

TERMS OF REFERENCE

Creative Review and Concept Development of the Symbolic Framework for the National Scout Youth Programme

Reference No.	SAM/IUL/2026/007
Type of call	Expression of Interest / Request for Proposals (SECOND ANNOUNCEMENT)
Contract type	Single assignment, lump sum, milestone-based
Indicative duration	Approximately 10-12 weeks
Endorsing authority	Youth Programme Committee, Scout Association of Maldives

1. Background

The Scout Association of Maldives (SAM) is the National Scout Organisation of the Republic of Maldives and a member of the World Organization of the Scout Movement (WOSM). SAM is renewing its National Scout Youth Programme and is seeking to strengthen the Symbolic Framework as a purposeful element of the Scout Method.

The Youth Programme Committee (YPC) retains authority over the educational proposal, section structure, age ranges, programme pathways, learning objectives, award requirements and other methodological decisions. The present assignment is concerned with the symbolic and experiential layer through which young people encounter, understand and emotionally connect with that programme.

SAM recognises that many current symbols, terms, traditions, colours, ceremonies, identities and visual conventions have developed over time rather than through one deliberate national framework. The Association therefore wishes to undertake an independent creative review before committing to final visual design.

2. Purpose of the Assignment

The purpose of this consultancy is to audit SAM's existing symbolic framework, identify gaps and inconsistencies, research culturally authentic and contemporary Maldivian sources of inspiration, and develop a coherent national Symbolic Framework Blueprint that is relevant, attractive and meaningful to young people in the Maldives.

This assignment is intentionally a concept-development assignment. The consultant is expected to define what the symbolic framework should be, how its elements relate, what they should communicate, and how they should look and feel. The consultant is not required to complete production artwork for every badge, emblem, insignia or uniform item. Final graphic and production design will be commissioned separately after endorsement of the framework.



3. Objectives

1. Create a comprehensive inventory of the existing national and sectional symbolic framework, including both formally prescribed and informally inherited elements.
2. Assess the relevance, coherence, cultural resonance, age-appropriateness, attractiveness and educational usefulness of existing symbolic elements.
3. Identify missing, weak, contradictory or outdated elements and opportunities for stronger continuity across sections.
4. Research Maldivian cultural, historical, linguistic, maritime, environmental, artistic and contemporary youth contexts as sources for a distinctly Maldivian symbolic framework.
5. Develop multiple coherent creative territories and recommend a preferred national symbolic-framework concept that can evolve developmentally across all sections.
6. Conceptualise all major elements of the symbolic framework, including naming, narrative, symbols, colour, form, progression, stories, ceremonies, language, identity, experiential and sensory cues, and the conceptual role of uniform and wearables.
7. Produce sufficient visual direction, sketches, mood boards and illustrative mock-ups for SAM and future designers to understand how the endorsed framework should look and behave.
8. Provide a clear implementation brief that allows the YPC to continue detailed sectional development and enables a subsequent graphic designer to create the final visual assets consistently.

4. Scope and Boundaries

4.1 Fixed educational inputs

The following are supplied by SAM as the educational architecture the symbolic framework must serve. The consultant may identify conflicts or recommend symbolic/naming refinements, but may not alter educational requirements without YPC approval:

- Section structure and age ranges.
- Educational Proposal and developmental objectives.
- Programme pathways and progression structure.
- Badge/award requirements and criteria for achievement.
- Scout Method, Promise and Law requirements and relevant SAM/WOSM policy.

4.2 Elements open to creative review

The following shall be treated as reviewable rather than automatically fixed. The consultant is specifically encouraged to question inherited assumptions and recommend retention, adaptation, replacement or new development where justified:

- Section names, identities and narrative associations.
- Unit and small-team terminology where relevant to the symbolic framework.



- Badge, pathway and award nomenclature, including Peak Award naming and symbolic treatment.
- Section colours, emblems, shapes, iconography and visual relationships.
- Ceremonies, rituals, calls, mottos, symbolic language and transition traditions.
- Uniform and scarf/neckerchief symbolism and the role of wearable identifiers.
- Flags, objects, tokens, totems or other physical symbolic artefacts.
- Existing characters, stories, heroes, environments or imaginative devices.

5. Required Methodology and Stages

Stage 1 - Inception and Symbolic Framework Inventory

- Review SAM programme documents, policies, ceremonies, insignia, uniforms, badge structures and existing sectional practices.
- Create an inventory organised at national, sectional and progression/award level.
- Record the purpose, origin where known, current use and relationship of each symbolic element.
- Agree with YPC the evaluation criteria, consultation method and accelerated work plan.

Stage 2 - Audit, Research and Consultation

- Evaluate the inventory for relevance, coherence, recognisability, age-appropriateness, inclusivity, cultural authenticity and appeal to young people.
- Identify gaps, duplication, disconnected traditions and elements that no longer support the renewed Youth Programme.
- Research both heritage and contemporary Maldives: island and urban life, language, navigation, maritime culture, environment, history, craft, community, folklore, design traditions, youth aspirations and contemporary cultural expression.
- Undertake structured consultation with young people from all sections, adult leaders, relevant experts and stakeholders across Malé and atolls.
- Avoid superficial or touristic use of Maldivian motifs; significant cultural references should be evidence-based and culturally validated.

Stage 3 - Creative Territories

Develop at least three genuinely distinct symbolic-framework territories. Each direction shall demonstrate the overarching concept and how it can evolve across all sections while remaining recognisably part of one national journey. The directions should not be merely different colour palettes or visual treatments of the same idea.

- Overarching theme, story or symbolic logic.
- Section-by-section expression and developmental evolution.
- How transitions between sections are made meaningful and how the nature of the symbolic experience evolves appropriately as young people mature
- Indicative names and terminology in Dhivehi and English where appropriate.

- Proposed symbols, forms, colour families, textures and visual language.
- Approach to progression, badge families and Peak Awards.
- Conceptual treatment of ceremonies, ritual and recognition.
- Conceptual relationship to uniform, scarf/neckerchief, flags and other wearables/artefacts.
- Experiential and sensory character - for example language, sound, movement, texture, objects, spaces or atmosphere where these add meaning.
- Mood boards, sketches and limited illustrative mock-ups sufficient to make the direction tangible.

Stage 4 - Preferred Symbolic Framework Blueprint

Following YPC selection, the consultant shall develop the preferred direction into a complete conceptual system covering the national framework and every youth section. The Blueprint must be sufficiently specific that subsequent programme writers and visual designers can apply it consistently without the original consultant having to design every individual asset.

Dimension	What the consultant should define
Sections	Theme, identity, stories, narrative role, naming and terminology, colours, symbols and transition logic
Progression & badges	Architecture, naming logic, shapes/forms, visual relationships, stage logic and illustrative examples
Peak Awards	Concept, symbolism, naming options, prestige cues and relationship to the overall journey
Ceremony & ritual	Concepts for investiture, advancement, transition, recognition and closure
Uniform & wearables	Conceptual role, visual family, differentiation logic, scarf/neckerchief or wearable-symbol ideas
Experience	Suggested experiential and sensory cues - language, sound, movement, texture, objects, spaces and atmosphere where meaningful

Stage 5 - Validation and Finalisation

- Test the developed concept with representative young people from each section and relevant adult stakeholders.

- Assess cultural resonance, attractiveness, age fit, comprehension, sense of belonging, progression clarity and distinctiveness between sections.
- Refine the framework based on consolidated findings.
- Present the final Blueprint and facilitate a handover workshop with the YPC and the team/designers responsible for implementation.

6. Minimum Symbolic Framework Inventory

At minimum, the consultant shall inventory, assess and provide conceptual direction for the following domains. Additional domains identified through research should be added.

- National programme identity, its relationship to SAM organizational identity and any implications for future review
- Section identities, names, colours, symbols and age-specific narrative devices.
- Unit/team nomenclature and associated symbolism.
- Membership and belonging symbols.
- Progression stages and recognition architecture.
- Core Challenge and other programme badge families.
- Expedition/Pathfinder or equivalent progression symbolism.
- Peak Award names, prestige, symbolism and recognition experience.
- Section transition and advancement symbolism.
- Investiture, opening/closing and recognition ceremonies.
- Youth and adult uniform, scarf/neckerchief and wearable identifiers at concept level
- Flags, totems, tokens, objects, calls, mottos and other physical/verbal symbols.
- Experiential and sensory elements that can make the framework felt in programme delivery.

7. Deliverables

Deliverable	Content	Indicative timing
D1 - Inception & Inventory Framework	Methodology, consultation plan, work plan and inventory structure.	Week 1
D2 - Symbolic Framework Audit & Research Report	Inventory findings, gap analysis, youth/stakeholder insights, cultural research and design opportunities.	Week 4



Deliverable	Content	Indicative timing
D3 - Creative Territories	At least three distinct concepts with full sectional articulation, mood direction and limited illustrative examples.	Week 6
D4 - Draft Symbolic Framework Blueprint	Selected concept fully developed across all framework domains and sections.	Week 9
D5 - Validation & Final Blueprint	Validated and revised final framework, implementation/design brief and handover workshop.	Week 10-12

8. Explicit Exclusions

Unless separately instructed as a variation, this assignment does not include:

- Production artwork for every badge, emblem, insignia or award.
- Final vector drawing of the complete symbolic asset inventory.
- Garment technical drawings, tech packs, size grading, fabric specifications or manufacturing prototypes.
- Mass-production specifications for medals, pins, tokens or merchandise.
- Detailed rewriting of the educational content or badge requirements of the Youth Programme.

Illustrative artwork may be required only where necessary to explain, compare or validate a concept. Such examples establish creative direction; they do not constitute the full production-design package.

9. Institutional Arrangements and Decision Authority

- The consultant reports to the YPC through a nominated SAM focal point.
- YPC retains educational and methodological authority and approves the preferred creative direction.
- SAM will provide programme documents, access to existing symbolic materials, current uniforms/insignia, and support for consultation.
- A small Youth Reference Panel should be used across concept review and validation, not only during initial discovery.
- YPC feedback will be consolidated and normally issued within five working days to preserve the accelerated timeline.



10. Consultant / Team Profile

SAM is seeking strong creative and strategic thinking rather than a supplier whose main strength is production artwork. Previous Scouting or Guiding experience is advantageous but not mandatory. The team should collectively demonstrate:

- Creative strategy, narrative systems, experience design or symbolic/identity systems.
- Qualitative research and participatory co-design with children and young people.
- Maldivian cultural, historical, linguistic and/or contemporary cultural expertise.
- Ability to translate research into coherent multi-level concepts and design principles.
- Strong visual communication skills sufficient to communicate concepts through mood boards, sketches and illustrative mock-ups.
- Ability to understand a non-formal educational brief and work with YPC as the Scouting methodology authority.

11. Proposal Requirements and Evaluation

Technical proposals should include methodology, consultation approach, proposed team, relevant case studies, work plan and examples demonstrating strategic concept development. Evaluation should place particular weight on creative approach, research quality, cultural sensitivity, youth participation, system thinking and ability to deliver within the accelerated schedule. Financial proposals shall be submitted separately as an all-inclusive lump sum.

12. Intellectual Property, Safeguarding and Confidentiality

All concepts, nomenclature, narrative systems, frameworks, sketches, reports and other commissioned outputs shall be assigned to SAM upon payment, subject to applicable law. All third-party materials must be declared. Engagement with young people must comply with SAM Child Protection and WOSM Safe from Harm requirements. Programme documentation, consultation records and member information shall remain confidential.

