

RECOMMENDATIONS FOR NSOs OF THE INTERAMERICAN REGION FACING THE COVID-19 PANDEMIC



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RECOMMENDATIONS FOR NSOs OF THE INTERAMERICAN
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“I always think about what I should do and not what I would like to do”

Franklin D. Roosevelt
(1882-1945)

INTRODUCTION

This document contains a series of recommendations compiled and systematized by an interdisciplinary team composed of volunteers and professionals serving the World Organization of the Scout Movement (WOSM) in the Interamerican Region (IR), these recommendations are addressed to the governing bodies and executive teams of the National Scout organizations (NSOs) of the Interamerican Region.

The decision whether to comply with these recommendations, whether in full or in part, is exclusive to the authorities of each NSO.

It is important to remember that NSOs are legal entities in accordance with the national legislation of the country in which they operate, and therefore have a duty to respect their legal system. This obligation to respect the law also extends to NSO leaders, who are members of their national governing bodies and executive teams. The leadership of NSOs is called upon to fulfil their civic duties and to promote among their membership the fulfilment of those duties.

This is an expression of active citizenship that generates positive changes in their communities. As promoted by our Vision 2023:

“By 2023, the Scout Movement will be the world’s leading educational youth movement, enabling 100 million young people to become active citizens, creating positive change in their communities based on shared values”



OBJETIVE

To offer recommendations to the governing bodies of the NSOs and their national executive teams to assist them at the strategic and tactical level of their decision - making processes in the implementation of actions to ensure the continuity of their institutions during the COVID-19 pandemic and in the period after its conclusion.

HORIZON OF IMPLEMENTATION OF RECOMMENDATIONS

The recommendations presented below have been formulated to be implemented over three periods of time, which the NSO authorities must monitor and evaluate on an ongoing basis to make the necessary adjustments. The periods we refer to are:

1. During quarantine, culminating at the end of the quarantine.
2. Beginning at the end of the forty and for part of the period after the forty, and until the NSO authorities deem appropriate.
3. Beginning during quarantine and for a period after its completion, and until the NSO authorities deem appropriate.

At the point where we are at the time of the publication of this document, it is clear that the scenario that will emerge at the end of the pandemic is much more challenging than the pandemic itself, not only because it will affect the societies and their institutions, but also by the extension of its duration which is unpredictable and subject to many variables, both global and national, and even of the nature, culture and conditions of each NSO.

For this period of high uncertainty is for which we must be better prepared as it will require the maximum of the capabilities of the NSOs and their leaders, who will have the challenge of making their institutions prevail, mitigating the negative impacts they may suffer.

RECOMMENDATIONS

RECOMMENDATION 1

Reassess the strategic plans and key performance indicators for each of the objectives in order to adapt them to the new scenarios and determine priorities within their objectives.

Strategic or operational area: Strategic level.

Decision makers: Governing body of the NSO.

Responsible for implementing the action: Government body and National Executive Team.

Requirements: Human: Full meeting of the governing body with the accompaniment of the national executive team.

Expected results:

1. Reassessed national strategic plan adapted to foreseeable scenarios in terms of its objectives and key performance indicators.

RECOMMENDATION 2

Reorganize and/or reformulate the operational plans and their corresponding budgets for the current and subsequent period.

Strategic or operational area: National executive team.

Decision makers: National executive director / National chief commissioner.

Responsible for implementing the action: National executive director / National chief commissioner and Directors of strategic areas.

Requirements: Human: National executive director / National chief commissioner together with strategic area directors to reorganize and / or reformulate operational plans and their respective budgets for the current and subsequent period.

Expected results:

1. Achieve and / or improve the economic stability of the NSO in the immediate term.
2. To generate the budgets of the coming years considering the current difficulties, seeking recovery over the course of these years.

RECOMMENDATION 3

Review and reduce operating costs by prioritizing covering current expenditure and meeting compliance with the re-evaluated strategic plan.

Strategic or operational area: National executive director / National chief commissioner.

Decision makers: National Executive Director / National chief commissioner.

Responsible for implementing the action: National executive director / National chief commissioner and Directorates of strategic areas.

Requirements: Human: National executive director / National chief commissioner together with strategic area directors to review operating costs and reduce them to the necessary minimum, in compliance with the re-evaluated strategic plan.

Expected results:

1. Ensure the economic stability of the organization in the immediate period.
2. Cost reduction by keeping the operation running.
3. Increase the period of economic stability of the organization with the resources available to date and with reasonably foreseeable income.
4. Do not increase the current costs of the NSO.
5. Identify any investments that may be postponed or abandoned.



RECOMMENDATION 4

Legally convert cash into a solid currency.

Strategic or operational area: Strategic level.

Decision makers: Governing body of the NSO.

Responsible for implementing the action: National executive director / National chief commissioner.

Requirements: Formal: Decision of the governing body of the NSO with an express mandate of action to the national executive director / national chief commissioner, bank accounts opened in the name

of the organization and in operation, authorized to receive deposits legally in US \$ or €. Human: Persons authorized to carry out the banking operations required.

Expected results:

1. Preserve the value of the current against any possible devaluation of the national currency.

RECOMMENDATION 5

Encourage retention of membership by establishing different alternatives to make the payment of the fee more flexible and stimulating.

Strategic or operational area: Administration and finance.

Decision makers: Governing body of the NSO.

Responsible for implementing the action: National executive director / National chief commissioner with the support of the area of administration and finance.

Requirements: Human: Administration and finance personnel who model scenarios and formulate different alternatives to make the payment of the membership fee more flexible and stimulating.

Expected results:

1. Guarantee membership fee income in the immediate future.
2. Economically stimulate the permanence of membership.
3. Mitigate the impact of reduced membership fee income.
4. Maintain cash flow.



RECOMMENDATION 6

Boost membership growth by establishing an economic stimulus plan for the payment of the fee for new registrations.

Strategic or operational area: National executive team.

Decision makers: Governing body of the NSO.

Responsible for implementing the action: National executive director / National chief commissioner, directors of strategic areas with the support of the area of administration and finance.

Requirements: Human: Administration and finance personnel who model scenarios and formulate different stimulus for new members entering the NSO.

Expected results:

1. Increase dues income for new members.
2. Generate an increase in membership and revenue for the organization

RECOMMENDATION 7

Analyze new business opportunities and formulate a financial development plan.

Strategic or operational area: Administration and finance.

Decision makers: National executive director / National chief commissioner.

Responsible for implementing the action: National executive director / National chief commissioner with the support of the area of administration and finance.

Requirements: Human: Administration, finance and business personnel to conduct a study of new income generation opportunities using available resources and formulate a proposal for a financial

development plan.

Expected results:

1. Identification of new sources of income and a plan to exploit them.

RECOMMENDATION 8

Study of the scout shop business model and formulation of a market expansion plan.

Strategic or operational area: Administration and finance.

Decision makers: National executive director / National chief commissioner.

Responsible for implementing the action: National executive director / National chief commissioner with the support of the area of administration and finance.

Requirements: Human: Management, finance and business personnel to conduct a study of the scout shop's business model, identify new revenue generation opportunities by leveraging available resources, and formulate a proposal for a market expansion plan that could include a proposal of the bidding program in the prices of the items, taking into account the profit margins and the rotation of the items.

Expected results:

1. Increase scout store sales revenue.
2. Convert scout store inventory into cash.
3. Improve the cash flow of the NSO.

FINAL RECOMMENDATIONS FOR NSO GOVERNING BODIES AND NATIONAL EXECUTIVE TEAMS

- The governing bodies of NSOs and their national executive teams should take extreme care in the attention of all their governance processes with respect for its regulatory framework, especially regarding transparency and accountability for their management.
- The urgency of addressing institutional interests in crisis contexts cannot be used as a justification for deregulating or relaxing controls or ignore internal regulations. These processes must be kept in place and their managers must comply with them promptly. Failure to comply with this duty could result in the loss of the legitimacy of the organs of the institution and affect its functioning.
- Urgency or regulations issued by national governments do not constitute a reason that can be used to justify the involvement of members of the governing bodies in the operations of the NSO, which must remain in charge of the national executive team at all times. The same applies to the national executive teams, which should not assume the functions of the governing body for any reason.
- Restrictions on the mobility of persons ordered by national governments and changes in their regulation do not constitute grounds for considering members of government bodies or national executive teams relieved of their institutional responsibilities, which remain in full force. In order to meet these responsibilities, they must make use of all lawful means at their disposal.
- The governing bodies should always function in a coordinated manner with their national executive team, working in a complementary and cooperative manner to adequately address the interests of the institution.
- It is recommended that NSO authorities maintain close communication with the WSB-ISC so that they can request and receive assistance, as well as to report lessons learned and that they can be shared with other NSO.
- All the discussions and especially the decisions taken, either at the level of the governing body and/or the team national executive, as well as every one of the actions that they perform, must be addressed to ensure the permanence of the institution at the time and in the society of his country, because only thus will be able to continue to fruition the fulfillment of the Mission and Vision of the Scout Movement.





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