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The Regional Plan is an instrument of great value, not only for the Interamerican Scout Committee, since it allows it to follow up on the objectives established in the Plan and thus maintain the strategic course set; not only for the Regional Office, since it will enable it to define the necessary actions to make progress in the objectives; but also, for the National Scout Organizations (NSOs), since it allows them to align their strategies and thus be part of the progress of the Region and the Scout Movement at world level. Because of the great value of the Regional Plan for the period between 2022-2025, we wanted to develop it in the most participatory possible way.

This process began with collecting information through online forms to carry out an internal and external analysis of our Region. These were filled by members of National Scout Organizations, regardless of their role in the organization. All were invited to contribute their views. The analyses conducted were: Triennial World Plan 2021-2024, PESTEL external analysis (Political, Economic, Social, Technological, Environmental and Legal), Stakeholders, SWOT (Strengths, Weaknesses, Opportunities, and Threats), GSAT assessments and evaluation of compliance and implementation of the current Regional Plan at the national level.

The Working Group that led the process of preparing the 2022-2025 Regional Plan reviewed in detail all the information obtained from the analyses and identified the relationships between them to define those aspects towards which the objectives of the new regional Plan should be directed.



The Extraordinary Regional Networks Meeting was held in October 2021. This meeting brought together representatives of National Scout Organizations in each regional network: Youth Programme, Youth, Adults in Scouting, Institutional Development, and Communications. The networks worked on the proposal of objectives for each of the strategic areas and the lines of action for these objectives.

The Working Group reviewed the proposed objectives and lines of action to validate and improve their wording. The objectives were developed as working material for the X Interamerican Scout Summit.

Subsequently, the Working Group designing the Regional Plan 2022-2025 consolidated and analyzed the information collected to prepare the proposed objectives and lines of action presented to the X Regional Scout Summit held in November 2021.

The NSO's contingents 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. With this, 11 strategic priorities were defined. Each has a strategic objective and several lines of action with their respective KPIs. These lines of action and their KPIs will make it possible to determine the activities and the indicators to monitor the outputs.

Each of the commitments outlined in the Regional Plan were defined by key actors that make up the Region, the National Scout Organizations, the Interamerican Scout Committee, and the Regional Office.

Once the commitments were defined, they were submitted to the National Scout Organizations for comments and observations.

The 7th Interamerican Youth Scout Forum held a session to collect inputs on the objectives and commitments.

During its second regular meeting of 2022, held in September, the Interamerican Scout Committee, as indicated in the Regional Constitution, approved the new Regional Plan for 2022-2025.

This Plan, built with the contributions of many people, worked from beginning to end through virtual means, is everyone's Plan. We should all be proud of having made it together, and now is the time to work on our actions to be proud of the achievements that will come from it. Built during the pandemic, it is now proof of what we can do if we stand together, even and despite the difficulties around us. The Regional Plan is a plan built with the awareness that the reality we live in today is a legacy of the difficult times we had in the past due to the COVID-19 pandemic. That is why it is called **Reunite, Reconnect, and Recover.** 





# REGIONAL PLAN 2022-2025 Reunite, Reconnect, Recover



**Reunite** because this Regional Plan was made with the participation of many who decided to be part of the process and contribute. Now its objectives and lines of action challenge us to remain united and to see this as our greatest strength.

**Reconnect** because after an unprecedented three years, we are re-establishing our bonds of union. We can now see each other face to face again and focus on what's important: the values that unite us and the relationships we maintain, thanks to them.

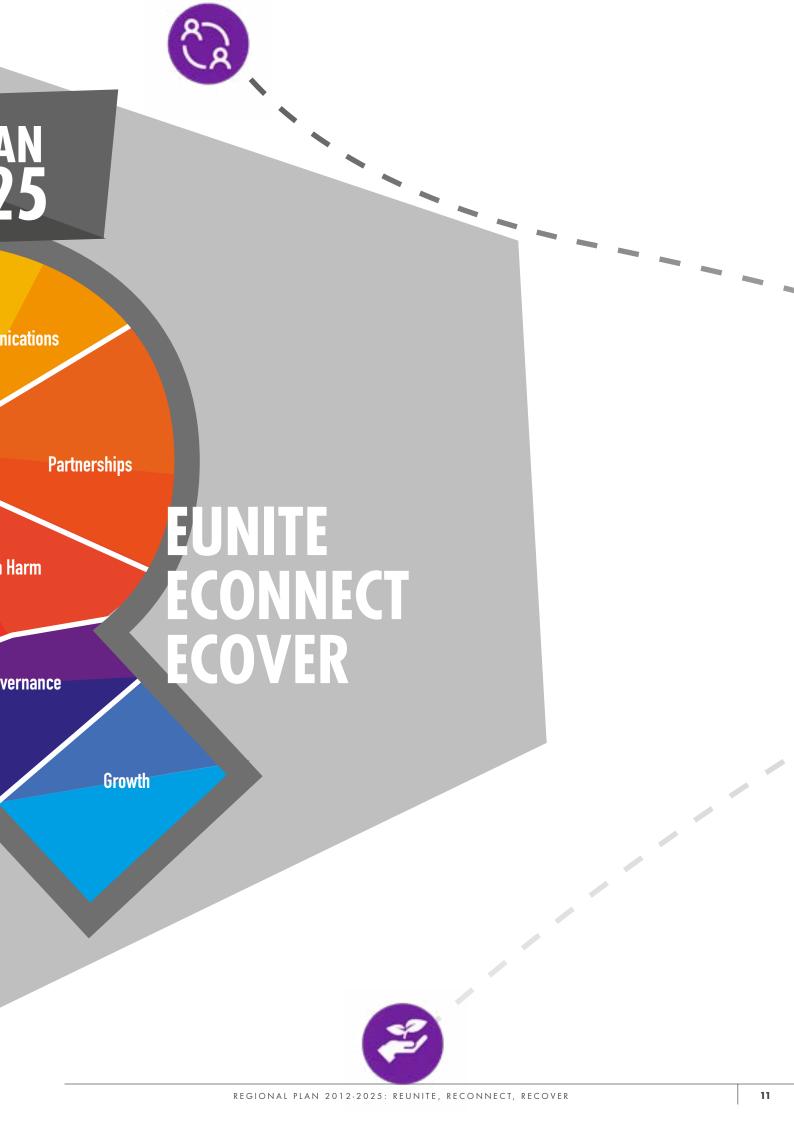




**Recover** because this Plan seeks to position us as the leading non-formal education organization in the Region. Because by keeping our commitments to each of the objectives, we are confident that we will recover what we lost during the pandemic. Our achievements will be the best way to honor all who left us for COVID-19. We will recover our membership, but we will also recover our momentum we had before the pandemic began. We will recover our joy of serving and our yearning to Creating a Better World.

# REGIONAL PLA 2022-202





# YOUTH PROGRAMME

OBJECTIVE: 1. 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.
- 1.2 Include in the Youth Programme educational competencies in the areas of resilience, peace, mental health, well-being, leadership, spiritual development, sustainability, and active citizenship.
- 1.3 Diversify the use of technology in the delivery of the Youth Programme. This use of technology must consider the existing risks, implementing the necessary tools to offer safe spaces.
- 1.4 Monitor and evaluate the Youth Programme with respect to Scouting's impact on individuals, communities, and organizations.
- 1.5 Strengthen the implementation of the Better World Framework in NSOs to contribute to the achievement of the SDGs.
- 1.6 Increase the quality of the NSO's Youth Programme by continuously improving its processes.

- 1.1.1 At least 25 NSOs have an updated Educational Proposal that responds to the interests of the youth and their communities.
- 1.2.1 At least 18 NSOs include in their personal progression system educational competencies in the areas of resilience, peace, mental health, well-being, leadership, spiritual development, sustainability, and active citizenship.
- 1.3.1 At least 20 NSOs use technology systems that help facilitate the delivery of the Youth Programme.
- 1.4.1 At least 18 NSOs implement, at least once, methodologies for evaluating the impact of the Youth Programme and Youth Involvement on individuals, communities, and organizations.
- 1.5.1 At least 30 NSOs implement at least two challenges of the Better World Framework.
- 1.6.1 At least 25 NSOs increase the quality of their Youth Programme with respect to the baseline established at the beginning of the period.



# **NSOs**

# ISC

# **WSB-IASC**

Updated Educational Proposal: An Educational Proposal that is no more than 10 years old.

Include in the update of the Youth Programme the focus on educational competencies, including the proposals in the line of action.

Train adults in the use of technology platforms to deliver the Youth Programme.

Measure the impact of the Youth Programme and Youth Involvement using appropriate tools.

Promote and disseminate the initiatives and challenges of the Better World Framework to be implemented in Scout Groups.

Participate in the annual quality measurement of the Youth Programme.

Support the promotion and positioning of the Educational Proposal and Youth Programme of the Interamerican Region.

Motivate the NSOs to include in their plans the implementation of the initiatives and challenges of the Better World Framework.

Encourage NSOs to carry out periodic evaluations of their Youth Programme to ensure that they remain relevant to the times and needs of the youth of the Region.

Provide consultancy services to NSOs on issues related to the Youth Programme.

Provide consultancy services to NSOs for updating their Personal Progression System.

Offer training opportunities and share best practices in the use of technology in Youth Programme to national teams.

Offer methodologies and accompaniment for the evaluation of Youth Programme and Youth Involvement impact.

Provide consulting services to NSOs on topics related to the Better World Framework.

Establish quality management mechanisms for the Youth Programme.

# YOUTH INVOLVEMENT

OBJECTIVE: 2.To strengthen the quality of Youth Involvement in 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 Involvement.

2.2 Strengthen and update platforms to increase the level of Youth Involvement in the Scout unit, the organization, and the community at the regional, national and local levels.

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

- 2.1.1 At least 27 NSOs have defined and implemented a National Youth Involvement Policy that includes instructions for Youth Involvement at unit/group, community and organizational levels and is based on the World and Regional Scout Policy on Youth Involvement and is reviewed periodically.
- 2.1.2 At least 20 NSOs implement actions to strengthen Youth Involvement and decision-making at Scout unit, organization and community levels.
- 2.2.1 At least 20 NSOs have incorporated 30% of young people under 30 years of age with full Involvement in their National Boards 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 of age.
- 2.3.1 At least 15 NSOs increase the quality of Youth Involvement with respect to the baseline established at the beginning of the period.



# **NSO**s

# ISC

# **WSB-IASC**

Update regulatory frameworks to ensure Youth Involvement at all levels of the NSO.

Promote and implement Youth
Involvement at all levels of the NSO.

Provide opportunities for young people to represent their NSOs at events and in Regional or World decision-making spaces.

Provide consulting services to NSOs on topics related to Youth Involvement.

Offer support for NSOs to implement actions to strengthen Youth Involvement at all levels.

Monitor and evaluate Youth Involvement at all levels and in all areas of the NSO. Promote initiatives for external Youth Involvement in NSOs.

Monitor, evaluate, and promote Youth Involvement at all levels and areas in the Region.

Participate in the annual quality measurement of Youth Involvement.

Encourage NSOs to carry out periodic evaluations of their level of Youth Involvement.

Establish mechanisms for continuous improvement on topics of Youth Involvement in the NSOs of the Region.

# **ENVIRONMENTAL SUSTAINABILITY**

OBJECTIVE: 3. Strengthen the Environmental Sustainability topic 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 NSOs in the Region.
- 3.2 3.2 Establish new partnerships to increase the knowledge and performance of the NSOs on Sustainable Development.
- 3.3 Implement mechanisms for evaluating the environmental impact of regional events as a tool to reduce the impacts generated into the environment.

- 3.1.1 At least 14 NSOs implement actions that contribute to Environmental Sustainability of the Organization.
- 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.
- 3.3.1 At least 80% of regional events are evaluated using the Regional Environmental Impact Assessment Mechanism.

# **NSO**s

Create and implement a plan for the implementation of Environmental Sustainability at all levels of the NSOs.

Establish partnerships with external organizations to strengthen Environmental Sustainability at the NSOs.

Mitigate the environmental impact of the Regional Events.

ISC

Encourage NSOs to implement Environmental Sustainability as a priority in their national events. WSB-IASC

Generate reference material for the creation of national strategies for Environmental Sustainability.

Offer training and support opportunities for the establishment of partnerships on related to Sustainable Development.

Measure the environmental impact of Regional Events.

# **DIVERSITY AND INCLUSION**

OBJECTIVE: 4. Strengthen Diversity and Inclusion in the National Scout Organizations of the Interamerican Region, considering economic, cultural, religious, disabilities, migration, gender and generational aspects, among others.

### LINES OF ACTION

- 4.1 Increase the number of NSOs that have a national Diversity and Inclusion policy.
- 4.2 Promote Diversity and Inclusion in the strategic areas of the NSOs, integrating the topics of economic, racial, ethnic, generational, sexual and disability diversity.
- 4.3 Develop new partnerships to increase Diversity and Inclusion actions.

- 4.1.1 At least 20 NSOs have a National Diversity and Inclusion Policy aligned with the Regional Policy.
- 4.2.1 At least 20 NSOs implement actions to promote Diversity and Inclusion, considering gender equality, integration of economic, racial, ethnic, sexual, disabilities and age diversity, among others.
- 4.3.1 At least 10 NSOs establish partnerships with at least one organization that works in D&I



# **NSO**s

Update and/or formulate a National Diversity and Inclusion Policy.

Create an implementation plan for Diversity and Inclusion actions in all areas and levels of the NSO.

Establish partnerships with external organizations to strengthen the implementation of Diversity and Inclusion at the NSO.

# ISC

Promote the Interamerican Diversity and Inclusion Policy among the NSOs of the region.

Implement recommendations related to the results of the Gender Equality Study.

Support and promote generation of partnerships to promote Diversity and Inclusion.

# **WSB-IASC**

Provide consulting services to NSOs related to Diversity and Inclusion.

Offer training opportunities and exchange of experiences in Diversity and Inclusion.

Prepare and share materials related to Diversity and Inclusion.

Provide support to identify and establish partnerships with external organizations that support the area of Diversity and Inclusion.

# **HUMANITARIAN ACTION**

OBJECTIVE: 5 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.

5.2 Develop partnerships to strengthen Humanitarian Action in the NSOs.

#### **KPI**

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

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

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

# **NSOs**

Create a Humanitarian Action Framework that includes the NSO's position, action plan and necessary materials.

Establish partnerships with external organizations to support the implementation of Humanitarian Action in the NSO.

# ISC

Support obtaining resources for the training of NSOs in Humanitarian Action.

Promote joint working groups with heads of other experts organizations in Humanitarian Action.

# WSB-IASC

Provide consulting services to NSOs related to Humanitarian Action.

Offer opportunities for training and exchange of experiences in Humanitarian Action.

Prepare and share materials related to Humanitarian Action.

Provide support to identify and establish partnerships with external organizations that support the Humanitarian Action area.



# **ADULTS IN SCOUTING**

OBJECTIVE: 6.Strengthening Adult Management in National Scout Organizations in the Interamerican Region.

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

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

- 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.
- 6.2.1 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 well-being 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.
- 6.3.1 At least 15 NSOs increase the quality of their Adult Management Processes with respect to the baseline established at the beginning of the period.



# **NSOs**

Formulate and implement an Adult Management Model in line with the NSO's Youth Programme.

Review and update the volunteer, characterization and recognition framework of adults in the NSO.

Establish partnerships with external organizations to strengthen the volunteer management in the NSOs

Participate in the annual quality measurement of Adults in Scouting Management.

### ISC

Encourage NSOs to implement an Adult Management Model that responds to the needs of their adults.

Promote and be an example of volunteering focused on continuous improvement, well-being and recognition.

Support and promote the generation of partnerships to strengthen volunteering in the Region.

Encourage the NSOs to carry out periodic evaluations of their Adult Management.

# **WSB-IASC**

Provide consulting services to NSOs in the formulation of their Adult Management Models

Generate tools to support the implementation of the Adult Management System in NSOs.

Offer training opportunities and exchange of experiences in Adult Management.

Generate methodologies and processes for measuring adult satisfaction in NSOs.

Provide consulting services to NSOs on flexible volunteering.

Provide consulting services to NSOs for the implementation of well-being and recognition plans.

Provide support to identify and establish collaborative actions with external organizations to strengthen volunteer frameworks

Establish mechanisms for continuous improvement in the management of adults in NSOs in the Region.

# **SAFE FROM HARM**

OBJECTIVE: 7. 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. \_\_\_

#### 7.2 Evaluate the level of implementation of Safe from 7.2.1 At least 24 NSOs increase the result in their self-Harm mechanisms in NSOs.

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

- 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.
- assessment on the level of implementation of the Safe from Harm Policy.
- 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.



# **NSOs**

# ISC

# **WSB-IASC**

Make all necessary adjustments and actions necessary for compliance with all Safe from Harm requirements.

Promote the implementation and compliance with Safe from Harm requirements in all NSOs in the Region.

Provide consulting services to NSOs for compliance with Safe from Harm requirements.

Offer training opportunities for the implementation of actions in Safe from Harm.

Participate in the annual measurement of Safe from Harm implementation in the NSO.

Establish partnerships with external organizations that contribute to the implementation of Safe from Harm at the NSO.

Encourage NSOs to conduct annual assessments of their implementation of Safe from Harm.

Support and promote the generation of partnerships to strengthen the culture of Safe from Harm in the Region.

Establish mechanisms for the measurement and continuous improvement of the implementation of Safe from Harm.

Provide support to identify and establish collaborative actions with external organizations for the protection of girls, boys and young people..

# **COMMUNICATIONS**

OBJECTIVE: 8.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, making them connect with a diverse and youth audience.

8.2 Increase the quality of internal communications in the NSOs.

8.3 Strengthen the positioning and appropriate use of the World Scout brand at the regional and national levels.

- 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.
- 8.2.1 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.
- 8.3.1 At least 15 NSOs have an agreement for the non-commercial use of the WOSM Brand.
- 8.3.2 At least 4 NSOs increase brand positioning of Scouting.



# **NSO**s

Review and update the communications strategy to include a greater emphasis on external communications and promotion of Scouting.

Implement the NSOs's communications strategy with all its plans and annually measure its level of implementation and quality.

Maintain or establish an agreement for the non-commercial use of the World Scout Brand.

Monitor and measure the level of positioning of the Scout Brand at the national level.

### ISC

Support obtaining resources to carry out massive regional campaigns to position Scouting in traditional media.

Promote and support to carry out an analysis of internal communication through the different levels of the Interamerican Region.

# **WSB-IASC**

Coordinate the implementation and carry out the actions of the 2022-2025 Regional Communications Strategy corresponding to the Regional Office.

Carry out the actions of the External Communications Plan corresponding to the Regional Office.

Provide consulting services to NSOs in the field of Communications.

Keep active the channels of communication for the implementation of the Regional Communications Strategy and the Regional Plan.

Guide the implementation of the internal communication quality management mechanism in the Interamerican Region.

Offer training on the correct use of the Scout Brand.

Provide consultancy services to the NSOs regarding the Scout Brand.

Guide the consultation process of the positioning of the Scout Brand in the Region.

# **PARTNERSHIPS**

OBJECTIVE: 9. 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



9.2 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.

#### **KPI**

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

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



# **NSO**s

Maintain, strengthen and generate partnerships that support the processes of all areas of the NSOs.

Participate in regional initiatives that provide tools for strengthening partnerships in the NSO.

# ISC

Promote existing partnerships and generate new strategies that can be replicated in NSOs.

Support the obtaining of resources to promote the creation of partnerships from the regional level and promote the organization of a regional event on partnerships.

# **WSB-IASC**

Provide assistance to NSOs identifying institutions and/or organizations to establish cooperation actions in the framework of implementing the regional strategy of partnerships.

Offer opportunities for training and exchange of experiences in partnerships and project management.

# GOVERNANCE

OBJECTIVE: 10. To increase the quality of Institutional Development in 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 action plans of the NSOs.

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

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

#### **KPI**

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 of the results of their last GSAT assessment.

10.2.1 At least 18 NSOs implement induction process 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 at least 40% of their objectives are aligned with the Regional Plan.

10.2.3 At least 18 NSOs formulate improvement plan 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.

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



# **NSOs**

Implement continuous improvement mechanisms at NSOs through the application and/or updating of the GSAT assessment and its action plan.

Design and implement actions for good governance and institutional management in strategic, financial and risk aspects.

Participate in the annual quality measurement of Institutional Development.

# SC- - WSB-IASC

Reinforce in the NSOs the importance of the GSAT as a tool for self-assessment and continuous improvement.

Being an example of governance for the NSOs and influencing the governing bodies, so they prioritize the strategic objectives of the Regional Plan.

Create a platform providing opportunities for exchange and learning on governance.

Generate Change Management strategies to achieve continuity in the governance structures of the NSOs.

Provide consultancy services to NSOs

regarding their GSAT evaluations.

Provide consulting services to NSOs in the formulation and implementation of action plans to strengthen their capacities.

Provide consultancy services to NSOs on best practices of Good Governance in their governing bodies and executive teams

Provide consulting services to the NSOs in terms of strategic planning, in addition to monitor the alignment of the objectives of their national strategic plans with the strategic plan of the Region.

Provide consultancy services to the NSOs regarding the diagnosis of their financial models and the formulation of their improvement plans.

Provide consultancy services to NSOs regarding the implementation of risk management processes.

Offer opportunities for training and exchange of experiences in institutional management of NSO processes.

Continue carrying out the annual quality measurement of the Institutional Development of the NSOs.

# **GROWTH**

OBJECTIVE: 11. To generate the holistic and sustainable growth of the National Scout Organizations of the Interamerican Region as a result of an integral management.

### LINES OF ACTION

- 11.1 Promote the creation of growth strategies in the NSOs that respond to the new normal, through the WOSM Service Model.
- 11.2 Generate new partnerships to foster growth.
- 11.3 Increase growth within the NSOs.

- 11.1.1 At least 18 NSOs develop and implement a growth strategy..
- 11.2.1 At least 10 NSOs establish collaborative action with at least one organization to generate growth.
- 11.3.1 At least 17 NSOs report at least 2%growth in membership, over the entire period.



# **NSOs**

Formulate and implement the growth strategy in our NSOs

Establish partnerships with external organizations that contribute to the growth.

Send the annual membership report of their NSO

# ISC

Promote with stakeholders why Scouting is important to a young person, their parents and their community.

Keep in mind the holistic and sustainable growth objective, in all the decisions and actions of the ISC.

# **WSB-IASC**

Provide consulting services to NSOs in terms of formulating their growth strategy.

Provide assistance to the NSOs identifying institutions and/or organizations to establish cooperation actions allowing them to generate growth.

Monitor the evolution of the NSO membership.



