



Formerly Boy Scout of Liberia
Chartered January 26, 1923 by an Act of National Legislature
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LIBERIA
SCOUT
ASSOCIATION

STRATEGIC PLAN



(2024-2027)

"Making the World a Better Place"

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INTRODUCTION & RATIONALE

Scouting is a world's leading youth educational movement with over 57 million youths, established in over one hundred and sixty-nine (169) countries globally. It was introduced in Liberia by Jaiah A. Massaquoi in 1918, and recognized by the Government of Liberia on January 26, 1923 by an Act of the National Legislature. The Liberia Scout subsequently gained membership with the World Organization Scout Movement (WOSM) in 1965. The Liberia Scout Association is charged with the responsibility to recruit and train young people in confirmative to the scout oath and law thereby promoting voluntarism and commitment, and eliminating juvenile delinquencies amongst young people.

The Strategic Plan Document is a starting point for the National Scout Council (NSC), the National Executive Committee (NEC) and the County Scout Councils (CSCs) to understand the strategy and actively look for opportunities

In their day-to-day actions to progress these areas for scouting in Liberia.

Under this new dispensation, the LSA will focus its attention on restructuring and aligning the systems and processes towards quality scouting to be guided by the following overriding principles:

Unity in Purpose

Integrity

Commitment to Team and Process

Focus on set Goals

Transparency and Accountability

Open Communication

Mutual Trust

Towards this end, the Strategic Plan outlined Five (5) Priority Areas known as (Pillars):

PILLAR I: ENHANCE LEGAL AND POLICY FRAMEWORKS

Key Issue(s): The current constitution of the LSA does not respond to the needs of the NSO/LSA as pertains to good governance and management practices. There exist gaps as it relates to WOSM Standards and other best practice. Moreover, the lack of required policies within the LSA as per the GSAT, to serve as guidance document in the provision of administrative, financial and/or other social services of the NSO/LSA is another challenge.

Ambition: Revise the current constitution to make it not only relevant, but equally fit for purpose and address current leadership challenges. Ensure clear distinction of roles, responsibility and authority; ensure that the revised constitution is in confirmative with the World Organization of the Scout Movement (WOSM) Standards and local laws. Develop required policy documents to serve as guidance within the LSA

PILLAR II: COMMUNICATION, AWARENESS AND SOCIAL MOBILIZATION

Key Issue(s): In Liberia today, scouting has not really been embraced as was done before the civil crisis in Liberia.

Many communities, parents and institutions have labeled the scouts as paramilitary unit, and value it as

Irrelevant to society, either by the way their actions have been misperceived, or due to the less

Interest shown towards scouting by national government and society.

Ambition: There should be several engagement initiatives to include communities, schools, churches and mosques to sensitize the public on the role and importance of scouting. Communication strategies to improve the LSA/NSO image and reputation must be established. Making use of social media platforms to raise awareness about the LSA initiatives and achievements. Engage the media to share positive stories and successes in order to gain responsiveness of young people to scouting in Liberia. Strengthen engagement with current members through regular communication and feedback mechanisms, and develop recruitment strategy to attract new members, especially youth. Furthermore, the LSA will build relations with institutions to assist in awareness raising campaigns on issues affecting young people in the society, like currently the issue of Drugs Abuse by youth.

PILLAR III: GOVERNANCE AND MANAGEMENT

Key Issue(s): There currently exist weak governance and management structures across all levels of the LSA/NSO, Hampering delivery of Quality Assured Scouting in Liberia. Leadership of the LSA has been characterized by protracted wrangles and in fights which has led to the deterioration of scouting standards, unwanted destruction and loss of the LSA Property, dented public image and loss of trust by key stakeholders. There also exist low capacities amongst the Leaders, which has naturally affected the delivery of their mandates. In most instances leaders lack job descriptions, thus operate in a vacuum.

Ambition: The governance and management structures need to be defined and aligned to make them simple, democratic and effective. The structures should not be a source of unnecessary bureaucracy. They should not be designed with individual in mind but due to the needs. The structures and systems should be complimentary and have a clear linkage at all levels. The greatest resource of any organization is its human resource. The LSA needs to invest in the leadership capacity development. In line with WOSM Adult in Scouting Policy, the LSA needs to work on the process of acquisition, training and support, and general management of all Adults (volunteers and paid staff). Their competencies need to be built and support their roles and performances.

PILLAR IV: RESOURCE MOBILIZATION AND SUSTAINABILITY

Key Issue(s): Over the years, there has not been sustained funding support to the LSA. Inadequacy of funding support to the LSA from the side of the Government of Liberia has and continues to hamper the smooth operation of the LSA. Furthermore, there has not been any sustained programs of income generation for the LSA which should serve as alternative for administrative and program support. These and many others have rendered the LSA financially incapacitated to run its offices and even settle its financial obligations to the World Organization of the Scout Movement (WOSM).

Ambition: The LSA intends to increase the value of partnerships to support the delivery of scout experience and services for all NGOs, Government Institutions and Businesses, and to initiate enterprising investments such as; Vegetable farming and livestock production. Reintroduce the scout shop across the country, where scouting items like uniforms, badges, neckerchief, and other items are produced and sold for income. Engage the Government of Liberia to increase funding support to the LSA through the Annual Budget. Lastly, promote scouting image and market scouting to Stakeholders, where negotiations or MOU are signed for the provision of scout services.

PILLAR V: NATIONAL SCOUT SERVICE PROGRAM

Key Issue(s): youth and youth development initiatives has been a crucial issue in post-war Liberia. The LSA is of no exception to this, for there is no vibrant, relevant and up to date youth development program within the scouting. This inhibits the achievement of the purpose of scouting in the country. As a result, it is impossible to evaluate the impact of scouting and inspire collective action towards a desire goal. There should be program that attracts young people to scouting, recognizing their talents and services as volunteers.

Ambition: Develop a relevant and attractive youth and Rover Programs for scouting in Liberia. Ensure that the Program is in conformity with WOSM standards, and also aligned with national youth development initiatives. Ensure that the program takes into consideration capacity building for volunteers and Leaders so that they are developed to their full potential. The program should be based on clearly defined priority areas with key performance indicators to inspire growth and become a basis of evaluation of the impact of scouting. It should be accessible and affordable to all young Liberians. Finally, this will require a request to WOSM for a Consultant who will lead this initiative for it is time consuming and cost intensive.

LSA STRATEGIC PLAN IMPLEMENTATION METRIC

PILLAR I: ENHANCE LEGAL AND POLICY FRAMEWORKS

OBJECTIVE: TO STRENGTHEN THE LAW AND POLICIES OF THE SCOUTING ACTIVITIES IN LIBERIA SO AS TO MEET WOSM STANDARDS AND MITIGATE GAPS WITH OTHER NATIONAL LAWS.

NO.	Interventions	Activities	Expected Output	Time-Frame	Indicator	Means of Verification	Responsible Party
1.1	Revised the 1962 Constitution of Liberia Scout Association (LSA)	Set up a constitutional Review Committee to develop a draft Validate Draft constitution document through stakeholders' consultation for final inputs Endorse final document by consensus through the AGM	LSA Constitution Revised and Endorsed	June-Dec, 2024	Constitution Printed, Published, Distributed and Utilized	Copy of Revised LSA Constitution	NSC-Lead NEC
1.2	Develop and adopt all required policies of LSA in conformity with GSAT	Set up policy draft committee Finalized policies documents and endorse same	Required policies document developed and endorsed	2024-2025	Policies Documents printed, published and utilized	Copies of Required policies	NSC-Lead NEC
1.3	Conduct Nationwide Awareness on the Revised LSA	Plan regional awareness activities Select the key participants/stakeholders	Nationwide Awareness conducted on the	2025-2026	Number of stakeholders knowledgeable,	Reports of the Awareness Activities,	NEC

	Constitution and Adopted Policies	Conduct the awareness activities	constitution and policies		Number of awareness activities conducted	Photos, Attendance	
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PILLAR II: COMMUNICATION, AWARENESS AND SOCIAL MOBILISATION

OBJECTIVE: TO INCREASE PUBLIC SENSITIVITY ON THE ROLE AND IMPORTANCE OF SCOUTING IN LIBERIA AND BUILD A POSITIVE IMAGE ABOUT SCOUTING IN THE SOCIETY.

N0.	Interventions	Activities	Expected Output	Time-Frame	Indicator	Means of Verification	Responsible Party
2.1	Create Social Media Platforms (Facebook, Instagram, YouTube, etc) on LSA Activities	Content creation of said platforms Inform the public about LSA Social Media Platforms through the media	LSA Social media platforms created	June-Dec. 2024	LSA Information are accessed on the various platforms	Visible social media platforms	NEC
2.2	Establishment of a National Headquarters for the LSA	Acquire, furnish and publicize the new Headquarters	LSA National Headquarters Established	2024-2025	Headquarters utilized, LSA services provided from Headquarters	Visible Headquarters	NSC- Lead NEC
2.3	Engagement with communities, schools, churches and mosques to create awareness on the role and	Laise with community leadership, Laise with heads of schools, churches and mosques	Engagement/Awareness exercises conducted	2024-2027	Number of engagements conducted, Number of Schools, communities, churches and	Engagement Reports, Evidence of Scout Unit requests,	NEC

	importance of scouting	Plan engagement/awareness meetings together Execute the awareness as planned			mosques benefited Increased number of youths into scouting	Photos, etc	
2.4	Launch Recruitment and Membership Drive for Scouting	Design membership form Give information to the general public on the application and basic requirement processes Provide other relevant information and ensure feedback mechanisms to the process	Recruitment and Membership Drive Launched	2025-2027	Number of forms designed, Number of applications filed in, Number of people accessing information on scouting	Reports of the Recruitment and Membership Drive	NEC
2.5	Create awareness on Drugs Abuse in Communities	Liaise with the Liberia Drugs Enforcement Agency to build relation Design the Awareness activities and roll it out	Awareness on Drugs Abused Created in Communities	2025-2027	Number of Communities benefited, Number of people gained knowledge, Positive Change in the behaviors of youth	Reports of the Awareness Raising Exercises	NEC

PILLAR III: GOVERNANCE AND MANAGEMENT

OBJECTIVE: TO STRENGTHEN THE ACTIVITIES OF COUNTY SCOUT COUNCILS THROUGH CAPACITY BUILDING, FOSTERING PARTNERSHIP WITH LOCAL ADMINISTRATION AND ESTABLISHING COUNTY OFFICES

NO.	Interventions	Activities	Expected Output	Time-Frame	Indicator	Means of Verification	Responsible Party
3.1	Conduct Baseline Assessment of Scouting in Liberia	Develop and approve assessment tool Roll out the Assessment as planned	Baseline assessment conducted	2024-2025	Number of scouting in Liberia, disaggregated by sex, age and region	Assessment Reports,	NEC
3.2	Conduct Fifteen (15) Local Annual General (AGM) Meetings of County Scout Council (CSC)	Send AGM Circular to CSC Appoint CSC AGM Committee Conduct the AGMs as planned	15 Local AGMs conducted	2024 - 2025	Number of local AGM held, New members of CSC	Reports of the 15 local AGM	NEC
3.3	Conduct 15 induction trainings for CSC Leadership	Develop training manual Conduct the induction trainings	Induction trainings for CSC Leaderships conducted	2024-2025	Number of Induction trainings conducted, Number of Leaders gained knowledge	Reports from trainings	NEC

3.4	Creation of County Scout Council Boards	Request organizations and individuals to serve on the citizens board	County Scout Council Boards created /established	2024-2025	Number of County Boards established, Number of Board members active	Official Lists of the 15 counties scout council boards	NEC
3.5	Conduct Regular and Refresher (TOT) Trainings for County Scout Leaderships	Design training plans Develop the training package Conduct trainings	TOT Trainings for County Scout Leaderships Conducted	2025	Number of TOT conducted, Number of Leaders gained knowledge	Training Reports	NEC
3.6	Negotiate with local authority to secure county offices for County Scout Council	Meet and discuss with the Ministry of Internal Affairs on the possibility of getting office spaces for CSC in every county	15 office spaces are provided for CSCs	2025	Number of offices provided, Negotiations/Agreement reached	Visibility of CSCs offices	

PILLAR IV: RESOURCE MOBILIZATION

OBJECTIVE: TO ENHANCE FUNDING SUPPORT FOR LSA ACTIVITIES AT ALL LEVELS

NO.	Interventions	Activities	Expected Output	Time-Frame	Indicator	Means of Verification	Responsible Party
4.1	Lobby with the Government of Liberia (GOL) for increased Budgetary Allocation for LSA	Arrange meetings with key Gov't functionaries and influential individuals, Hold meetings and discuss the role and importance of scouting and why there needs to be increase budgetary allotment for LSA	Increased Budgetary Allotment for LSA	2024-2025	Number of fruitful meetings held, Budget supports LSA Programs	Approved Budgetary Allotment	NSC-Lead NEC

4.2	Networking and Partnership	Build relations with private sector, international and local partners to provide services	Network and Partnership built between LSA and partners	2024-2027	Number of partnerships built, Number of Networks formed	Partnership Agreements or MOU Developed	NSC-Lead NEC
4.3	Undertake Enterprising Initiatives	Establish the LSA National Scout Shop Engage into vegetables farming and Live stocks production	Enterprising Initiative undertaken	2024-2027	Number of Enterprising initiatives undertaken	Visible Scout shops, Visible farms owned by LSA	NEC

PILLAR V: NATIONAL SCOUT SERVICE PROGRAM

OBJECTIVE: TO INCULCATE THE SPIRIT OF VOLUNTARISM INTO YOUTH AND PRESENT THE LSA AS A SERVICE GIVING ORGANIZATION

NO.	Interventions	Activities	Expected Output	Time-Frame	Indicator	Means of Verification	Responsible Party
5.1	Develop National Scout Service (NSSP) Program Document for LSA	Request for Consultant from WOSM Consultant leads the process in consultation with national stakeholders	National Scout Service Program for LSA Developed	2024-2026	LSA National Service Program endorsed, Launched and	Copies of the LSA National Service Program Document	NSC-Lead NEC
5.1	Roll- out the National Scout Service Program (NSSP)Document at national and county levels	Mandate County Scout Councils to mainstream the (NSSP) document in their operations Request county scout councils to make quarterly reports of the NSSP implementation	National Scout Service Program Document operationalized at national and county levels	2026- 2027	NSSP Utilized at all levels, Impact of NSSP on LSA and communities	Visible copies of NSSP at national and county levels	NEC

Liberia Scout Association (LSA) Strategy Plan Costed Matrix

PILLAR I: ENHANCE LEGAL AND POLICY FRAMEWORKS

OBJECTIVE: TO STRENGTHEN THE LAW AND POLICIES OF THE SCOUTING ACTIVITIES IN LIBERIA SO AS TO MEET WOSM STANDARDS AND MITIGATE GAPS WITH OTHER NATIONAL LAWS.

N0.	Interventions	Activities	Expected Output	Time-Frame	Y-1	Y-2	Y-3	Y-4	Total Cost \$USD
1.1	Revised the 1962 constitution of Liberia Scout Association (LSA)	Set up a constitutional Review Committee to develop a draft Validate Draft constitution document through stakeholders' consultation for final inputs Endorse final document by consensus through the NSC	LSA Constitution Revised and Endorsed	June-Dec, 2024	3,500	-0-	-0-	-0-	3,500.00
1.2	Develop and adopt all required policies of LSA in conformity with GSAT	Set up policy draft committee Finalized policies documents and endorse same	Required policies document developed and endorsed	2024-2025	1,500	-0-	-0-	-0-	1,500.00
1.3	Conduct Nationwide Awareness on the Revised LSA Constitution and Adopted Policies	Plan regional awareness activities Select the key participants/stakeholders Conduct the awareness activities	Nationwide Awareness conducted on the constitution and policies	2025-2026	-0-	1,500	2,000	-0-	3,500.00

Sub-Total	\$8,500.00
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PILLAR II: COMMUNICATION, AWARENESS AND SOCIAL MOBILISATION

OBJECTIVE: TO INCREASE PUBLIC SENSITIVITY ON THE ROLE AND IMPORTANCE OF SCOUTING IN LIBERIA AND BUILD A POSITIVE IMAGE ABOUT SCOUTING IN THE SOCIETY.

N0.	Interventions	Activities	Expected Output	Time-Frame	Y-1	Y-2	Y-3	Y-4	Total Cost USD
2.1	Create Social Media Platforms (Facebook, Instagram, you tube, etc) on LSA Activities	Content creation of said platforms Inform the public about LSA Social Media Platforms through the media	LSA Social media platforms created	June-Dec. 2024	500	-0-	-0-	-0-	500.00
2.2	Establishment of a National Headquarters for the LSA	Acquire, furnish and publicize the new Headquarters	LSA National Headquarters Established	2024-2027	5,000	1,800	1,800	1,800	10,400.00
2.3	Engagement with communities, schools, churches and mosques to create awareness on the role and	Laise with community leadership, Laise with heads of schools, churches and mosques Plan engagement/awareness meetings together	Engagement/Awareness exercises conducted	2024-2027	3,000	4,000	5,000	6,000	18,000.00

	importance of scouting	Execute the awareness as planned							
2.4	Launch Recruitment and Membership Drive for Scouting	Design membership form Give information to the general public on the application and basic requirement processes Provide other relevant information and ensure feedbacks mechanisms to the process	Recruitment and Membership Drive Launched	2025-2027	-0-	25,000	30,000	35,000	90,000.00
2.5	Create awareness on Drugs Abuse in Communities across the country	Liaise with the Liberia Drugs Enforcement Agency to build relation Design the Awareness activities and roll it out	Awareness on Drugs Abused Created in Communities	2025-2027	-0-	12,500	15,000	17,500	45,000.00
Sub-Total									\$163,900.00

PILLAR III: GOVERNANCE AND MANAGEMENT

OBJECTIVE: TO STRENGTHEN THE ACTIVITIES OF COUNTY SCOUT COUNCILS THROUGH CAPACITY BUILDING,
FOSTERING PARTNERSHIP WITH
LOCAL ADMINISTRATION AND ESTABLISHING COUNTY OFFICES

N0.	Interventions	Activities	Expected Output	Time-Frame	Y-1	Y-2	Y-3	Y-4	Total Cost USD
3.1	Conduct Baseline Assessment of Scouting in Liberia	Develop and approve assessment tool Roll out the Assessment as planned	Baseline assessment conducted	2024-2025	1,500	2,000	-0-	-0-	3,500.00
3.2	Conduct Fifteen (15) Local Annual General (AGM) Meetings of County Scout Council (CSC)	Send AGM Circular to CSC Appoint CSC AGM Committee Conduct the AGMs as planned	15 Local AGMs conducted	2024 - 2025	5,000	10,000	-0-	-0-	15,000.00
3.3	Conduct 15 induction trainings for CSC Leadership	Develop training manual Conduct the induction trainings	Induction trainings for CSC Leaderships conducted	2024-2025	2,500	5,000	-0-	-0-	7,500.00

3.4	Creation of County Scout Council Boards	Request organizations and individuals to serve on the citizens board	County Scout Council Boards created /established	2024-2025	500	500	-0-	-0-	1,000.00
3.5	Conduct Regular and Refresher (TOT) Trainings for County Scout Leaderships	Design training plans Develop the training package Conduct trainings	TOT Trainings for County Scout Leaderships Conducted	2025-2027	-0-	15,000	20,000	-0-	35,000.00
3.6	Negotiate with local authority to secure county offices for County Scout Council	Meet and discuss with the Ministry of Internal Affairs on the possibility of getting office spaces for CSC in every county	15 office spaces are provided for CSCs	2025	-0-	9,000	-0-	-0-	9,000.00
Sub -Total									\$71,000

PILLAR IV: RESOURCE MOBILIZATION

OBJECTIVE: TO ENHANCE FUNDING SUPPORT FOR LSA ACTIVITIES AT ALL LEVELS

NO.	Interventions	Activities	Expected Output	Time-Frame	Y-1	Y-2	Y-3	Y-4	Total Cost USD
4.1	Lobby with the Government of Liberia (GOL) for increased Budgetary Allocation for LSA	Arrange meetings with key Gov't functionaries and influential individuals, Hold meetings and discuss the role and importance of scouting and why	Increased Budgetary Allotment for LSA	2024-2025	1,500	2,000	-0-	-0-	3,500.00

		there needs to be increase budgetary allotment for LSA							
4.2	Networking and Partnership	Build relations with private sector, international and local partners to provide services	Network and Partnership built between LSA and partners	2024-2027	500	1,000	1,500	2,000	5,000.00
4.3	Undertake Enterprising Initiatives	Establish the LSA National Scout Shop Engage into vegetables farming and Livestocks production	Enterprising Initiative undertaken	2024-2027	-0-	5,000	10,000	20,000	35,000.00
	Sub-Total								\$43,500.00

PILLAR V: NATIONAL SCOUT SERVICE PROGRAM

OBJECTIVE: TO INCULCATE THE SPIRIT OF VOLUNTARISM INTO YOUTH AND PRESENT THE LSA AS A SERVICE GIVING ORGANIZATION

NO.	Interventions	Activities	Expected Output	Time-Frame	Y-1	Y-2	Y-3	Y-4	Total Cost USD
5.1	Develop National Scout Service (NSSP) Program Document for LSA	Request for Consultant from WOSM Consultant leads the process in consultation with national stakeholders	National Scout Service Program for LSA Developed	2024-2026	-0-	3,500	4,000	-0-	7,500.00
5.1	Roll- out the National Scout Service Program (NSSP) Document at national and county levels	Mandate County Scout Councils to mainstream the (NSSP) document in their operations Request county scout councils to make quarterly reports of the NSSP implementation	National Scout Service Program Document operationalized at national and county levels	2026-2027	-0-	-0-	15,000	20,00	30,000.00
Sub-Total									\$37,500.00

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LSA Strategy Plan Budgetary Analysis:

NO.	PILLAR	AMOUNT (USD)
1	Pillar I: Enhance Legal and Policy Frameworks	\$8,500.00
2	Pillar II: Communication, Awareness and Social Mobilization	\$163,900.00
3	Pillar III: Governance and Management	\$71,000.00
4	Pillar IV: Resource Mobilization	\$43,500.00
5	Pillar V: National Scout Service Program	\$37, 500.00
6		\$324,400.00

	Grand Total (Three Hundred Twenty-Four Thousand Four Hundred United States Dollars)	
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