

“Messengers of Peace Project”

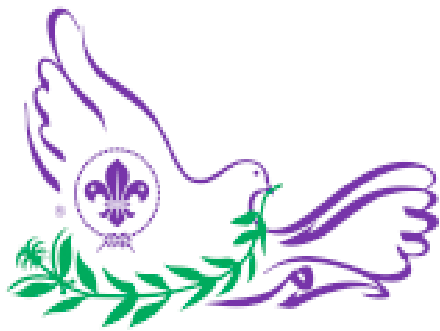
Final Report

17 August 2012



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Presented By
Al Aghar Group



Messengers of Peace



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Forward

This report presents findings and analysis the Messengers of Peace Project Strategy, carried out with Benchmarking research, online survey and a workshop focused on international and local NGOs and local initiatives. It summarizes the views of over 30 partners who work aligned the project.

We are delighted about how the report has worked. It has generated credible, powerful and actionable data about a central component of the strategy performance.

We believe it is a step in making peace a new norm in performance management for social change. Peace is the practice of listening and responding to different cultures' voices at all major stages of planning, implementing and reviewing social programs. Quantified, benchmarked feedback from the bottom up has a huge role to play in realizing peace. As shown in this report, it can create actionable performance data that focuses project strategy on how implement the initiatives. When project discuss the findings with their stakeholders and identify ways to improve, they can strengthen the relationships necessary for impact.

Acknowledgements

This final report is the result of designing, data collection, and analysis. We gratefully acknowledge the contributions and dedication of individuals and organizations in the preparation and production of this report.

Al Agher is extremely grateful for the active support and engagement of staff from all NGOs involved in this project as well as the executive team member.

Study staff has done a tremendous job in meeting its challenges to ensure the success of the study. Moreover, the partnership and support from the Director of the World Scouts Foundation Mr. John Geoghegan for his effective response

A special thank you is extended to all the organizations who participated in the study. Their contributions of time and information during the data collection have been exceptional and greatly appreciated.

Executive Summary

In 2001, the custodian of the two holy mosques, King Abdullah Bin Abdul-Aziz of Saudi Arabia called on all Scouts around the world to become messengers of peace. His majesty King Carl XVI Gustaf of Sweden, honorary chairman of the World Scout Fund, joined the initiative enthusiastically and requested Scouts to take constructive actions in this direction.

Millions of Scouts responded to the call and within 5 years more than 10 million Scouts from 110 countries had joined the initiative.

Messengers of Peace, launched in 2011, is the 2nd phase of the Gifts for Peace initiative, aiming to give it scale and sustainability.

This report presents the best practices to support this initiative. It presents benchmark strategy and structure from across over 25 NGOs.

The process of the report has generated five major findings.

Major findings

Below diagram highlights the major findings which centered upon the report's findings:





Chapter 1

Introduction to the Report

Project Background



In November 2001, when the drumbeat war was echoing in the halls of many government buildings around the world, the Custodian of the Two Holy Mosques, King Abdullah Bin Abdul-Aziz of Saudi Arabia, called on Scouts the world over to become “Messengers for Peace”.

He believed we needed to change the music of war to a song of peace!

His Majesty The King of Sweden, Honorary Chairman of the World Scout Foundation, listened to King Abdullah’s call, and joined the Saudi leader as co-sponsor of a global challenge to Scout organizations throughout the world to: “Work to create greater peace and understanding in your local communities and help to change your world for the better... give the world a gift for peace!”

The World Scout Committee, and later the World Scout Conference welcomed the challenge and formally launched this program.

Scouts responded in their millions and within just five years, over 10 million Scouts in 110 countries had begun work on one of the most ambitious – and subsequently most successful – global project ever attempted by the World Scout Movement.

In troubled communities the world over, Scouts built bridges between warring parties, helped marginalized people back into the community and opened their arms to their peers from other cultures, nationalities, colors and faiths.

Program’s success was celebrated during the visit of His Majesty The King of Sweden to Riyadh in 2008, and later during the meeting in Boston in April 2009 between The King of Sweden and His Highness Prince Faisal bin Abdullah¹.

MoP Goals

1. To inspire Scouts throughout the world to embrace the culture of dialogue – improving their skills and providing them with the tools of dialogue, which they can use to tackle the issues that face their communities. Training in dialogue is the main activity under this goal. Young people will be inspired also during the major Scout jamborees, camps and events to go home and work for peace.
2. To support the social entrepreneurial initiatives of Scouts worldwide, significantly improving harmony within their communities. Local level projects will be

¹ The program was publicized in detail in a web based report; the program was publicized in detail in a web based report, publications circulated to world leaders and in a photo exhibition which has been shown on three continents. The report can be downloaded at www.scout.org/giftsforpeace.

supported and financed to ensure a wider impact. National Scout Organizations (NSOs) will be supported in their capacities to ensure these programs are sustainable in the long term.

3. To focus the skills and energies of Scouting to help young people living in conflict situations. Centers of excellence will be supported to bring young leaders from conflict situations to a safe area where training and skills development will take place. When they return, these young leaders will help with rebuilding their community, ensure healing is more smooth, and work to avoid conflict from re-occurring.
4. To inspire young people beyond the Scout movement to understand the importance of creating peace and understanding through dialogue, and to take action for peace by developing a global network of messengers for peace, and using this to communicate the message through the forums most popular with young people today. The messengers for peace will meet their peers where they are at – in social networking and other web based forums.

World Scout Foundation

The World Scout Foundation, WSF, was inaugurated on 14th February 1969 but reorganized in the current form in 1977. WSF is an international non-profit institution, incorporated under Swiss law, and based in Geneva (Switzerland). The purpose of which is to develop World Scouting by the provision of financial and other support to help develop the World Scout Movement through the World Organization of the Scout Movement (WOSM).



The WSF started its life with a capital of US\$ 10,000 and this has now risen to over US\$ 62 Million despite economic down turns, enabling annual grants to be made to the WSB to foster and develop young people through Scouting.

- First grant of US\$ 180,000 made to WSB in 1980/81.
- The average yearly grant, over the past five years, made to the WSB has been US\$ 2 Million.
- The WSF also encourages programs such as “Gifts for Peace” (2007) and "Messengers of Peace" which will begin in 2012 and will unfold internationally to build a better world through education, understanding, tolerance and respect for others, given by Scouts in the form of community projects to other young people and their communities.

The World Scout Foundation helps the growth and development of Scouting worldwide by providing financial support for the World Organization of the Scout Movement.

It does this by permanently investing capital donations from individuals, foundations, corporations, governments, and from members of the Scout Movement who want to help young people learn positive values and become tomorrow's leaders.

World Scouting has adopted the slogan: “SCOUTS Creating a Better World”. The Custodian of the Two Holy Mosques, King Abdullah, of Saudi Arabia, observing the performance of Scouts and their considerable impact on communities worldwide, has called on Scouts the world over to be “the Messengers of Peace” and to extend their work. The King of Sweden, as Honorary Chairman of the World Scout Foundation, has worked closely with King Abdullah to inspire Scouts in different countries to adopt the “Gifts for Peace” programme. And most recently, he has worked with King Abdullah on a new initiative named by King Abdullah the “Messengers of Peace”.

Al Aghar Group For Strategic Thinking

“Towards Achieving A Better Future For Present Generations And Those To Come”

Al-AI Aghar Group is a non-profit, independent, strategic Think-Tank, headed by His Highness Prince Faisal Bin Abdullah Bin Mohammed Al-Saud.

Our Vision

To become an independent Saudi think tank with the objective of transforming the kingdom to a knowledge society through providing decision makers strategic options in the areas of social, cultural and economic development.



Our Mission

Realizing the process of transforming Saudi Arabia to a knowledge society by engaging stakeholders in a dialogue to provide strategies and options.

Al-Aghar Objectives:

- Setting out visions and preparing strategic studies on social, cultural and economic issues.
- Conducting studies on national social and economic issues in addition to international issues affecting Saudi Arabia.
- Preparing studies that contribute to organizing Saudi labor market and human resources development.
- Preparing and supporting specialized studies to create suitable atmosphere for transforming the kingdom into a knowledge society.
- Organizing and engaging stakeholders in workshops, meetings and seminars with the participation of national and international experts.
 - Building and preparing national expertise for strategic thinking



Steering Committee Members

Mr. Fahad Abualnaser

CEO of Al-Agher Group



Mr. Fahad is the Chief Executive of Al-Agher Group holds a B.A Political Science and M.A Comparative Policies of American University, Washington- USA.

He is also the Advisor to HH Prince Faissal bin Abdullah bin Mohamed Al-Saud. Mr. Fahad Chaired the founding committee and successfully established the Al-Aghar head office in Jeddah and Working closely with Al-Aghar permanent steering committee to ensure complete alignment between national functional direction and guidelines, and Al-Aghar conducted strategies, and projects. Mr. Fahad developed the vision, strategy, operational and administrative policies and procedures and the Steering Committees bylaw and strategic executive plan for Al-Aghar departments.

He is a member in many organizations such as the Entrepreneur Organization –Saudi Chapter, the organizing committee for Ibtikar, the organizing committee for the first Human Security Conference and the organizing committee for the “Multi Faith Scientists in Islamic Civilization”, United Nation exhibit , New York USA

Mr. John Geoghegan

Director of the World Scouts Foundation



Mr. John is an engineer, who later took two masters degrees, one in Training and Development where his final thesis "The Impact of National Culture on Organizational Values" helped the International Red Cross and Red Crescent adapt more sensitively to local cultures in its global operations. His second Masters, with its final thesis on managing a complex network organization in a global context further developed the organizational structures and approach of the International Red Cross and Red Crescent Movement.

To work directly, he has helped not only to grow the endowment of the foundation, helping more young people in poorer countries to do amazing things in their communities, but has led the development of an initiative of HM King Abdullah of Saudi Arabia, called "Messengers of Peace".

John's experience with intercultural and interfaith dialogue started in 1976 when, as a South of Ireland Catholic, he worked with Northern Ireland Protestant Scouts and started an initiative to bring scouts from two sides of the religious divide in Belfast together in a cross-border program which continues to this day.

Mr. Abdulmohsen Al-Badr

The Advisor of Prince Faisal bin Abdullah



Abdulmohsen is the founder of Business Links Advisory and the advisor to HH the Minister of Education for “Messengers of Peace Initiative”, also he is founding member of Al Ghad Foundation (the first Youth NGO in Saudi Arabia,), he is also a member of the advisory committee of the “International Youth Exchange program” at the Ministry of Forging Affairs.

Abdulmohsen was a cofounder and Chief Executive Officer of the Global Competitiveness Forum (GCF) since it was established in late 2006. Under the GCF he was also leading different initiatives such as the Responsible Competitiveness, the Saudi Fast Growth Companies, and the Most Competitiveness Youth.

He started his career in the private sector in 1997 at Almarai Company -a leading dairy enterprise- and acquired many positions in finance and business development. During that time, he had been awarded the prestigious British Chevening Scholarship to pursue his postgraduate studies. Abdulmohsen obtained his master degree in the field of International Business Management from Manchester University.

He authored his first book in 2004 "Impacts of Globalization on Saudi Arabian Dairy Industry, With Highlight To Foreign Direct Investments", and co-authored another report entitled “Saudi Companies & Social Responsibility” in 2006. In addition, he is a columnist in Al-Eqtisadiyah Newspaper targeting issues in business development, Socio-economics and investments.

Abdulmohsen is an active member of many NGOs and associations such as the Youth Businessmen Committee, the Saudi Economic Association and a founding member of Al-Eqtisadiyah press club.

Princess/ Sama Al-Saud
Member



Princess Sama hold a B.A. in Business Administration, University of New Haven, United States of America, 2008.

She is a founder and member in many social association and foundation such as KAYL obesity association, Layan Cultural Foundation, SANAD Children's Cancer Support Society, The National Home Healthcare Foundation, MultakaNissa' Al-Saud (non- profit organization for social support and women empowerment, also she is a Co-Founder of Maqasid Consultancy.

Ms. Maha Fitaihi
Member



Ms. Maha is the President of Girl Guides of Saudi Arabia. She was born in 1962 and has a B.A in Accounting King Abdulaziz University, 1985.

Ms.Maha was the Chair of Khadija bint Khuwaylid Forum; she also participated in many regional conferences as The Role of Women in Development in the Gulf Countries, Abu Dhabi and The Education Conference, Arab Thought Foundation.

She also has a several participations in the National Dialogue, AL Maha literary salon. Also, she worked with many Charity Foundations as Al-Bir Association and Al Faisaliah Women's Association.

Mr.Adel Al-Sharif
Member

Mr.Adel is the Executive Director of the International Organization of Endowment of Islamic Development World Bank Group. He was born in 1966 in Jeddah. He holds M.A in Business Administration, Leicester University.

Dr. Alaa Naseif

Member



Dr. Alaa has a Doctor of philosophy, "Improving Primary Science Education in Saudi Arabia"; University of Newcastle upon Tyne, UK and a M.A of Education, University of Newcastle upon Tyne, UK, her B.A was in Islamic Studies, King Abdul Aziz University, Jeddah, KSA.

She is a Project Manager-Knowledge Family initiative – Al-aghar Group and she was Deputy Project Manager of Al-aghar Intercultural Waqf. She was the Content Manger and program Developer for the first Social Development Forum in Saudi Arabia. Dr.Alaa hold many positions in many organizations as the Islamic Development Bank, Tamkeen consultancy, Hadara Developmental Consultancy, Dar Al Hekma College and more.

She is also a founding member of Bonyan Organization for volunteerism in Jeddah and a member of Youth Committee, World assembly for Muslim youth.

Mr. Jameel Fallata

Member



Mr.Jameel Fallata is a Leader of Scout in Saudia Arabia. He is also the Leader and Manger of scout camp for 10 years. Mr.Jameel holds a B.A in Math, K.A.U.

He is a Supervisor of Media and a teacher of math for 10 years and a Journalist for more than 16 years.

He has participants in journalism issues of the local economy.

Mr. Samer Kurdy

Member



Mr. Samer is a Partner - Deputy Director General, of Al Sunblah Group. He is the President of the pioneers of global business, a Board member of Dar AL Feker School and General Manager - Industries Food & Fine Pastries Ltd – Egypt.

Mr.Samer has a B.A in Business Administration specialization in Marketing and he is a member of many committees: Entrepreneurs Committee and Food Industries Committee in JCCI.

He participated in many government and non-government delegations outside the Kingdom including the delegations of the Ministry of Trade and Industry and the Ministry of Culture and Information and delegations of the Chamber of Commerce and Industry in Jeddah.

Executive Team

Ms. Rasha Hefzi Project Manger



Rasha Hifzi is the Managing Partner of Think N Link Cooperation (TLC). Prior to founding TLC Ms. Hefzi held several leadership positions: She was the Public Relations Officer for GTZ (The German technical Cooperation); she was head of the Research and Information Unit at International Muslim Organization; she was the director of the Activities and Events Unit at A- Bir Charitable foundation and was the Supervisor of the Information Unit at the Women's Department at the Jeddah Chamber of Commerce & Industry. In addition to the above, Miss Hefiz is actively involved in several civil society organizations that promote cultural understanding and good governance. She is a founding member of MUWATANA, and the head of the research and documentation; a founding member Of Youth and More; a member of the Bridge Building Society; and a member of The Young Professional at the American Consulate in Jeddah.

Mr. Ali Al-Banawi Deputy Project Manger



Mr. Ali is the Head of Finance, Admin and Human Resources in AL- Agher Group and the Deputy Project Manager: Messengers of Peace Study & Strategy. He earned a Bachelor of Business Administration with a concentration in Marketing and a minor in Economics, The American University in Cairo.

He was the Marketing & PR Manager in The Society of Majid Bin Abdulaziz for Development and Social Services and he was a Awareness Field-Officer for the Environmental Awareness Program at UPM.

Mr.Ali is a Founding Member in the Global Shapers, Jeddah Hub, World Economic Forum and Jeddah Alumni Chapter, The American University in Cairo.

He is also a Co- Founder, General Manager, and Active Volunteer in Young Initiative Group, Foreign Students' Association, AUC, Cairo and Saudi Friendship Association, AUC, Cairo.

Ms. Haifa Osman
Researcher and Project Coordinator



Haifa is a researcher and a junior projects manager at Think N Link Cooperation Consultancy. She holds a BA degree in political science and administration from Cairo University, Egypt, 2008.

She was a main researcher in many social / development studies and reports. Haifa is young but her passion and ambition helped her to improve her professionalism faster than expected.

Her research background started in university where her projects revolved around extensive research and field studies on political issues such as the Arab-Israeli conflict, and on many social development issues such as challenges, problems and solutions for street kids.

She was a main developer of some training program curriculum and training materials. She engaged in several university programs to empower youth and represented her country in the mock set of the People's Assembly and the League of Arab States.

In addition she participated in many events and campaigns, she was also a member of some volunteering groups as “Dar Resala” for orphans in Cairo, where she took part in many activities and participated in organizing a number of events with the Saudi Professional Organization Team.

Ms. Fatima Hamidaddin
Executive Assistant

Ms.Fatima awarded a Bachelor of Science degree of Administrative Sciences in “Construction Management”. She is a projects coordinator in Al- Agher Group.

She was a Direct Marketing Services in AXCIOM-MENA, also she was aa Customer Service Call Center Representative in Safi-Danon Activia Bi-Lingual.

Ms.Fatima attended many development training courses and programs and she is a member of “Mothers weekly Reading Club” and organizer family monthly seminars.



Chapter 2

Mop Report Methodology



Report Methodology

This report is a summary of benchmarking findings and workshop.

The report takes an analytical approach, using global, regional and country-specific data to determine project future trends and assess the factors contributing to these trends.

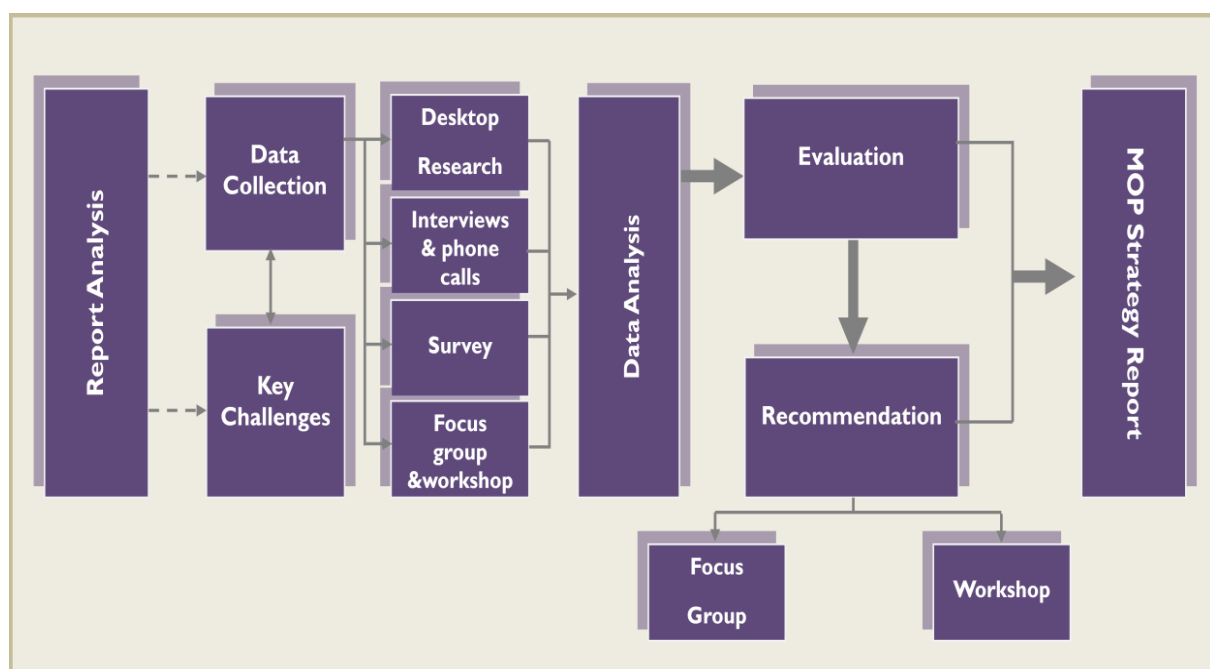
Objectives of the report

1. To assess MOP program strategy at the global level.
2. To help designing road Map for The KSA chapter of MOP.
3. Understand how other NGOs achieve their high performance levels.
4. **To assist or to design the parameters for the 5- years Strategy plan out of this initial evaluation & benchmarking outcomes.**
5. Create comparative standards for performance between the local & the International chapters, which will ensure competitiveness and generate one global monitoring & evaluation report annually.
6. Identify the strategic direction for Mop.
7. Create a management checklist for the upcoming action plan.

The Mop benchmarking process

Before going into details, we would like to give an overview of the Benchmarking system developed along with the working methodology followed in the evaluation of the system. The following diagram shows the steps integrating the process:

Figure 1: Benchmarking and Methodology Process



The diagram shows that process started with collecting data from many resources such as: (desktop researches, interviews, survey, focus groups and workshop) and these phase

showed that there are many challenges facing MoP project which include (but not limited):

- MoP Goals are too broad and has different, based on that every GOAL has different function and every functions has different stakeholders and potential Futures partners.
- All functions must be based on needs Analysis.
- Selection standers are not carefully identified there for Market's needs (Scouts needs).
- Project's outputs measured limited to qualitative indicators and qualitative indicators.
- Funding mechanism is limited to proposals approval with no phases review every year quarter.

After collecting data, research teams analyzed this preliminary (row) data and compared the findings for each one of them then evaluate with the workshop and focus groups output.

This process helped in setting out a list of recommendations for promoting the initiative programs and activities through a delicate comparative process which comes its findings in the final report.

The MoP benchmarking methodology was based on five tools:

1. Cases study research of:
 - International organizations projects & programs.
 - Local organizations projects & programs.
 - Youth initiatives.
2. Surveys to:
 - International organizations
 - Local organizations
 - Young Local Groups
3. Interviews & phone calls with:
 - Abdullah AL Fahad (Vice President of the Saudi Arabia Boys Scouts Association)
 - John Geoghegan (Director, World Scout Foundation)
 - George Khalaf (Synergos Organization)
4. Focus groups
 - Youth Groups
 - Vision & Mission focus group
5. **Workshop**

Survey Process & Methodology

The target NGOs gave substantial input into the questionnaire, leading to significant changes in structure and content.

Al Agher distributed the questionnaire directly to organizations by email. Organizations completed it and emailed responses back to Al Agher.

The survey was limited to organizations that are partners, stakeholders or peers organizations with MoP.

These questionnaires were designed based on the study indicators and targeted to scan the target group organizations.

Approximately 26 questions have been answered by 5 international organizations, 5 local organizations and 3 local initiatives.

Evaluation Methodology

1. Defining best practice: impact and evaluation
2. Defining research priorities
3. Search methodology and filtering criteria
4. Comparative Analysis

With regards to research methodologies, the studied strategy benchmarking reports followed combinations of different data collection techniques, such as questionnaires, web surveys and phone calls interviews.

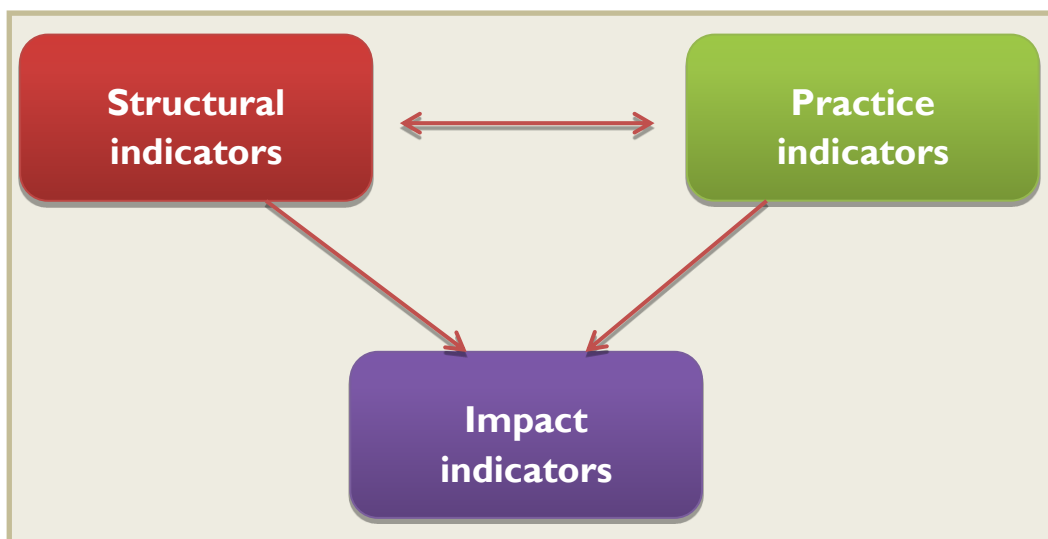
Benchmarking Key Performance Indicators

In entering this phase, the organization assesses its own performance with respect to various elements of strategy, such as mission and vision, structure and programs...etc.

Indicators are therefore tools to help carry out these 'descriptive', 'definitional', 'assessment' and 'comparison' tasks and it have 3 major types:

- structural indicators
- practice indicators
- impact indicators

Figure 2: Indicators Relationship



Indicators used to:

- Provide a template to enable MoP to identify what they should measure and how to measure it, in order to assess their strengths and weaknesses and plan for improvement;
- Provide a basis to capture data on the organizational structure and practices of MoP.
- Establish procedural and operational norms – benchmarks – as a result of
- Analyzing these data;
- Monitor and track how MoP is evolving and what are the implications of these changes.

The Indicators and Measurements

As discussed above, there are five core ‘meta-indicators’ used in the benchmarking system. These are:

1. Governance & Organizational Structure
2. Funding Process & Mechanism
3. Programs & Initiatives
4. Programs Impact
5. Communication

MoP Key Performance Indicators

Key Performance Indicators help the project define and measure progress toward its goals.

Table I: Key Performance Indicators

#	Section	Indicators	Measuring components
1	Governed structure	Sustainable model	<ul style="list-style-type: none"> ▪ Bylaws ▪ One advisory body ▪ One executive body ▪ Operation and management standards
2	Funding processes	Sustainability Diversity Governed processes	<ul style="list-style-type: none"> ▪ Phases in choosing candidates ▪ Quota for counties ▪ Needs analysis
3	Project and initiatives	Productivity	<ul style="list-style-type: none"> ▪ Project management model ▪ Volunteers Recruitment
4	Impact	Speediness	<ul style="list-style-type: none"> ▪ Triple sustainable impact indicators
5	communication	Effectiveness	<ul style="list-style-type: none"> ▪ Direct communions ▪ International recognition

Mop Strategy Key Challenges

This section presents a summary of some of the key debates and implementation challenges discussed by key stakeholders. The main debates relate ON four major sets of issues.

Table I: Mop strategy challenges

Element	Component	Key Challenges
Strategy	Vision	<ul style="list-style-type: none"> ▪ The Vision isn't Dreamy ▪ Does not encompass the potential growth of the future (Only 30 million scouts!). ▪ Too complicated and long ▪ Only for 10 years <p>The Vision should be:</p> <ol style="list-style-type: none"> 1. Broad 2. Inspiring 3. Challenging
	Mission	Mission should describe the way forward and the current MoP vision has elements that can be used to form the MoP mission.
	Goals	Smart Objectives for their programs & activities.
		Goals should represent the Vision and Core values of the MOP.
Strategy	Goals alignments which mean linking the goals with strategy vision and mission and present it.	
	Functions and Activities	Goals alignments with Activates to work together smoothly and efficiently.
	MOP Road Map	Stakeholder's analysis.
		Partnership Model (how the MOP will Manage its relationship with partners.
Governance structure	Boards	Existence of an advisory board (BOT)
	Structure	Structure model to link between the advisory board (BOT) and the executive Body

Element	Component	Key Challenges
Governance structure	Governance Methods	Designing a bylaws or a governance document
		Insuring (transparency, accountability , and efficiency)
Implantation Methods of Actives	Key performance Indicators	Qualitative and quantitative KPI's, for example: <ol style="list-style-type: none"> 1. Mechanism 2. Profitability 3. Effectiveness 4. Number of programs
Impact Assessment	Mentoring and Evaluation plan	Impact on Beneficiaries <ol style="list-style-type: none"> 1. Testimonials for beneficiary communities. 2. Thank you letters from partners and stockholders.

Why did we need to benchmark the Messengers of Peace?



Mop is one of its kinds

MoP is a project dedicated to promotion of the peace message. The project includes a series of activities and programs which will be developed during a 10 years long period and will primarily target promotion peace.

Especially in troubled communities the world over, Scouts built bridges between warring parties, helped marginalized people back into the community and opened their arms to their peers from other cultures, nationalities, colors and faiths.

An International initiative



It started when the Custodian of the Two Holy Mosques, King Abdullah Bin Abdul-Aziz of Saudi Arabia, called on Scouts the world over to become “Messengers for Peace”, and His Majesty The King of Sweden, Honorary Chairman of the World Scout Foundation, listened to King Abdullah’s call, and joined the Saudi leader as co-sponsor of a global challenge to Scout organizations throughout the world to: “Work to create greater peace

and understanding in your local communities and help to change your world for the better... give the world a gift for peace!”

The World Scout Committee, and later the World Scout Conference welcomed the challenge and formally launched this program.

Over 10 million Scouts in 110 countries had begun work on one of the most ambitious – and subsequently most successful – global project ever attempted by the World Scout Movement. Scouts responded in their millions and within just five years.

The expected social impact of MoP



Where in the next ten years at least 30 million Scouts will become effective “Messengers for Peace”, change their world for the better, and send a message of peace to at least 200 million people.

To help in understanding the scope of MoP plan

Through focus on peace promotion, advocacy and collaboration at local, national and international levels.

Sustainability Model

Where every Scout can be a Messenger of Peace. What it takes is to plan and carry out a peace project in your local community and report on it.

All over the world, Scouts are running projects that help people. They solve conflicts in school by preventing bullying, lead peer education programs, help the poor and the hungry, create solutions to environmental problems, and run countless other service projects. Messengers of Peace is the initiative that brings all of this work together.

Every Scout who runs a service project is a Messenger of Peace. Together, we create a network of Messengers of Peace all over the world.



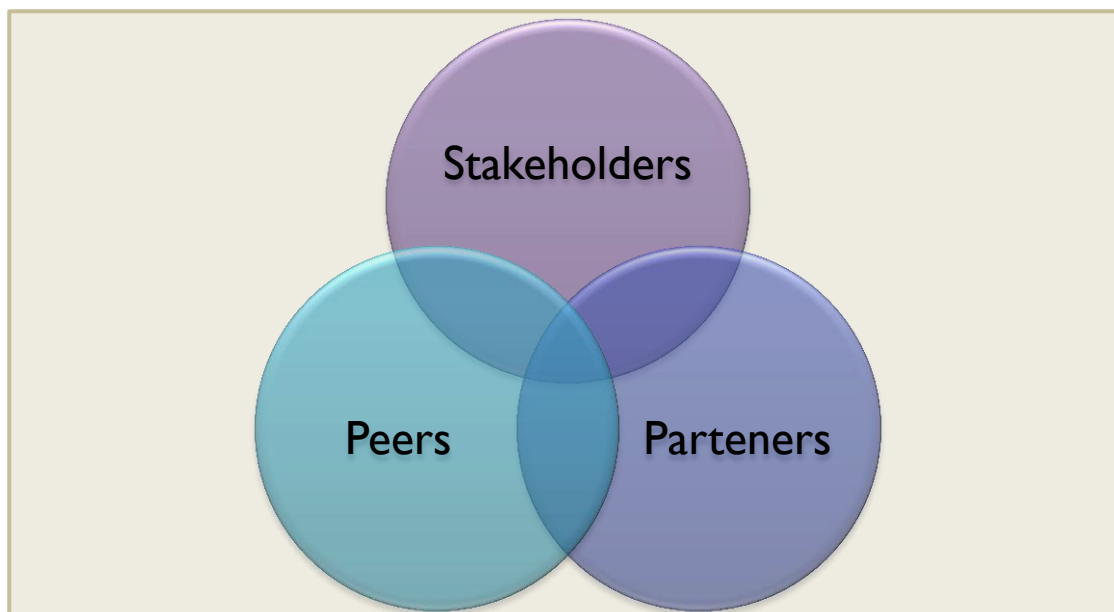
This can be easy if they can answer several questions that come to mind, e.g. (What is a peace project?? What kind of project can I do? How do I run my project and succeed in reaching the goals that I set up? Will it cost money and where can I find funding for my project? Should I do this alone or together with my friends? Every project starts with an idea about the needs in your community and what you can do to meet those needs. But

where do ideas come from?).

Benchmarking Scope (Target Organizations)

Target organizations are a specific group of organizations similar to MoP project and these organizations can be divided into:

Figure 2.5 Benchmarking target organizations





Chapter 3

Finding & Results



Findings and Results

Finding I. Governance & Organizational Structure

Strategic document

Vision

- Based on the research conducted on international organized, the research concluded that all NGO visions are (dreamy – inspiring – realistic) and it's related to the NGOs core mission statement
- 48% of pre-workshop survey respondents said that the vision is strong while 29% of them said it is very strong and 2% said that it is very weak and 27% said it is good.
- 38% of workshop participants respondents said that vision is good as it and suitable for MoP and 30% of them said that they replace it completely with a better-phrased vision while 33% said they would slightly adjust it

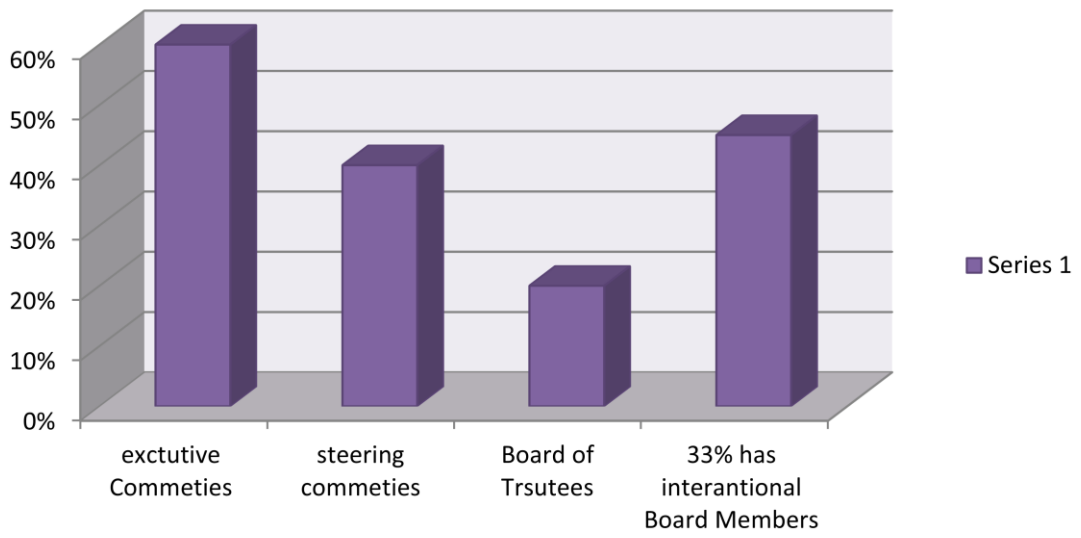
Governance Structure

- The percentage of survey respondents in international organizations who said they that their governance structure is an International Board Members and this percentage estimated to 60% and same percentage has the Executive Committee type while 40% only has Steering Committees.
- The respondents who said they that their governance structure is a Local Board Members and this percentage estimated to 60% and 40% percentage has the Executive Committee and same percentage has Board of Trustees while 20% only has Steering Committees
- The percentage of survey respondents who said they that their governance structure is a Local Board Members and this percentage estimated to 67% and 33% has an International Board Members type and 33% too has Steering Committees.

Partnership Model

- 100% of respondents in international organizations said that they building their partnerships by the area of focus, 80% of them build it by programs and topics and 20% only said that their partnerships by gender.
- 100% of respondents in local organizations said that they building their partnerships by the area of focus, 80% of them build it by programs and topics and 20% only said that their partnerships by gender and same percentage by community needs.

Results of Govence Structure



Finding 2. Funding Process

Funding Process

- Funding processes through a funding (approval processes) by the funding mechanism that require :
 - ✓ Grant processes
 - ✓ Sustainably measurement impact
 - ✓ Goals and functions alignment with the Core Values of MOP
- 40% of survey respondents said that they are a grants giver and acceptor, and 40% of them said that they don't give or accept grants while 20% of them are grants receivers.
- Most of targeted organizations impose satisfy the award criteria and selection judges for grants.
- Sources of funding varied between organizations, 60% of respondents said that they fund the programs through CSR programs, international donors, grants and government funded, funded by NGOs, projects and training revenue and 20% are self-funded organizations, and 40% funded the program by endowments, fundraising campaigns and corporate donors.
- 60% of survey respondents think that the impact assessment of projects is the main element, 40% of them said that the projects KPI's, 38% chosen focus on announcing and communicating success stories, 33% selected the clear criteria for approving projects and 24% for committees supervising the projects.
- When participants were asked about the most important elements to be present to give grants to scouts around the world to work on their social enterprises and peace projects, 60% of respondents think that the impact assessment of projects is the main element, 40% of them said that the projects KPI's, 38% chosen focus on announcing and communicating success stories, 33% selected the clear criteria for approving projects and 24% for committees supervising the projects.
- 67% of local initiatives fund their programs by themselves.
- King Khaled Foundation evaluation the supported project through quarterly reports showing progress of work and verification tools and expenses (the action plan, the financial report).

Finding 3. Programs & Initiatives

- Project identify based on category and needs analysis
- Increase stakeholder engagement.
- Seeks to sustainable development.
- Communicate effectively: A key element of success in any large project is to communicate effectively, both within the Organization and with one or more external audiences
- Peace Corps organization one of the best models in recruit volunteers and it offers many benefits including training programs.
- Programs focusing areas varied between organizations, 100% of them said that they are focusing in educational programs, 80% in civic engagement and life skills trainings, 60% for environment and dialogue, 40% in employment, disaster relief, social entrepreneurs and peace promotion while 20% focus on research and micro loans or micro grants.
- 80% of respondents said that they delivering programs as a seminars and awareness campaigns, 60% deliver it as outreach programs and trainings, 40% deliver it as camps, internships and fellowship while 20% only deliver it as financing and funding support and 80% of local organizations said that they delivering programs as trainings, 60% varied deliverables between financing and funding support, awareness campaigns, seminars, internships and fellowships, 40% deliver it as outreach programs and inclusions while 20% produced neighborhood program
- Most of the organizations provide their programs to young people and 60% of them targeted groups aged between 12 to 15 and same percentage targeted groups between 16 to 18, 19 to 25 and over 25 years old while 40% of organizations targeted groups less than 12 and 20% has no specific age target.
- 45% of workshop participants said that the biggest opportunity for MoP is the experience of boys scouts and girl guides which help to in developing the programs
- 80% of respondents focus on support youth in international programs and same percentage focus on enhance personal competencies while 60% focus on enhance civic engagement and 40% focus on promote tolerance and Work readiness.
- 80% of international and local respondents design and develop the training manuals entirely developed by the organization and 60% of them adapted it (customized) from another organization while 40% let the trainers prepared it individually.
- Questionnaires showed that 100% of programs participants are in school, 80% of them in university, 60% of them are university graduates and 40% are post graduates or school drop-out or illiterates.

Finding 4. Programs Impact

- Most of Organizations measure the programs impact by number of participant in the program more than any measurement tool.
- 100% of organizations measure the of their programs impact by number of participant per program, 80% measure it by annual reports, 60% by social change indicator and focus groups with stakeholders, 40% by revenue and comparison groups while 20% by media and social testimonial.
- Youth Employment Network (YEN) as part of its pledge of accountability to its stakeholders, YEN will conduct a regular "Network Satisfaction Survey", asking its clients and network members to rate the quality, importance and satisfaction of YEN's services.
- Some of the proposed indicator by the workshop participants:
 - ✓ How many projects have been competed?
 - ✓ How many scouts they trained?
 - ✓ How many international trainers perform?
 - ✓ Regions covered in the world.
 - ✓ Number of initiatives to outreach community members (footprint).
 - ✓ No. of beneficiaries.
 - ✓ No. of new MOP recruited from the existing social network and activities.
 - ✓ No. of partnerships.
 - ✓ Positive Financial Reports
 - ✓ Increase employment of the targeted segment in the chosen social programs.
 - ✓ Network Size
 - ✓ Testimonials

Finding 5. Communication

- Key communication in the United Nations Environment Program (UNEP) vehicles include:
 - ✓ Influencing the attitudes, behavior and decisions of those who have or can have an impact on the environment by producing and disseminating printed and audio-visual information;
 - ✓ Publishing "Their Planet" and "Tunza" magazines;
 - ✓ Maintaining the UNEP library and documentation center and responding to public enquiries.
- Al Faisaliah Women Society Foundation communication strategy aims to getting fund and support and they communicate with stockholders through the World Wide Web (Internet), press releases, field visits, the organization locally or internationally representatives, periodic reports, meetings organized..etc.
- 100% of survey respondents said that they communicate with the stakeholders through internet, 80% by field visits and newsletters, 60% by annual reports and testimonials, 40% by TV and printed press and 20% by organizational ambassadors.
- 100% of respondents seek to spread awareness about a cause through their communications, 80% aim to announce the program or organization's impact, 40% to get grants and announce partnerships and successes and 20% for volunteer recruitment and getting the buy-in of a certain interest-group.



Chapter 4

Recommendations

Recommendations

Messengers of peace program shall continue its work as a full-fledged Initiative motivate young youth around the world and help them, to make their societies a better place to live, having said that, the report will highlight several assumptions before presenting the recommendations:

Assumptions of the Recommendations:

The messengers of peace was built up based on the spirit and Enthusiasm of scouts pledges and method of working, taking that condensation in the MOP goals and vision will affect the future plans of MOP in three elements:

1/ Scouts Oath and Promise

All Scouts and Guides around the world have taken a Scout (or Guide) promise or oath to live up to ideals of the movement, and subscribed to a Scout Law. The wording of the Scout Promise (or Oath) and Scout Law have varied slightly over time and from country to country. Some national organization promises are given below. Although most Scouting and Guiding organizations use the word 'promise', a few such as the Boy Scouts of America tend to use 'oath' instead. Typically, Scouts and Guides will make the three-fingered Scout Sign when reciting the promise

2/ scouts spirits and social motivations

The messengers of peace program focus on outstanding performance of scouts leaders around the world, based on the international scouts system, scouts needs freedom and flexibility in building their initiatives.

3/Messengers of Peace is a nonprofit initiative

There for its should copy and follow all International NGO system in (planning – mentoring – evaluation – assessment)

Section	Elements	Recommendations	Actions
Mop Strategy	Strategic planning Vision	<ol style="list-style-type: none"> ²Use stronger words such as: Influence, Encourage, Advance, Aspire, Inspire, Understanding, and Culture of Peace. And avoid weaker words such as “change”. The vision should describe the state of the world once Mop achieves its mission. The vision could stress: Messenger of Peace, Youth/Young, and Culture of Peace. <p>Vision example: Making the world a better place for living (for the earth’s new generations) through “promoting” the culture of peace.</p> <ol style="list-style-type: none"> the vision should vision t, describes how the future will look if the MOP achieves its mission 	Mop management team need to Review the suggested vision and consultate with team of experts on modifying the current vision in the strategic document to fulfill the MOP's needs
	Mission statement	<ol style="list-style-type: none"> A mission statement need to be drafted in the first quarter of next year Mission statement should be aligned with the vision A mission statement concerns what is the Mop is all about A mission statement answers three key questions: What do mop do? For whom t? What is the benefit? A mission statement gives the overall purpose of an organization 	<ol style="list-style-type: none"> After drafting the mission statement , all mop goals should represent the mission statement in the mop strategic document A suggestion of addressing young scouts to help in drafting the mission statement of MOP either through online surveys or the global network
	Mop Goals - objectives and functions	<ol style="list-style-type: none"> Mop goals should be aligned with the mission statement and the Mop programs and functions Each goal should have a minimum of three SMART objectives All programs should fall under the MOP smart objectives and to inserted in the published mop yearly action plan Based on the suggestions the Mop workshop's participant a new projects and functions are needed ³ 	Second step after drafting the mission statement the Mop team will carry a focus group session with different stake holders including scouts leaders to restructure the goals with its SMART Objectives

²With refinance to Vision & Mission Focus Group Outcomes

³ The mop work shop objectives (chapter-2) workshop results

Section	Elements	Recommendations	Actions
Mop Sustainability Model	Governance structure	<p>Governance system</p> <ol style="list-style-type: none"> Mop need to build a strong Bylaws , that integrates all levels of managements (Board of trustees – executive committees – subcommittees) All board of trustees members and executive committee members should be chosen based on selected criteria that approved from all team members MOP team shall assign members in the sub committees 	<ol style="list-style-type: none"> A bylaws document was drafted ⁴, based on the benchmarking research out comes A suggestion of reviewing the bylaws from an international lawyer of law firm to approve or modify the bylaws articles
	Funding processes	<p>Funding mechanism</p> <p>Based on the terms and conditions of the projects grants of mop , the grants system should include :</p> <ol style="list-style-type: none"> Fixed criteria for applicable to be excepted in the grants Fixed system that will link the financial committee (one of the subcommittees) , and the approval should be alignment with both managements bodies 	<ol style="list-style-type: none"> Creating a registrations booklets Create a grant committee to issue a grants system that will emphasize on a number of grant's announcement per year A new action plan for year is a must with a social term of reference for every Mop goals
	Project management	<p>Project management model</p> <p>With refinance to the first assumption of the Mop recommendations , the project carried out by massagers of peace should have a project management model (a flexible model) that can be applicable to all project with a customize</p> <p>A project committee should oversee the development of projects</p>	<p>Training in project management for scouts specialize in the messengers of peace project</p>
	Project's impact	<p>Monitoring and evolutions</p> <p>A strong mentoring and evaluation system for every goal need to be designed</p>	<p>Adopt some of the KPIS in the workshop results</p>

⁴ Attached a copy with this report



2012