-making and project monitoring by WSB/WSF

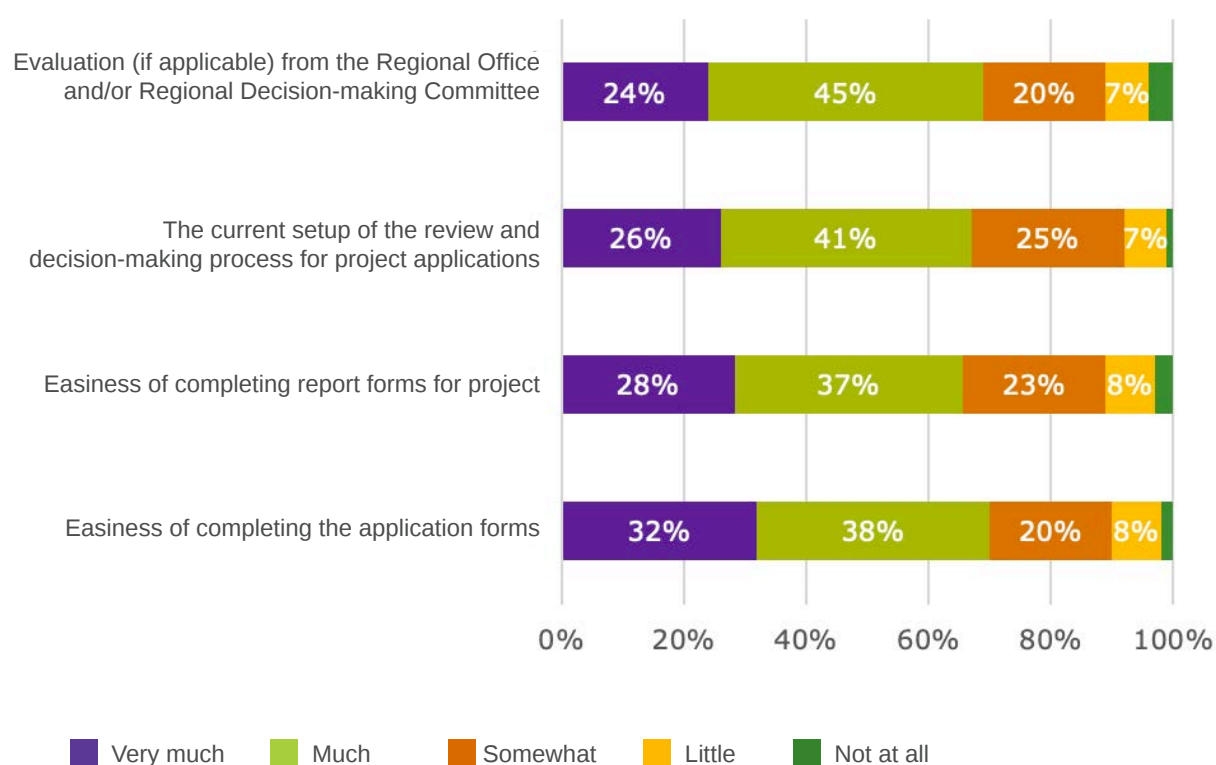
The 2015 mid-term evaluation found that the grant application process was lacking in consistency with different structures and processes across the regions, and was too “top-heavy” in that all funding decisions were taken by the WSB/WSF Joint Executive Committee (JEC). As a consequence, considerable reforms were carried out to the grant application process, introducing a standard process for grant applications across all regions, the same set-up for RDCs (made up of volunteers with the RSC staff as observers) and with decentralised funding decision-making power given⁸.

According to all those involved in the grant application process (from NSO staff to WSF Board members), the grant application process has improved considerably since these reforms were implemented. There was also positive feedback about the flexibility of the funding and the capacity of Messengers of Peace to adapt; such as the release of funds and mobilisation rapidly for crises as illustrated recently for the COVID-19 response (see highlight box). RDC members spoke positively about the ability and increased value of their roles; and about the grant application process which was being used to manage funding from multiple donors beyond that of the original Messengers of Peace funds. Putting the grant process and structure in place together with the impact generated by the projects effectively contributed to facilitating the attraction of additional donors. These funds then complemented the initial funding secured. As a consequence, the grant process could be used to manage all donor-based funding and guided project design and implementation by NSOs. Areas where improvements could still be made, according to the RDC members, was in the quality and timeliness of reporting from projects; their ability to monitor and evaluate progress of the projects; awareness of the Messengers of Peace amongst NSOs and Scout groups; and capacity of NSOs to manage projects (see further below).

Of the Scout leaders surveyed, 64% responded that they had personally participated in preparing a project application. As seen in the graph below, their satisfaction rating on the different points was consistent although some 30% were neutral (“Somewhat”) or negative (“Little” and “Not at all”). Based on the survey responses and interviews with NSOs and Scout leaders, dissatisfaction with the grant process was due to a number of reasons, including: delays seen in payments for funded projects; difficulties to access funds for some Scouts groups (comments that funding was kept for national projects and not available locally); and challenges to complete the necessary application forms and reports. At the same time, interviews with NSOs and RDC members confirmed that improvements had been seen in all these areas.

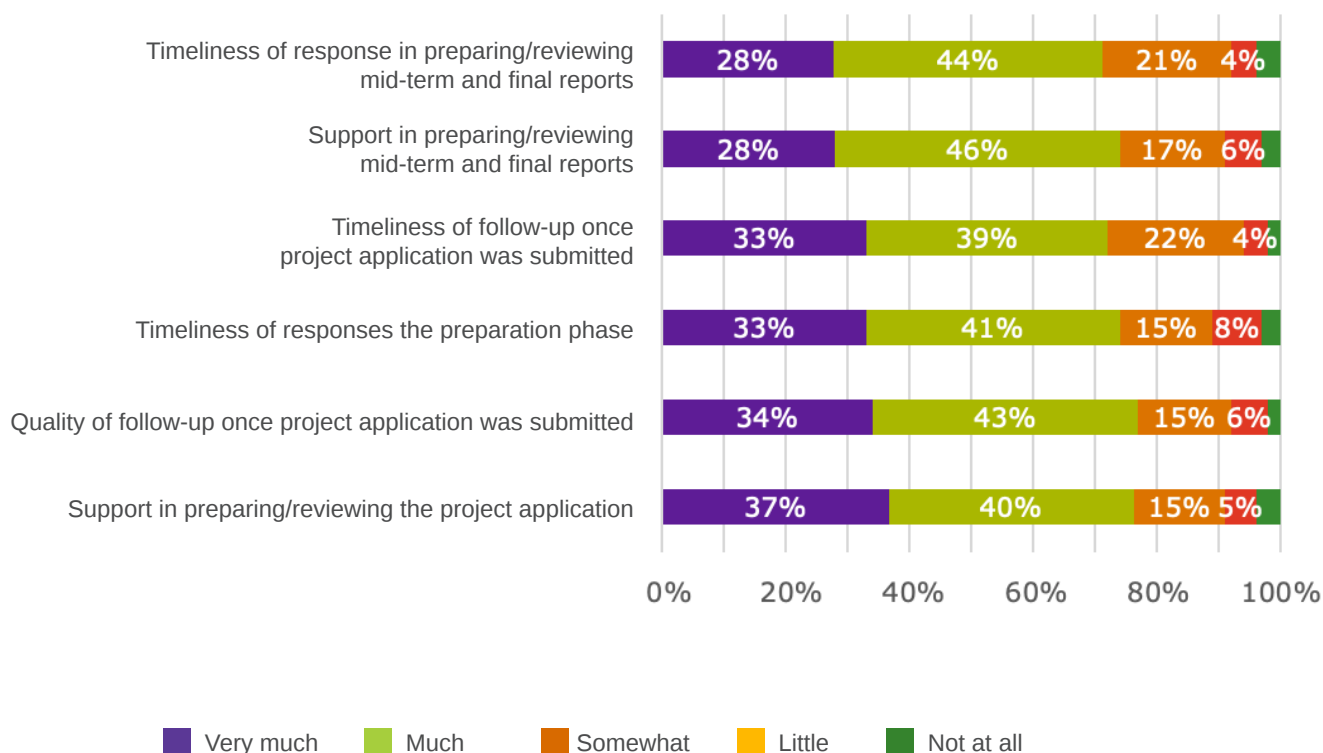
⁸There is still a final sign-off step for the JEC for grant funding over \$25,000.

SATISFACTION OF SCOUT LEADERS WITH THE APPLICATION PROCESS (SURVEY OF SCOUT LEADERS N=257, ONE CHOICE PER STATEMENT)



Scout leaders surveyed were also asked about their satisfaction with the support from their RSC, as seen in the graph below. Their satisfaction rating on the different points was higher compared to their rating of the overall process; with the highest rating seen for “Support in preparing/reviewing the project application” and “Quality of follow-up once project application was submitted”.

SATISFACTION OF SCOUT LEADERS WITH SUPPORT FROM THE RSC (SURVEY OF SCOUT LEADERS N=249, ONE CHOICE PER STATEMENT)



Another area where grant management saw changes was a more formal oversight structure put in place in 2018 with the creation of a Grantmaking Oversight Sub-Committee of the WSF Board. As described above, the Sub-Committee members select randomly Messengers of Peace projects to analyse for the effectiveness and efficiency, adding an additional layer of accountability.

Management of projects and funds by NSOs

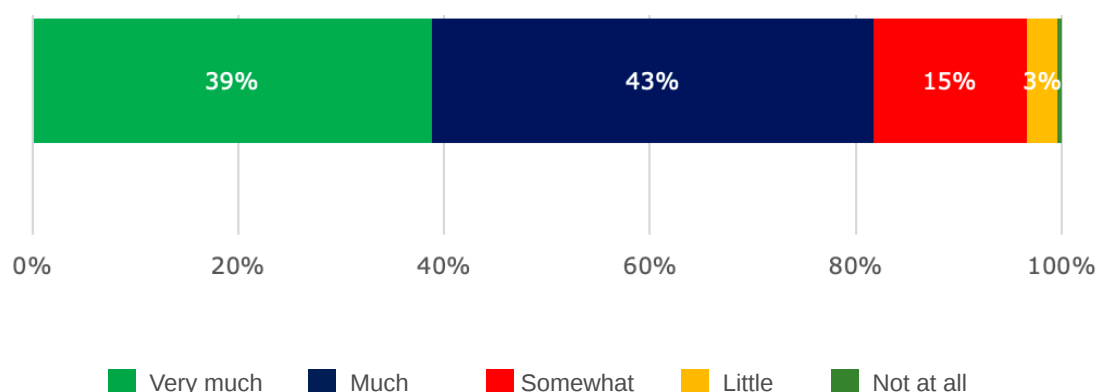
The management of Messengers of Peace projects and funds by NSOs has seen gradual improvement according to WBS staff, RDC members and NSO staff. Accordingly, NSOs improved their management from project to project, although examples were seen where changes in staff or lack thereof meant any improvements were delayed. There was general consensus that the appointment of a national Messengers of Peace Coordinator in each NSO supported a better management of Messengers of Peace projects; currently of 171 NSOs, 132 (77%) had a Messengers of Peace Coordinator in place.

The improved grant process was also beneficial for NSOs in supporting their ability to apply for funding and understand the steps of the process and what was required for them. This was also supported by having a contact person for Messengers of Peace within the RSC, which in later years was more formalised with the introduction of the ROCs. The quality and timeliness of the reporting was an issue raised in the 2015 mid-point evaluation and although improvements can be seen in the past five years, there were still some limitations in the reporting capacities of NSOs. It was commented by NSO and WBS staff that the introduction of the new grant management system Fluxx, should improve even further the reporting process.

Capacity enhancement of NSOs on project management and Scout groups in project implementation

As described in the Impact chapter, a benefit identified for individual Scouts and leaders involved in Messengers of Peace projects was their improvement of project management skills. Similarly, at the organisational level, the participation of NSOs and Scout groups in Messengers of Peace projects was seen as having improved their capacity to manage projects. The large majority of Scout leaders surveyed indicated that Messengers of Peace had “Very Much” (39%) or “Much” (43%) contributed to the capacity of their NSO to manage projects as illustrated by the graph below.

CONTRIBUTION OF MESSENGERS OF PEACE TO THE CAPACITY OF THEIR NSO TO MANAGE PROJECTS ACCORDING TO SCOUT LEADERS (SURVEY OF SCOUT LEADERS N=284, ONE CHOICE ONLY)



NSOs reported improvement as a broad range of aspects in addition to project management that they saw as a contribution from their involvement with Messengers of Peace, including; budgeting, planning, financial reporting, proposal writing and ability to attract donors. This was also interlinked with the Messengers of Peace capacity building projects for NSOs including the global projects such

as WOSM Services and GSAT. At the same time, development of project management capacity was not constant across all NSOs; there were other factors than Messengers of Peace that influenced a NSO's ability in project management including previous experience, staffing level and competencies and level of engagement of an NSO with their RSC.



COVID- 19 and the Scouts' response: a new context for Scouting

Since early 2020, the COVID-19 pandemic has had a significant impact on the work undertaken by the Scouts, showing them to play a key role in the crisis. As a trusted community-based organization with a large network, inspired by Messengers of Peace to take a more active role in their community, the Scouts have been well placed to provide community services to meet the basic needs of vulnerable populations and those most at risk from the virus; in total, nearly 250 million service hours have been carried out by Scouts worldwide in response to the COVID-19 pandemic. Recent guidance produced for staff and volunteers clarifies and streamlines WOSM's response to COVID-19, ensuring effective support to NSOs and optimizing Scouting's overall impact.

Part of this response has been the COVID- 19 Emergency Response Fund which has raised \$122,110 from a majority of existing donors, using the Scout Donation Platform (<https://donate.scout.org/>) (which was created by an Messengers of Peace funded project). The fund gives emergency short notice funding to NSOs in disaster-affected countries up to \$10,000 and currently funds 19 projects in all 6 regions. The projects undertaken relate to humanitarian action (in the areas of food security, water sanitation and hygiene, health, education and protection) and illustrate the quite remarkable extent of the Scouts' reach, expertise and partnership in bringing about results, and working with a wide range of different actors at both the local and the national level. Projects show that the number of beneficiaries reached range from 200 to 80,000 with indirect beneficiaries numbering a potential 400,000 in one project (Lebanon). While some Scout projects



operate alone, others collaborate with a range of governments and humanitarian agencies to support efforts, also including organisations such as the national Red Cross, UN organisations, universities, local police and hospitals, amongst others. Projects range from: virtual training to make homemade sanitizers and soap in 'high risk' children homes in Nairobi, public health message campaign, (Côte d'Ivoire), distribution of emergency food and hygiene packages to the most vulnerable (Mauritania,

Lebanon), and to stranded students, (South Africa), delivery of on-line scouting events and awareness campaigns to local communities (Egypt Armenia, Romania) and delivery of protective equipment to hospital staff and other frontliners, (Philippines). In addition, some scouts are serving as volunteers in quarantine centres (Myanmar) and in Bangladesh they have set up their own including a Special Assistance Emergency Fund to identify those in need.

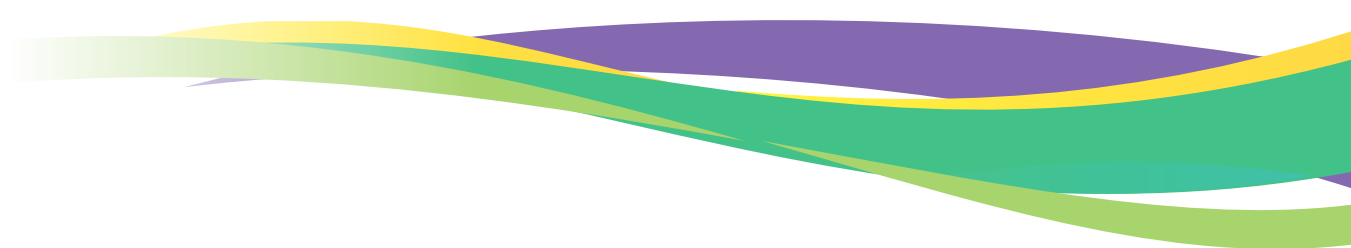
The Scouts response to COVID 19 (in the words of the Philippine Government, "always prepared to help!") demonstrates the effectiveness of Scouting's core values and education in the impact it can make, particularly at the community level in a situation of an emergency. It also demonstrates their agility to respond. Messengers of Peace has also been core to this success from inspiring Scouts to helping provide funds to facilitate this work. The COVID-19 pandemic not only provides significant opportunities to further increase this impact, but also has flagged key learnings for the Scouts in their work and to improve future response, underscoring the importance of pandemic preparedness and efficient communication and coordination with key partners such as Governments.





Messengers of Peace





3. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. Strategy

The first ten-year funding cycle of Messengers of Peace is concluding; but undoubtedly Messengers of Peace will continue in one form or another; completely unfunded; partially funded or equally or greater funding as previously. There is an opportunity now to learn from the achievements and challenges of the past 10 years of Messengers of Peace to shape its future. An initial plan has been developed for the next ten years that would need further refinement with specific objectives, targets and indicators.

Recommendation

WOSM should refine the initial plan for the next ten years setting out priority areas, specific outcomes, targets and indicators, in addition to accompanying guidance for regions and NSOs. The plan can also be further refined based on the findings and conclusions of this evaluation report.

Conclusion	Recommendation
2. Global Scouting priorities Through its funding, Messengers of Peace was driving virtually all major strategic priorities of the WOSM at the global and regional levels of the past ten years. This link between strategic priorities and Messengers of Peace could be further strengthened in the future.	In the next phase of Messengers of Peace, WSF and WSB encourage a greater synergy between the global priorities of WOSM and its member needs; this could be through a number of actions, such as; within the strategic planning process identify high priority areas where Messengers of Peace global funded projects will focus; create specific funding streams and/or earmarking for regions and NSOs on priority issues, e.g. gender, diversity and inclusion, SDGs, Scouts in conflict and crisis zones, etc.
3. Scaling up projects Some Messengers of Peace projects were found to have the potential for scaling up. For example, following the initial success of TTL, the decision was made to develop this into a five-year \$1 million programme, scaling up the work across other regions and seeking specific funding for it. This could be a model for scaling up other successful projects regionally or even globally.	In any future funded phase of Messengers of Peace, WSB and WSF could select projects which have displayed potential to also be developed and upscaled into stand-alone fundable programmes (as done already for Food for Life, Ticket To Life and ILT to some extent).
4. Community outcomes The community-level outcomes of Messengers of Peace were seen as being one of its most successful. Messengers of Peace in some regions and countries had driven a focus on community work that brought results both for the community and the Scouts involved; this was also very evident in countries that had integrated Messengers of Peace formally into their Youth Programme, e.g. as a badge award. Motivating Scouts to be involved with their communities through working towards a badge award seems to have been key to increasing community work.	WOSM should study and explore further the potential of the community-level service model and its integration within Youth Programmes through badge awards that emerged from Messengers of Peace; this could be a possible model that could be replicated across regions and countries.
5. Networking impact The Messengers of Peace network certainly put thousands of Scouts in contact, encouraging cross-learning and creating friendships across borders. The network was to most extent “self-running” with the support of scout.org and social media. Its potential is yet to be fully seen given that not all Scouts involved with Messengers of Peace are using the network	In any future phase of Messengers of Peace, WOSM should expand and build on the potential of the Messengers of Peace network by understanding how it could nurture and serve better the network and its thousands of members, particularly in relation to barriers identified (e.g. language) and possibly through improving the web platform and exploring how to increase interaction and cross-pollination of ideas, both online and offline.

Conclusion	Recommendation
6. Access to funding The Messengers of Peace projects have to date largely focused on funding global, regional and national initiatives. Local Scout districts and groups have been involved to a lesser extent, although they have carried out thousands of unfunded projects. One model that did ensure funds reached local Scout groups was through the mini-grants used in the Europe region.	In any future funded phase of Messengers of Peace, consider if funding streams for micro-funding (e.g. \$1-5,000 per Scout group) could be accessed by local Scout groups and districts through mini-grants managed by regions in coordination with NSOs. This could also be combined with possible crowdfunding / fund-matching on the Scout Donation Platform (https://donate.scout.org/); which is still underutilized by Scouts (an option could also be to use a funding stream in the Scout donation platform as used with Dialogue/ KAICIID).
7. Learning from COVID-19 As a result of the COVID-19 pandemic a number of Covid-19 emergency projects have been funded by Messengers of Peace (directly or indirectly through the Scout Donation Platform) which indicate further the potential reach and usefulness of Scouting, particularly in the emergency context and relating to quick efficient dissemination of both food health packages and information. They also illustrate the success of partnerships for impact.	WSB should document good practice, lessons learnt (what works and does not work), partnerships, impact and sustainability where relevant. This will allow the Scouts to continue this work, scale up and continue to develop partnerships.
8. Monitor, evaluation, reporting and learning The ability to report, monitor and evaluate the Messengers of Peace activities has been an ongoing challenge that has improved over the past ten years. While not wanting to move the focus of community-level projects away from action to reporting, greater oversight and accountability would be welcome, particularly for larger projects where significant funding is going.	For a future phase of Messengers of Peace, the WSB should set out a monitoring, evaluation, reporting and learning (MERL) framework prior to its launch; consider using a sliding scale of MERL for funded projects; e.g. projects under \$20,000 need limited reporting; projects between \$20,000 to \$50,000 require monitoring reporting as is currently done; projects between \$50,000 to \$100,000 require a review by the RDC; projects over \$100,000 require a mandatory oversight step (e.g. an external evaluation (budgeted for in the project); or a peer review; or an assessment visit, etc.). An approach for MERL for unfunded projects should be included to better capture the nature and outcomes of these projects.

ANNEXES

INTERVIEW LIST

WSB and WSF staff and governance				
#	Name	Position	Organisation	Country
1.	Ahmad Alhendawi	Secretary General	GSC, WSB	Malaysia
2.	David Berg	Chief Operating Officer	GSC, WSB	Malaysia
3.	Jacob Murray	Director, World Events	GSC, WSB	Malaysia
4.	Mihaela Ciobanu	Manager, Grant Making Processes	GSC, WSB	Malaysia
5.	Cynthia Marquez	Senior Manager, Educational Initiatives and Messengers of Peace Network	GSC, WSB	Malaysia
6.	Jacques Sandrizi	Regional Office Coordinator (ROC)	RSC Africa	Kenya
7.	Kelvin Mirie	Intern	RSC Africa	Kenya
8.	Mary Waweru	Director, Organisational Development	RSC Africa	Kenya
9.	Jonathan Ormondi	Director, Scouting Development	RSC Africa	Kenya
10.	Raul Sanchez	Regional Director	RSC Interamerican	Panama
11.	Laura Delgado	ROC	RSC Interamerican	Panama
12.	May Abdelhadi	Director, Organisational Development	RSC Arab	Egypt
13.	Ragiah Ezzat	Regional Coordinator	RSC Arab	Egypt
14.	Amr Hamdy	Regional Director	RSC Arab	Egypt
15.	Kate Aranzamendez	Assistant, Messengers of Peace	RSC Asia Pacific	The Philippines
16.	Syd Castillo	Director, Educational Methods	RSC Asia Pacific	The Philippines
17.	Prassanna Shrivastava	Director, Organisational Development	RSC Asia Pacific	The Philippines
18.	Rose Marie Henny	Former ROC	RSC Europe	Switzerland
19.	Kristine Pitalskaia	Fundraising Manager	RSC Europe	Switzerland
20.	Srinath Tirumale Venugopal	Regional Director	RSC Eurasia	Ukraine



21.	Tetiana Smykovska	Director, Finance and Project management,	RSC Eurasia	Ukraine
22.	Dmitryi Prokopenko	RDC Member	RDC Eurasia	Ukraine
23.	Anastasia Iarovoi	RDC Member	RDC Eurasia	Ukraine
24.	Jeremy Miriti Naivasha	RDC Chair	RDC Africa	Kenya
25.	Dr W. A. Davis	RDC Member	RDC Africa	Ethiopia
26.	Victor Atipaga	RDC Member	RDC Africa	Ghana
27.	Sanda M. Rasoamahanina	RDC Member	RDC Africa	Madagascar
28.	Lyda Pavón	RDC Member	RDC Interamerican	Ecuador
29.	Jose Antonio Hernandez	RDC Member	RDC Interamerican	Mexico
30.	Dr Hamad Alyahya	RDC Member	RDC Arab	Saudi Arabia
31.	Mohammed Mustafa	RDC Member	RDC Arab	Egypt
32.	Paul Parkinson	RDC Member	RDC Asia Pacific	Australia
33.	J. Rizal C. Pangilinan	RDC Member	RDC Asia Pacific	The Philippines
34.	Sofia Savonen	RDC Member	RDC Europe	Finland
35.	Vojtech Broucek	RDC Member	RDC Europe	Czech Republic
36.	John Geoghegan	Director	WSF	Switzerland
37.	Mark Knippenberg	Deputy Director	WSF	Switzerland
38.	Johannes Jonas	Chair, Grantmaking Oversight Sub-Committee	WSF Board	France
39.	John Leece*	Grantmaking Oversight Sub-Committee	WSF Board	Australia
40.	Lars Kolind*	WSF Board Member	WSF Board	Denmark

Staff and governance of national Scout organisations and associations				
#	Name	Position	Organisation	Country
1.	Nareg Hanneyan	Youth Programme	National Scout Movement of Armenia	Armenia
2.	Pedro Ballen Montoya	National Commissioner (former), Rover section	Scouts of Colombia Association	Colombia
3.	Kenny Pua	Institutional Development Commissioner	Scouts of Colombia Association	Colombia
4.	Jean de Dieu Nizeyimana	Member of Youth Program and Training Team	Association des Scouts du Rwanda	Rwanda
5.	David Niragire	National Youth Program Commissioner	Association des Scouts du Rwanda	Rwanda
6.	Alexis Nshimiyimana	Growth Commissioner	Association des Scouts du Rwanda	Rwanda
7.	Francine Mamy	National Messengers of Peace Coordinator	Association des Scouts du Rwanda	Rwanda
8.	Rucyahana Viatuer	National Executive Commissioner	Association des Scouts du Rwanda	Rwanda
9.	Triphine Niyigena	Member	Association des Scouts du Rwanda	Rwanda
10.	Jim Kastelic	Chief Scout	Scouts of Namibia	Namibia
11.	Esther Hilundwa	Food For Life Coordinator	Scouts of Namibia	Namibia
12.	Eline Kitaly	National Executive Commissioner	Tanzania Scouts Association	Tanzania
13.	Humphrey Kiboma	Food For Life National Coordinator	Tanzania Scouts Association	Tanzania
14.	Henri Joel Doussou	National Messengers of Peace Coordinator	Scoutisme Béninois	Benin
15.	Rolland Agbessi	National Executive Commissioner	Scoutisme Béninois	Benin
16.	Rodrigues Herald Nouagovi	Finance Commissioner	Scoutisme Béninois	Benin
17.	Billy Mzumara	Programmes Commissioner	Scout Association of Malawi	Malawi
18.	Jim Jwack	District Scout Commissioner	Scout Association of Malawi	Malawi
19.	Patrick Wambua	Projects and Partnerships	Kenya Scouts Association	Kenya
20.	Maher Trabilsi	Project Director (acting)	Tunisia Scout Association	Tunisia
21.	Mauntathar Bin Marzouk	Executive Director	Tunisia Scout Association	Tunisia
22.	Maher Mohamed Mehesan	Project Director	Palestine Scout Association	Palestine
23.	Mo'taz	General Secretary	Palestine Scout Association	Palestine
24.	Mohamed Abass	Chair	Egyptian Federation for Scouts & Girl Guides	Egypt
25.	Peter Amin	Project Director	Egyptian Federation for Scouts & Girl Guides	Egypt
26.	Abdelazeem Mahmoud	Executive Director	Egyptian Federation for Scouts & Girl Guides	Egypt

27.	Jamil Fallatah*	Messengers of Peace Commissioner	Saudi Arabian Scouts Association	Saudi Arabia
28.	Dr Abdullah bin Suleiman Al-Fahad	Vice President	Saudi Arabian Scouts Association	Saudi Arabia
29.	Kailash Vimal Pillay	Messengers of Peace Coordinator	Fiji Scout Association	Fiji
30.	Ram Prasad Bhattarai	Messengers of Peace Coordinator	Nepal Scouts	Nepal
31.	Amar Chettri	Messengers of Peace Coordinator	Bharat Scouts and Guides	India
32.	Madhusudan Avala Sublamanyam	Deputy International Commissioner	Bharat Scouts and Guides	India
33.	Raj Kumar Kaushik	Director	Bharat Scouts and Guides	India
34.	Arup Sarkar	National TTL Coordinator	Bharat Scouts and Guides	India
35.	Onkar Singh	State Organizing Commissioner, Punjab	Bharat Scouts and Guides	India
36.	Carmelo Francia	Messengers of Peace Coordinator	Boy Scouts of the Philippines	The Philippines
37.	Yasser F. Sarona	Messengers of Peace Coordinator (former)	Boy Scouts of the Philippines	The Philippines
38.	Llewellyn Cheung	Messengers of Peace Coordinator	The Scout Association of Macau	China
39.	Le Ahn Tuan	Messengers of Peace Coordinator	Pathfinders Scout Vietnam	Vietnam
40.	Sherman Sheng Hsiao-Ming	Messengers of Peace Coordinator	General Association of the Scouts of China (Taiwan)	Taiwan
41.	Janaprith Fernando	Deputy Chief	Sri Lanka Scout Association	Sri Lanka
42.	Dr Eriyawa Asanka	Program Commissioner	Sri Lanka Scout Association	Sri Lanka
43.	Prabath Kularathna	Messengers of Peace Coordinator	Sri Lanka Scout Association	Sri Lanka
44.	Miral Priyanga	District Project Manager, Colombo	Sri Lanka Scout Association	Sri Lanka
45.	Saliya Dahanayake	District Project Manager, Kandy	Sri Lanka Scout Association	Sri Lanka
46.	Nilushan Fernando Negombo	District Project Manager, Negombo	Sri Lanka Scout Association	Sri Lanka
47.	Md. Ruhul Amin	Director	Bangladesh Scouts	Bangladesh
48.	Md. Zahurul Haque	National TTL Coordinator	Bangladesh Scouts	Bangladesh
49.	Brata Hardjosubroto	National Commissioner, International Affairs	Gerakan Pramuka Indonesia (national scouting organization of Indonesia)	Gerakan Pramuka Indonesia
50.	Nurrochmah Yuliatiningsih (Rahmah)	Indonesia	National TTL Coordinator	Indonesia
51.	Sonny Sanjaya	National Commissioner, Community Service	Gerakan Pramuka Indonesia	Indonesia
52.	Septembri Yanti	Secretary, National Scout Training Center	Gerakan Pramuka Indonesia	Indonesia

Partners of Messengers of Peace projects				
#	Name	Position	Organisation	Country
1.	Miriam Sofia Bustillo	Project Partner	Municipality of Barranquilla	Colombia
2.	Jane Chikapa	Teacher (project partner)	Karonga secondary school	Malawi
3.	Maher Mohamed Mehesan	Director of the project/ Chairman;	Al- Quds (Jerusalem governorate) Scouting Commission	Palestine
4.	Riad Emera	Member	Al- Quds Scouting Commission	Palestine
5.	Hamza El- Refae	Secretary	Al- Quds Scouting Commission	Palestine
6.	Saed Rabee	officer in charge of Messenger of Peace	Al- Quds	Palestine
7.	Tasneem Al- Barq	Member	Al- Quds Guiding Committee	Palestine
8.	Jaad Al- Ghoul	Civil defence member	--	Palestine
9.	Maher Mohamed Mehesan	Director/Chair	Al- Quds Scouting Commission	Palestine

Participants (Scouts and leaders) and beneficiaries of Messengers of Peace projects				
#	Name	Position	Organisation	Country
1.	Carlton Baraza	Rover, Project Officer	Kibera Scouts	Kenya
2.	Brian Omungala	Rover, Project Team Member	Kibera Scouts	Kenya
3.	Hillary Juma	Rover, Project Team Member	Kibera Scouts	Kenya
4.	Yvonne Anyango	Rover, Project Team Member	Kibera Scouts	Kenya
5.	Mofeed Al- Barq	Scout Leader	Anata Scouts & Girl Guide Group	Palestine
6.	Amany Hamouda	Girl Guides Leader	Al- Quds Crescent Club	Palestine
7.	Diana El- Hout	Girl Guide Leader	Anata Scouts & Girl Guide Group	Palestine
8.	Raed Atton	Scout Leader	Anata Scouts & Girl Guide Group	Palestine
9.	Mohammed Shahwan	Scout Leader	Anata Scouts & Girl Guide Group	Palestine
10.	Mohamed Yasser	Scout	Campawi Scouting Group	Egypt
11.	Sama	Girl Guide	Aljazira Guiding & scouting group	Egypt
12.	Shaima'a	Girl Guide	Campawi Scouting Group	Egypt
13.	May Khalid	Girl Guide	Aljazira Guiding & scouting group	Egypt
14.	Osama Abdelrahman	Scout	Campawi Scouting Group	Egypt

15.	Abrar Mostafa	Girl Guide	Aljazira Guiding & scouting group	Egypt
16.	Ahmad Mohamad	Scout	Campawi Scouting Group	Egypt
17.	Mohamed Yasser	Scout	Campawi Scouting Group	Egypt
18.	Nizar Yaichethe	Project Trainer	Eclaireurs et Eclaireuses de France	France
19.	Fiona Lejosne	International Services Team	Eclaireurs et Eclaireuses de France	France
20.	Diana Slabu	Trainer, Wood Badge Programme, Board Member	Cercetaşii României (national Scouting organization of Romania)	Romania
21.	Cristina Filip	Coordinator of the National Jamboree 2016	Cercetaşii României	Romania
22.	Andrei Ionescu	Diversity and Inclusion Trainer	Bucharest Scouts	Romania
23.	Raluca Popa	Diversity and Inclusion Trainer	Bucharest Scouts	Romania
24.	Floarea Iacobescu	International Team and Local Leader	Drobeta-Turnu Scouts	Romania
25.	Adrian Marton	Diversity and Inclusion Trainer	Cluj-Napoca Scouts	Romania
26.	Fatema Akter Sonia	Rover Scout and TTL beneficiary	Golden Eagle Open Scout Unit	Bangladesh
27.	MD Foysal	Rover Scout and TTL beneficiary	Economical Open Scout Unit	Bangladesh
28.	Delwar	Rover Scout and TTL beneficiary	Economical Open Scout Unit	Bangladesh
29.	Harsha De Silva	Beneficiary (Zero Waste Project)	--	Sri Lanka
30.	Shelitha Paliawadana	Beneficiary (Zero Waste Project)	--	Sri Lanka
31.	Prasad Riccardo	Rover	Wennappuwa Scouts	Sri Lanka
32.	Chillaw	Rover	--	Sri Lanka
33.	Nawoda Lowe	Rover	--	Sri Lanka
34.	Hajinder Singh	Unit Leader	Indian Railways Muradabad Scout group	India
35.	Devender	Unit Leader	Indian Railways Muradabad Scout group	India
36.	Amritpal Kaur	Unit Leader	Handiya Scout Unit	India
37.	Syarifudine	Scout Leader	Central Jakarta Scouts	Indonesia
38.	Shasi Yuwandi	Coordinator, Depok	Depok Scouts	Indonesia
39.	Rachmad Junizar	Scout Leader	Depok Scouts	Indonesia
40.	Tirta Dilaga	Scout Leader	Central Jakarta Scouts	Indonesia
41.	Yulita Andriani	Scout Trainer	Central Jakarta Scouts	Indonesia
42.	Dwi Kurniati	Scout Trainer	Depok Scouts	Indonesia
43.	Ahmad Fakhur Rozi	Scout Trainer	Central Jakarta Scouts	Indonesia
44.	Siti	Scout and TTL beneficiary	Depok	Indonesia

45.	Kinan	Scout and TTL beneficiary	Depok	Indonesia
46.	Diva Wahyu	Scout and TTL beneficiary	Depok	Indonesia
47.	Azahra	Scout and TTL beneficiary	Jakarta	Indonesia
48.	Novita	Scout and TTL beneficiary	Jakarta	Indonesia
49.	Reky Firdinand Cahya	Scout and TTL beneficiary	Jakarta	Indonesia
50.	Rico (Dev Shadiq)	Scout and TTL beneficiary	Jakarta	Indonesia
51.	Rizka Amanda	Scout and TTL beneficiary	Jakarta	Indonesia
52.	Reygie C. Cruz	Scout and TTL beneficiary	Manila Scout Troop	The Philippines
53.	Joseph Anderson	Scout and TTL beneficiary	Manila Scout Troop	The Philippines
54.	Frederick Bonifacio	TTL Troop Leader	Manila Scout Troop	The Philippines

Additional participants and beneficiaries that participated in the evaluation:

- Four Scout participants (Denmark, UK, Belgium, North Macedonia) of European Hand in Hand Stronger Together project (responded via survey);
- Six Scout beneficiaries of the TTL from Gandhi Scout Troop Northern Railways, India
- Four Scout beneficiaries of the TTL from Baba Hardyal Singh Scout Troop Handiaya, India.
- 20 Scout and Leader participants at the 24th World Scout Jamboree.

*Responded to interview questions in writing.

Evaluation tools

Following are the main surveys and interview/discussion guides used for the evaluation; different variations of the guides were used depending upon the stakeholder group.

Survey for Messengers of Peace network members:

General information

- Country (provide list of countries)

- I have been a Scout for...

Less than a year

- 1 year
- 2 years
- 3 years
- 4 years
- 5 years
- 6 years
- 7 years
- 8 years
- 9 years
- 10 years
- More than 10 years

- How old are you?
 - Under 18
 - 18 to 26
 - 27 to 30
 - 31 to 40
 - 41 to 50
 - 51 to 60
 - 61 to 65
 - Over 65

- Gender
 - Female
 - Male

1. Awareness of Messengers of Peace

- 1.1 Have you heard about a world programme within Scouting related to peace and community service?
Answer: Yes/No
- 1.2 Have you heard of the Messengers of Peace Initiative?
Answer Yes/No (If yes, move on to next question, if no, end survey)
- 1.3 Are you a Messenger of Peace (member of the Messengers of Peace network)?
Answer: Yes/No

2. Culture of dialogue

- 2.1 Has your NSO held or participated in a training in dialogue and/or peace?
Answer: Yes/No ? If yes, move on to next question, if NO, move on to question 3.1.
- 2.2 On a scale from 1 to 5, please rate how much did the training in dialogue and/or peace contribute to your regular Scouting activities?
Answer options from 1 (not at all), a little, somewhat, much, to 5 (very much).
- 2.3 Have you personally participated in a training in dialogue and/or peace?
Answer options: Yes/No ? If yes, move on to next question, if no, move on to question 3.1.
- 2.4 What kind of outcomes/impact have you achieved after the training?
Offered answers (multiple choice):
- 2.5 I have trained more than 20 Scouts in dialogue and/or peace
 - I have motivated more than 10 Scouts to take action in their local communities related to peace and/or dialogue
 - I have helped increase awareness in public about Scouting's work on peace and dialogue
 - Other (please specify)

3. Capacity-strengthening

- 3.1 Has your NSO participated in a capacity-strengthening project?
Answer: Yes/No/Don't know ? If YES, move on to next question, if NO/Don't know, move on to question 4.1.
- 3.2 How would you rate Messengers of Peace's contribution to strengthening the capacities of your NSO?
Answer: Scale from 1 (Very poor) poor, ok, good to 5 (Excellent)
- 3.3 What kind of results of the capacity-strengthening project have you noticed?
Offered answers:
 - Increase in membership
 - Youth programme better adapted to the local needs of young people
 - Better management and decision-making at all levels in NSO
 - More international exchange
 - Other (please specify)

4. Support to youth in (post-) conflict zones and difficult circumstances

- 4.1 Has your NSO had a Messengers of Peace project supporting:
- a Youth in conflict zones
 - b Youth in post-conflict zones
 - c Youth living in difficult circumstances
- Answer options: Yes/No/Don't know – for each of the three answers – if YES in any of the three, move to next question, if no/don't know, move to question 5.1.
- 4.2 How much has Messengers of Peace contributed to supporting youth in (post)conflict zones and youth living in difficult circumstances?
- Answer: Scale from 1 (not at all) to 5 (very much)
- 4.3 What kind of outcomes/impact has the project achieved?
- Answer options:
- The project provided for basic needs (food, clothes, shelter) for a limited period of time
 - The project provided basic education (literacy) for a limited period of time
 - The project provided peace education/trainings for post-conflict communities
 - The project increased tolerance among members of conflicting communities
 - Other (please specify)

5. Inspiration for Community Service

- 5.1 Has Messengers of Peace inspired you to take a more active role in your community and do a community service activity/project?
- Answer Yes/No (If yes, move on to next question, if no, move on to question 5.5.)
- 5.2 If yes, what type of role?
- Assisting with existing community service/project
 - Leadership role in existing community service/project
 - Setting up new community service/project
 - Other (please specify)
- 5.3 What kind of results have you seen of your more active role in the community?
- Answer options:
- Personal development for myself
 - Building the capacity of community projects
 - Helping a community project do more
 - Helping directly people in need in my community
 - Other (please specify)
- 5.4 Have you been inspired to replicate an activity/project posted on the Messengers of Peace virtual network or presented in person to you?
- Answer yes/no
 - If yes – please describe it briefly, if no, move on to next question.

6. Messengers of Peace network

- 6.1 Is there a local Messengers of Peace network in your country?
- Yes
 - No
 - Don't know
- 6.2 If yes, are you a member of the local network?
- Yes
 - No
- 6.3 Have you ever visited the online Messengers of Peace network through scout.org?
- Yes
 - No
- 6.4 Have you participated in the Messengers of Peace network through social media?
Answer options:
- Yes, mainly through Facebook
 - Yes, mainly through Twitter
 - Yes, through both Facebook and Twitter
 - No.
- 6.5 What are the main benefits you have from the Messengers of Peace network?
Offered answers:
- International exchange: meeting Scouts from other countries online
 - Inspiration for projects/activities by seeing the projects done in other parts of the world
 - Being recognized for our community service through sharing our projects and accounting our service hours
 - Other (please specify)
Answer choices: Not useful, A little useful, Moderately useful, Useful, Very useful.
- 6.6 Please answer the following questions with YES/NO:
- Have you made new contacts through the Messengers of Peace network with Scouts from other countries?
 - Have you exchanged ideas about possible activities/projects with your new contacts?
 - Have you met in person with contacts established through the Messengers of Peace network?
- 6.7 If you have made new contacts through the Messengers of Peace network, please tell us:
- How many new contacts?
 - From how many different countries

7. Personal development

- 7.1 Have you personally been involved in implementing a Messengers of Peace project?
Yes/No If yes, move on to next question, if no, move on to question 8.1.
- 7.2 Has your involvement with the Messengers of Peace project improved your ability to implement projects? Yes/No/Don't know
- 7.3 How much has your involvement with the Messengers of Peace project made a positive change for you in the following areas:
- I know how to plan and organise activities with others
 - I can help others to find solutions to their problems
 - If I say I will do something, I always keep my promise no matter how inconvenient it might be
 - It is important to me to contribute to my community and society
 - I appreciate the opinions that are different from my own
 - I take part in outdoor or physical activities every week
 - I learn many things from nature
 - I take a positive attitude toward my life
 - I like to talk to families and friends about life and religion
 - I feel part of a wider global community

Answer options from 1 (not at all), a little, somewhat, much, to 5 (very much).

8. Final remarks

- 8.1 What is the thing you appreciate most about Messengers of Peace?
Answer in comment box (200 words max).
- 8.2 What would you like to change about Messengers of Peace?
Answer in comment box (200 words max).

Survey for NSO leadership:

General information

- Country (provide list of countries)
- My position in my NSO relates to:

Possible answers:

- General management (volunteer position)
 - General management (professional staff)
 - Youth programme
 - Adults in Scouting
 - Communications
 - International cooperation
-
- How old are you?
 - Under 18
 - 18 to 26
 - 27 to 30
 - 31 to 40
 - 41 to 50
 - 51 to 60
 - 61 to 70
 - 71 to 75
 - Over 75

 - Gender
 - Female
 - Male

1. Awareness of Messengers of Peace

- 1.1 Are you aware of the Messengers of Peace Initiative?
Offered answers: Yes/No

- 1.2 Are you involved with the Messengers of Peace Initiative?

- 1.3 How many Scouts from your NSO are Messengers of Peace?
Offered answers:
 - None
 - Less than 100
 - Between 100 and 500
 - Between 500 and 1000
 - Between 1000 and 5000
 - More than 5000

- 1.4 What have you seen as your NSO's main challenges in promoting Messengers of Peace among your membership?
Offered answers:

- Lack of knowledge about Messengers of Peace
- Lack of resources (financial, human) for promoting Messengers of Peace in the NSO
- Lack of interest among NSO leadership for Messengers of Peace
- Other (please specify)

2. Application procedure for Messengers of Peace projects

- 2.1 Has your NSO applied for a Messengers of Peace project?
Answer: Yes/No ✍ If YES, move on to next question, if NO, move to question 3.1.
- 2.2 Have you personally participated in preparing the project application?
Answer: Yes/No ✍ If YES, move on to next question, if NO, move to question 3.1.
- 2.3 On a scale from 1 (the lowest) to 5 (the highest), please rate your satisfaction with the following:
- Easiness of completing the application forms
 - The current setup of the review and decision-making process for project applications
 - Easiness of completing report forms for project
 - Evaluation (if applicable) from the Regional Office and/or Regional Decision-making Committee
- 2.4 On a scale from 1 (the lowest) to 5 (the highest), please rate your satisfaction related to the Regional Scout Office with the following:
- Support in preparing/reviewing the project application
 - Timeliness of responses the preparation phase
 - Quality of follow-up once project application was submitted
 - Timeliness of follow-up once project application was submitted
 - Support in preparing/reviewing mid-term and final reports
 - Timeliness of response in preparing/reviewing mid-term and final reports
- 2.5 On a scale from 1 (the lowest) to 5 (the highest), please rate your satisfaction related to the Regional Decision-making Committee with the following:
- Support in preparing/reviewing the project application
 - Timeliness of responses the preparation phase
 - Quality of follow-up once project application was submitted
 - Timeliness of follow-up once project application was submitted
 - Support in preparing/reviewing mid-term and final reports
 - Timeliness of response in preparing/reviewing mid-term and final reports

- 2.6 Have you received any support at any stage of your project from the World Scout Bureau Kuala Lumpur/Geneva offices?
Answer options: Yes/No ✗ If yes, proceed to next question, if no, skip to question 2.8.
- 2.7 On a scale from 1 (the lowest) to 5 (the highest), please rate your satisfaction related to the World Scout Bureau Kuala Lumpur/Geneva offices with the following:
- Support in preparing/reviewing the project application
 - Timeliness of responses the preparation phase
 - Quality of follow-up once project application was submitted
 - Timeliness of follow-up once project application was submitted
 - Timeliness of budget disbursements from the WSB/Regional office to your NSO
 - Support in preparing/reviewing mid-term and final reports
 - Timeliness of response in preparing/reviewing mid-term and final reports

3. Culture of Dialogue

- 3.1 Has your NSO held or participated in a training in dialogue and/or peace?
Answer: Yes/No ✗ If YES, move on to next question, if NO, move on to question 4.1.
- 3.2 On a scale from 1 to 5, please rate how much did the training in dialogue and/or peace contribute to the youth programme?
Answer options from 1 (not at all) to 5 (very much).
- 3.3 How many youth and adult leaders have participated in these trainings? Offered answers:
- None
 - Less than 10
 - Between 10 and 50
 - Between 50 and 100
 - Over 100
- 3.4 How many of those trained are still active and conduct trainings on dialogue and/or peace for others?
Answer options:
- Less than 10%
 - Between 10 and 30%
 - Between 30 and 50%
 - Between 50% and 70%
 - More than 70%
- 3.5 What kind of outcomes/impact was achieved as a result of these trainings?
Offered answers (multiple choice):
- Each trained leader has trained more than 20 Scouts in dialogue and/or peace
 - Each trained leader has motivated more than 10 Scouts to take action in their local communities related to peace and/or dialogue
 - Our NSO has been recognized by the public as contributing to peace
 - Our NSO has started a partnership with another non-profit organisation/educational/government institution as a result of our work on peace and dialogue
 - Other (please specify)

4. Capacity strengthening

- 4.1 Has your NSO participated in a capacity-strengthening project?
Answer: Yes/No ✗ Note: If answer YES, proceed to next question, if no, proceed to question 5.1.
- 4.2 How much has Messengers of Peace contributed to capacity strengthening in your NSO?
Answer: Scale from 1 (not at all) to 5 (very much)
- 4.3 What kind of outcomes/impact of the capacity-strengthening project have you noticed? Offered answers:
- Increase in membership
 - Youth programme better adapted to needs of young people
 - Better management and decision-making at all levels in NSO
 - More international exchange
 - Better financial management
 - Other (please specify)
- 4.4 How many new members have been recruited as a direct result of the project?
Note: Percentage here refers to total membership of NSO.
Answer options:
- None
 - Less than 5%
 - Between 5 and 10%
 - Between 10 and 20%
 - Between 20 and 30%
 - Between 30 and 40%
 - Between 40 and 50%
 - More than 50%
 - Other (please specify raw number in the box below)
- 4.5 How much has Messengers of Peace contributed to the capacity of your NSO to manage projects?
Answer: Scale from 1 (not at all) to 5 (very much)
- 4.6 How much has Messengers of Peace contributed to the development of youth policies of your NSO?
Answer: Scale from 1 (not at all) to 5 (very much)

5. Support to youth in (post-) conflict zones and difficult circumstances

- 5.1 Has your NSO had a Messengers of Peace project supporting:
- a Youth in conflict zones
 - b Youth in post-conflict zones
 - c Youth living in difficult circumstances
- Answer options: Yes/No – for each of the three answers – if YES in any of the three, move to next question, if no, move to question 6.1.

- 5.2 How much has Messengers of Peace contributed to supporting youth in (post-) conflict zones and youth living in difficult circumstances?

Answer: Scale Not at all, a little, somewhat, much, very much

- 5.3 What kind of outcomes/impact has the project achieved?

Answer options:

- The project provided for basic needs (food, clothes, shelter) for a limited period of time
- The project provided basic education (literacy) for a limited period of time
- The project provided peace education/trainings for post-conflict communities
- The project increased tolerance among members of conflicting communities
- Other (please specify)

6. Messengers of Peace Network

- 6.1 How useful is the Messengers of Peace network in the following (answer scale for each point from 1 to 5)?

- Your NSO's members' personal growth and development
- Promoting community service among Scouts
- Enabling the sharing of experiences/projects/activities and inspiring new actions
- Enabling an international exchange among Scouts
- Demonstrating to the wider public (and donors) the impact Scouting achieves around the world
- Answer scale: 1 - Not useful, 2 - A little useful, 3 - Moderately useful, 4 - Useful, 5 - Very useful

- 6.2 What are the main benefits your membership has from the Messengers of Peace network?

Offered answers:

- International exchange: meeting Scouts from other countries online
- Inspiration for projects/activities by seeing the projects done in other parts of the world
- Being recognized for our community service through sharing our projects and accounting our service hours
- Other (please specify)

- 6.3 Does your NSO have an estimate of how many local projects were inspired from the network? ✍ If yes, please share the estimate

7. Final remarks

- 7.1 What do you appreciate most about Messengers of Peace?

Answer in comment box (200 words max).

- 7.2 What would you like to change about Messengers of Peace?

Answer in comment box (200 words max).

Interview guide – WSB staff

General information

- Location and role:
- Describe role in Messengers of Peace:

1. Outcomes/results

- 1.1 What impact did Messengers of Peace have on your plans and policies for support to NSO?
- 1.2 What benefits have you seen the Messengers of Peace has brought for countries? [prompt for any specifics in the following areas]
 - Capacity building projects
 - Culture of dialogue / peace training
 - Conflict/post-conflict/difficult circumstances projects
 - Community service projects
 - Messengers of Peace network
 - other
- 1.3 How sustainable are any of the benefits seen?
- 1.4 What factors have defined the success of Messengers of Peace (where it has been successful)?
- 1.5 What did Messengers of Peace contribute to establishing links between Scouts with other regions? [Prompt for role of Messengers of Peace online network on scout.org if not mentioned].
- 1.6 Do you think Messengers of Peace impacted the membership growth of NSOs that took part (through funded projects or not)? If yes, how, if not, why? (to what degree?)

2. Effectiveness / efficiencies

- 2.1 How well has functioned the Messengers of Peace set-up in terms of the Regional Decision Committees (RDCs) and their role?
- 2.2 How well has functioned the overall process of grant-making and management?
- 2.3 Do you think project management capacities of the NSOs improved thanks to Messengers of Peace projects?

3. Final remarks and suggestions

- 3.1 What have been the main challenges that you have seen for Messengers of Peace?
- 3.2 What would be your main suggestions for similar initiatives in the future? Any best practices or lessons learnt?

Discussion Guide – NSOs and project participants

General information

- Location and role:
- All participants are asked to describe their role in Messengers of Peace:

1. Outcomes / results

[Moderator can introduce the topics and let the participants reflect for some minutes]

- 1.1 What results did you see for the community you were working with as part of the Messengers of Peace project? [if relevant]
- 1.2 What results did you see for your own Scout group that were involved in the Messengers of Peace project?
- 1.3 What about yourself? Did the Messengers of Peace project change anything for you?
[Moderator should re-state and prioritise results back to the group – then lead into next question]
- 1.4 Overall what have you seen as the most important benefit of the Messengers of Peace project you were involved in? Please describe up to three benefits.
[ask each participant to speak – one after the other]
- 1.5 Do you think any benefits or results of the Messengers of Peace project will continue now and why?

2. Final remarks and suggestions

- 2.1 What would you suggest could improve similar initiatives in the future?



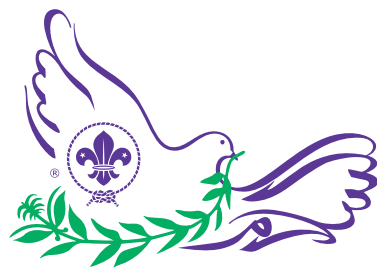
Evaluation matrix

Topics	Indicators	
1. To what extent have the goals and expected outcomes of Messengers of Peace been achieved?		
a. Performance measurement on goals and expected outcomes b. Distribution and pattern of funded and unfunded projects by type, region, size, categories, achievements c. Fund management and efficiency of use d. Awareness of the Messengers of Peace	a. Extent to which goals/outcomes have been achieved b. Type: inspiring Messengers of Peace, capacity building, special projects Region: 6 regions Size: budget/participants/beneficiaries Achievements: outputs and outcomes c. Distribution of funds and earmarking compliance; level of efficiency d. Level of awareness of Messengers of Peace amongst NSO	
2. What is the impact of Messengers of Peace and how did the initiative contribute to empowering young people to promote		
a. 5 levels of impact: i. Scouts ii. Communities/beneficiaries iii. National iv. Regional v. Global b. The extent of the initiative's outreach to Scouts and non-Scouts c. The expansion, interconnectedness and effectiveness of the Messengers of Peace network d. Growth in membership as a result of the initiative e. Level of sustainability of the impact	a. i. Scouts - level personal development and empowerment ii. Communities/beneficiaries – evidence of community service/impact demonstrated iii. National – evidence of NSO capacity, national policies on youth iv. Regional – evidence of network sharing lessons learnt, regional policies v. Global – evidence of WOSM capacity, network, sharing lessons learnt, global policies b. Examples of outreach to Scouts and non-Scouts; number of project participants and beneficiaries c. Level of expansion, interconnectedness and effectiveness of the Messengers of Peace network d. Growth of membership linked to Messengers of Peace e. Instances where sustainability of impact is evident	

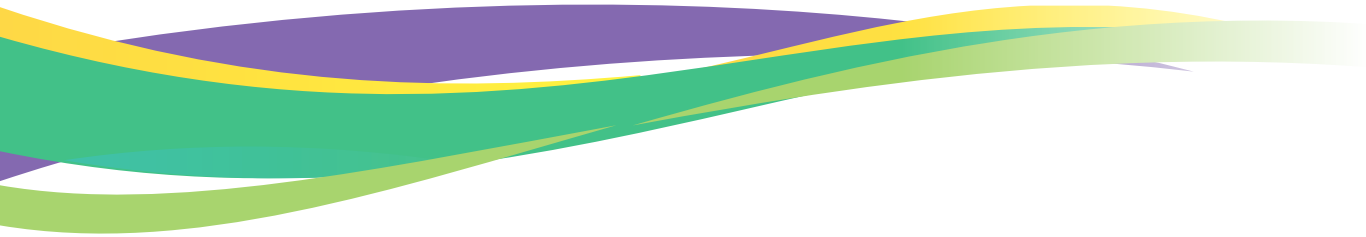
Methods	Sources of information
a. All methods b. Financial analysis - Field visits - Analysis – Messengers of Peace project reports - Online discussions-Messengers of Peace projects c. Financial analysis - Interviews – WSB staff d. Survey – NSO membership - Survey –NSO leadership	a. Existing monitoring data and reporting; NSO membership and leadership; WSB staff and RDCs b. Existing monitoring data and reporting; Messengers of Peace project participants c. Existing monitoring data and reporting WSB staff d. NSO membership and leadership
Peace in their communities?	
a. All methods b. Online discussions – RDCs - Interviews WSB staff & RDC - Analysis of Messengers of Peace web and social media data c. Survey – NSO membership - Survey –NSO leadership - Interviews - WSB staff & RDC Online group discussions- RDCs Web and social media data d. Membership analysis e. Survey – NSO membership - Survey –NSO leadership - Field visits to Messengers of Peace projects - Online discussions-Messengers of Peace projects - Analysis of Messengers of Peace project reports - Interviews WSB staff in regional offices; other global staff; RDCs.	a. Existing monitoring data and reporting; NSO membership and leadership WSB staff and RDCs b. WSB staff and RDCs - Existing web and social media data c. NSO membership and leadership - WSB staff and RDCs - Existing web and social media data d. Membership data e. NSO membership and leadership; existing monitoring data and reporting; Messengers of Peace project participants; WSB staff

Topics	Indicators	
3. How effective and efficient was the management and implementation of the Messengers of Peace?		
a. Grant application process, decision-making and project monitoring by WSB/WSF b. Management of projects and funds by NSOs and other grantees c. Capacity enhancement of NSOs on project management and Scout groups in project implementation	a. Level of efficiency of the application process, decisionmaking and project monitoring b. Level of efficiency of projects and funds Adherence to original budget- Level of budget variance; failure/success rate c. Level of capacity enhancement in project management and implementation	
4. Recommendations for improving processes and maximizing impact		

Methods	Sources of information
a. Financial analysis and analysis of processes b. Financial analysis c. Survey – NSO membership - Survey –NSO leadership - Field visits to Messengers of Peace projects - Online discussions-Messengers of Peace projects - Analysis of Messengers of Peace project reports	a. Existing monitoring data and reporting b. Existing monitoring data and reporting c. NSO membership and leadership - Existing monitoring data and reporting; Messengers of Peace project participants



Messengers of Peace





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