

Barbados Boy Scouts Association

National Development Plan 2024-2029



Contents

Introduction.....	i
National Development Plan 2024-2029.....	1
1. Adults in Scouting.....	1
2. Youth Programme	2
3. Strategic Framework.....	2
4. Governance	3
5. Organisational Growth and Development g.....	4
6. Communications	5
7. Finance	6

INTRODUCTION

In 2023, the Development Plan Review Committee was established by the Chief Commissioner to review the Association's Development Plan for 2020-2025 and to develop a revised plan taking into account the following;

- The progress made with the original plan;
- The status of the Association and the country as a whole in a post-COVID environment;
- Consideration of the status of the GSAT Assessment Self Audit and recommend the criteria to be actioned at this time; and
- Review the submissions from the Association's membership and Partners.

The Committee completed the assigned task and submitted its report to the Chief Commissioner. Their report was circulated to members and partners of the Association and they were invited to submit their comments and suggestions. A virtual townhall meeting was also arranged to facilitate this. The Committee then considered the responses received and submitted and then submitted a final draft document to the National Executive Committee for their consideration and approval.

At its meeting on 20th February, 2024, the National Executive Committee considered and approved the National development Plan 2024-2029 of the Barbados Boy Scouts Association.

BARBADOS BOY SCOUTS ASSOCIATION
NATIONAL DEVELOPMENT PLAN 2024-2029

1. ADULTS IN SCOUTING

1. Establish an “Adults in Scout Policy” which describes the procedures for all phases and steps in the adult life cycle, including recruitment, appointment, induction, monitoring, evaluation, and retirement, for all key positions at all levels of the Association. This policy should be based on the “World Adults in Scouting Policy” and should be monitored and regularly reviewed as required. (Short term project)
2. Establish an effective National Adults in Scouting Committee consisting of members with relevant experience. The Committee should be gender-balanced, should include young people under the age of 30, and should work in collaboration with the National Youth Programme Committee. (Short term project)
3. Define and implement an appraisal system to annually evaluate all adult positions in the Association. The results of this process should be recorded and acted upon as necessary. (Short term project)
4. Implement a mechanism for the efficient succession of adults within the Association. Volunteers should have a fixed term of appointment. (Medium term project)
5. A clear training and development programme for all adults should be implemented. Each training curriculum should have clear objectives, the minimum competencies required, and should be regularly reviewed and revised as required. (Short to Medium term project)
6. Each appointed adult should be offered the opportunity to receive initial and ongoing training according to their needs and/or experience. All training must be recorded. (Short to Medium term project)
7. Trainers should be provided with regular periodic training that includes:
 - Fundamentals of Scouting;
 - Adult Learning;
 - Training and Facilitating;
 - Training Management;
 - Relationships. (Short term project)
8. Processes and procedures should be put in place for all adults to ensure the implementation of “Safe from Harm” which includes:
 - Safe from Harm as part of the training process and content;
 - Appointment of adults are made ensuring all appropriate checks are in place in compliance with local legislation. (Short term project)
9. Formulate and implement an adult Management Model in line with the Association’s Youth Programme. Review and update the volunteer characterisation and recognition framework of adults in the organization and establish partnerships with external

organisations to strengthen the volunteer management in the Association. (Medium term project)

2. YOUTH PROGRAMME

1. Institution of a Youth Programme that has educational objectives based on the Fundamentals of Scouting and the World Scout Youth Programme. This programme should be reviewed at least once every three years, taking into account relevance and effectiveness. During the development and review of the Youth Programme, the needs and interests of young people in the society should be identified, and efforts made to address them. (Short term project)
2. The Association's Youth Programme's educational objectives should provide a way for young people to develop the competencies necessary to remain safe from harm. (Short term project)
3. A system should be defined and implemented to monitor the implementation of the Youth Programme. (Short term project)
4. Encourage compliance with "Safe from Harm" in the Association and evaluate the level of implementation of "Safe from Harm" mechanisms in the Association. Develop partnerships to increase the knowledge and implementation of actions for the protection of children and young people participating in Scouting. (Short term project)

3. STRATEGIC FRAMEWORK

1. The Association must develop and implement a strategic plan that includes at least:
 - a participative internal process in all levels of the organization;
 - an analysis of the external environment and its influences;
 - youth involvement;
 - taking into account both WOSM strategic priorities at Regional and World levels, as well as local development priorities.

This plan should have a methodology to break down its Mission and Vision into strategic goals, specific objectives and activities (e.g., Cascaded 10 years vision, 3-year strategic plans and annual operational plans). This plan should be monitored and updated to take account of changing conditions, as required. (Urgent)

2. Committees and task forces should be created in line with the strategic objectives. These should have clearly defined terms of reference, should conduct regular meetings and report on their work regularly. These committees and task forces should include young people under the age of 30. (Short term project)
3. Ethics and compliance issues should be addressed through induction training to both newly hired staff and volunteers. This training should include the National Executive Committee members and be relevant to their positions. There should be a system of periodic refresher training. A complete up-to-date record must be kept of all training. (Short term project))

4. GOVERNANCE

1. Implement and disseminate to all levels within the organization a “Safe from Harm Policy” which includes:
 - A code of conduct for the Association’s activities;
 - A commitment to fulfill its legal compliance obligations;
 - A mechanism to receive and manage complaints of abuse involving children, young people or adults;
 - A system to oversee “Safe from Harm” matters at the highest level of the Association. (Short term project)
2. There should be formal adherence to ethical norms and values which could be reflected or included in one code or several documents covering the following:
 - Ethical principles in fundraising (fair representation of purpose, method and behaviour);
 - Conflict of interest (gift policy, affiliation with suppliers or competing organisations);
 - Professional staff and volunteer’s behaviour (discrimination, harassment).

These codes/documents should be communicated to all concerned. (Short term project)

3. A system to annually evaluate the effectiveness of the National Executive Committee in fulfilling its role and responsibilities should be defined and implemented. This evaluation may be done as a collective or individual self-assessment within the committee. The evaluation should be based on the defined functions of the National Executive Committee and be subject to the review of the National Council. The evaluation results should be recorded and acted upon as necessary. (Short term project)
4. A system should be defined and implemented to annually evaluate the performance of each committee or task force. Evaluations should be based on their terms of reference. If an Executive Committee member is part of a committee or task force, he/she should not take part in the corresponding evaluation process. Results should be recorded and acted upon as required. (Medium term project)
5. Establish Descriptions (Terms of Reference) for each adult position in the Association and use them to create mutual agreements between the adult and the Association. These should be regularly revised and communicated to all concerned. (Short term project)
6. The Association should implement a system to enforce agreed ethical norms and values at all levels of the organization, including the National Executive Committee, management, professional staff, and volunteers. Enforcement monitoring, covering rules and regulation procedures, compliance review, investigation, and sanctions should be conducted regularly, and the results recorded. (Medium term project)
7. Ethics and compliance issues should be addressed through induction training to both newly hired staff and volunteers. This training should include the National Executive Committee members and be relevant to their positions. There should be periodic refresher training. A complete up-to-date record must be kept of all training. (Short term project)
8. Implement a system to report on ethical breaches which includes:

- the protection of whistle blowers;
- the rights of involved parties:
- the designation of appropriate reporting levels, both internal and external.

Major breaches should be communicated to the National Executive Committee. (Medium term project)

9. The ethical standing of the Association's partners, both internal and external, that are entrusted with fundraising activities, (e.g., The Scout Shop, Friends of Scouting), should be evaluated. The results of this process are to be documented, regularly reviewed and acted upon as required. (Short term project)
10. Potential areas of conflict of interest, internal and external, for the National Executive Committee members should be defined. These members should formally commit themselves to avoiding such conflicts of interest that could jeopardize the Association's reputation. A dedicated "Register of Conflict of Interest" should be established, maintained and updated annually. (Short term project)
11. Implement a system to assess the satisfaction of adults and youth members at least once every three years. The results are to be recorded and acted upon as required. (Medium term project)
12. An archiving system, hard and soft, that allows easy access to past documented information should be implemented. This system may be used to plan current and future activities. (Short term project)
13. Implement a continuous improvement process in the organization's governing bodies and the executive team emphasizing good governance, strategic planning, financial management, risk management, and compliance. (Short term project)
14. The Association should establish and implement a system for:
 - Scheduling the development, utilization, and maintenance of the Association's property;
 - Expansion of the commercial activities of the Scout Shop;
 - Introduction of measures designed to utilize the property for commercial purposes. (Short to Medium term projects)

5. ORGANISATIONAL GROWTH AND DEVELOPMENT

1. A growth strategy for the Association that responds to change should be defined and implemented. This strategy should be reviewed at least annually. (Short term project)
2. An approach that targets and cultivates potential new National Executive Committee members from non- Scouting backgrounds should be defined and implemented. This approach should be focused on the challenges faced by the Association. (Medium term project)
3. At the planning stage, the Association should select those activities/projects which require evaluation. The identified activities/projects should be evaluated and the results and or lessons learned recorded and used in the preparation of subsequent activities/projects. (Short term project)

4. The Association should develop action plans that enable it to act appropriately in emergency situations in coordination with government and other concerned organisations. (Medium term project)
5. Implement continuous improvement mechanisms through the application and/or updating of the GSAT assessment and its action plan. (Short term project)
6. Establish partnerships with external organizations that contribute to the growth of the organization. (Medium term project)
7. Reestablish the “Friends of Scouting” with the objective of supporting Scouting in Barbados by developing a network of persons to provide financial, technical and other support to Scouting. (Short term project)
8. Establish partnerships to increase the knowledge and performance on Scouting in environmental management and Sustainable Development, and implement mechanisms to evaluate the environmental impact of national and regional events as a tool to reduce the impacts generated in these areas. A plan should be introduced for the implementation of Environmental Sustainability at all levels of the Association. (Short term project)
9. Develop action plans to enable the Association to act appropriately in emergency situations in coordination with Government and other organisations with respect to Humanitarian Action. (Short term project)
10. Implement a policy to promote diversity and inclusion in the strategic areas of the Association, integrating the topics of economic, racial, ethnic, generational, sexual and disability diversity. (Medium term project)
11. Create a Humanitarian Action Framework that includes the Association’s position, action plan and necessary materials. Establish partnerships with external organizations to support the implementation of Humanitarian Action in the Association and provide consulting services, and opportunities for training relating to Humanitarian Action. (Medium term project)

6. COMMUNICATIONS

1. A document control system that allows unequivocal identification, integrity, and availability of all types of official documents, hard or soft copies, should be defined and implemented. (Short term project)
2. A communications and external relations strategy should be established. This should be supported by up-to-date promotional materials and reflect the identity and declared principles of the Association, emphasizing the promotion of Scouting. (Medium term project)
3. A system should be established that promotes regular dialogue with key policy-makers, and other youth organisations. This system should promote the increase of external communication and the quality of internal communication in the organization. (Short term project)
4. Implement a system to identify, nominate and prepare young people to externally represent Scouting. (Short term project)
5. Maintain or establish an agreement for the non-commercial use of the World Scout

Brand. The level of positioning of the Scout Brand at national level should be monitored and measured. (Medium term project)

7. FINANCE

1. The implementation of a financial accountability system (full disclosure) which enables the tracking of funds, earmarked or not, down to their use in programmes/projects (total cost of fundraising sources). (Urgent)
2. Implementation of a resource generation policy/strategy identifying different revenue streams. These would include members fees, commercial activities, individual donations, government and other grants, fundraising, funding proposals submissions etc. This policy/strategy should be revised regularly. There should be measures to ensure that the Association is not overly reliant on any one source. (Urgent)
3. A control system should be implemented to prevent any misuse of funds. (Urgent)
4. An internal financial audit committee should be established to review:
 - The internal financial controls;
 - The audit programs of auditors;
 - Financial statements.

The committee should meet at least twice a year and shall make recommendations to the National Executive Committee on financial matters. It is not recommended that members of this committee should hold another office at national level while serving on this committee. (Short term project)

5. An inventory system that records the properties, equipment and supplies of the Association should be established and maintained current. The inventory should be reflected in the financial statement. (Urgent)
6. When the Association receives funding from a donor(s) for a specific project, agreements should be put in place to ensure that all liabilities/responsibilities pertaining to the project are covered. It should also be ensured that the funding for the project is used only for this project. (Short term project)
7. Adopt a policy that explicitly states that above a certain threshold, the competitive bidding system is the preferred mode of procurement. (Short term project)

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Hazelwood, Collymore Rock, St. Michael BB14004, Barbados