

## **2022-2025 Regional Plan Proposal**

This document is the result of the work carried out from October 2021 to March 2022, which began with the collection of information through online forms that were filled out by members of the NSOs in a participatory exercise. This allowed the diagnostic phase to be carried out through the analyses: World Triennial Plan 2021-2024, PESTEL, stakeholders, SWOT, GSAT evaluations and evaluation of the current Regional Plan.

The Working Group that leads the process of preparing the Regional Plan 2022-25 reviewed in detail all the information obtained from the analysis and identified the existing relationships between them in order to define those aspects towards which the objectives of the new regional plan should be directed.

The Extraordinary Meeting of Networks was held in October 2021. This meeting brought together representatives of the national scout organizations (NSOs) in each of the regional networks: Youth Programme, Youth Participation, Adults in Scouting, Institutional Development and Communications. The networks worked on the proposal of objectives for each of the strategic areas, as well as on the lines of action for these objectives.

The Working Group reviewed the proposal of objectives and lines of action to validate it and improve its wording, since these objectives would be the working material for the X Interamerican Scout Summit.

Subsequently, the Working Group for the formulation of the Regional Plan 2022-25, consolidated and analyzed the information collected to prepare the proposal of objectives and lines of action that were presented to the X Regional Scout Summit held in the month of November 2021. The NSO delegations present at the Summit worked to develop a proposal for key performance indicators (KPIs) for each of the lines of action and also to establish their commitments to the objectives of the new plan.

The World Scout Bureau- Interamerica Support Centre team reviewed and adjusted the KPIs. Subsequently, the Working Group also reviewed them.

This is how there are 11 strategic priorities so far. Each of them with a strategic objective and several lines of action with their respective KPIs. These lines of action and their KPIs will allow defining the actions to be carried out and being able to measure their results in order to achieve the fulfillment of the strategic objectives.

## 1. Strategic Priority: Youth Programme

### Regional Objective

Strengthen the Youth Programme in the National Scout Organizations of the Interamerican Region.

### Lines of action

- 1.1 Maintain an updated Youth Programme that responds to the interests and needs of youth and their communities.  
**KPIs:**
  - 1.1.1 At least 25 NSOs have an updated Educational Proposal that responds to the interests of the youth and their communities.
- 1.2 Include in the Youth Programme educational competencies in the areas of resilience, peace, mental health, wellness, leadership, sustainability and active citizenship.  
**KPIs:**
  - 1.2.1 At least 18 NSOs include in their personal progression system educational competencies in the areas of resilience, peace, mental health, well-being, leadership, sustainability and active citizenship.
- 1.3 Diversify the use of technology in the delivery of the Youth Programme.  
**KPIs:**
  - 1.3.1 At least 20 NSOs use technology systems that help facilitate the delivery of the Youth Programme.
- 1.4 Monitor and evaluate the Youth Programme with respect to Scouting's impact on individuals, communities and institutions.  
**KPIs:**
  - 1.4.1 At least 18 NSOs implement, at least once, methodologies for evaluating the impact of the Youth Programme and Youth Participation on individuals, communities and institutions.
- 1.5 Strengthen the implementation of the Better World Framework in NSOs to contribute to the achievement of the SDGs.  
**KPIs:**
  - 1.5.1 At least 30 NSOs implement at least two challenges of the Better World Framework.
- 1.6 Increase the quality of the NSO's Youth Programme by continuously improving its processes.  
**KPIs:**
  - 1.6.1 At least 25 NSOs increase the quality of their Youth Program with respect to the baseline established at the beginning of the period.

## **Related World Strategy Objectives**

2.3 Support NSOs to be innovative in designing and implementing their Youth Programme to ensure Scouting's relevance and ability to respond to the key needs of young people today, whilst building competencies for the future.

2.5 Promote and provide guidance to NSOs to foster the resilience, well-being and mental health of their youth members and Adults in Scouting.

2.6 Support NSOs to equip young people with the necessary competencies and attitudes to be active citizens in increasingly polarised societies, manage misinformation and foster democratic values and tolerance.

2.7 Support NSOs to implement the Scout Method in delivering the youth programme across different settings and contexts including: community-based, school-based, virtual (Scouting at Home) and hybrid Scouting (virtual/in-person).

2.8 Continue the expansion and development of technological opportunities available to young people, Adults in Scouting and NSOs to experience Scouting in new ways, including through digital engagement.

## **2. Strategic Priority: Youth Engagement**

### **Regional Objective**

To strengthen the quality of Youth Engagement of the National Scout Organizations of the Interamerican Region.

### **Lines of action**

2.1 Update NSOs regulatory frameworks to remove barriers that limit equal opportunities in decision-making processes at all levels and areas of youth engagement.

#### **KPIs:**

2.1.1 At least 27 NSOs have defined and implemented a National Youth Involvement Policy that includes instructions for youth engagement at unit/group, community and institutional levels and is based on the World and Regional Scout Youth Involvement Policy and reviewed periodically.

2.1.2 At least 20 NSOs implement actions to strengthen youth involvement in decision-making at the unit, institutional, and community levels.

2.2 Strengthen and update platforms to increase the level of youth engagement in the unit, the institution and the community at regional, national and local levels.

#### **KPIs:**

2.2.1 At least 20 NSOs have incorporated 30% of young people under 30 years with full participation in their National Councils and Executive Teams.

2.2.2 At least 30% of the people participating in the regional training, exchange and decision-making spaces are under 30 years.

2.3 Increase the quality of Youth Engagement in NSOs for the continuous improvement of their processes.

**KPIs:**

2.3.1 At least 15 NSOs increase the quality of youth engagement compared to the baseline established at the beginning of the period.

**Related World Strategy Objectives**

1.1 Reinforce Scouting as a leading provider of non-formal education, equipping young people with competencies to contribute to the resolution of issues in their local and global communities.

1.2 Ensure that youth participation and engagement is structurally and effectively embedded in decision-making processes at all levels.

1.3 Evaluate the effectiveness of the World Scout Youth Involvement Policy and update it based on the findings.

1.4 Support Regions and NSOs to develop and implement youth engagement programmes and youth leadership trainings that strengthen the capacity of young people, both Scouts and beneficiaries, to become active citizens.

1.5 Ensure that all young people, regardless of their gender, age, race, ethnicity, religious beliefs, socio-economic background, disabilities, sexual orientation, gender expression or any other basis of discrimination have equal opportunities to participate in decision-making in Scouting.

**3. Strategic Priority: Environmental Sustainability**

**Regional Objective**

Strengthen the issue of environmental sustainability in the Interamerican Region in line with the WOSM strategy to contribute to the mitigation of the consequences caused by climate change.

**Lines of action**

3.1 Encourage the creation of action plans that contribute to environmental sustainability in the region's NSOs.

**KPIs:**

3.1.1 At least 14 NSOs implement actions that contribute to the Organization's environmental sustainability.

3.2 Establish new strategic alliances to increase the knowledge and performance of the NSOs on Sustainable Development issues.

**KPIs:**

3.2.1 At least 10 NSOs establish collaborative actions with at least one organization to strengthen their educational and/or institutional approaches to Sustainable Development.

### **Related World Strategy Objectives**

1. Further strengthen efforts made around sustainability, through the development of a WOSM's climate impact strategy during the next triennium. Including clear and shared action plans and measurable goals that aim to significantly strengthen environmental sustainability practices to achieve climate neutrality of WOSM operations by the 46th World Scout Conference in 2033.

2. Create a system to monitor the environmental impact of World Scout Movement operations and ensure that a reporting mechanism is designed to provide Member Organizations with strategic information to actively participate in global decision-making.

3. Support NSOs to become responsible actors and lead local action to mitigate the consequences of climate change and actively participate in natural disasters and to ensure that environmental sustainability is mainstreamed throughout Scouting through

- strengthen existing framework and mechanisms and create new resources
- ensure that the content and environmental programs of the World Scout Movement are continually promoted, implemented, and updated
- examine the possibility of developing a WOSM service focused on environmental sustainability

## **4. Strategic Priority: Diversity and Inclusion**

### **Regional Objective**

Strengthen Diversity and Inclusion in the National Scout Organizations of the Interamerican Region, taking into account economic, cultural, disability, migration and gender aspects, among others.

### **Lines of action**

4.1 Increase the number of NSOs that have a national Diversity and Inclusion policy.

#### **KPIs:**

4.1.1 At least 20 NSOs have a National Diversity and Inclusion Policy aligned with the Regional Policy.

4.2 Promote Diversity and Inclusion in the strategic areas of the NSOs, integrating the themes of economic, cultural, disability, migration and gender diversity.

#### **KPIs:**

4.2.1 At least 20 NSOs implement actions to promote diversity and inclusion, favoring gender equality, integration of economic, racial, ethnic and disability diversity, among others.

4.3 Develop new strategic alliances to increase Diversity and Inclusion actions.

**KPIs:**

4.3.1 At least 10 NSOs establish strategic alliances with at least one organization that focuses on D&I work.

**Related World Strategy Objectives**

3.2 Significantly increase support to NSOs to actively reach out to and include communities that do not have equal access to or which we currently do not engage through Scouting.

3.4 Actively seek the involvement of adult volunteers reflecting the composition of their local communities and ensure the necessary intercultural training to be able and confident to provide an inclusive Youth Programme reflective of the diversity of the local community.

3.5 Mainstream gender equality throughout all levels and structures of the Scout Movement, including by progressively implementing co-education.

3.6 Mainstream diversity and inclusion as a transversal focus across the Scout Movement, ensuring more inclusive policies and structures to embrace diversity as key to the unity of the Scout Movement.

3.7 Include disabilities, psychological disorders and mental health as important components of diversity and inclusion, and work to reduce systematic barriers for accessibility and participation.

## 5. Strategic Priority: Humanitarian Action

**Regional Objective**

Strengthen the area of Humanitarian Action in the National Scout Organizations of the Interamerican Region to collaborate in a responsible manner during emergency situations.

**Lines of action**

5.1 Develop action plans that enable NSOs to act appropriately in emergency situations in coordination with governments and other organizations.

**KPIs:**

5.1.1 At least 12 NSOs have position papers and plans to contribute to humanitarian actions.

5.1.2 At least 15 NSOs implement Humanitarian Action actions and/or materials in the delivery of the Youth Programme.

5.2 Develop strategic alliances to strengthen the NSOs' Humanitarian Action.

**KPIs:**

5.2.1 At least 10 NSOs establish collaborative actions with at least one organization that focuses on Humanitarian Action.

## Related World Strategy Objectives

4.2 Support NSOs to become responsible actors in humanitarian action, mitigating the impact of disasters on young people.

## 6. Strategic Priority: Adults in Scouting

### Regional Objective

Strengthening Adult Management in National Scout Organizations in the Interamerican Region.

### Lines of action

6.1 Promote the implementation of the Adult Management Model in the NSOs focused on the improvement of the Youth Programme and generational succession.

#### KPIs:

6.1.1 At least 18 NSOs have an Adult Management Model that includes elements to support the improvement of the Youth Programme and generational succession.

6.2 Promote innovation in volunteer frameworks in the NSOs focused on the satisfaction, well-being and recognition of volunteers and establishing alliances with other volunteer organizations.

#### KPIs:

6.2.1 At least 17 NSOs measure the satisfaction of their adult volunteers and professionals.

6.2.2 At least 10 NSOs have flexible volunteering schemes.

6.2.3 At least 10 NSOs carry out actions for their volunteers focused on the wellbeing and recognition of the organization's adults.

6.2.4 At least 10 NSOs in the region have at least one collaborative action with other volunteer organizations to support their volunteering schemes and to share best practices in this area.

6.3 Increase the quality of Adult Management in the NSOs for the continuous improvement of their processes.

#### KPIs:

6.3.1 At least 15 NSOs increase the quality of their adult management processes with respect to the baseline established at the beginning of the period.

## Related World Strategy Objectives

2.1 Support NSOs to adopt an integrated approach when implementing the Youth Programme, Adults in Scouting lifecycle and other areas of educational methods, focusing its importance for sustainable growth.

2.9 Support NSOs in strengthening the implementation of Adults in Scouting policies with a key focus on recruitment, retention and succession strategies.

2.10 Support NSOs in exploring and implementing innovative and flexible forms of volunteering.

## **7. Strategic Priority: Safe from Harm**

### **Regional Objective**

Increase the level of implementation of the Safe from Harm policy in all areas and levels of the National Scout Organizations of the Interamerican Region with special emphasis on the human rights approach.

### **Lines of action**

7.1 Encourage compliance with Safe from Harm in NSOs.

#### **KPIs:**

7.1.1 At least 24 NSOs comply with all Safe From Harm requirements established for NSOs.

7.1.2 At least 31 NSOs carry out actions required to comply with the amendment to the World Constitution in its article V.5, paragraph e) and Resolution 2021-04 "Strengthening Safe from Harm in Scouting", both approved at the 42nd World Scout Conference.

7.2 Evaluate the level of implementation of Safe from Harm mechanisms in NSOs.

#### **KPIs:**

7.2.1 At least 24 NSOs increase the result in their self-assessment on the level of implementation of the Safe from Harm Policy.

7.3 Develop strategic alliances to increase the knowledge and implementation of actions for the protection of children and young people participating in Scouting.

#### **KPIs:**

7.3.1 At least 10 NSOs establish collaborative actions with at least one organization to support the protection of children and youth within Scouting.

### **Related World Strategy Objectives**

2.11 Support NSOs to strengthen the implementation of the World Safe from Harm policy through its educational framework and strengthening compliance mechanisms.

2.12 Ensure the safety of participants in all World and Regional Scout events by creating safe environments and putting in place Safe from Harm procedures.

## 8. Strategic Priority: Communications

### Regional Objective

To promote the quality of the Communications in the Interamerican Region in order to position Scouting as the leading youth organization in non-formal education across the Region.

### Lines of action

- 8.1 Increase the scope of external communications by both NSOs and regional bodies.  
**KPIs:**  
8.1.1 At least 9 NSOs increase the reach of their external communications based on a measurement tool.  
8.1.2 The Regional Communications Plan in its External Communications achieves at least 80% compliance.
- 8.2 Increase the quality of internal communications in the NSOs.  
**KPIs:**  
8.2.1 At least 18 NSOs increase the quality of their internal communications between the different levels of the Organization (Global, Regional and National) with respect to the baseline established at the beginning of the period.  
8.2.2 At least 15 NSOs have a National Communications Plan aligned with the Global and Regional Strategy.  
8.2.3 The Regional Communications Plan for internal communications achieves at least 80% compliance.
- 8.3 Strengthen the positioning and appropriate use of the World Scout brand at the regional and national levels.  
**KPIs:**  
8.3.1 At least 15 NSOs have an agreement for the non-commercial use of the Scout Scout Brand.  
8.3.2 At least 4 NSOs increase brand positioning of Scouting.

### Related World Strategy Objectives

5.1 Review and refresh WOSM's branding and messaging to position itself as the leading educational youth movement through a refreshed visual brand, messaging and adaptation for digital use.

5.2 Strengthen the capacity of NSOs in external communications by providing stronger support in branding, storytelling, media relations, crisis communications and reputation management.

5.3 Increase the recognition, support, and impact of Scouting by strengthening the advocacy capacity of the Scout Movement, and leverage youth representatives across the Scout Movement to support advocacy.

5.6 Evolve the internal communications strategy for World Scouting using impact-driven communications that reflect the unity and diversity of the Scout Movement, and which embrace digital transformation in our work.

5.7 Significantly improve the usage and accessibility of existing resources by ensuring they are understandable for NSOs and available in multiple languages.

## **9. Strategic Priority: Partnerships**

### **Regional Objective**

Encourage the creation and maintenance of partnerships in the Interamerican Region to provide support to each of the strategic areas in the National Scout Organizations.

### **Lines of action**

9.1 Disseminate and increase the scope of partnerships at the national and regional levels, with emphasis on those that support the Better World Framework.

#### **KPIs:**

9.1.1 At least 9 NSOs in the Region carry out actions that contribute to the implementation of the regional partnerships strategy.

9.2 Strengthen the NSOs' capacity to manage new partnerships and projects that will enable them to obtain support for strategic areas through resources or cooperative actions.

#### **KPIs:**

9.2.1 At least 18 NSOs participate in regional training sessions on Partnerships and Project Management.

### **Related World Strategy Objectives**

5.4 Disseminate and activate WOSM's strategic partnerships for the benefit of the Scout Movement by operationalising new and existing partnerships and supporting NSOs to develop and manage partnerships.

5.5 Review and implement a resource mobilisation strategy to increase and diversify World Scouting's resources with a focus on institutional, philanthropic, and private sector partnerships.

## 10. Strategic Priority: Governance

### Regional Objective

To increase the quality of Institutional Development in order to have National Scout Organizations in the Interamerican Region that effectively support Scouting to achieve its continuity.

### Lines of action

10.1 Strengthen the regional GSAT strategy, with emphasis on the NSOs' action plans.

#### KPIs:

10.1.1 At least 24 NSOs have been assessed with one of the modalities of the GSAT since 2018 onwards.

10.1.2 At least 24 NSOs have an Action Plan based on the results of their last GSAT assessment.

10.2 Implement continuous improvement processes in the NSO's governing bodies and executive team, emphasizing good governance, strategic planning, financial management, risk management and compliance.

#### KPIs:

10.2.1 At least 18 NSOs implement induction processes for members of their governing bodies and executive teams.

10.2.2 At least 18 NSOs formulate or adapt their national strategic plans so that 40% of their objectives are aligned with the Region's strategic plan.

10.2.3 At least 18 NSOs formulate improvement plans based on the analysis of their financial models.

10.2.4 At least 12 NSOs execute the steps described in the Risk Management Process Implementation Guide.

10.3 Increase the quality of Institutional Management in the NSOs for the continuous improvement of their processes.

#### KPIs:

10.3.1 At least 26 NSOs increase the quality of their institutional development in relation to the baseline established at the beginning of the period.

### Related World Strategy Objectives

6.1. Support NSOs to strengthen their capacities by increasing and improving specific support in all priority areas of WOSM services.

6.2. Support NSOs to develop their organizational capacity and implement action plans through an edited WOSM capacity building cycle.

6.3. Ensure the sustainability of NSOs by supporting them to diversify their sources of income, increase their financial stability and improve the management of financed projects.

6.4. Ensure that NSOs can thrive in changing realities, supporting organizational resilience through innovation and strong change, crisis and risk management.

6.5. Ensure more sustainable growth by building a better understanding among NSOs about the impact and importance of taking a long-term, strategic and holistic growth approach that includes all strategic priorities.

## 11. Strategic Priority: Growth

### Regional Objective

To generate the holistic and sustainable growth of the National Scout Organizations of the Interamerican Region as a consequence of an integral management.

### Lines of action

11.1 Promote the creation of growth strategies in the NSOs that respond to the new normality, through the WOSM Service Model.

#### KPIs:

11.1.1 At least 18 NSOs develop and implement a growth strategy.

11.2 Generate new strategic alliances to foster growth.

#### KPIs:

11.2.1 At least 10 NSOs establish collaborative actions with at least one organization to generate growth.

11.3 Increasing the growth of the NSOs.

#### KPIs:

11.3.1 At least 17 NSOs report at least 2% growth in membership over the entire period.

### Related World Strategy Objectives

Support NSOs in their (post) COVID-19 pandemic recovery efforts by creating recovery plans specific to NSOs with a key focus on:

- member retention, recruitment and growth

Adapt the Youth Program to post-COVID-19 realities, including:

- innovative design to ensure the relevance and ability of Scouting to respond to the key needs of today's youth:
- develop competencies for the future
- aspects such as mental health, well-being and resilience
- increase financial resilience and fundraising capacity
- emergency response to local communities