

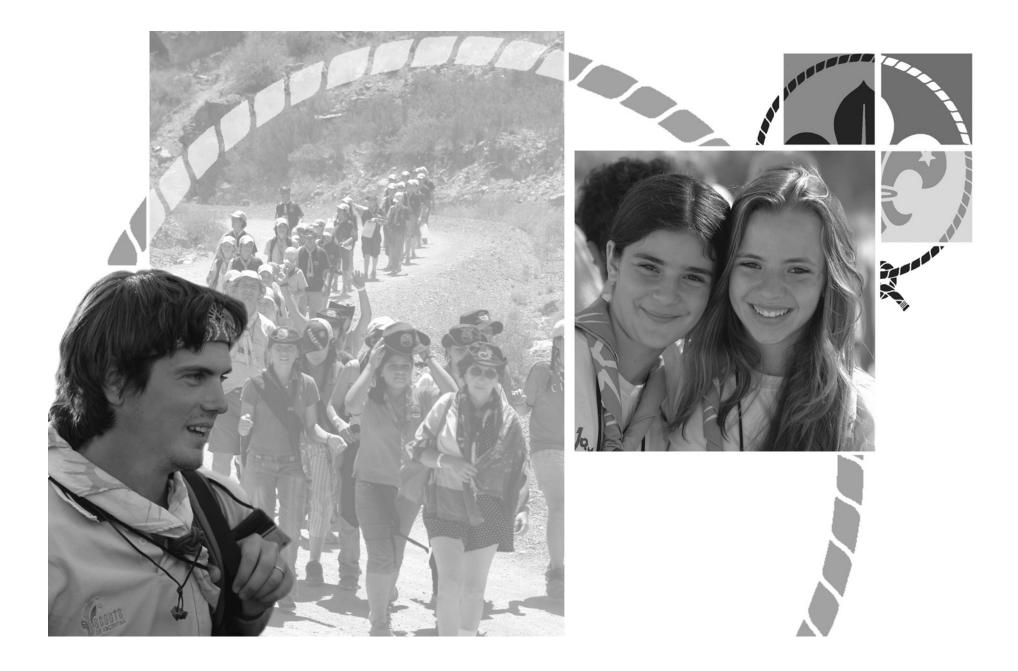


World Organization of the Scout Movement Organización Mundial del Movimiento Scout



World Scout Bureau Interamerican Region

Interamerican Scout Organization Interamerican Scout Committee Interamerican Scout Office



Regional Plan 2006 - 2008

The Regional Plan 2006-2008 continues along the road begun by the Interamerican Region in 1993, when the strategic plan "A great leap forward" was approved. That plan, which was designed for the period 1993-1996, was followed by "Reaching for the future" (1997-1999), "Time to grow" (2000-2002) and "Growing together" (2003-2005).

This objectives of this plan, like those of its predecessors, were established by the Interamerican Scout Conference, on this occasion the twenty-second, held in El Salvador in August 2004. Based on these objectives, the World Scout Bureau, Interamerican Region, prepared a structural prototype of the plan, which was presented to and approved by the Interamerican Scout Committee at its meeting in November 2004, in Mexico.

Although since its 2003-2005 edition the regional plan has integrated the regional experiences with the world strategic priorities defined at Thessaloniki in 2002, the present edition of the Plan takes this process of global integration one step further. This is because the World Scout Committee has approved the proposal of the Secretary General to integrate the Regional Plans progressively into a single Global Triennial Plan, which would be aligned with the world strategic priorities and implemented by means of annual operational plans. This decision made certain alterations necessary to the structure of our Regional Plan, and these were approved by the Interamerican Scout Committee at its meeting in Curitiba, Brazil, in late May 2005. Those alterations account for the change in the format of this Plan with respect to its precursors. First, the objectives had to be formulated as projects and then grouped by strategic priority, in order to facilitate budget operations and accounting, which will be managed henceforth on the basis of projects and cost centres arranged by strategic priority. This meant that the objectives approved by the Conference had to be redrafted. Their former grouping by the strategic areas of youth programme, human resources and institutional development had to be set aside. The reader may rest assured, however, that none of these changes has altered the substance of the existing resolutions, but has merely instituted a new presentation.

Second, by virtue of the world-level decisions, this edition of the regional plan not only contains achievement indicators that signal the expected outcomes at the end of the plan -which is no innovation for the Region, since the 2003-2005 plan already included such indicators- but also projects actions for the three years of the triennium, not only for the first.

Although the actions for 2006-2007 and 2007-2008 have been designed with great care, seeking to provide continuity and build upon the preceding achievements, they clearly do not embody the same certainty as the actions for 2005-2006. In fact, in drawing up the plan today, we know in relative terms where we are starting from for 2005-2006, but we do not know exactly how much of what we envisage for the first year will be achieved in the manner planned. We therefore lack the certainty of our starting point at the end of 2006 and must conjecture to some extent. This is all the more true for 2007-2008. Moreover, the actions set out in the plan will undergo some adaptation as the process of incorporating the regional plans into a Global Triennial Plan progresses. This means that the actions for those years, while they reflect the logic inherent in this type of planning, will very probably, by that same logic, undergo alterations at the beginning of each year. It is all the more valid to make such a reservation in an organization like Scouting, in which the plan is implemented essentially by volunteers working in organizations whose income is often insecure and whose policies are yet to be fully consolidated. Moreover, most of the achievement indicators expected at the conclusion of the regional plan describe situations precisely within those national associations, which are autonomous and whose determinations the regional bodies may guide and encourage, but do not coordinate in a binding or hierarchical manner.

Nevertheless, the continued use of plans of this type, as the Region has been doing successfully since 1993, has the virtue of organizing action in a direction that has a history. It optimizes resources and confers consistency and continuity upon the efforts that have been deployed with great dedication at the regional and national levels. Prepared in this fashion, and as resolved by the Interamerican Scout Committee, the plan was thus presented to the World Scout Bureau Headquarters and sent to all the associations of the Region for their opinions and comments. This, the final text of the Plan, incorporates the observations received.

It is, therefore, what we believe we can achieve together. Let us trust that together we can indeed make it happen.

Gerardo González Erba Regional Director Interamerican Region World Scout Bureau

Jin Matsumoto Chairperson Interamerican Scout Committee Interamerican Scout Organization

Project 1 Revitalizing the implementation of the Scout Method at the grass roots level and evaluating the educational material produced.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 75% of the Region's NSOs to adhere to the regional youth programme policy. 60% of the NSOs in Latin America and the Caribbean that adhere to the regional policy to show that they use the regional educational material. The associations that use the regional educational achieve, on average, a 15% increase over three years in the following figures: number of Unit leaders, number of Scout Groups and youth membership. The impact of the regional educational material on the variation of these figures to have been measured. 	 Include in the registration system designed indicators that measure the number of Unit leaders, number of Scout Groups and youth membership. Implement the registration system in associations that adhere to the regional youth programme policy, in order to obtain initial information that will serve at the end of the period to assess the results in terms of the number of Unit leaders, number of Scout Groups and youth membership. Prepare a common tool to help NSOs to ascertain and report, in an objective and regular fashion, the level of implementation of the regional educational material in their Units. 	 Continue to promote the registration system in NSOs which implement the regional educational material. Design back-up actions as indicated by the information from the registration system. Continue to promote the common tool that helps NSOs to measure the level of implementation of the regional educational material in their Units. Design back-up actions to enable the Latin American and Caribbean NSOs that adhere to the regional policy to implement the educational material produced. Provide field support for associations which launch growth plans based on adherence to the regional methods. 	 Continue to promote the registration system in NSOs which implement the regional educational material and design back-up actions according to the information provided by that system. Continue to promote the common tool that helps NSOs to measure the level of implementation of the regional educational material in their Units and design back-up actions to enable the Latin American and Caribbean associations that adhere to the regional policy to implement the educational material produced. Provide field support for associations which launch growth plans based on adherence to the regional policies on educational methods.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
	 Publish 2 logs for the Scout Section, in Spanish version, one for Track and Trail and another for Course and Traverse. Publish these 2 logs in Portuguese. Provide field support for associations which launch growth plans based on adherence to the regional policies on educational methods. Maintain and promote on the regional website a section specifically for supporting Unit leaders who implement the regional policy and its tools. Publish on the regional website the full texts of the educational material published by the World Scout Bureau, Interamerican Region (ISO) thus far. 	 6. Maintain and promote on the regional website a section specifically for supporting Unit leaders who implement the regional policy and its tools. 7. Post on the regional website the full texts of the educational material published during the year. 	 Maintain and promote on the regional website a section specifically for supporting Unit leaders who implement the regional policy and its tools. Post on the regional website the full texts of the educational material published during the year. Verify the number of NSOs in the Region that adhere to the regional youth programme policy. Ascertain how many of the Latin American and Caribbean NSOs that adhere to the regional policy are implementing the educational material produced. Measure the increase in the number of Unit leaders, number of Scout Groups and youth membership achieved in the period by associations that use the regional educational material. Measure the impact of the regional educational material on these figures.

Project 2 Step up the output of **REME** at the regional level, broadening the educational activities produced in all the Sections and consolidating the National Networks.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 Production of at least one complementary tool for each Section. Publication through REME of second volumes of the series of projects and educational activities in all the Sections. Ongoing operation of National REME Networks in 60% of the Latin American and Caribbean NSOs that adhere to the regional youth programme policy. Have the REME section on the regional website serve to post online information, hold surveys and forums and circulate the material produced for the purposes of review and validation. 	 Publish the book "Explorer Tales" for the Scout Section in Spanish.* Publish the book "Projects and Educational Activities for 15- to 21- year-olds" in English and Spanish.** Publish the second volume of the series "Educational Activities for 7- to 11-year-olds" in Spanish.* Issue the InfoREME bulletin every two months. Encourage the NSOs to keep their national REME correspondents informed and active. Continue to update the REME section on the regional website. Hold at least one virtual meeting of national REME correspondents. 	 Publish the comic strip "The Jungle Books" in English and Spanish. Publish "Explorer Tales" for the Scout Section in English and Portuguese. Publish the second volume of the series "Educational Activities for 7- to 11-year-olds" in English and Portuguese. Publish the book "Projects and Educational Activities for 15- to 21- year-olds" in Portuguese. Publish the second volume of the series "Educational Activities for 11- to 15-year-olds" in Spanish. Issue the InfoREME bulletin every two months. 	 Publish the second volume of the series "Educational Activities for 11- to 15-year-olds" in English and Portuguese. Publish the second volume of the series "Projects and Educational Activities for 15- to 21- year-olds" in Spanish. Publish the booklet "Testimonies of our time" as inspiration for the symbolic framework for the Venturer and Rover Sections. Issue the InfoREME bulletin every two months. Encourage the NSOs to keep their national REME correspondents informed and active. Continue to update the REME section on the regional website.

* Action subject to availability of budgetary funding.
 ** The edition in English is subject to availability of budgetary funding.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
	8. Consolidate the National Networks in at least 30% of the Latin American and Caribbean NSOs that adhere to the regional youth programme policy.	 7. Encourage the NSOs to keep their national REME correspondents informed and active. 8. Continue to update the REME section on the regional website. 9. Hold at least one virtual meeting of national REME correspondents. 10.Consolidate the National Networks in at least 45% of the Latin American and Caribbean NSOs that adhere to the regional youth programme policy. 	 7. Hold the 7th Meeting of the Network for the Preparation of Educational Material (REME) in Quito, Ecuador, on the occasion of the 23rd Interamerican Scout Conference. 8. Consolidate the National Networks in at least 60% of the Latin American and Caribbean NSOs that adhere to the regional youth programme policy.

Project 3	Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
Encouraging the Region's associations to implement the World Policy on Youth Involvement.	 40% of the Region's associations show that they have a youth participation policy that is consistent with the World Policy on Youth Involvement. 	 Publish the World Policy on Youth Involvement in separate English, Spanish and Portuguese versions. Broadly disseminate the World Policy on Youth Involvement. Undertake promotion aiming to have at least 20% of the Region's associations develop a youth involvement policy that is consistent with the respective world policy. 	 Continue to disseminate the World Policy on Youth Involvement, through field visits, youth and adult events, distance monitoring and the regional website. Prepare to hold a workshop on youth involvement on the occasion of the 23rd Interamerican Scout Conference. Continue to conduct promotion, now aiming to have at least 30% of the Region's associations develop a youth involvement policy that is consistent with the respective world policy. 	 Continue to disseminate the World Policy on Youth Involvement by all means available to the regional bodies and authorities. Hold a workshop on youth involvement on the occasion of the 23rd Interamerican Scout Conference. Disseminate successful national experiences in youth involvement on the regional website. Verify that at the close of the period 40% of the Region's associations have a youth involvement policy that is consistent with the respective world policy.



Project 4	Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
Strengthen the Youth Network and increase its effectiveness as the means of promoting the World Policy on Youth Involvement.	 The Youth Network to remain active and engaged in achieving the results envisaged in the Regional Plan. 75% of the Region's associations to be involved in the Youth Network. 50% of those associations to be represented by young people elected by their peers. 50% of the associations involved in the Youth Network implementing the World Policy on Youth Involvement. 	 Publication by the Network of a document containing recommendations for youth involvement on decision making at the national level. The Network to take part, together with the regional bodies, in disseminating the World Policy on Youth Involvement. The Network to take action in the associations to encourage them designate young people as representatives or correspondents in other regional networks. The Network to participate actively in launching at least one benchmark project in youth involvement. 	 The Network to disseminate its recommendations on youth involvement in decision making at the national level, on an ongoing basis. The Network to continue to take action in the associations to encourage them designate young people as representatives or correspondents in other regional networks. The Network to remain actively involved in monitoring and supporting the benchmark project on youth involvement launched in the period 2005-2006. The Network to take action to promote the implementation of benchmark projects or single initiatives on youth involvement at the national level. 	 The Network to continue to take action to disseminate the policy, secure the establishment of national networks and have these networks directed by young people elected by their peers. The Network to assess the benchmark project on youth involvement launched in 2005-2006 and broadly disseminate its outcomes. The Network to disseminate the outcomes of national youth involvement projects. The World Scout Bureau, Interamerican Region (ISO) to keep the space for youth leaders on the regional website operational. The World Scout Bureau, Interamerican Region (ISO) to continue to disseminate on the website testimonies of young people who have carried out responsibilities at the national or regional level.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
	 5. The Network to undertake promotion aiming to have at least 15% of the associations of the Region that are involved in the Youth Network appoint to it representatives elected by their peers. 6. The World Scout Bureau, Interamerican Region (ISO) to maintain the space for youth leaders on the regional website, and the Network to use it to put matters of common interest in the different strategic areas to their consideration. 7. The World Scout Bureau, Interamerican Region (ISO) to disseminate on the website testimonies of young people who have carried out responsibilities at the national or regional level. 8. The Network to hold at least one virtual meeting of its representatives 	 5. The Network to undertake promotion aiming to have at least 30% of the associations of the Region that are involved in the Youth Network appoint to it representatives elected by their peers. 6. The World Scout Bureau, Interamerican Region (ISO) to keep the space for youth leaders on the regional website operational. 7. The World Scout Bureau, Interamerican Region (ISO) to continue to disseminate on the website testimonies of young people who have carried out responsibilities at the national or regional level. 8. The Network to prepare its regional meeting, to be held on the occasion of the Interamerican Scout Conference. 	 6. The Network to hold its regional meeting on the occasion of the Interamerican Scout Conference. 7. The World Scout Bureau, Interamerican Region (ISO) to verify the percentage of the Region's associations that are involved in the Youth Network; and the proportion of these that are represented by young people elected by their peers and that implement the World Policy on Youth Involvement, in keeping with the parameters established for the period.

Project 5 Promotion of world, regional and subregional youth events; providing support for those held in the Region and working to have them reflect the regional policies on educational methods.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 The 13th Panamerican Scout Jamboree (2008) to have an attendance of not less than 7,000 and the assessment of its programme of activities to be at least equivalent to the two preceding Panamerican Jamborees. The 21st Central American Scout Camporee (April 2006), the 13th Caribbean Scout Jamboree (August 2006), the 17th Central American Scout Moot (December 2006), the 4th Central American Cub Scout Packs Meeting (January 2007) and the 11th Caribbean Cuboree (July 2007) to outstrip the attendance of their precursors by at least 10%. 60% of the Region's associations present at the 21st World Scout Jamboree in the UK (2007). 	 Define and develop a joint plan of work with the Scout Association of Peru for the organization of the 13th Panamerican Scout Jamboree. Agree upon and develop with the Scout Association of Guatemala a plan of support for the 21st Central American Scout Camporee (April 2006). Agree upon and develop with the Scout Association of Jamaica a plan of support for the 13th Caribbean Jamboree (August 2006). Agree with the Scout Association of Nicaragua upon a plan of support for the 17th Central American Scout Moot (December 2006). Agree with the Scout Association of El Salvador upon a plan of support for the 4th Central American Cub Scout Packs Meeting (January 2007). 	 Continue with the preparatory work for the 13th Panamerican Scout Jamboree (Peru, 2008). Define and develop a joint plan of work with the Scout Association of Bolivia for the 1st Panamerican Scout Moot (2009). Together with the Scout Association of Nicaragua, roll out the plan of support for the 17th Central American Scout Moot (December 2006). Together with the Scout Association of El Salvador, roll out the plan of support for the 4th Central American Cub Scout Packs Meeting (January 2007). 	 Support the organization and participate in the running of the 13th Panamerican Scout Jamboree (Peru, 2008). Continue with the preparatory work for the 1st Panamerican Scout Moot (Bolivia, 2009). Promote participation in the 13th World Scout Moot (2008) and the organization and attendance of at least one regional Unit sponsored by the respective solidarity programme. Agree upon and develop with the Scout Association of Guyana a plan of support for the 14th Caribbean Jamboree (2009). Agree upon and develop with Scouting Antiano a plan of support for the 12th Caribbean Cuboree (Curacao, 2010).

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 30% of the Region's associations present at the 13th World Scout Moot in Mozambique (2008). Preparations for the 1st Panamerican Scout Moot (2009) to be underway. 	 6. Agree with the Scout Association of Trinidad and Tobago upon a plan of support for the 11th Caribbean Cuboree (July 2007). 7. Promote participation in the 21st World Scout Jamboree (2007) and the 13th World Scout Moot (2008). 	 Together with the Scout Association of Trinidad and Tobago, roll out the plan of support agreed for the 11th Caribbean Cuboree (July 2007). Promote participation in the 21st World Scout Jamboree (July-August 2007) and the organization and attendance of at least one regional Unit sponsored by the respective solidarity programme. Continue to promote the 13th World Scout Moot (2008). 	

Strategic Priority 2 Adolescents: supporting their transition to adulthood

Project 6	Expected ou the end of the
Publish and promote the educational material for the Venturer and Rover Sections.	• Publication of the Handbook for of the Venture in English, Spa Portuguese.
	 Publication of t for Venturers i Spanish and Person
	 Participation or leaders in sub- national semin

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 Publication of the Handbook for Leaders of the Venturer Section in English, Spanish and Portuguese. Publication of the Agenda for Venturers in English, Spanish and Portuguese. Participation of at least 600 leaders in sub-regional and national seminars for the Venturer Section. Publication of the Handbook for Leaders of the Rover Section in English, Spanish and Portuguese. Publication of the Agenda for Rovers in English, Spanish and Portuguese. Participation of at least 400 leaders in sub-regional and national seminars for the Rover Section. 40% of the NSOs in Latin America and the Caribbean that adhere to the respective regional policies to show that they implement the educational material for the Venturer and Rover Sections. 	 Publish the Handbook for Leaders of the Venturer Section and the Agenda for young people in Spanish. Publish the Handbook for Leaders of the Venturer Section and the Agenda for young people in English.* Publish the Handbook for Leaders of the Venturer Section and the Agenda for young people in Portuguese. Hold 6 sub-regional seminars to present the youth programme in the Venturer Section.* Publish the Handbook for Leaders of the Rover Section and the Agenda for young people in Spanish.* Maintain and promote on the regional website a section specifically for Unit leaders who implement the regional policy and use the material published for the Venturer Section. 	 Provide follow-up to the work conducted at the sub-regional seminars presenting the youth programme in the Venturer Section, as well as support for national seminars held for that purpose. Publish the Handbook for Leaders of the Rover Section and the Agenda for young people in English. Publish the Handbook for Leaders of the Rover Section and the Agenda for young people in Portuguese. Hold 6 sub-regional seminars to present the youth programme in the Rover Section. Maintain and promote on the regional website a section specifically for Unit leaders who implement the regional policy and use its tools in the Venturer and Rover Sections. 	 Continue to promote the regional policy on the Venturer Section and the use of the respective tools. Provide follow-up to the work conducted at the sub-regional seminars presenting the youth programme in the Rover Section, as well as support for national seminars held for that purpose. Maintain and promote on the regional website a section specifically for Unit leaders who implement the regional policy and use its tools in the Venturer and Rover Sections. Of the Latin American and Caribbean NSOs that adhere to the respective regional policies, verify how many implement the regional educational material in the Venturer and Rover Sections.



Strategic Priority 3 Girls and boys, women and men: respecting differences, promoting equality and sharing responsibility

Project 7 Raise awareness among leaders of the importance in today's society of equality between men and women and emphasiz the need for this gender perspective to be cross-cutting in the Scout Method, both in the published documents and in the activities carried out. implying a change in the culture of young Scouts, girls and boys alike.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 40% of the Region's associations can show that they have adopted an explicit institutional policy of gender equity. 60% of these associations implement an educational policy that has a clear gender perspective, in terms of both the breadth of the programme offered and the profile of the leaders. As an organization, the Region can show, through the educational material produced, that it has striven to raise awareness of gender equality issues. 	 The World Scout Bureau, Interamerican Region (ISO) to publish a document containing guidelines that provide the Region's NSOs with a basis for preparing their own institutional policies on gender equity. Disseminate this document at events, during field visits and on the regional website. By means of different types of promotion and support, have at least 15% of the Region's associations adopt an explicit institutional policy on gender equity issues. Provide advice and follow-up such that at least 3 associations implement an educational policy whose leader profile and programme options demonstrate an equitable gender perspective. 	 Continue to disseminate the document containing guidelines for preparing institutional policies on gender equity. By means of different types of promotion and support, have at least 30% of the Region's associations adopt an explicit institutional policy on gender equity issues. Provide advice and follow-up such that at least 6 associations implement an educational policy whose leader profile and programme options demonstrate an equitable gender perspective. 	 Revise, update and disseminate the document containing guidelines for preparing institutional policies on gender equity. By means of different types of promotion and support, have at least 40% of the Region's associations adopt an explicit institutional policy on gender equity issues. Provide advice and follow- up such that at least 8 associations implement an educational policy whose leader profile and programme options demonstrate an equitable gender perspective. Continue to promote on the regional website testimonies by those associations that have set out an explicit institutiona policy on gender equity issues and conduct their educational actions accordingly.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 In the three-year period there are at least 10 examples of local or national publications, initiatives or projects generated in the Movement, that have been successful in promoting gender equality. 	 Gender equity to be approached as a cross- cutting issue in all the educational material produced during the period. Identify and disseminate publications, initiatives or projects, generated within or outside Scouting, that promote gender equity and are useful for leaders. 	 Promote on the regional website testimonies by those associations that have set out an explicit institutional policy on gender equity issues and conduct their educational actions accordingly. Maintain an awareness of approaching gender equity as a cross-cutting issue in the preparation of all the regional publications. Continue to identify and disseminate publications, initiatives or projects, generated within or outside Scouting, that promote gender equity and are useful for leaders. Design 3 training modules on gender equity for elementary training of youth leaders, trainers and institutional leaders and promote their use in the NSOs of the Region. 	 Continue to maintain an awareness of approaching gender equity as a cross-cutting issue in the preparation of all the regional publications. Publish educational material containing proposals of activities and projects referring to gender equity. By different means, promote the use of training modules on gender equity. Compile and disseminate examples of at least 10 local or national publications, initiatives or projects, generated within or outside Scouting, that have been successful in promoting gender equity.

Strategic Priority 4 Reaching out: breaking down barriers and working with all segments of society

Project 8	Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
Conduct promotion aimed at making Scouting's programme a means of taking the Movement to all social sectors, and of offering young people from different backgrounds the opportunity to discover different realities and play a meaningful part in activities and projects of social development and service.	 The Region to have produced material aimed at promoting outreach by the associations to segments of society in which Scouting's penetration is low, such as rural, isolated or very low population density areas, communities of immigrants or indigenous peoples, population groups living in extreme poverty, ethnic or religious minorities or people with disabilities. 25% of the Region's associations to show that they have created and maintained a variety of Scout Groups in different segments of society where they were not present before. 	 Publish material to demonstrate and promote the development of Scouting in at least 3 segments of society in which its penetration is low. Disseminate this material produced at events, during field visits and on the regional website. By different means, encourage the associations to launch growth projects in some of the segments with a low Scout presence, in keeping with their possibilities and the respective country's priorities. Compile and disseminate successful social projects by the Region's associations, with an emphasis on the way young people can participate and gain experiences that are meaningful for their development. 	 Continue to disseminate the material published on developing Scouting in segments of society in which its penetration has been low. Assist and support associations that have launched growth projects in segments with a low Scout penetration and disseminate the outcomes they achieve. Publish educational material containing proposals for activities and projects involving any aspects of service and social development. Disseminate testimonies by at least 4 associations of initiatives or projects in the area of social development that have had successful outcomes and have convened the active participation of their adolescent members. 	 Compile information and verify that at least 8 of the Region's associations have created and maintained several Scout Groups in different segments of society where they were not present before. Complete the material published on the development of Scouting in new segments, publishing an assessment of the experiences compiled and promoting their replication. Verify that at least 11 of the Region's associations have offered their adolescent members fresh opportunities to play a meaningful part in projects aimed at improving the living standards of the very poor.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 35% of the Region's associations to show that they have offered adolescents fresh opportunities to play a meaningful part in projects aimed at improving the living standards of the very poor, either organized by their own associations or in cooperation with other public or private community organizations. 	5. Promote involvement in social projects and activities in the regional publications, especially those aimed at adolescents and their leaders.		 From among these opportunities, disseminate testimonies of initiatives or projects by at least 8 associations which have had successful outcomes and have convened the active participation of their adolescent members
 At the end of the three- year period, at least 8 associations to be able to show testimonies of initiatives or projects in the area of social development, which have had successful outcomes and have convened the active participation of their adolescent members. 			

Strategic Priority 5 Volunteers in Scouting: developing new approaches to broaden the base of adult support

Project 9

Provide support to the national scout organizations in order to step up the implementation of the Regional Human Resources Policy at the national and local levels.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 50% of the Region's associations implement the regional human resources policy and its tools in their entirety. 75% of NSOs that implement the human resources policy can show, in the form of concrete indicators, that this has yielded positive results, both in recruitment and in training and follow-up. 	 By means of a variety of promotion measures, have at least 15% of the Region's associations fully implement the regional human resources policy and its tools. Hold 2 Sub-regional meetings on Educational Methods (North & South) to strengthen dissemination of the regional policy and its coordination with the changes made to youth programme.* Keep the human resources documents available on the Region's website, in English and Spanish. Prepare and distribute at least 2 promotional tools for disseminating the regional human resources policy at the national and local levels. 	 By means of a variety of promotion measures, have at least 30% of the Region's associations fully implement the regional human resources policy and its tools. Keep the human resources documents available on the Region's website, in English and Spanish. Visit at least 6 NSOs that are committed to the regional policy to support, reinforce and correct in the field all the national and local processes and actions related to policy implementation. Conduct an intensive training seminar for at least 10 of the Region's leaders who work continuously to implement the regional policy in different fields. 	 By means of a variety of promotion measures, have 50% of the Region's associations fully implement the regional human resources policy and its tools. Keep the human resources documents available on the Region's website, in English and Spanish. Visit at least 6 NSOs that are committed to the regional policy to support, reinforce and correct in the field all the national and local processes and actions related to policy implementation.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
	 5. Establish a system of indicators that serves to compile information on the implementation of the regional human resources policy at the national and local levels; and conduct an initial evaluation of the policy implementation. 6. Visit at least 5 NSOs that are committed to the regional policy to support, reinforce and correct in the field all the national and local processes and actions related to policy implementation. 7. Recruit in the associations of the Region at least 10 leaders who are trained in and committed to the regional policy to support human resource initiatives in other associations. 8. Conduct distance follow- up to and motivation of regional human resources policy implementation in all the Region's NSOs, on a continuous basis. 	5. Conduct distance follow- up to and motivation of regional human resources policy implementation in all the Region's NSOs, on a continuous basis.	 Devise systems of exchanges to enable each of the leaders who are trained in ongoing collaboration to take part in at least one experience of cooperation among associations. Conduct distance follow- up to and motivation of regional human resources policy implementation in all the Region's NSOs, on a continuous basis. Using the established system of indicators, evaluate the results obtained by the associations in implementing the regional human resources policy and contrast these with the initial evaluation.

Strategic Priority 5 Volunteers in Scouting: developing new approaches to broaden the base of adult support

Project 10

Consolidate the Human Resources Network at the regional level, focusing its activities on the ongoing evaluation and updating of the tools produced and on the production of complementary material for the recruitment, training and follow-up of adult leaders.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 The Network remains active, with the participation of at least 75% of the Region's NSOs. 50% of the NSOs that participate in the regional Network have permanently operational national human resources networks. The publications and tools produced by the Network are used in at least 75% of its member NSOs. The Network has participated actively in reviewing and updating the regional policy's three basic tools: Guidelines to the training system and Guidelines to the follow-up. At least 50% of the modules produced with the participation of the Network. 	 Conduct actions to keep at least 8 of the Region's associations active in the Network. Promote and support the formation of national networks that include trainers and personal training advisers (PTAs), and have at least 4 of them operating regularly. Publish at least 10 priority training modules. Publish a support tool for the recruitment process. Broaden the contents of the Network bulletin and distribute it widely to national human resources officers, trainers and PTAs. 	 Conduct actions to keep at least 16 of the Region's associations active in the Network. Support the operation of the national human resources networks and have them operating actively in at least 8 associations. Publish at least 10 priority training modules. Publish a support tool for the recruitment process and another for follow- up. Keep up the Network bulletin, with quarterly issues. 	 Conduct actions to keep 24 of the Region's associations active in the Network. Support the operation of the national human resources networks and have them operating actively in 12 associations that form part of the regional Network. Complete the publication of at least 30 training modules during the 3- year period. Publish a support tool for the follow-up process. Keep up the Network bulletin, with two- monthly issues. Hold the 7th Meeting of the Human Resources Network in Quito, Ecuador, prior to the 23rd Interamerican Scout Conference.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 At least two complementary instruments have been published for each of the recruitment and follow- up strategies, through the Network. 	 6. Design a system of indices to measure the use of the regional human resources material in the associations and conduct an initial evaluation. 7. Design mechanisms of distance training for some aspects of the training process, which can be used by leaders at the local level and are recognized by the NSOs.* 	6. Conduct pilot experiences of distance training with local level leaders, in coordination with the national training officers in the associations selected to take part in the trial.	 7. Evaluate the results of the pilot experiences of distance training. 8. Conduct a review of the regional policy's three basic instruments, with a field analysis of the experience of NSOs which have implemented the regional policy in all its stages. 9. Evaluate indices of use in the associations of the human resources material published at the regional level and compare the results with the initial evaluation.

* Action subject to availability of budgetary funding.

Strategic Priority 5 Volunteers in Scouting: developing new approaches to broaden the base of adult support

Project 11	Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
To establish a new concept of volunteering, to recruit and train a new type of volunteer and to design new ways to compensate the leaders for their work.	 60% of the Region's NSOs are familiar with and share the WOSM approach to volunteering. In 50% of these NSOs, understanding of the new approach of volunteering is reflected in the profiles of the leaders recruited in the 3-year period and in the services provided to them in the form of on-the-job support. 25% of the Region's NSOs to have launched reward mechanisms that encourage leaders to stay in Scouting. 	 Disseminate the document Volunteers in Scouting, produced by WOSM at the world level. Widely disseminate the documents Guide to Recruitment and Guide to Follow-up, produced by the World Scout Bureau, Interamerican Region (ISO). Include a session to promote the new approach to volunteering in Scouting in all adult activities at the regional and subregional levels, in all the strategic areas. Establish a profile of the human resources now existing in the associations, in order to have initial information that will serve later to evaluate the results of the quest for a new type of volunteer. As a matter of priority, support the associations that make a commitment to launch recruitment and follow-up processes. Through the Human Resources Network, design new ways of rewarding leaders. 	 Continue with the dissemination of the new approach to volunteering in WOSM and of the regional guides to recruitment and follow- up. Continue to provide priority support to associations that make a commitment to launch recruitment and follow- up processes. Compile and disseminate testimonies of successful leader recruitment and follow-up experiences in NSOs. Promote the new types of reward designed and have at least 4 of the Region's associations apply them. Design back-up actions as indicated by the permanent evaluation of the foregoing processes. 	 Continue with the dissemination of the new approach to volunteering in WOSM and of the regional Guides to recruitment and follow- up. Continue to provide priority support to associations that make a commitment to launch recruitment and follow- up processes. Compile and disseminate testimonies of successful leader recruitment and follow-up experiences in NSOs. Evaluate the profile of the leaders recruited during the 3-year period and the services provided to them in the form of on-the-job support, comparing the outcomes with the initial human resources profile. Publicize the actions of NSOs that have been successful in rewarding their leaders.

Strategic Priority 6 An Organization for the 21st Century: becoming flexible, lean, innovative and participatory

Support for NSOs
to help them
fully implement
the regional
institutional
development
policy, at both
national and local
levels.

Project 12

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 100% of the Region's NSOs show that they are familiar with the regional institutional development policy. 50% of the Region's associations show that they fully implement the regional institutional development policy. 	 Continue to disseminate	 Continue to disseminate	 Complete the
	the regional institutional	the regional institutional	dissemination of the
	development policy in	development policy in	regional institutional
	all regional courses and	regional training activities,	development policy by
	seminars, during field	during field visits, on	different means, ensuring
	visits, on the regional	the regional website and	that all the Region's NSOs
	website and through the	through the IDN, ensuring	are familiar with the
	IDN, ensuring that at	that at least 60% of the	contents of the policy. Keep the audiovisual
	least 30% of the Region's	Region's NSOs are familiar	presentation explaining the
	NSOs are familiar with the	with the contents of the	concepts and approaches
	contents of the policy. Disseminate the	policy. Keep the audiovisual	of the regional policy
	audiovisual presentation	presentation explaining the	available on the regional
	explaining the concepts	concepts and approaches of	website and build on it wit
	and approaches of the	the regional policy available	the documents produced
	regional policy and make	on the regional website	by the IDN. Back initiatives by the
	it available on the regional	and build on it with the	associations aimed at
	website. Back initiatives by the	documents produced by the	adopting the strategic
	associations aimed at	IDN. Back initiatives by the	model contained in the
	adopting the strategic	associations aimed at	regional policy, such
	model contained in the	adopting the strategic model	that at least 50% fully
	regional policy, such	contained in the regional	implement the model. In at least 9 of the
	that at least 20% fully	policy, such that at least	associations that
	implement the model. In at least 3 of the	35% fully implement the	implement the policy,
	associations that	model. In at least 6 of the	conduct specific actions
	implement the policy,	associations at the national level	at the national level or in
	conduct specific actions at	or in the field in support of	the field in support of the
	the national level or in the	the different aspects of the	different aspects of the
	field in support of one of	policy: strategy, structure	policy: strategy, structure
	the aspects of the policy.*	and processes, and styles.	and processes, and styles.

* Action subject to availability of budgetary funding.

Strategic Priority 6 An Organization for the 21st Century: becoming flexible, lean, innovative and participatory

Project 13	Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
Strengthening the Institutional Development Network, focusing its activities on the evaluation and updating of the tools produced and the preparation of complementary instruments for the implementation of the regional policy.	 70% of the Region's associations to be involved in the IDN and at least 75% of their correspondents to remain active, by collaborating with the production of the planned documents. The support material produced by the IDN to be kept updated and to encompass all the aspect of the policy. At least 50% of the Region's NSOs to consider that the output of the IDN contributes to their institutional development. 	 Encourage the associations to appoint to the IDN National Correspondents with a suitable technical profile and enough time to conduct the task. Conduct actions to keep at least 6 correspondents of the Region's associations active in the Network. With the participation of the IDN, publish at least the following leaflets: a) Financial projects: preparation, development, presentation, implementation and evaluation; b) Tools for researching and learning about the institutional environment; and c) Marketing strategies for Scout associations. Create an IDN Publications Oversight Committee, comprising the Network Coordinator, two voluntary correspondents and the World Scout Bureau, Interamerican Region (ISO) executive staff. 	 Continue to encourage the associations to appoint to the IDN National Correspondents with a suitable technical profile and enough time to conduct the task. Conduct actions to keep at least 12 correspondents of the Region's associations active in the Network. With the participation of the IDN, publish the following tools: a) Ideas for fund-raising in the Scout Group; b) Audit of the organizational culture of a Scout Association; and c) Organizational climate in a Scout association. Maintain the IDN Publications Oversight Committee and assess its work. 	 Ensure that the associations continue to accredit to the IDN National Correspondents with a suitable technical profile and enough time to conduct the task and conduct actions to keep at least 18 of these correspondents active in the Network. At the start of the year, evaluate the impact of the publications prepared the previous year and, with the participation of the associations, plan the schedule of publications for the third year of the three-year period. Maintain the IDN Publications Oversight Committee and assess its work periodically. Maintain the space created on the regional website for sharing the associations' experiences in implementing the tools produced by the IDN and in youth involvement at the institutional level, as well as other organizational development matters.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 A technical assessment conducted by the World Scout Bureau, Interamerican Region (ISO) to show that at least 10 of the Region's NSOs may be considered flexible, innovative and participatory learning organizations. 	 5. Re-issue, jointly with the World Scout Bureau, Interamerican Region (ISO), updated versions of the Group, District and National Plans and promote their implementation. 6. Disseminate successful experiences in youth participation by associations of the Region. 7. Create a space on the regional website for sharing the associations' experiences in implementing the tools produced by the IDN, as well as other organizational development matters. 8. Draw up a list of advisers, with names contributed by the associations, who can support NSOs in matters that are frequently the subject of queries. 9. In at least 5 of the Region's NSOs, conduct specific actions at the national level or in the field to support the implementation of the planning tools prepared at the regional level.* 10.Design a system of indicators to ascertain the associations' perceptions of the material produced by the IDN and to measure their degree of organizational learning, flexibility, innovation and participation. 	 Maintain the space created on the regional website for sharing the associations' experiences in implementing the tools produced by the IDN and in youth involvement at the institutional level, as well as other organizational development matters. Keep updated and disseminate the list of advisers who can support NSOs in matters that are frequently the subject of queries. In at least 7 of the Region's NSOs, keep up specific actions at the national level or in the field to support the implementation of the planning tools prepared at the regional level. Design a regional level Course on Scout Association Management and offer it to leaders who are capable of replicating it in their associations. Evaluate and share with the associations the system of indicators for ascertaining their perception of the material produced by the IDN, while measuring their degree of organizational learning, flexibility, innovation and participation. 	 Keep updated and disseminate the list of advisers who can support NSOs in matters that are frequently the subject of queries and evaluate the results of this initiative. In at least 10 of the Region's NSOs, keep up specific actions at the national level or in the field to support the implementation of the planning tools prepared at the regional level. Evaluate the associations' perceptions of the contribution represented by the IDN-produced material. Conduct a technical evaluation of the number of NSOs in the region that may be considered flexible, innovative and participatory learning organizations.

^{*} Action subject to availability of budgetary funding.

Strategic Priority 7 Scouting's Profile: strengthening communications, partnerships and resources

Project 14

An emphasis by the regional bodies on getting the national associations to improve their communications, become more involved in the community and increase their financial resources.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 50% of the Latin American and Caribbean associations to maintain regular systems of internal and external information and communications. 40% of Latin American and Caribbean NSOs to show that they have strong links or conduct cooperation projects with other national or international agencies in the public or private domain. 30% of the associations in Latin America and the Caribbean to have a diversified system of fund raising. 	 Keep the regional website updated in Spanish and bring it gradually into alignment with the world policy on WOSM websites, in terms of both identity and content. Gradually complete the English version of the regional website. Disseminate the world policy on communications in English and Spanish. Disseminate the brochure "28 million young people are changing the world" in the associations, in English and Spanish, and make the design elements of the leaflet available so that NSOs can reproduce it at the national level. Through the IDN, publish a document on techniques for preparing a press release or brief.* 	 Continue to keep the regional website updated in Spanish. Continue to gradually complete the English version of the regional website. By a variety of means, encourage the associations to implement relevant aspects of the world policy on communications. Promote and support the circulation or production at the national level of the brochure "28 million young people are changing the world" or similar material in at least 10 associations. Through the IDN, publish a leaflet with suggestions on maintaining links with the media. 	 Continue to keep the regional website updated in English and Spanish. By a variety of means, encourage the associations to implement relevant aspects of the world policy on communications. Promote and support the circulation or production at the national level of the brochure "28 million young people are changing the world" or similar material in at least 10 associations. Promote the organization of national workshops on image, communications, partnerships and finances in at least 5 associations, to replicate the regional workshop or the same subject.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
	 Design and conduct a regional workshop on image, communications, cooperation and finances, which can be replicated in national workshops on the same subject, providing tools for implementing the world policy communications.* Begin a study on the impact of Scouting on the development of factors that protect against high-risk behaviour in young people.* Begin the set-up of an Integrated Projects Bank (BIP) in benefit of NSO initiatives and regional operations, including the provision of advice for project preparation and management. Set up a system of indicators for collecting data on the functioning of associations' systems of communications, as well as their partnerships with other organizations and fund-raising systems. 	 Promote the organization of national workshops on image, communications, partnerships and finances in at least 5 associations, to replicate the regional workshop on the same subject. Complete the study on the impact of Scouting on the development of factors that protect against high- risk behaviour in young people. Take steps to have the Integrated Projects Bank (BIP) lend project preparation and management services to at least 5 of the Region' associations. Present to the associations the system of indicators set up to collect data on the functioning of their systems of communications, partnerships with other organizations and fund- raising systems. 	 5. Broadly disseminate the findings of the study on the impact of Scouting on the development of factors that protect against high-risk behaviour in young people; and encourage the associations to use it to broaden their partnerships with other organizations and to obtain resources. 6. Take steps to have the Integrated Projects Bank (BIP) lend project preparation and management services to at least 5 of the Region' associations. 7. Using the respective system of indicators, assess the functioning of the associations' systems of communications, partnerships with other organizations and fund-raising systems, comparing the data obtained with the expected outcomes of Project 14.

* Action subject to availability of budgetary funding.

Strategic Priority **7** Scouting's Profile: strengthening communications, partnerships and resources

Project 15	Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
Providing regional continuity for the diversified fund- raising policy.	 Income from investment projects to cover at least 50% of the costs of amortizing the principal and interest on the loan incurred for the investment in the Picarquín project. The project for selling products for Scouts to be consolidated and to cover at least 15% of the costs of repayment of principal and interest on the loan incurred for the Picarquín project. A drop of 50% in NSO debts to the World Scout Bureau, Interamerican Region (ISO), with respect to the amounts recorded at the start of the period. 	 Continue to develop the Picarquín Training Centre as a source of long-term income, under the terms set out in the respective project. The Picarquín Training Centre, as a global World Scout Centre within WOSM, to bring at least 15 NSOs on board as project partners. Begin developing a project for marketing Scout goods with the aim of generating revenue for the Region. Run a debt recovery system that reduces the associations' debts to the World Scout Bureau, Interamerican Region (ISO) by at least 15%. 	 Bring new facilities and programmes on stream at the Picarquín Training Centre, as set out in the respective project. The Picarquín World Scout Centre to have a total of 25 NSO project partners. Consolidate the project for marketing Scout goods. Improve the debt recovery system, reducing the associations' debts to the World Scout Bureau, Interamerican Region (ISO) by at least 30%. Step up the publishing initiative and attain the point of self-financing. 	 Increase the use of the facilities and programmes at the Picarquín Training Centre, such that its profits cover at least 35% of the costs of amortizing the principal and interest on the loan incurred for the project. The Picarquín World Scout Centre to have a total of 40 NSO project partners. Carry forward the financial development of the project for marketing Scout goods, to have it contribute at least 15% of the costs of amortizing the principal and interest on the loan incurred for the Picarquín project. Take steps to have the debt recovery system reduce the associations' debts to the World Scout Bureau, Interamerican Region (ISO) by 50%, with respect to the amounts recorded at the start of the period. Consolidate the publishing initiative as self-financing venture.

Expected outcome at the end of the triennium	Action steps 2005-06	Action steps 2006-07	Action steps 2007-08
 Maintenance of a publications initiative that covers publication needs and is self-financing. An increase of 200% in resources from regional fees. 50% of the budget to be financed through regional action. 	 Continue with publishing work, aiming to make these initiatives self-financing. Study and propose to the associations an equitable and meaningful system of regional fees. Broaden contacts with international financing agencies, in order to raise funds for national and regional projects. 	 6. Launch the new system of regional fees. 7. Step up contacts with international financing agencies, obtaining funding for at least one regional project. 	 Complete the implementation of the new system of regional fees, securing an increase of 200% in resources from this source in the three-year period. Maintain contacts with international financing agencies, obtaining funding for at least two regional projects. Complete actions to finance 50% of the budget with resources generated in the Region.



All networks operating in the Region participate in carrying out this Plan





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Method for the Creation and Continuous Updating of the Youth Programme



The Regional Plan "All togheter" is a part of the strategic planning process started in 1992

THE FUTURE

PLAN 1997-1999

EGIONAL





