



Institutional
Development
Policy
in the Interamerican Region

Approved by the 21st Interamerican Scout Conference,
Cochabamba, Bolivia, September 2001

Interamerican Scout Committee

2001-2004

Germán Rocha
Chairman
Pablo Rodríguez
First Vice Chairman
Jin Matsumoto
Second Vice Chairman

Members

Diana de Molinas (1998-2004)
Enrique Galarza (1998-2004)
Luis Tipacti (1998-2004)
Basil Forbes (2001-2004)
Oscar Palmquist (2001-2007)
Fritz Campos (2001-2007)

Coordinator
Human Resources Network
John Neysmith (2001-2007)
Coordinator
Institutional Development Network

Gerardo González
Executive Secretary
Regional Director ISO

Permanent guests

Clifford Harmon
President, Interamerican Scout Foundation

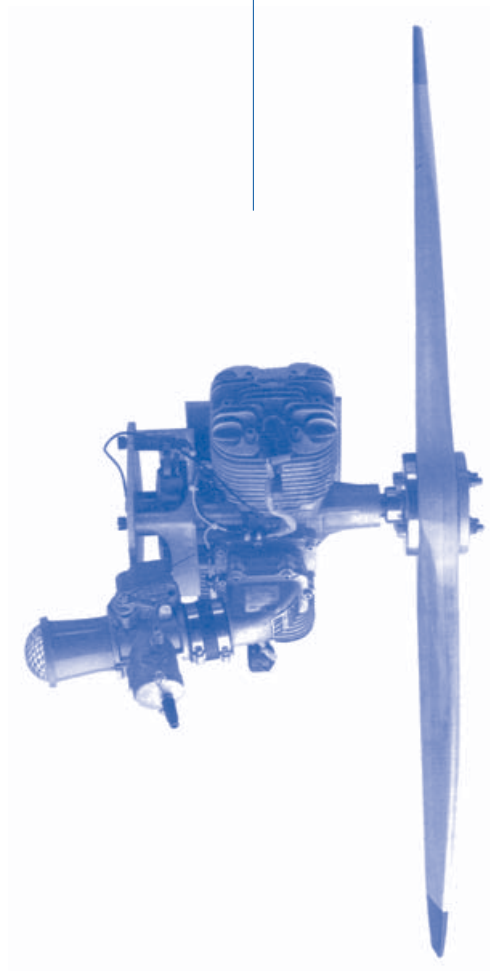
Scott Teare
Director, International Division
Boy Scouts of America

Melissa Martins
Paula Orsini
Fernando Brodeschi
Youth Network

Alberto Del Brutto
Director of Human Resources, ISO

Loreto González
Director of Educational Programme, ISO
Coordinator, REME

Gabriel Oldenburg
Director of Institutional Development, ISO

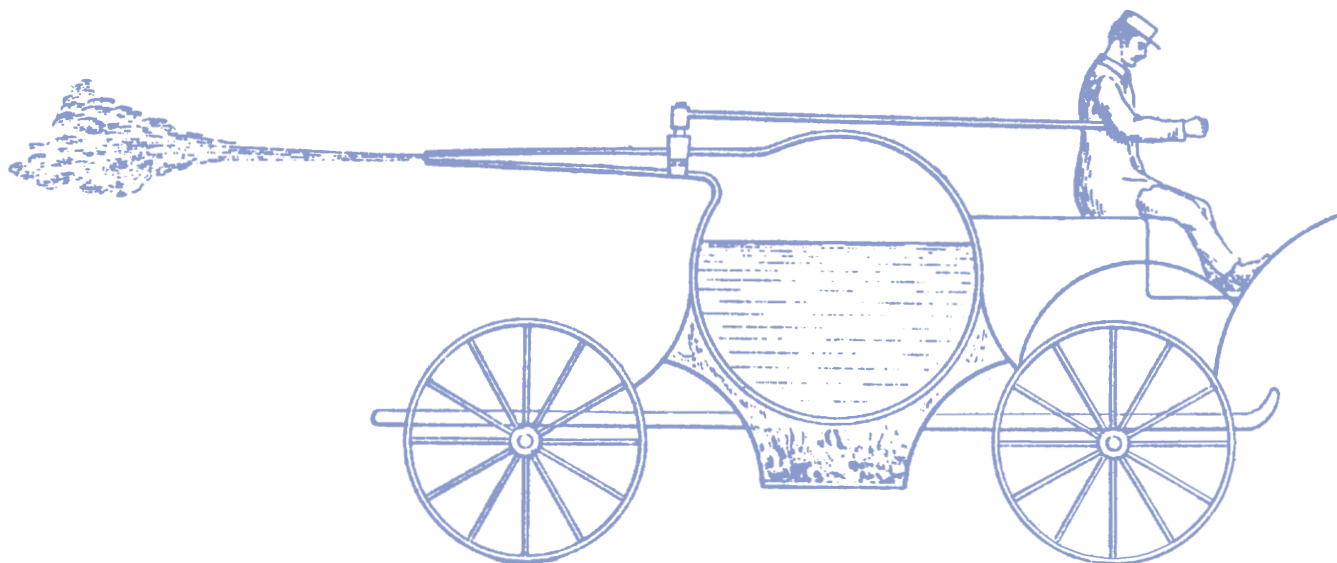


Introduction

In November 1990, the 17th Interamerican Scout Conference, held in Montevideo, Uruguay, commended the Interamerican Scout Committee (ISC) with the task of implementing in the Region what was known as *Strategy 2002*, which had been approved at the world level that same year.

In July 1992, after consideration of the results obtained in implementing *Strategy 2002*, the 18th Interamerican Scout Conference, held in San José, Costa Rica, requested the ISC to begin a process of renewal in the Region, by means of a global development plan that would cover all the aspects of Scouting.

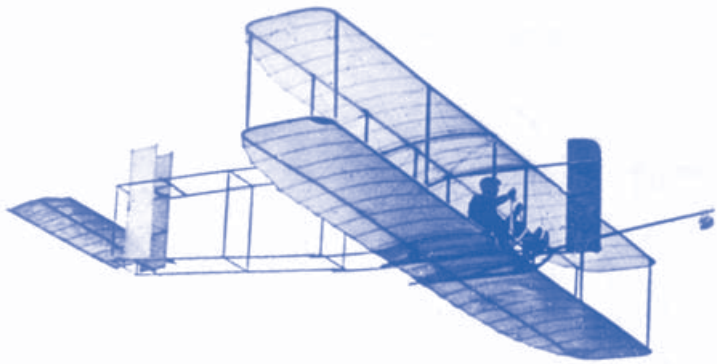
In early 1993, the ISC published the 1993-1996 Regional Plan entitled *A Great Leap Forward*, which was followed by the regional plans for 1997-1999, *Reaching for the Future* and 2000-2002, *Time to Grow*.



The three regional plans concur that “it is not possible to generate development without acting simultaneously on all the spheres of action of Scouting”, as stated originally in *A Great Leap Forward*, in 1993.

These plans have organised Scouting’s spheres of action into three main *strategic areas*:

- *Youth programme*, which is intended to create participatory mechanisms for building a proposal of activities that is attractive for young people and relevant to their personal development.
- *Human resources*, aimed at recruiting, training and supporting suitable leaders to implement the youth programme, train new leaders and manage all levels of scout associations.
- *Institutional development*, geared towards creating in scout associations flexible structures and smooth processes that will enable them to respond to the needs of their environment and provide effective support for their youth leaders, trainers and institutional leaders.

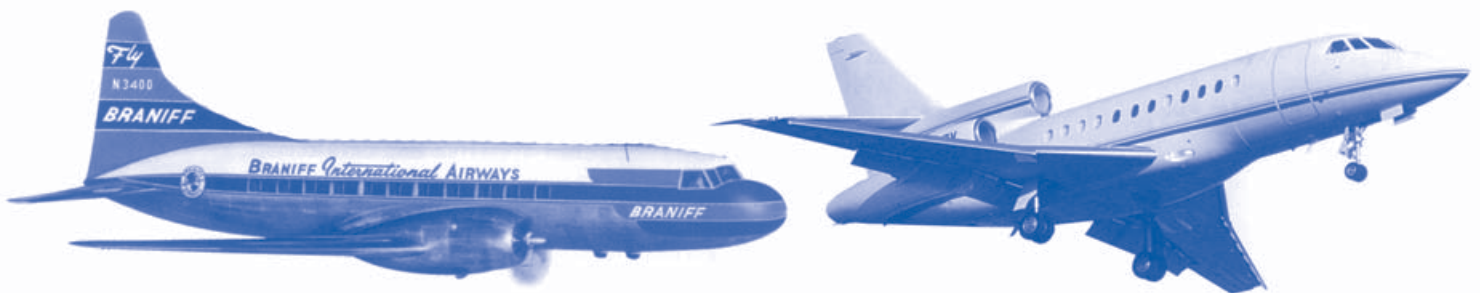


As well as simultaneous action in different spheres, *A Great Leap Forward* underlined the need to “present, for each critical area, an integrated concept of development, including a consistent and coordinated interpretation of the different elements involved, and a proposal on how to organise those elements to generate growth.”

On the basis of this proposal, the 19th Interamerican Scout Conference, held in Cartagena de Indias, Colombia in 1995, approved a regional policy on youth programme entitled *Method for the Creation and Continuous Updating of the Youth Programme* (MACPRO); and a regional policy on human resources known as *Human Resources Management Strategy in the Interamerican Region* and published in the form of a document entitled “The leaders we need”.

Although a number of documents on the subject of renewing the structure of scout associations have been published in the region since 1993 (and many of them have been used successfully in the field) to date the Conference has not approved a policy that would complete the trilogy of integrated concepts – a policy containing the “consistent and coordinated interpretation of the different elements” that comprise organizational development and applying them to Scouting, as called for in *A Great Leap Forward*.

For this reason, and further to the proposal of the 3rd Summit of Chairpersons and Executive Directors held in Cochabamba on 26 September 2001, the 21st Interamerican Scout Conference unanimously approved the following *Institutional Development Policy in the Interamerican Region*.



The Mission

The Mission

Scouting's mission is universal and involves everyone, from the world to the local levels.

All Scout Associations should therefore base their higher national level objectives on the Mission of Scouting, as defined by the 35th World Scout Conference, held in Durban, South Africa in July 1999, notwithstanding consideration of their country's specific historical and cultural features and the need to respond to the major national goals of the community.

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.

This is achieved by:

- involving them throughout their formative years in a non-formal educational process;
- using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person;
- assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

The strategy The strategy The strategy

Institutional development requires all scout organizations to operate in accordance with a process of strategic planning that encompasses, among other aspects, the following:

Environment

Environment does not define the mission but it does help to determine the strategy that will be used to make the mission possible in a given set of circumstances.

The associations and regional bodies must therefore be alert to changes in their surroundings and create institutional mechanisms that will serve to assess these changes on an ongoing basis and enable the respective organizations to focus their action on the needs of young people and the community.

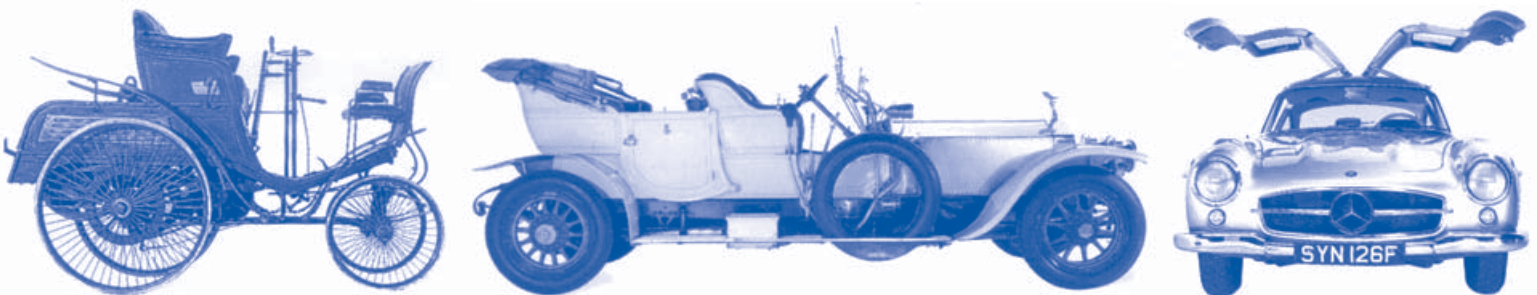
The vision

A vision is generated by contrasting the mission with the reality of our environment. It represents the image of its own future that a scout organization hopes to achieve within a certain period of time. Every scout organization should have an inspiring vision that motivates it to improve on the existing situation in the long term.

Institutional objectives

When we embark upon the task of making a vision possible, our first strategic step is to determine short- and medium-term goals and define institutional objectives for a given period. These may be yearly, three-yearly or five-yearly, depending on practices and the greater or lesser planning skills available to an association.

Like the vision, all the levels of an organization should be involved in the process of determining the institutional objectives. This is a basic requirement for obtaining adherence, motivation and results.



The plan of action

The plan of action defines the actions that are required to take the organization from its current situation to the desired position, as expressed in the vision and the institutional objectives.

By defining yearly actions, the plan not only turns objectives into action, but also defines responsibilities by area (youth programme, adult resources, support services, operations) and determines the levels of field responsibility (national, zone, local, group).

The budget

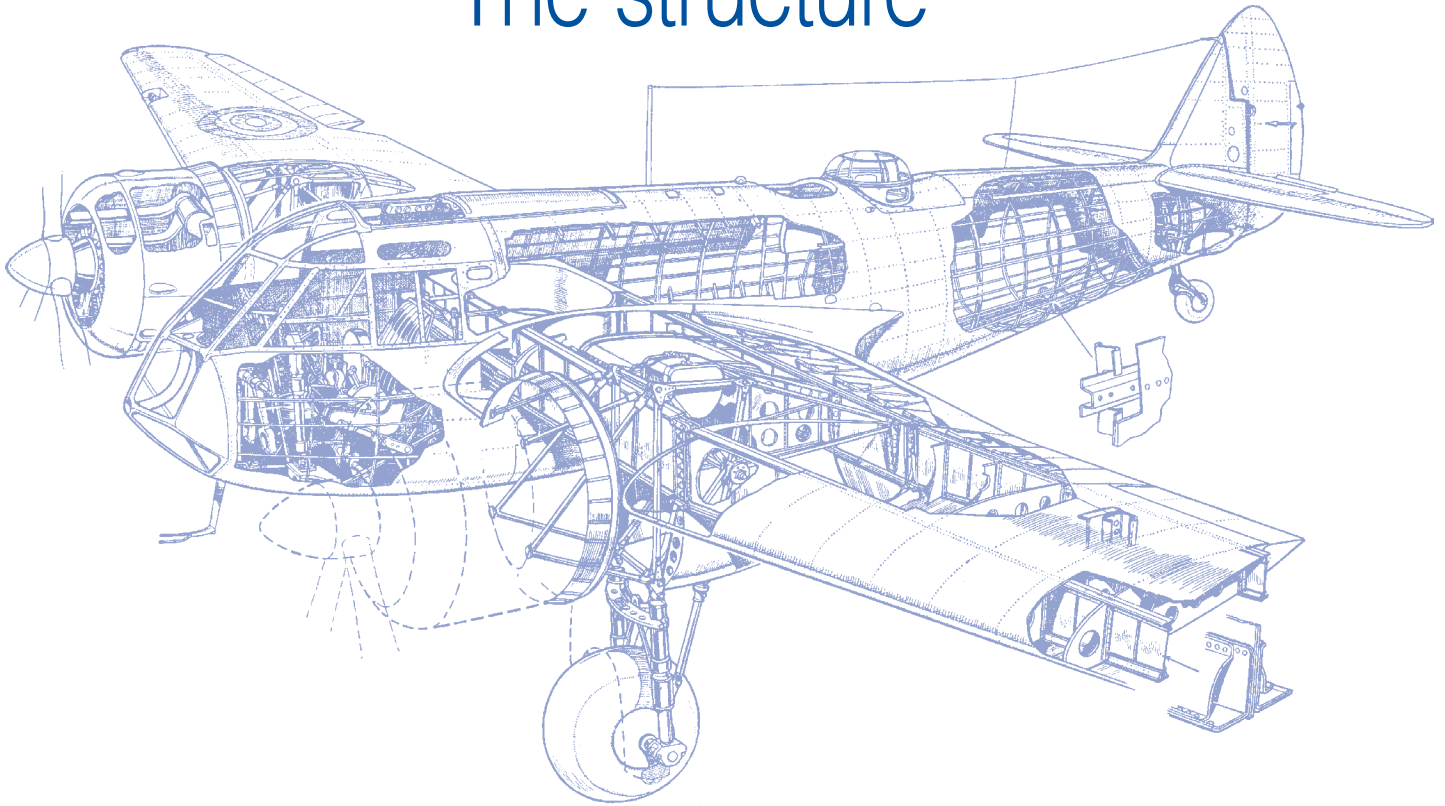
The preparation of a budget in line with the plan completes a circle of logic which gives unity to the strategy. The process starts with the mission, continues with the analysis of the environment and determination of the vision, institutional objectives and plan, and culminates in a scheme of spending and investment that is consistent with these.

The budget sets out costs, identifies sources of income, allocates resources among levels and areas of responsibility and establishes strategic control of expenditure. Budgeting on the basis of a plan means preparing zero base annual budgets. This represents a challenge for national organizations that are used to carrying over pre-existing items and conducting activities on the basis of the resources available or of immediate needs – a method which cannot ensure consistency between the strategic objectives and the way resources are invested.

A diversified range of actions for fundraising helps achieve the desired strategic results and affords the institution a proper degree of institutional autonomy. Particular emphasis should be placed on this aspect since increased resources and consolidated sources of financing provide conditions that are essential to sustain the current regional momentum and the renovation processes that are emerging in the great majority of associations.



The structure The structure The structure



Structure follows strategy. For this to occur it must be flexible, and it must make legal provision for alteration without the need for lengthy and cumbersome internal procedures, which take time and are costly in terms of interpersonal conflict.

Internal rules both define the structure and are part of it. They should be few in number, clear and precise. Rules should be available to everyone and be respected and enforced, but they are neither sacrosanct nor eternal. Making sure that the rules are universally known encourages participation and avoids the concentration of internal power. Rules will continue to be respected, enforceable and applicable insofar as they remain relevant to the reality of life in the institution, and so they are modified whenever that reality makes it necessary.

A sound and effective structure needs smooth channels of participation at all levels. This is no less true in Scouting, whose educational method is based on participation.

Decentralization is a function of the fluidity of the structure. It has to be approached as a conscious effort that is generated and fuelled by the uppermost level of the institution. In scout associations, the process of decentralization means trusting in people's ability, allowing freedom of analysis and design and losing the fear of diversity. It also means transferring the relevant powers and resources, launching processes of training in institutional skills, proposing models that are differentiated by situation, overseeing progress and establishing reliable procedures of field promotion and motivation, on-the-job-support, follow-up and assessment.

Processes and styles

Processes and styles

This policy takes processes to be formal and informal procedures that regulate the usual operation of an organization. Styles are understood to refer to consistency between the strategic objectives and the prevalent ways of proceeding within the organization.

Organizational culture

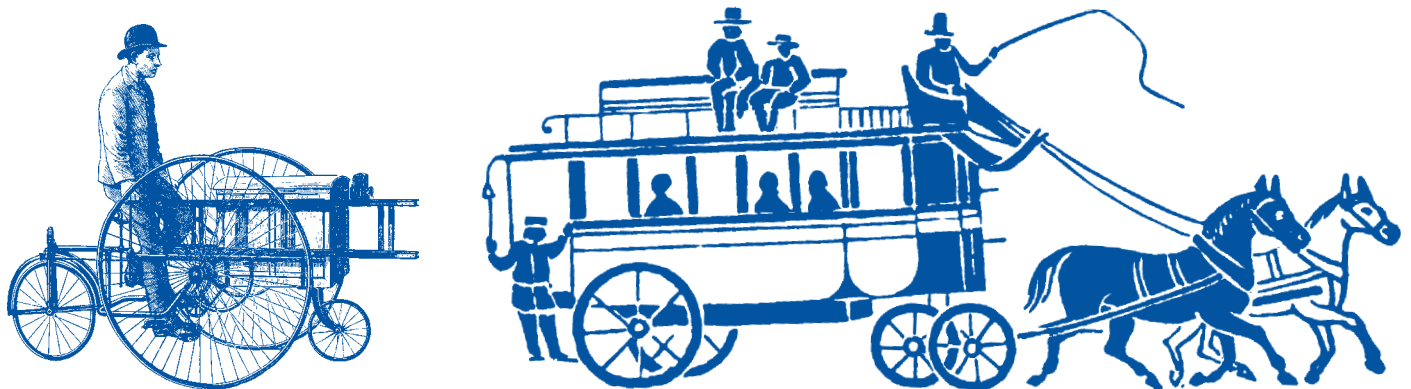
Processes and styles depend to a great extent on the culture of the organization. The culture is the set of basic premises on which the decisions of the organization are based and which determine how things are done in the organization.

Because the organizational culture is not visible to those in the organization, and yet impacts strongly on collective outcomes, scout associations should take steps to make their culture visible through external intervention and, when appropriate, take action to review and change it.

Change and resistance to change

This policy encourages scout associations to begin, continue and persevere with integrated processes of methodological and institutional change, both with respect to the strategic areas (youth programme, human resources, institutional development), and with respect to the levels of application (national, local and Scout Group).

Consolidating a change represents a greater challenge than making it in the first place, so it is necessary to pay particular attention to the pace and speed of change, its persistence, the strategic management of resistance to it and participation in it.



Decision-making

The sustainable development of volunteer organizations requires a certain degree of maturity with respect to making and abiding by decisions.

Levels of decision-making must therefore be clearly defined and consensus-based government preferred. Respect for differences of opinion must be an inherent part of the culture if everyone is to participate in building the organization.

Where tendencies towards authoritarianism and paternalism become apparent, the regional bodies should help the associations to deal with these, encouraging them to implement the recommendations outlined here.

Communications

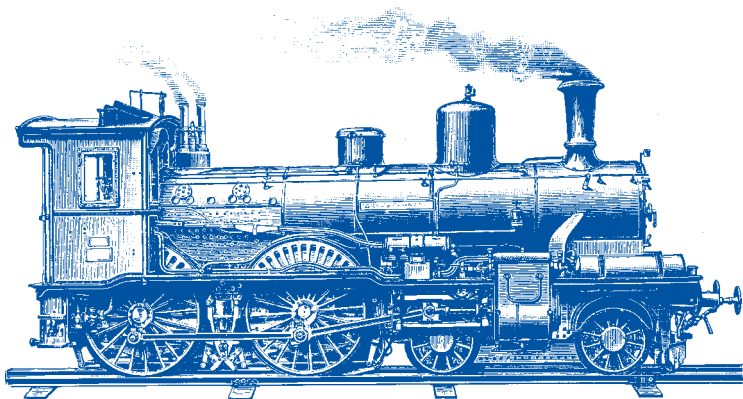
In scout associations, internal communications should generate an institutional climate of confidence and security, through a more intensive flow of more varied information. External communications should seek to bring the corporate image closer to Scouting's mission.

The regional bodies should increase communications directed at supporting efforts in this direction at the national level.

Records and statistics

Adequate and reliable information is essential to evaluate results, make changes and take proper decisions.

The regional bodies should prepare flexible models and information technology systems, in order to standardize the information available, deal with the specific information needs of each association, facilitate a common regional evaluation and cut costs.



Field promotion and motivation

The associations are invited to develop field promotion and motivation programmes which should aim to help people identify more closely with mission, vision and institutional objectives. By means of personal encouragement, on-the-job support, mentorship and direct follow-up, such programmes should also serve to deepen the commitment of volunteers, improve their skills and furnish an appropriate level of compensation for their dedication to the job.

Level of compliance

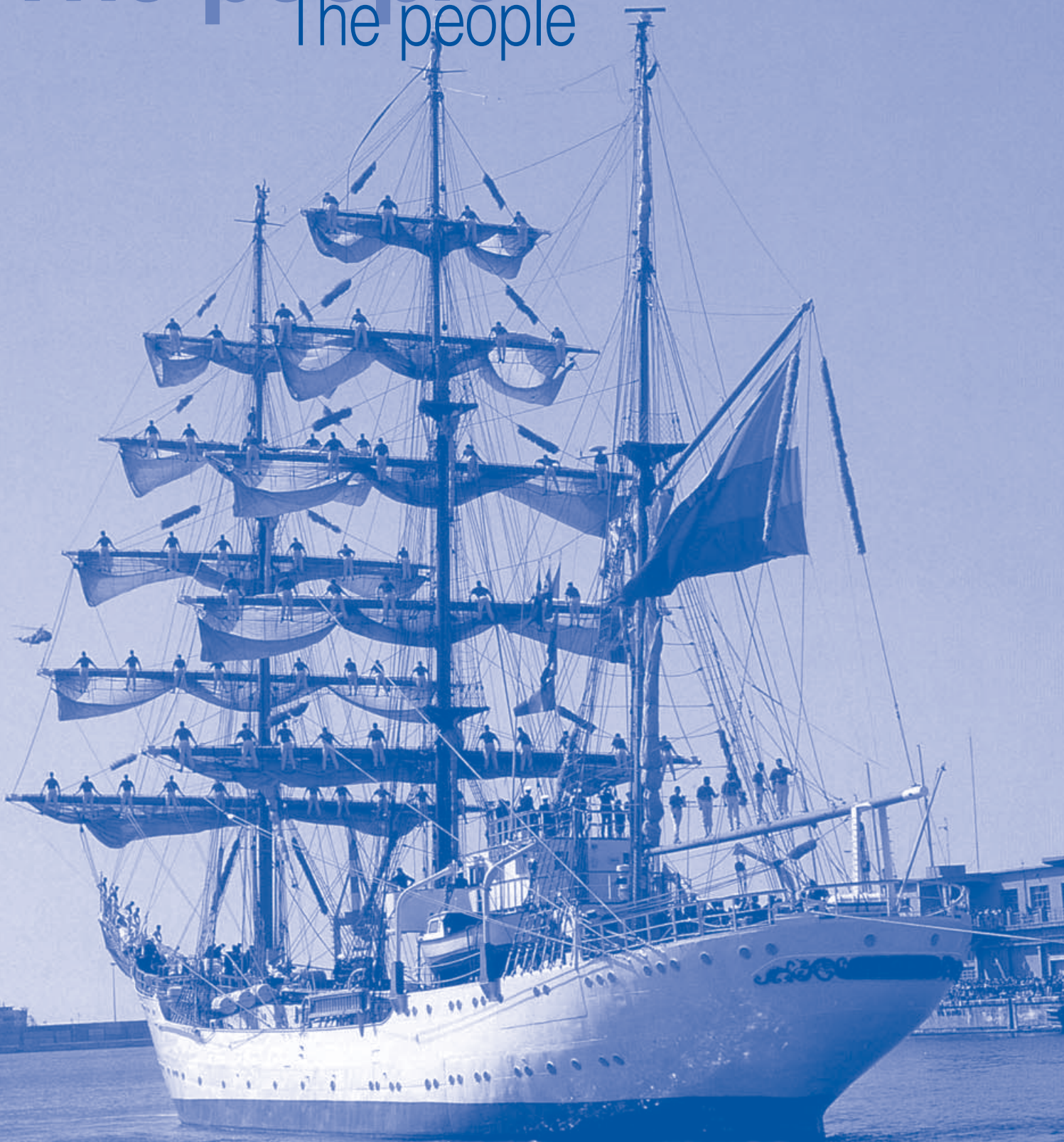
With a view to preventing certain tendencies that commonly dog volunteer organizations, the associations are asked to take particular care to ensure that their leaders feel a sense of commitment to discharging their tasks responsibly, performing effectively and meeting their obligations, notwithstanding their voluntary status.

Organizational climate

The climate is a kind of generalized state of mind that can be perceived among the members of an organization at a given point in time. It is closely related to the perception that people have of their role in their organization and the importance of their participation in it.

Because the organizational climate depends on the results that are generated in other areas of institutional development, the associations should be alert and prepared to deal with any signs of a deterioration. This means they will need to have mechanisms of global analysis and be in a position to correct aspects that are found to have a hand in marring the climate.

The people
The people
The people



**People give life to organizations.
Without the people the organizations would not exist.**

In a globalized world, people are the only competitive advantage left to organizations. Organizations that will become important in the future are therefore those which find a way to tap into the enthusiasm and learning abilities of the people at all levels of the institution. This will create intelligent, learning organizations, in which people continually build upon their skills to achieve the results they want, organizations which cultivate new and expansionary forms of thought, in which collective aspirations are set free and people continually learn to learn together.

The development of a scout association is therefore very much a function of the development of its people and their personal skills, their ability to think globally, deal with their mental models, share their personal visions and make them part of a common vision.

The present regional policy has been designed with this type of organization in mind, seeking to promote such abilities in their people.

Scout associations need to set themselves the goal of becoming intelligent, learning organizations and helping their leaders to develop the skills and aptitudes that will propel them towards this goal. The regional bodies are called upon to set an example in this direction and support the national organizations in their own efforts to become learning organizations.

The Conference requests the Interamerican Scout Committee, Interamerican Scout Office, the scout associations and national and regional leaders to disseminate this policy as widely as possible and encourage its implementation on an ongoing basis.

Cochabamba, Bolivia
September 2001