



SCOUTS

South Africa

February 2019



STRATEGIC PLAN 2018—2021

SUMMARY



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 6 primary strategic goals and supporting actions.*

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.



SSA's 6 Strategic Goals*

1. Deliver relevant & attractive Youth & Rover programmes & activities
2. Open new Groups & grow existing Groups
3. Attract, develop & retain Adult Members
4. Building sustainable Financial and Property portfolios
5. Engage effectively with internal & external Stakeholders
6. Secure resources from the Business Sector, NPOs & Government

1. Deliver relevant & attractive Youth & Rover programmes & activities



Primary Measure 1: Members achieving Gold Wolf (Cubs) First Class (Scouts) Personal Bar (Rovers) advancement levels

Primary Measure 2: Star Awards: % increase in participation.

Secondary Measure 1: Increase in number of Advancement badges earned

Secondary Measure 2: Increase in % of Vocational badges earned

Secondary Measure 3: Increase in % Interest badges earned

Actions agreed—National level

- Provide members with a competitive edge in all aspects of their lives by incorporating vocational, educational and life skills training in our Youth Programme and Activities
- Review interest badges
- Ensure the Messengers of Peace initiatives are strengthened through incorporating community service and SDG goals in programmes
- Roll-out new Scout Programme
- Ensure Two-way feedback on the implementation of the Youth Programme
- Review the Leadership development plan through all branches
- Star Awards reviewed to reflect the goals, objectives and indicators of success
- Run relevant national events for the branches (i.e. Pow Wow, SANJAMB, Rover Indaba)

Actions agreed—Regional level

- Support Groups in implementing the Youth Programme
- Encourage groups to give feedback on the programmes
- Encourage Scouters to suggest changes to the youth programmes to make it accessible, relevant and appealing.
- Promote badges which encourage the development of vocational and life skills.
- Provide opportunities through Regional events to expose members to different vocations and life skills.
- Promote participation in Star Awards
- Promote National events, encourage participation and host events



Actions agreed—Group level

- Run fun and adventurous programmes
- Share programmes
- Identify community service projects in communities
- Provide feedback on the programme and improve interest badge offerings
- Encourage and assist members to take part in National Events
- Assist in running National Events when your Region hosts it.
- Use Star Awards as a management tool to improve service delivery to the members

2. Open new Groups & grow existing Groups



Primary Measure 1: % increase of Groups and units in a Group in each region

Primary Measure 2: % growth in youth and adult membership

Secondary Measure 1: % increase in Municipal areas with Scouting footprint

Secondary Measure 2: Increase the number of Groups sponsored by NGO's; Churches or Government Departments

Actions agreed—National level

- Increase the Number of Groups and Units in each Region
 - Develop a guideline on "How to start a Group"
- Partner with national organisations with similar objectives who have facilities and youth but no similar programme
 - Partner with multi-site youth development NGOs
 - Partner with multi-site Churches
 - Partner with National Department of Education
- Increase in youth and young adult numbers
 - Develop, formalise and implement a branch for youth under 7 years of age.

Actions agreed—Regional level

- Increase the number of Municipal areas in each Region with Groups
- Increase the number of Groups and Units in each Region
 - Implement guideline on “How to start a Group”
- Link with Regional/Provincial organisations that the national team has partnered with
- Increase in youth and young adult numbers
 - Encourage the implementation of the new branch when opportunity is given for training in the region and form a new RTC team
 - Raise awareness of Scouting and benefits to the community



Actions agreed—Group level

- Support new Groups in the district through joint activities or sharing Scouters
- Increase the Number of Units in your Group, if you do not service all 4 branches
- Increase in youth and young adult numbers
- Raise awareness of Scouting and benefits to the community through press releases to your local newspapers

3. Attract, develop & retain Adult Members



Primary Measure 1: % Increase in number of Adults in each region

Primary Measure 2: Increase in % of Adults trained at each level

Secondary Measure 1: Increase in % of adults recruited from business and Education departments

Secondary measure 2: Increase in % of members receiving 10 year service award

Secondary Measure 3: Increase in skill sets of SSA employees

Secondary Measure 4: Accreditation of SSA and its Trainers

Actions agreed—National level

- Attract new adults to Scouting by having an entry process which is accessible and easy to navigate, while protecting the interests of SSA.
 - Ensure the Adult recruitment Working Kit on website is up to date
- Attract retired Scouters and Members to become involved through the Alumni
 - Update SSA website with Alumni Network objectives and simplified registration documents.
 - Bi-annual newsletter to all registered Alumni and National & Regional offices, for information and motivation.
- Attract new adults into Scouting by partnering with Corporates and Government to recruit and train interns.
 - Partner with Corporates with intern programmes
 - Partner with Government Departments to train school leavers
- Assist new and existing Scouters to develop their full potential through appropriate, needs based training, adult development programmes and initiatives
 - Increase the training team to include a training methods and materials support team
 - Fundraise to increase the training teams through free LT and ALT courses
 - Implement e-learning platform and develop courses where applicable
 - Develop material to promote the benefits of training to new and experienced Scouters
 - Develop and use Recognition of Prior learning (RPL) for all courses
 - Develop “Guide to Mentoring and Support of adult members” and include mentor training in Stage 3
- Promote the flexibility in deployment of Adult members to retain their interest for as long as beneficial
- Promote the importance of recognition and rewarding of adults in a variety of ways to retain them for as long as beneficial



Actions agreed—Regional level

- Support the entry process for new adults which is accessible and easy to navigate, while protecting the interests of SSA.
 - Hold a “recruitment” session at District Scouters meetings
 - Continually promote the availability of Adult Support Documents on the web to Scouters in the District
 - Promote access to “Adult recruitment Working Kit” online
- Attract retired Scouters and Members to become involved through the Alumni
 - Engage with Groups to link with Alumni
 - Contribute interesting stories to the bi-annual Alumni newsletter
- Attract new adults into Scouting by partnering with Corporates and Government to recruit and train interns.
 - Partner with middle size corporates with intern programmes
 - Assist in the deployment of interns to Groups
 - Partner with Provincial Government Departments to train school leavers
- Assist new and existing Scouters to develop their full potential through appropriate, needs based training, adult development programmes and initiatives
 - Fundraise to increase the training teams through LT and ALT courses run free and provide affordable training at all Stages.
 - Encourage trainers in the region to become part of the training method and materials support team
 - Promote the benefits of training to new and experienced Scouters
 - Identify training needs in Districts and address them
 - Implement Recognition of Prior learning (RPL) for all courses



- Mentoring:
 - Implement “Guide to Mentoring and Support of adult members”
 - Review status of number of members with Mentors
 - Identify suitable mentors in each District in the region
 - Nominate a “Support Scouter” in the District. This could just be a knowledgeable person who has been in Scouting a while who could provide some general, overall guidance and support until the new Adult Leader has found a mentor.
 - Actively identify candidates for Tutor, ALT and LT courses and support attendance
 - Actively promote Wood Badge training, actively encourage attendance and run regular courses
- Encourage Adult rotation by advocating flexible volunteering
- Promote the importance of recognition and rewarding of adults in a variety of ways to retain them for as long as beneficial through the traditional reward system as well as additional ways.



Actions agreed—Group level

- Attract new adults to Scouting by promoting the activities of the group in the community – See Goal 5 for community service projects and promotion
- Attract new adults into Scouting by partnering with Corporates and Government to recruit and train interns.
 - Be open to accept interns as Assistant Scouters in your Pack/Troop and be part of the learning by doing.
- Attract retired Scouters and Members to become involved through the Alumni
 - Encourage your Group’s Alumni to join the Alumni grouping
 - Send significant achievements of Alumni to pr@scouts.org.za to be featured in Bi-annual Alumni newsletter
- Assist new and existing Scouters to develop their full potential through appropriate, needs based training, adult development programmes and initiatives
 - Identify skill training that is needed for Scouters
 - Encourage Scouters to attend trainings
 - Promote the benefits of training to new and experienced Scouters
 - Budget to pay for the training of Scouters in the Group

- Mentoring:
 - Assist new Scouters to identify a suitable mentor
 - Assign a “buddy” (from the group) to each new Adult Leader who joins – until they find a mentor
- Encourage Adult rotation by advocating flexible volunteering
 - Determine a skills base available (parents, Rovers and ex Scouters)
 - Consider a rotation of roles for leaders
- Promote the importance of recognition and rewarding of adults in a variety of ways to retain them for as long as beneficial through the traditional reward system as well as additional ways
 - Submit award applications to the regional office. Recommendations for Awards are assessed four times a year
 - Appreciate members where possible by using appropriate certificates from the Marketing Toolkit on the website

4. Building sustainable Financial and Property portfolios



Primary Measure 1: Viable and aligned property business plan for all properties

Primary Measure 2: Timely and correct financials for all Regions and National

Secondary Measure 1: Balanced budgets for Regions and National supporting objectives

Secondary Measure 2: Growth in quantum of the Scout Foundation Endowment Fund

Secondary Measure 3: Increased implementation of property business plans

Actions agreed—National level

- Balanced budgets to support Scout activities
 - Development of a Five year financial model
- Ensure timely and effective reporting on each level
 - Finances submitted to Manco and Board quarterly and annually
 - Process for consolidation of National and Regional finances
- Growing the Endowment fund
 - Grow Friends of Scouting
 - Investments are securely invested with a long term vision
- Build a sustainable property portfolio
 - All properties captured on Scouts.Digital
 - Develop standard strategic business plan template

Actions agreed—Regional level

- Balanced budgets to support Scout activities
 - Balanced budgets are submitted on time to Manco
- Timely and effective reporting on each level
 - Regional finances are submitted monthly to National Finance Committee
 - Ensure Groups are following SSA Finance, Fundraising and Administrative Policy
- Build a sustainable property portfolio
 - Capture regional managed properties on Scouts.Digital
 - Develop and implement strategic business plans for properties to ensure financial sustainability for each regional managed property



Actions agreed—Group level

- Balanced budgets to support Scout activities
 - Scout group budgets are balanced
- Timely and effective reporting on each level
 - Groups follow the Finance, Fundraising and Administrative Policy in terms of annual reporting of group finances
- Build a sustainable property portfolio
 - Capture Scout property used on Scouts.Digital and keep up to date
 - All municipal accounts are up to date
 - All property and assets are insured

5. Engage effectively with internal & external Stakeholders



Primary Measure 1: Improvement in effective 2 way communications within the movement

Primary Measure 2: Increase in % members on mailing lists

Secondary Measure 1: Improvement in public perception of Scouting in terms of awareness, relevance; and positive contribution

Secondary Measure 2: Increase in number of enquiries to join Scouts

Actions agreed—National level

- Effective communication of strategy and operations relevant at each level
 - Simplify Strategic plan
 - Determine communication relevant to each level
 - Hold next Lekgotla by June 2020
- Design internal communication plan, including key messages
 - Design and implement internal Communication plan
 - Implement segmented mass email programme based on outcomes of engagements
 - Assessment of effective engagements
 - Improving mobile data accessibility and communications for offices and Regional teams

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Actions agreed—National level ... continued

- Making Scouting relevant in the public eye
 - Implement an annual media plan
 - Implement the Ambassador programme
 - Email addresses for each SGL
 - Websites relevant and Group websites implemented
 - Appoint and train 2 young people in each region to communicate via social media
 - Appoint and train 2 young people in each region to promote MoP projects
 - Increase number of MoP projects and showcase them
 - Build awareness of brand and how to use it in Scout Groups
- International relations
 - Participate in and support Africa Region, Southern Zone, world events and WOSM task forces where possible
 - Ensure good relationships with other National Scout Organisations and Associations
 - Ensure that the process for members and other National Scout Organisations and Associations are as simple as possible for visits, whilst still providing sufficient governance that we protect SSA reputation.

Actions agreed—Regional level

- Implement internal communication plan, including key messages
 - Improve data and communication for Regional teams
 - Implement internal communication plan with various communication channels
 - Assess effectiveness of communications
- Making Scouting relevant in the public eye
 - Ensure Regional teams are using @scouts email addresses
 - Finalise Regional websites and keep up to date
 - Support roll-out of websites to Groups
 - Support MoP initiatives and advertise funding opportunities when it arises
- International relations
 - Assist visiting Scout Groups in linking with local Scout Groups



Actions agreed—Group level

- Implement internal communication plan, including key messages
 - Encourage all members and parents to sign up to SSA mailing lists
 - Implement internal communication plan
 - Take part in annual satisfaction survey
- Making Scouting relevant in the public eye
 - Scout groups use @scouts.org.za email addresses
 - Groups use the standard website
 - Ensure community service projects are published in the local newspapers

6. Secure resources from the Business Sector, NPOs & Government



Primary Measure 1: Increased % support from Government, NPO's and Business sector

Primary Measure 2: Increased value of project funding received

Secondary Measure 1: Increased number of business, foundations and government entities effectively partnering with SSA

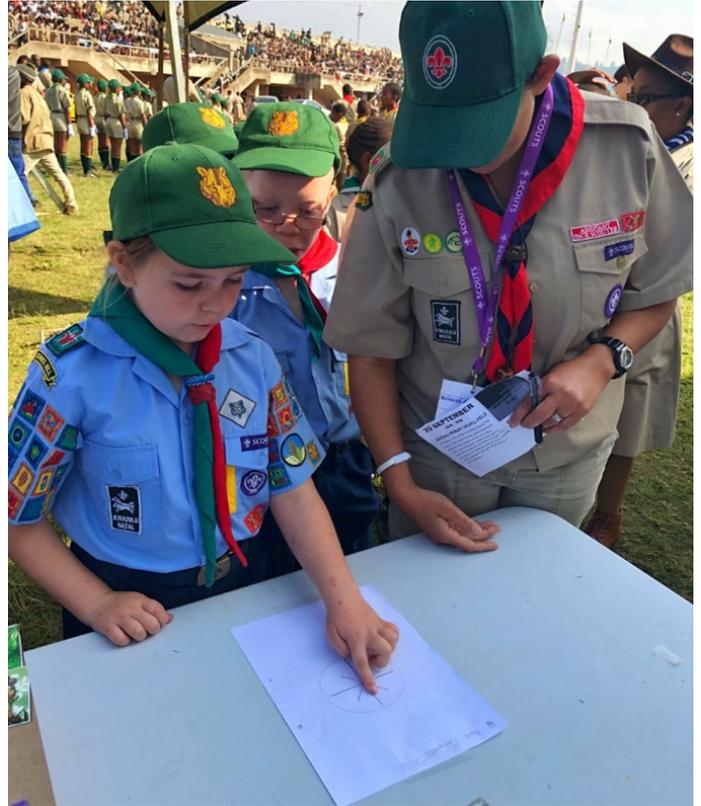
Secondary Measure 2: Increased value of resources donated

Actions agreed—National level

- Financial support from Government and Business sector
 - Update target list of business sector and government for financial fundraising
 - Promote MySchool/MyVillage
 - Complete 2 page introductory document
 - Define specific projects and targets to fundraise for
- Partnering with Business sector, NPOs and Government
 - Create a list of possible NPOs to partner with to ensure Scout experience for members
 - Create a list of businesses that can provide pro bono services and nurture current donors
 - Invite relevant individuals to PLTU dinners and Regional events
 - Ensure press releases are published
 - Recognise contributions annually with the relevant partners

Actions agreed—Regional level

- Financial support from Government and Business sector
 - Promote MySchool/MyPlanet/MyVillage with regional membership
- Partnering with Business sector, NPOs and Government
 - Extend invitations to events for Provincial office bearers in strategic portfolios



Actions agreed—Group level

- Financial support from Government and Business sector
 - Promote MySchool/MyPlanet/MyVillage with parents in Group
- Partnering with Business sector, NPOs and Government
 - Identify possible leads for partnerships in parent group

Photos supplied by: Brendan Dale, Brett Whelan, Danaë de Kock, Gavin Withers Photography, Jason Carlo Faro, Johann Harzon, Western Cape Scouting and other Scouting contributors.