



# SCOUTS

South Africa

February 2019



# STRATEGIC PLAN

## 2021–2024

As a Movement SCOUTS South Africa is committed to being a positive influence in the lives of young people and preparing them to be the future leaders within social movements, industries and society. To be able to increase that constructive impact, we need to work towards supporting more youth in meaningful ways.

We would not be able to maintain that impact and deliver interesting and qualitative programmes without our valued and appreciated adult volunteers. Therefore, we need to ensure that we have the necessary enablers in place to deliver that programme and volunteer support. This means sustainable support and financial resources to be able to provide venues, equipment, programme material and training to our volunteers; having open and image building communication with our internal and external stakeholders; and making sure that the supporting infrastructure for our processes is simple, easy and accessible. We need to build and reinforces our Movement to ensure that we succeed in our objectives.

The actions required of every member to realise the strategy will be different. But make no mistake we all have a part to play. The responsibility of a unit Scouter or SGL towards the growth goal or financial sustainability goal are clearly different from those of the National Chair Scout programme or the National Finance committee, but we all have a contribution to make.

Your starting point is to understand the strategy and then actively look for opportunities in your day-to-day actions to progress these areas for Scouting in your communities and the country as a whole.

Scouting is a powerful force for good in the world today so if we all work together in alignment with this strategy, we can build on our successes and achieve more together!

Chief Scout  
Brendon Hausberger



### Our Vision:

Creating a better South Africa by giving a million young people an opportunity to live the Scout Experience.

### Our Aim:

The Aim of SCOUTS South Africa is to contribute to the development of boys, girls and young adults in achieving their full potentials as individuals, as responsible citizens and as members of their local, national & international communities by: developing their character; training them in citizenship; and developing their spiritual, social, intellectual and physical qualities.

### How we do this:

We deliver on our aim using the 5 Scout Methods: The Patrol System; Learn by Doing; The Scout Promise and Law; A Progressive advancement program; Stimulating outdoor programs - Our unique Scouting methods that sets us apart.

To achieve our vision, we have identified **3 enablers , 2 pillars and 1 focus** to ensure a successful outcome in terms of ensuring a Greater Scout Experience and positive impact in our communities .

SSA provides the following **tools** to assist all levels in the organisation to achieve the goals: Advancement Programs with additional resources such as Programmes on a Plate; Handbooks; Training courses for youth and adults; Activities, competitions and events; Star Awards - a self-assessment tool for Units; Scouts.Digital database; National structure, OR and records tracking; Marketing Toolkit; Rewards system; Uniforms, badges and resources.

# Focus, Enablers & Pillars to ensure a successful outcome



## STRATEGY 2021 - 2024

"Greater Scout Experience and positive impact in our communities"

### One Focus



#### Growth

Grow existing Groups and open new Groups.

### Two Pillars



#### Attractive & Relevant Programme

Deliver relevant & attractive Youth & Rover programmes & activities.



#### The Adult Volunteer Experience

Attract, develop and retain adult leaders (the volunteer life-cycle).

### Three Enablers



#### Sustainable Finances & Properties

Ensure financial stability of the Movement.



#### Engagement with Stakeholders

Effective engagement with internal and external stakeholders.



#### Creating an Enabling Environment

Supportive organizational climate, resources and IT infrastructure.

### Vision

CREATING A BETTER SOUTH AFRICA BY GIVING A MILLION YOUNG PEOPLE AN OPPORTUNITY TO LIVE THE SCOUT EXPERIENCE.

# Enablers



## Sustainable Finances & Properties

Ensure the Movement is financially sustainable in the long term.

- Increase 3rd party funding through active fundraising (Friends of Scouting).
- Maximise various income streams in the organisation (incl. invested funds).
- Effective financial management, controls and reporting (Expense control, standard accounting package).
- Ensure that the National Office is fully funded to support the Movement.

Develop and implement an equitable national fees model (5 Year plan).

Ensure all properties become financially viable and not a burden on members.

- Develop business plans for all Regional training and camping centres and owned properties (priority National and Region).
- Arrive at a buy, keep or sell position.
- Develop alternative income streams.
- Building the capacity of the Regional Property Representatives.

# Enablers



## Engagement with Stakeholders



### Internal

Promote a greater sense of one Movement in which each voice counts and the views of all members are heard.

- Annual virtual discussion with members.
- Lekgotla every 3 years.
- Virtual and physical campfire chats.
- Survey feedback.

Improve the direct communication with members so they are more informed about what is happening in SSA.

- Finalising and implementing the internal communication plan (infographics).
- Including tools available for members and Manco decisions.

### External

Creating a positive perception and value of Scouting.

- Giving members the tools to create a positive image.
- Develop impact statistics and stories.
- Develop and implement promotional campaigns.
- Social media influencers and ambassadors.
- Providing guidelines and training on social media.

Develop the Alumni Network - to maintain links with former members.

Support the activities of WOSM, the Africa Region and the Southern Zone.

Increase the value of partnerships to support the delivery of the Scout experience for all members (NGOs, Government and business).

# Enablers



## Creating an Enabling Environment

IT: Develop, provide and promote the following tools to create an integrated and simplified administrative framework to deliver the strategic objectives.

- Membership management system
  - Simple, usable and accessible.
- Accounting system
  - Cost effective and available at all levels.
  - Enable consolidation.
- Connectivity
  - Provide access to data for Regional offices and support teams.
- Office365
  - Training and realisation of potential.
- Website
  - Implement member only content.
- Wiki
  - Implement member only content.
  - Share best practises and tools.
- Online training
  - National roll-out of online training.

### Organisational climate

- Governance
  - Simplification and clarification of policies.
    - ⇒ More accessible infographics for policies.
  - Implement POPIA compliance.
  - Safe from Harm framework.
- Employee support
  - Aligning employee roles with volunteer support requirements.
- Organisational culture
  - Aligning National and Regional efforts.
  - The culture of developing Adult leaders for future roles.

# Pillars



Deliver relevant & attractive Youth & Rover programmes & activities

Provide programmes for each Branch which implement the Programme Policy and:

- Provide members with a competitive edge in their lives in terms of vocational skills and employable life skills.
- Involve members in the Better World Framework - community projects that address local challenges.

Develop a Leadership pipeline - enabling an environment for leadership development throughout the Youth, Rover and Adult programmes.

Improve Star Awards as a means to evaluate the quality, implementation and impact of the programmes and activities. Actively use the Star Award results to improve the experience of the youth.

Ensure events are accessible and affordable.

Train leaders in implementing the programme.

- Scout Programme roll-out. Support roll-out and implementation (Adult training/Youth training).
- National and Annual Challenges roll-out.



# Pillars



## Adult volunteer experience

### Recruit new Adults to Scouting.

- An effective and user-friendly application process.
- Mentoring support from Districts.

### Safe from Harm and process for protecting members and SSA.

### Develop all volunteers to their full potential by providing:

- Appropriate, accessible, flexible and cost effective needs-based training.
- Investigate SAQA accreditation for ALT & LT training.
- Mentoring and ongoing skills development.
- Implementing "Moments that Matter".
- DC role clarification and training.

### Grow SSA's training capacity.

- Sufficient and diverse trainers and training opportunities.
- Funding and financing for training.

### Retain the interest and services of volunteer for as long as it is beneficial for the volunteer and SSA by:

- Creating flexibility in volunteer opportunities (time and circumstance).
- Keeping it interesting for volunteers with growth and stretch opportunities.
- Recognising and rewarding them in a variety of ways.

### Leadership pipeline development and succession planning.



# One Focus



## Open new Groups and Grow existing Groups

### Identifying growth opportunities.

- A Group in every town (Identify geographies where we are not present).
- Partner with community structures, multi-site Churches and relevant NGOs, Department of Education, Department of Social Development, Department of Arts, Culture, Sport and Recreation.

### Enabling the growth in those opportunities.

- Engage with Government to sponsor Scouting.
- Create a toolbox for new Groups to start-up at a distance (include training).
- Promoting Scouting's image and marketing to targeted stakeholders.

### No Group left behind - supporting and growing Groups.

- Create and implement an engagement tool for existing Groups to become sustainable.
- Increase the Youth and Adult membership in existing Groups.
- Monitoring and tracking growth and membership.
- Sharing best practices.