

SRI LANKA SCOUT ASSOCIATION



STRATEGIC PLAN 2021 -2023

June 2021

MISSION, VISION AND PURPOSE

Mission - WOSM

"The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society."

The Mission was adopted at the 35th World Scout Conference in Durban, South Africa in 1999. Illustrating both the local and global impact of Scouting, the Mission of Scouting has been captured in World Scouting's brand as "Creating a Better World".

Vision - WOSM

"By 2023 Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values."

The Vision for Scouting, Vision 2023, was adopted at the 40th World Scout Conference in Ljubljana, Slovenia in 2014.

Purpose – WOSM

The purpose of WOSM is to promote unity and the understanding of Scouting's purpose and principles while facilitating its expansion and development. The organs of WOSM are the World Scout Conference, the World Scout Committee, and^[SEP] the World Scout Bureau.

Mission - SLSA

Same as Mission of WOSM

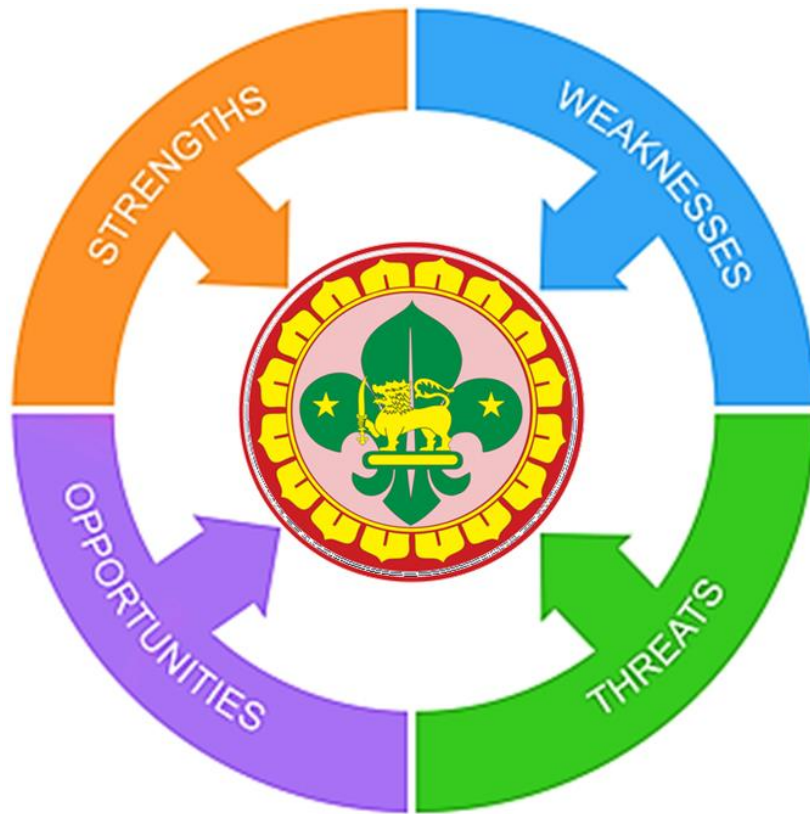
VISION - SLSA

By 2023, Sri Lanka Scout Association will be recognized as a Dynamic Youth Organisation for Developing leadership qualities through a value based non formal educational system attending to the needs and aspirations of young people consolidating the national unity of Sri Lanka with a membership of 108,000.

Purpose – SLSA

The purpose of the Sri Lanka Scout Association is to contribute to the development of young persons in achieving their full physical, intellectual, emotional, social and spiritual potentials as individuals able to work in a team, as responsible citizens and as members of their local, national and international communities who contribute positively towards 'Creating a Better World'.

SWOT ANALYSIS



Strengths

- Parliamentary Act and Rules
- Established Local Scout Associations
- Membership of WOSM
- Headquarters Building
- Effective Youth Program
- Effective Training Team
- Scout Training Centres (Pedro & Mirigama)
- Support from Education Ministry
- Support from Parents and General Public
- Voluntary Scout Commissioners and Leaders
- The Media

- Service and Relationship Week (Job Week)
- MOP and Better World Framework/SDGs
- Safe from Harm Policy
- Participation at International and Regional events

Weaknesses

- Parliamentary Act and Rules which do not suit present situation
- Outdated Act of Sri Lanka Scout Association
- Lack of proper implementation of Youth Programme
- Internal conflicts between lay members and uniform officials
- Lack of proper Membership (Annual Census) Registration System
- Attitude of Parents of Scouts
- Lack of evaluation of leaders at all levels
- Lack of competent leaders
- Poor management of badge testing system
- Lack of feedback from Districts to National
- Lack of professional staff at all levels
- Lack of team work at national and District levels
- Weakness of attracting school teachers as Scout Leaders
- Marketing of Scouting to public
- Retaining membership of scouts and leaders
- Lack of the use of IT and other technology
- Improper planning of job week at Troop level
- Inability to implement GSAT Recommendations

Opportunities

- Availability of large number of young people of scouting age
- Financial Support from the Chief Scout H.E. the President
- Promote through Education Ministry to Directors of Education and Principals
- Availability of competent people in various fields for Badge Examiners
- Resource persons in specialized fields for leader Training
- Support from other Institutions such as Rotary, Lions etc.
- Modern Technology
- Partnership projects with Public and Private Sector and Media.
- Assistance from WOSM/APR
- Development of Community Based Scouting. Eg: Estate Sector, Apartment Complexes, Temples, Churches, Rotary, Lions & other NGOS
- To go through GSAT Audit

Threats

- Sports Activities in Schools
- Unemployment among Rover Scouts
- Parents/Teachers discouraging in lieu of studies
- Other Youth Organisations
- Pandemics

STRATEGIC PRIORITIES

1. Membership Growth
2. Quality Scouting
3. Adult Leadership
4. Management
5. Public Relations



1. Membership Growth

Priority Statement:

Achieving the targeted membership of 108,000 by 2023

Objective	Expected Results	NHQ	District	Unit
1. Increasing annual census by about 20% per annum	Steady growth in membership to achieve target	1. Determine targets for Districts (20% annual increase) – Q4 2021/2022/2023 2. Initiate discussions with the Ministry of Education and issue a circular to provincial and zonal educational directors on scouting and increasing	1. Determine targets for Units – Q4 2021/2022/2022 2. Assign Assistant District Commissioners to start new units – Q3/2021 and Annually 3. Appoint a team of district officials and initiate discussions with the	1. Determine targets by Unit Leaders for Patrol Leaders – Q4 2021/2022/2023 2. Initiate discussions with Principals with the assistance of Zonal Educational Office - Commencing Q4/2021 and regularly 3. Organize scout promotional/displa

Objective	Expected Results	NHQ	District	Unit
		membership - Q3/2021 3. Conduct awareness sessions for provincial directors - Q4/2021 4. Encourage school teachers through the Education Ministry to join as scout leaders - Q3/2021	provincial/Zonal Educational directors - Q4/2021 4. Conduct awareness for teachers - Q4/2021 5. Recognize leaders at District Levels for increasing membership - Q1/2022, Q1/2023 and Q1/2024	y activities such as campfires, exhibitions, parents' days, etc. to attract non scouts - Commencing Q4/2021 and regularly
2. Streamlining and enhancing the registration	Availability of accurate and reliable membership data at all levels	1. Appoint a task force to study an improved	1. Implement and monitor the registration process by	1. Implement the improved registration system - Q3/2022

Objective	Expected Results	NHQ	District	Unit
process and annual census		<p>registration system - Q3/2021</p> <p>2. Implement the improved registration system -Q2/2022</p> <p>3. Conduct training on registration process -Q2/2022</p> <p>4. Introduce a system to obtain membership fees from the Scout Services and Relationship Week - Q4/2021</p>	<p>Assistant District Commissioner – Administration - Q3/2022</p> <p>2. Conduct awareness sessions on census - Q3/2022</p>	

Objective	Expected Results	NHQ	District	Unit
3. Introducing community based and open troop scouting	Introduction and increase in membership and expansion in scouting towards all segments of the community	1. Prepare guidelines and policies to start community based and open groups including scouting in railways -Q4/2021 2. Initiate discussions with tri-forces, government and non-government organizations to sponsor scout groups -Q1/2022	1. Introduce guidelines and policies to stakeholders to start community based and open groups - Q4/2021 2. Initiate discussions with tri-forces, government and non-government organizations to sponsor scout groups -Q1/2022	1. Support the District to start open scout groups - as and when requested by the District
4. Implementing a retention plan	Maintenance of membership numbers	1. Introduce a system for continuous	2. Implement and introduce a system for continuous scouting from	3. Implement a system for continuous scouting from

Objective	Expected Results	NHQ	District	Unit
		scouting from Singithi to President Scout Award - Q4/2021	Singithi to President Scout Award - Q4/2021	Singithi to President Scout Award - Q4/2021

2. Quality Scouting

Priority Statement:

Effective implementation of the Youth Programme

Objective	Expected Results	NHQ	District	Unit
1. Revising the existing Youth Programme	Increased membership, improvement in quality and an attractive programme to the members	1. Prepare, introduce and implement the new Youth Programme - Q1/2021 – Implemented	1. Conduct a workshop for Unit Leaders through ADC - Training and ADC- Programme -	1. Implement the new Youth Programme at Unit Level - Q1/2021 – Implemented 2. Implement the revised/reviewed

Objective	Expected Results	NHQ	District	Unit
		<p>2. Conduct a Workshop for ADC - Programme to introduce the Youth Programme - Q1/2021 – Implemented</p> <p>3. Distribute and publish the new Youth Programme in SLSA website in all 3 languages - Q1/2021 – Implemented</p> <p>4. Review the implementation of the new Youth</p>	<p>Q1/2021 – Implemented</p> <p>2. Implement the new Youth Programme - Q1/2021</p> <p>3. Implement the revised/reviewed Youth Programme -Q3/2021</p>	<p>Youth Programme -Q3/2021</p>

Objective	Expected Results	NHQ	District	Unit
		Programme - Q3/2021		
2. Revising the Proficiency Badge Syllabus	Attainment of skills by the scouts to suit modern times and achievement of sustainable development goals	<p>1. Conduct a workshop for ADC Programme to discuss the revision and collect proposals from Districts - Q1/2021- Implemented</p> <p>2. Appoint team leaders and team members to revise the proficiency badges for 15 Proficiency Badge</p>	<p>1. Collect information and proposals from Units and send proposals to SLSA by ADC Programme - Q1/2021 - Implemented</p> <p>2. Introduce the New Proficiency Badge Syllabus to Badge Examiners and Unit Leaders by ADC Programme - Q3/2021</p>	<p>1. Collect information from scouts by Unit Leaders and submit information to ADC – Programme Q1/2021 - Implemented</p> <p>2. Introduce the New Proficiency Badge Syllabus to Scouts by Unit Leaders - Q3/2021</p>

Objective	Expected Results	NHQ	District	Unit
		<p>Groups - Q1/2021 - Implemented</p> <p>3. Analyse information and proposals collected from Districts to prepare the new Proficiency Badge Syllabus - Q2/2021</p> <p>4. Conduct a workshop for ADC Programme and Badge Secretaries to introduce the New Proficiency Badge Syllabus and the consent to</p>		

Objective	Expected Results	NHQ	District	Unit
		implement the new syllabus - Q2/2021 5. Implement the New Proficiency Badge Syllabus - Q3/2021		
3. Evaluate and ensure the effectiveness of the Youth Programme annually	Continuous improvement and applicability of the Youth Programme to the prevailing conditions	1. Conduct 2 awareness sessions on Youth Programme for ADC - Training and Programme - Q1/2022 and 2023 2. Prepare hand books for all sections - Q3/2021	1. Conduct awareness sessions to all Units on Youth Programme at least once a year - Q1/2021 – 2023 2. Provide training to Scouts on Highest Award of the Sections at least once a year (Ex.	1. Implement Patrol Leaders' Council (PLC) and Patrol in Council (PIC) effectively - Q1/2021 – implemented 2. Organise Patrol Camps – annual

Objective	Expected Results	NHQ	District	Unit
		3. Introduce the Scout Membership Book inclusive of the Progress Card - Q3/2021 4. Provide leadership and skill development training to Senior and Rover Scouts at National Level - Q3/2021 and quarterly	President's Award, BP Award, Gold Star) - Q3/2021 3. Organize a Patrol Leader Training Course at least once a year - Q3/2021	

Objective	Expected Results	NHQ	District	Unit
4. Ensuring active involvement of the young people of age 18-26	Consideration of ideas of young people for implementation	1. Implement 'Youth Involvement Policy' - Q2/2021 – implemented 2. Conduct awareness sessions for ADC-Rovers on Rover Programme at least once a year - Q2/2021	1. Implement 'Youth Involvement Policy' - Q2/2021	1. Implement 'Youth Involvement Policy' - Q2/2021 2. Hold Rover Crew Meetings twice a month - as required 3. Hold Crew in Council (CIC) once a month - as required

Objective	Expected Results	NHQ	District	Unit
<p>5. Effective Implementation of Messenger of Peace (MOP) and Better World Framework (BWF) including Sustainable Development Goals (SDGs) and Safe from Harm (SfH) Policy</p>	<p>Enhancement of skills of the scouts on par with global standards and trends and engagement of scouts to focus on current and future issues of the world</p>	<p>1. Conduct a Workshop for ADC - Programme and Programme Team members - Q2/2021</p> <p>2. Conduct a Workshop for Badge Examiners' - Q3/2021</p>	<p>1. Increase awareness of the units and scouts through ADC – Programme - Q2/2021</p> <p>2. Prepare and submit lists of Badge Examiners and District Coordinators to NHQ at the beginning of the year - Q3/2021</p>	<p>1. Increase awareness of the scouts and provide training on relevant badges - Q3/2021</p>

Objective	Expected Results	NHQ	District	Unit
6. Introducing Scouting for Children with Special Needs	Achievement of diversity and inclusion	<ol style="list-style-type: none"> 1. Conduct a seminar/webinar to introduce scouting for children with special needs - Q3/2021 2. Prepare policy statement and relevant syllabuses and proficiency badges - Q3/2021 3. Implement Scouting for Children with Special Needs - Q4/2021 	<ol style="list-style-type: none"> 1. Collect information from District level - Q2/2021 2. Implement (at least one) Troops with Scouts with Special Needs at District level - Q4/2021 	<ol style="list-style-type: none"> 1. Make arrangements to accommodate children with special needs to existing troops - Q4/2021

Objective	Expected Results	NHQ	District	Unit
7. Organizing national scout events	Demonstration of scout skills and talents to the general public and attract younger generation to scouting	1. Organize key scout events at national levels <ul style="list-style-type: none"> a) National scout jamboree - 2022 b) National cuboree - 2022 c) National/provincial singithi rally - 2022 d) National rover moot - 2022 e) Founders day – annual f) Stevens day – annual 	1. Participate in national events - as required 2. Organize district level events - as required	1. Participate in national events - as required 2. Participate in district level events - as required 3. Organize unit level events - as required

3. Adult Leadership

Priority Statement:

Improve the standard of existing leaders and new leaders of the Scout Movement

Objective	Expected Results	NHQ	District	Unit
1. Reviewing and Implementing the National Adult Resources Policy at all levels	Involvement of the adults with resources in scouting	1. Review National Adult Resources Policy - Q3/2021 2. Implement the Policy by Adults Resources Committee - Q4/2021 onwards	1. Appoint Adults Resources Committee - Q4/2021	

Objective	Expected Results	NHQ	District	Unit
2. Reviewing and Implementing the National Adult Training Policy at all levels	Enhancement of quality of the trained leaders to suit with the prevailing conditions and trends	<ol style="list-style-type: none"> 1. Review National Adult Training Policy - Q3/2021 2. Implement the Policy by National Training Team - Q4/2021 onwards 	<ol style="list-style-type: none"> 1. Appoint District Training Teams as per the National Adult Training Policy - Q4/2021 	
3. Conducting adult leader training for all sections at regular intervals	Availability of sufficient trained leaders	<ol style="list-style-type: none"> 1. Prepare a training plan at the beginning of the year and allocate resources - already completed; should complete annually by the last quarter of preceding year 	<ol style="list-style-type: none"> 1. Prepare a training plan at the beginning of the year and allocate resources based on NHQ plan - Q1/every year 2. Conduct Phase I and II courses for all sections - as required 	<ol style="list-style-type: none"> 1. Ensure participation of unit leaders in progressive adult training programmes - as required

Objective	Expected Results	NHQ	District	Unit
		2. Conduct advanced courses by NHQ at least twice a year in all sections - annual		
4. Evaluating adult leadership at regular intervals	Retaining proper personnel in the movement and recognition	1. Formulate a template to carry out annual appraisals and evaluations - Q3/2021 2. Carry out annual appraisal and evaluations of commissioners at national level - annual	1. Carry out annual appraisal of leaders at district level based on NHQ guidelines and other district level criteria - annual 2. Recognize the service of active leaders at district level - annual	1. Recognize the service of leaders at school level (prize giving, teachers' day, colours night, etc.) - annual

Objective	Expected Results	NHQ	District	Unit
		3. Organize National Scout Awards ceremony – annual 4. Provide opportunity to National Training Team members to attend overseas training programmes - as required		

Objective	Expected Results	NHQ	District	Unit
5. Continuous training and self-development of leaders	Personality development for adult trainers	<p>1. Organize national level special training programmes to upgrade knowledge of leaders - Q4/2021 and annually</p> <p>2. Organize national level special training programmes for career and professional development of leaders - annual</p>	<p>1. Organize district special training programmes to upgrade knowledge of leaders – annual</p> <p>2. Organize district level special training programmes to for career and professional development of leaders – annual</p>	<p>1. Ensure participation of unit leaders in special adult training programmes - as required</p>

4. Management

Priority Statement:

Effective management and good governance while ensuring sound financial management at all levels

Objective	Expected Results	NHQ	District	Unit
1. Effective functioning of the lay and warranted officials and the executive committee	Efficient and coordinated administration	1. Preparing job descriptions and assigning duties for each official – Q3/2021 2. Prepare a form to fill when resigning from the post/completing the term - Q3/2021	1. Conduct orientation for district officials - Q4/2021 2. Introduce exit procedure for district officials when resigning from the post/completing the term – Q4/2021	1. Assign duties as per SLSA guidelines – as required 2. Implement the exit procedure as per SLSA guidelines - as required

Objective	Expected Results	NHQ	District	Unit
2. Effective implementation of revised Rules and Regulations of SLSA	Achievement of objectives of scouting to suit the present times	1. Revise Act and Rules of SLSA as appropriate – Q4/2021 2. Prepare guidelines for Group Councils and Committees - Q4/2021	1. Align constitutions of Branch Associations in line with revised Act and Rules of SLSA - Q1/2022 2. Implement Act and Rules with regard to Branch Associations if there is no constitution for the Branch Association- Q1/2022	1. Effective functioning of the Group Council and Group Committee - Q1/2022
3. Implementing a sound financial management policy	Avoidance of corruption and misappropriation of funds and effective	1. Revise the Financial Policy of SLSA - Q3/2021	1. Implement revised Financial Policy and guidelines - Q4/2021	1. Assign responsibility to Scout Leader to be answerable to

Objective	Expected Results	NHQ	District	Unit
	utilization of resources	2. Development or purchase of a General Ledger System to streamline the Accounting procedures - Q2/2022 3. Develop procedures, forms and formats to be followed by the Districts - Q3/2021	2. Streamline District-wise inventories of goods, equipment and shop stocks - Q4/2021	District Commissioner - Q4/2021
4. Raising financial and other resources at all levels for	Availability of adequate financial and other resources for activities	1. Introduce new methods of fund raising - Q3/2021 2. Implement proper administration of	1. Implement methods of fund raising introduced by SLSA - Q4/2021	1. Implement methods of fund raising introduced by SLSA with the approval of the

Objective	Expected Results	NHQ	District	Unit
the betterment of scouts		<p>the scout shop of National Headquarters (NHQ) –Q3/2021</p> <p>3. Modernize the NHQ scout shop for online orders, new payment methods, delivery, etc. –Q4/2021</p> <p>4. Organize scout service and relationship week effectively – annual</p>	<p>2. Explore the possibility of establishing provincial level – mobile scout shops jointly with other Districts and submit proposals to NHQ –Q4/2021</p> <p>3. Implement scout service and relationship week effectively – annual</p>	<p>District Commissioner and the Local Association – Q4/2021</p> <p>2. Implement scout service and relationship week effectively – annual</p>

Objective	Expected Results	NHQ	District	Unit
5. Effective maintenance of scout training centres	Sustainability and proper standards of scout training centres	1. Devise a method to hire Meerigama Training Center for outside parties and provide the same for scouts at reasonable rates – Q3/2021 2. Increase the availability of training equipment and personnel at Training Centers - Q1/2022	1. Encourage scout groups to utilize the training centers of NHQ – as required	2. Encourage the use of training centers by units – as required

5. Public Relations

Priority Statement:

Enhancing the image of the Scout Movement in all segments of the society

Objective	Expected Results	NHQ	District	Unit
1. Promoting key scout events: <ul style="list-style-type: none"> ○ Rallies and jamborees ○ Public campfires, exhibitions, festivals, etc. 	Broad public awareness and image building of scouting	1. Publicize national events - as required 2. Develop the existing communication networks by the IT team - as required 3. Timely update of websites by IT Team and social	1. Publicize national scout events through ADC – Media - as required 2. Conduct awareness through national and district level resources - as required	1. Create awareness among scouts on national and district level events - as required 2. Conduct awareness sessions for principals and

Objective	Expected Results	NHQ	District	Unit
		media by Media team -as required 4. Produce promotional videos and distribute among districts by Media team - as required		parents - Q1/2022

Objective	Expected Results	NHQ	District	Unit
2. Preparing a branding policy for scouting	Uniformity in branding materials and avoid misuse	1. Form a committee including commissioners and media professionals - Q3/2021 2. Define scout brands - Q4/2021 3. Prepare guidelines for scout brands - Q4/2021	1. Implement guidelines for scout brands - Q4/2021	1. Implement guidelines for scout brands - Q4/2021

Objective	Expected Results	NHQ	District	Unit
3. Preparing a national scout media policy	Avoidance of inappropriate and wrong media exposure	<ol style="list-style-type: none"> 1. Form a committee including commissioners and media professionals - Q3/2021 2. Drafting a scout media policy - Q3/2021 3. Implementing the scout media policy - Q4/2021 	1. Implement scout media policy - Q3/2021	1. Implement scout media policy - Q3/2021
4. Carrying out community service projects (CSPs)	Creating and enhancing public image of scouting and scouts	1. Make available all information into all three	1. Implement projects related to SDGs at district level - as required	1. Increase awareness of the scouts on SDGs

Objective	Expected Results	NHQ	District	Unit
in line with SDGs	engagement as stakeholders in community work	languages - as required 2. Publicize CSPs conducted for the Presidents Scout Award - as required 3. Prepare materials presenting SDGs and scouting - as required		and scouting - as required

Objective	Expected Results	NHQ	District	Unit
5. Promoting and publicizing the values of annual scout Services and Relationships Week	Effective fund raising for scout activities	1. Provide wide-publicity on values of annual scout Services and Relationships Week - as required	1. Provide wide-publicity on values of annual scout Services and Relationships Week - as required	1. Provide wide-publicity on values of annual scout Services and Relationships Week - as required

Recommendations for the Implementation of the Plan

1. Setting up a task force to include heads of departments for effective implementation and monitoring
2. Including expenses to be incurred in implementing the plan in the respective budgets by the department heads
3. Reviewing the Strategic Plan annually in January of each year and making appropriate adjustments as needed

Members of Strategic Plan Sub Committee

- Mr. Janaprith Fernando (Deputy Chief Commissioner) – Chairman
- Mr. Nanda Fernando (National Training Commissioner)
- Mr. Sarath Matharaarchchi (National Programme Commissioner)
- Dr Rajeeva Pieris (International Commissioner)
- Mr. M F S Muheed (Special Commissioner) – Secretary
- Dr. Anil Perera (District Commissioner - Homagama)
- Mr. Amil Abeyesundara (District Commissioner - Colombo)

Levels of Approvals

- Headquarters Commissioners
- Senior Management Team
- Chief Commissioner
- Committee of the Council