European Scout Committee

Regional Scout Plan 2010–2013

Situation Assessment – June 2011

Supporting Growth in Changing Times

Regional Scout Plan 2010–2013 | Situation Assessment – June 2011

Colour Codes

[green box]	Actions accomplished - achieving the KPI through this action
[orange box]	Actions in progress, including thinking, planning and starting
[red box]	No action taken
[purple box]	Actions foreseen

"N" in the centre of a box is a new action/activity not in the original plan

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SO	1	Volunteering	Coordinator: PT, ESC: CL, WSB-ERO: MM, NP

OB	1.1	Create more opportunities for adults to volunteer in Scouting													

		KPI	20 NSOs/NSAs create more opportunities for adults to volunteer	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	1.1.1		Initiate an exchange of best practices amongst NSOs/NSAs on the recruitment of adult volunteers with little or no previous experience of Scouting			N	■	■	■	■					
AC	1.1.2		Establish contact with European Corporate Social Responsibility (CSR) organisations and business networks in order to promote the value of volunteering in Scouting					■	■	■	■	■	■	■	
AC	1.1.3		Encourage NSOs/NSAs to review role descriptions for adult volunteers in Scouting to ensure that the language used is recognisable by potential volunteers						■	■	■	■	■		
AC	1.1.4		Encourage NSOs/NSAs to ensure that training undertaken as an adult volunteer in Scouting is seen as having value outside of Scouting			N			■	■	■	■	■		

OB	1.2	Stimulate the development of legislation that is supportive towards volunteering generally and Scouting in particular													

		KPI	10 NSOs/NSAs develop a strategic approach to influence legislation	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	1.2.1		Initiate an exchange of information on legislation that affects volunteering, both positively and negatively, and Scouting activities in particular			■	■	■	■	■	■	■	■		
AC	1.2.2		Improve the legal and financial conditions for volunteering through the European Year of Volunteering Alliance		■	■	■	■	■						
AC	1.2.3		Improve contact with Members of the European Parliament and the European Commission, to promote Scouting as a key player in volunteering		■	■	■	■	■						
AC	1.2.4		Review existing materials and encourage NSOs/NSAs to strengthen how they promote and encourage volunteering inside and outside of Scouting			■	■	■	■	■	■	■	■	■	■

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SO	1	Volunteering	Coordinator: PT, ESC: CL, WSB-ERO: MM, NP

OB	1.3	Contribute to the European Year of Volunteering 2011												

		KPI	*30 NSOs/NSAs engage in the European Year of Volunteering*	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	1.3.1	Gather and promote practical information about the European Year of Volunteering 2011 through an online toolkit		green	green	green	purple	purple	purple						
AC	1.3.2	Encourage NSOs/NSAs to engage with National Coordinating Bodies (NCBs) in the planning and execution of campaigns and celebrations, and to network with others			orange	purple	purple	purple							
AC	1.3.3	Contribute as an active Member of the European Year of Volunteering Alliance and promote the work of the Alliance to NSOs/NSAs		green	green	orange	purple	purple	purple						
AC	1.3.4	Strengthen links with other Members of the European Year of Volunteering Alliance and assist in securing the legacy of the European Year of Volunteering				orange N				purple	purple				

OB	1.4	Recruit, welcome and retain adult volunteers through effective management of human capital													

		KPI	*30 NSOs/NSAs participate in sessions on volunteer management*	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	1.4.1	Promote the theories and practices associated with the management of adult volunteers in Scouting through training and events				green N	purple	purple	purple	purple	purple	purple	purple	purple	purple
AC	1.4.2	Initiate an exchange of information and knowledge relating to the management of adult volunteers in Scouting through the Scout Library and other platforms		orange N				purple	purple	purple	purple	purple	purple	purple	purple
AC	1.4.3	Encourage NSOs/NSAs to identify what actions are required at local level to sustainably retain adult volunteers in Scouting			orange	orange	purple	purple	purple	purple	purple	purple	purple	purple	purple
AC	1.4.4	Identify tools and approaches that can be used by NSOs/NSAs to ensure diversity in recruitment of adult volunteers in Scouting at local level			orange	orange	purple	purple	purple	purple					

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SO	1	Volunteering	Coordinator: PT, ESC: CL, WSB-ERO: MM, NP

OB	1.5	Focus on the benefits of personal development and the need for self-recognition													
		KPI *15 NSOs/NSAs using and promoting self-recognition tools*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	1.5.1	Provide support and resources to assist NSOs/NSAs in demonstrating the personal value of volunteering in Scouting and the impact it has on society			N	■	■	■	■	■	■	■	■	■
AC	1.5.2	Support the personal development of adult volunteers as well as the self-evaluation and self-recognition of competencies acquired through Scouting			N		■	■	■	■	■	■	■	■
AC	1.5.3	Stimulate the implementation of self-evaluation and self-recognition measures at world, regional and national events			N		■	■	■	■	■	■	■	■
AC	1.5.4	Encourage NSOs/NSAs to understand the concept of Lifelong Learning and factor this in to the design of training systems for adult volunteers in Scouting		G	N	■	■	■	■					

OB	1.6	Promote the recognition of the value of volunteering in Scouting, both internally and externally													
		KPI *20 NSOs/NSAs benefit from information exchanges and projects*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	1.6.1	Initiate an exchange of best practices in internal and external recognition, following research undertaken in connection with the event 'Volunteering in Youth NGOs'			N	■	■	■						
AC	1.6.2	Share results and continue to exchange best practices in internal and external recognition of volunteering through online platforms			N			■	■	■	■	■	■	■
AC	1.6.3	Follow the development of the on-going project on 'Recognition of Learning in Scouting' and share the results with NSOs/NSAs		O	O	■	■	■						

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SO	2	Growth through Quality	Coordinator: HSG, ESC: AD, WSB-ERO: JB, RSc

OB	2.1	Develop projects to identify and tackle quality factors affecting membership growth													

		KPI	*50 NSOs/NSAs using 'Growth through Quality' tools or services*	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	2.1.1	Identify quality standards or frameworks used by NSOs/NSAs in Europe as well as around the world and share the information with NSOs/NSAs				O	P	P	P	P	P	P	P	P	P
AC	2.1.2	Promote the use of the 'Action for Growth' toolkit as well as other tools focussed on ensuring quality, direct to NSOs/NSAs as well as through seminars and events				N		P	P	P	P	P	P	P	P
AC	2.1.3	Encourage NSOs/NSAs to identify appropriate methods for communicating the need for membership growth and how to present this to the public								P	P	P	P		
AC	2.1.4	Actively participate in projects and research activities initiated at world level related to membership growth				O	P	P	P	P	P	P	P	P	P

OB	2.2	Explore the potential of minimum standards in driving quality in adult training systems													

		KPI	*15 NSOs/NSAs involved, using standards and new technologies*	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	2.2.1	Work with interested NSOs/NSAs to establish voluntary quality standards in training for adult volunteers				O	P	P	P	P	P				
AC	2.2.2	Encourage and support interested NSOs/NSAs in the review and renewal of adult training systems				O	P	P	P	P	P	P	P	P	P
AC	2.2.3	Work with selected NSOs/NSAs to compare training provision for adult volunteers in Scouting and publish a report outlining the conclusions and recommendations							P	P	P	P	P	P	P
AC	2.2.4	Support NSOs/NSAs in introducing new technologies and techniques to assist with ensuring the quality of training for adult volunteers				O	P	P	P	P	P				

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SO	2	Growth through Quality	Coordinator: HSG, ESC: AD, WSB-ERO: JB, RSc

OB	2.3	Encourage youth programme review and renewal to improve quality and effectiveness														

		KPI	15 NSOs/NSAs monitor the quality of their youth programme	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	2.3.1		Explore existing quality frameworks and their potential application to ensuring quality in the design and implementation of youth programme				■	■	■	■	■				
AC	2.3.2		Develop an adaptable quality framework to help ensure quality in the design and implementation of youth programme								■	■	■	■	■
AC	2.3.3		Encourage NSOs/NSAs to regularly evaluate and ensure the quality of youth programme delivery at local level, and work with the feedback								■	■	■	■	■
AC	2.3.4		Encourage NSOs/NSAs to identify the most challenging aspects of youth programme delivery and provide support to ensure effective delivery						■	■					
AC	2.3.5		Gather examples of how NSOs/NSAs allow for flexible delivery of youth programme and encourage other NSOs/NSAs to see the benefits of flexible operating			N	■	■							
AC	2.3.6		Discuss with NSOs/NSAs how to ensure that youth programmes tackle current issues affecting young people, or how to respond to events happening around them						■	■	■	■			
AC	2.3.7		Initiate a discussion with NSOs/NSAs on how to use the youth programme as a vehicle for peer recruitment						■	■	■	■			

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SO	2	Growth through Quality	Coordinator: HSG, ESC: AD, WSB-ERO: JB, RSc

OB	2.5	Improve transition processes and rate of retention between age sections													

		KPI *10 NSOs/NSAs improve transition processes between age sections*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	2.5.1	Examine data provided by NSOs/NSAs and identify opportunities for better membership retention of young people moving from one age section to another		▮(orange)	▮(orange)	▮(purple)								
AC	2.5.2	Support NSOs/NSAs in implementing training to assist local managers in improving retention of young people moving from one age section to another				▮(purple)	▮(purple)	▮(purple)	▮(purple)	▮(purple)	▮(purple)	▮(purple)		
AC	2.5.3	Encourage NSOs/NSAs to undertake research with young people who have left Scouting to understand why they left and use this data for future developments				▮(purple)	▮(purple)							
AC	2.5.4	Study the transition processes and rates of retention in competitor and partner organisations as well as in other Regions and make recommendations			▮(orange)	▮(purple)								

OB	2.6	Reduce the number of young people waiting to join Scouting													

		KPI *10 NSOs/NSAs working strategically to reduce numbers waiting*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	2.6.1	Identify more accurately, with NSOs/NSAs, how many young people are waiting to join Scouting and share information on the situation		▮(orange)	▮(orange)									
AC	2.6.2	Initiate an exchange of knowledge between NSOs/NSAs on the management of requests to join Scouting from young people as well as potential adult volunteers			N	▮(purple)	▮(purple)							
AC	2.6.3	Encourage NSOs/NSAs to identify and use innovative recruitment methods to secure adequate adult volunteers to deliver Scouting at local level				▮(purple)	▮(purple)	▮(purple)	▮(purple)	▮(purple)	▮(purple)	▮(purple)		
AC	2.6.4	Assist NSOs/NSAs in developing communications strategies that proactively and constructively deal with the issue of adult volunteer recruitment				▮(purple)	▮(purple)	▮(purple)	▮(purple)					

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SO	3	Embracing Change	Coordinator: TB, ESC: CH, WSB-ERO: OD, MA

OB	3.1	Encourage the monitoring of membership composition and comparison with population data												
		KPI *30 NSOs/NSAs with functional membership management systems*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	3.1.1	Support NSOs/NSAs with the collection and analysis of dynamic membership data in order to inform strategic development					■	■	■	■	■	■	■	
AC	3.1.2	Support NSOs/NSAs in establishing and improving the quality of membership data collection and management of membership management systems					■	■	■	■				
AC	3.1.3	Collate dynamic data from NSOs/NSAs and provide a European analysis on membership evolution, emerging trends and forecasts							■	■	■	■	■	
AC	3.1.4	Assist NSOs/NSAs in their efforts to develop Scouting in areas of the country, where previously the presence and impact of Scouting has been weak				■	■	■	■	■	■	■		

OB	3.2	Develop approaches to include young people and adult volunteers from different backgrounds												
		KPI *15 NSOs/NSAs document and share their approaches*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	3.2.1	Monitor European data about general trends relating to young people and adults from different backgrounds and summarise the findings for NSOs/NSAs			🟧	■	■	■	■	■				
AC	3.2.2	Support NSOs/NSAs in the process of identifying and responding to societal changes and trends that positively impact on the development of Scouting		🟧	🟧	■	■	■	■	■	■	■	■	■
AC	3.2.4	Support NSOs/NSAs in using existing tools on strategic planning, organisational development and external relations, in order to adapt to societal changes		🟧	🟧	■	■	■	■	■	■	■	■	■

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SO	3	Embracing Change	Coordinator: TB, ESC: CH, WSB-ERO: OD, MA

OB	3.3	Explore the impact and potential of communications technologies in Scouting												
		KPI — *25 NSOs/NSAs exploring the issue and sharing best practices*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	3.3.1	With the growth of communications technologies, identify how NSOs/NSAs are using them to become leaner, more flexible and more responsive			🟧	🟪	🟪	🟪						
AC	3.3.2	Identify how NSOs/NSAs are using communications technologies strategically to communicate and engage directly with young people and adult volunteers			🟧	🟪	🟪	🟪						
AC	3.3.3	Initiate a discussion between NSOs/NSAs on the use of communications technologies for management, 'customer' relationships and decision making			🟧	🟪	🟪	🟪						
AC	3.3.4	Support NSOs/NSAs seeking guidance on how to identify communications technologies solutions that are relevant for their needs					🟪	🟪	🟪	🟪	🟪	🟪	🟪	

OB	3.4	Encourage the acquisition, consolidation and protection of adequate resources												
		KPI — *30 NSOs/NSAs taking action to acquire, consolidate and protect*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	3.4.1	Encourage NSOs/NSAs to review their strategic resource requirements, and take action to acquire, consolidate or protect their resources		🟥	🟥	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	
AC	3.4.2	Encourage NSOs/NSAs to mitigate the growth of non-recognised Scout associations by exploring opportunities for collaboration and consolidation		🟥	🟥	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	
AC	3.4.3	Encourage NSOs/NSAs to resolve outstanding legal and financial issues that present a threat to the implementation of strategy and to Scouting		🟥	🟥	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	

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SO	**3**	**Embracing Change**	Coordinator: TB, ESC: CH, WSB-ERO: OD, MA

OB	3.5	**Promote the development and implementation of equality and diversity policies**												

		KPI *20 NSOs/NSAs review, develop or implement policies*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	3.5.1	Support NSOs/NSAs with the review, development and implementation of their equality and diversity policies			🟧	🟪	🟪	🟪	🟪	🟪				
AC	3.5.2	Initiate an exchange of best practices on how to mainstream equality and diversity in the day-to-day operations of NSOs/NSAs			🟧	🟪								
AC	3.5.3	Identify barriers that impede the review, development and implementation of equality and diversity policies and provide guidance to NSOs/NSAs					🟪	🟪	🟪	🟪				
AC	3.5.4	Assist NSOs/NSAs in their efforts to balance their membership composition and maintain cohesion by reaching out to under-represented groups									🟪	🟪		

OB	3.6	**Identify approaches to continually meet the challenge of change**												

		KPI *15 NSOs/NSAs engage in dialogue and action on continuous change*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	3.6.1	Initiate an exchange of ideas amongst NSOs/NSAs on continually adapting to change without sacrificing performance and impact					🟪	🟪	🟪		🟪	🟪		
AC	3.6.2	Encourage NSOs/NSAs to make use of strategic insight from their own young people and adult volunteers as well as from competitor and partner organisations					🟪	🟪	🟪		🟪	🟪		
AC	3.6.3	Provide training for NSOs/NSAs seeking to work with or manage change in difficult circumstances including with limited financial or professional human resources					🟪	🟪	🟪		🟪			
AC	3.6.4	Request NSOs/NSAs to share examples of processes and methods that drive continual positive change in their strategic development			🟥	🟪			🟪	🟪				

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SO	4	Youth Empowerment	Coordinator: PDS, ESC: PV, WSB-ERO: RS, NP

OB	4.1	Provide skills training, supported by mentoring and coaching, to strengthen youth empowerment												
		KPI *10 NSOs/NSAs introduce mentoring and/or coaching*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	4.1.1	Define the educational/management value and promote the theory and practice of mentoring and coaching as meaningful ways to develop intergenerational dialogue				■	■	■	■	■				
AC	4.1.2	Initiate an exchange of best practices amongst NSOs/NSAs on mentoring, including peer mentoring, and coaching as methods to support young people				■	■	■	■	■	■	■		
AC	4.1.3	Design and deliver an eLearning resource for young people involved at institutional level in NSOs/NSAs, with guidance on how to make an impact							■	■	■			
AC	4.1.4	Encourage NSOs/NSAs to exchange information on how they ensure young people are supported to take leading volunteer management roles			🟥				■					

OB	4.2	Empower and support young people to participate in decision making processes that affect them												
		KPI *15 NSOs/NSAs act to implement or improve youth empowerment*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	4.2.1	Promote tools and resources on youth empowerment to NSOs/NSAs and solicit feedback on their relevance and usefulness								■	■			
AC	4.2.2	Support NSOs/NSAs in devising and organising events by young people for young people, through sharing of best practice and publication of support materials		🟩			■			■				
AC	4.2.3	Reinforce the importance of the Scout Method, especially 'Learning by Doing' and the 'Patrol System', in delivering youth empowerment for all age sections								■	■	■	■	■
AC	4.2.4	Encourage NSOs/NSAs to identify life skills education in the youth programme for the last age section and highlight their importance in relation to employability					■	■	■	■				

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SO	4	Youth Empowerment	Coordinator: PDS, ESC: PV, WSB-ERO: RS, NP

OB	4.3	Ensure the presence of youth empowerment measures across all age sections												
		KPI *15 NSOs/NSAs 'screen' their youth programme and share results*	**2010-2011**				**2011-2012**				**2012-2013**			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	4.3.1	Encourage NSOs/NSAs to evaluate their approach to youth empowerment through the youth programme by looking at levels of participation							■	■	■	■	■	■
AC	4.3.2	Initiate an exchange of best practices on how feedback from young people, inside and outside Scouting, is used to influence youth programme design							■	■	■	■	■	■
AC	4.3.3	Provide support to NSOs/NSAs seeking to empower its youth members to engage in decision making outside of Scouting, at local, regional and national levels					■	■	■	■				

OB	4.4	Provide training for young people and adult volunteers in youth empowerment and intergenerational dialogue												
		KPI *10 NSOs/NSAs participate in workshops and maintain interest*	**2010-2011**				**2011-2012**				**2012-2013**			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	4.4.1	Provide support to NSOs/NSAs seeking to introduce the issues of youth empowerment and intergenerational dialogue into the life of their associations				■	■	■	■	■	■	■	■	■
AC	4.4.2	Encourage NSOs/NSAs to promote and champion youth empowerment and intergenerational dialogue at all levels						■	■	■				
AC	4.4.3	Initiate an exchange of best practices on how to implement effective succession planning and knowledge transfer for adult volunteers										■	■	■

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SO	4	Youth Empowerment	Coordinator: PDS, ESC: PV, WSB-ERO: RS, NP

OB	4.5	Encourage and promote the participation and full involvement of young people in constitutional events and organs

		KPI	50% of participants in constitutional events are under 35	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	4.5.1	Initiate an exchange of best practices on how NSOs/NSAs involve young people in their constitutional events and organs						P	P	P	P	P	P	P	P
AC	4.5.2	Identify the role of young people in the preparation, management and leadership of contingents and delegations to international events and conferences						P	P	P	P	P	P	P	P
AC	4.5.3	Encourage NSOs/NSAs to support the participation of young people in regional and world events by providing suitable preparation, incentives and resourcing			R	R	P	P	P	P	P	P	P	P	P
AC	4.5.4	Provide support to NSOs/NSAs seeking to adapt their constitutional events, at all levels, to fully involve young people			R	R	P	P	P	P	P	P	P	P	P

OB	4.6	Develop communications strategies that involve young people as the public face of Scouting

		KPI	10 NSOs/NSAs empowering young people as the public face	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	4.6.1	Further encourage NSOs/NSAs to develop training activities for young spokespeople and involve them in media management						P				P			
AC	4.6.2	Encourage NSOs/NSAs to involve young people in presenting views to the media on issues affecting young people in general and Scouting in particular			R	R			P	P			P	P	
AC	4.6.3	Ensure that young people are involved in the design and implementation of programme activities that have opportunities for positive media engagement				R	P			P				P	P
AC	4.6.4	Support the development of peer-to-peer activities for young people in how to deal with negative and inappropriate stereotypes of Scouting						P	P						

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SO	5	Partnerships with other Regions	Coordinator: SB, ESC: HS, WSB-ERO: AM, NP

OB	5.1	Develop new areas of focus for partnerships between Europe and other Regions													
		KPI *15 NSOs/NSAs in Europe develop new partnerships*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	5.1.1	Encourage NSOs/NSAs to give a new impetus to the Euro-Arab and Europe-Eurasia meetings and establish priority themes relevant to the needs of NSOs/NSAs			N	■	■							■
AC	5.1.2	Encourage NSOs/NSAs to participate in events organised in other Regions, and promote European and national events to NSOs in those other Regions			■	■	■	■	■	■	■	■	■	
AC	5.1.3	In partnership, strengthen cooperation among Europe-Eurasia Scout representatives in relevant organisations and institutions			■	■	■	■	■	■				
AC	5.1.4	Map the partnerships that exist between Europe and Africa, initiate a similar exercise with Eurasia and communicate to NSOs/NSAs		■	■	■	■							

OB	5.2	Establish common projects to support world level priorities													
		KPI *20 NSOs/NSAs engage with common projects or initiatives*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	5.2.1	Encourage NSOs/NSAs to promote existing volunteering programmes between Europe and Africa to the last age section as well as adult volunteers								■	■	■	■	■
AC	5.2.2	Further develop the Europe-Africa 'Unguvu' Project and communicate the impact that the project is having on European NSOs/NSAs	■	■	■	■	■	■						
AC	5.2.3	Encourage NSOs/NSAs to contribute to the life of the North-South Network and use it for developing ideas, networking and exchanging information			■	■	■	■		■	■		■	
AC	5.2.4	Stimulate NSOs/NSAs to promote exchange opportunities for young people from Europe, Eurasia and Arab Scout Regions, in order to enrich the youth programme		■	■	■	■	■	■	■	■	■	■	

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SO	5	Partnerships with other Regions	Coordinator: SB, ESC: HS, WSB-ERO: AM, NP

OB	5.3	Research and provide access to external funding opportunities to encourage cooperation and partnerships													
		KPI *5 NSOs/NSAs benefit from external funding to support partnerships*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	5.3.1	Share information with NSOs/NSAs on external funding opportunities to encourage the development of bilateral and multilateral projects and exchanges			orange	purple	purple	purple	purple	purple	purple	purple	purple	purple
AC	5.3.2	Support NSOs/NSAs with applications to funding bodies and provide guidance on reporting procedures, if successful			orange	purple	purple	purple	purple	purple	purple	purple	purple	purple
AC	5.3.3	Initiate an exchange of best practice between NSOs/NSAs on external funding applications for cooperation and partnerships			orange	purple	purple							

OB	5.4	Offer encouragement on European Citizenship, global issues, solidarity and support													
		KPI *5 NSOs/NSAs offering new solidarity and support in other Regions*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	5.4.1	Encourage NSOs/NSAs to enrich the international dimension of their youth programmes by incorporating European Citizenship and by looking outside Europe			red	purple	purple							
AC	5.4.2	Promote existing resources on globalisation, democracy, migration, environment and conflict and encourage NSOs/NSAs to use or adapt them					purple	purple	purple					
AC	5.4.3	Increase visibility amongst European NSOs/NSAs of Scouting's priorities in other Regions, and how European NSOs/NSAs can engage		red	red			purple	purple			purple	purple	
AC	5.4.4	Identify opportunities for European NSOs/NSAs to provide solidarity and technical support to Scouting in other Regions			orange	purple			purple	purple			purple	purple

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SO	6	Educational Methods	Coordinator: TP, ESC: PV, CL, WSB-ERO: RS, MM

OB	6.1	Offer networking opportunities for leaders working on similar issues at national level

		KPI	50 NSOs/NSAs benefit from networking and other opportunities	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	6.1.1	Design, deliver and evaluate an Educational Methods Forum for people in NSOs/NSAs working in the field of Educational Methods							purple	purple					
AC	6.1.2	Organise and facilitate networking opportunities for people from NSOs/NSAs with similar roles at national level				orange		purple	purple			purple	purple		
AC	6.1.3	Support intra-regional projects in the field of Educational Methods, initiated by NSOs/NSAs with similar needs			green	green		purple	purple	purple	purple	purple	purple	purple	purple
AC	6.1.4	Encourage NSOs/NSAs to look outside Scouting for networking opportunities including with NGOs, business, academic and scientific institutions				N (orange)		purple	purple	purple	purple	purple	purple	purple	purple

OB	6.2	Promote existing materials and tools to support youth programme and adult resources development

		KPI	20 NSOs/NSAs actively using existing materials and tools	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	6.2.1	Map existing materials and tools against the needs and strengths of NSOs/NSAs, identify gaps, and target their promotion		red	red	purple									
AC	6.2.2	Update existing materials and tools, or fill gaps, based on feedback from NSOs/NSAs or expert analysis			orange		purple	purple	purple	purple	purple	purple	purple	purple	
AC	6.2.3	Translate, and share, useful materials and tools into other languages to support their use in settings where understanding of English or French may be limited			N (orange)			purple	purple	purple	purple	purple	purple	purple	
AC	6.2.4	Follow the development of materials and tools being produced by NSOs/NSAs, other Regions and external organisations, and be ready to promote if appropriate		orange	orange	purple	purple	purple	purple	purple	purple	purple	purple	purple	

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SO	6	**Educational Methods**	Coordinator: TP, ESC: PV, CL, WSB-ERO: RS, MM

OB	6.3	**Promote and support the use of eLearning and other technologies**

		KPI	*10 NSOs/NSAs exploring and using eLearning and other technologies*	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	6.3.1		Use eLearning platforms and other technology solutions at European level to showcase the potential for use in adult volunteer training provision			🟥	🟪	🟪	🟪	🟪	🟪	🟪	🟪		
AC	6.3.2		Identify eLearning approaches being used by NSOs/NSAs and the impact that they have on the participation levels in training for adult volunteers					🟪	🟪	🟪	🟪				
AC	6.3.3		Collect and illustrate how various tools and technologies can be used by NSOs/NSAs to assist them in delivery of youth programme and support to adult volunteers								🟪	🟪	🟪		

OB	6.4	**Support initiatives that enhance youth programmes by adding international/European perspectives**

		KPI	*3,400 young people from NSOs/NSAs involved in projects*	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	6.4.1		Develop and promote the European Scout Voluntary Programme, Lands of Adventure framework and the Scouts of the World scheme	🟩	🟩	🟩	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪
AC	6.4.2		Support NSOs/NSAs seeking to review and update the international dimension of their youth programmes		🟩	🟩	🟪	🟪	🟪	🟪	🟪	🟪	🟪		

OB	6.5	**Review the use of WOSMs youth programme and adult resources policies and advise on possible adjustments**

		KPI	*5 NSOs/NSAs contribute their views on the policies*	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	6.5.1		Work with NSOs/NSAs to reflect on the usefulness of WOSMs youth programme and adult resources policies and make recommendations							🟪	🟪	🟪	🟪	🟪	🟪

SO	7	**Organisational Development**	Coordinator: MDB, ESC: AD, CT, WSB-ERO: OD, JB

OB	7.1	**Develop and share an adaptable model for effective organisational development in Scouting**													
		KPI *30 NSOs/NSAs adopt the model and participate in workshops*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	7.1.1	Define and develop the model, communicate it to NSOs/NSAs and review it based on feedback and results of workshops			🟧	🟪			🟪			🟪		
AC	7.1.2	Develop, deliver and evaluate organisational development workshops					🟪	🟪	🟪	🟪	🟪			
AC	7.1.3	Share the definition of the model, examples of best practice, outcomes from the workshops and other relevant materials online									🟪	🟪	🟪	

OB	7.2	**Review available materials relating to organisational development and recommend a subset for use in Scouting**													
		KPI *10 NSOs/NSAs using/sharing organisational development resources*	2010-2011				2011-2012				2012-2013			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	7.2.1	Issue a call to NSOs/NSAs who may have developed their own specific materials on organisational development and share widely		🟧	🟧	🟪								
AC	7.2.2	Review existing materials, identify any gaps and seek to close these during specific tailored support initiatives or sub-regional events		🟧	🟧		🟪	🟪	🟪	🟪	🟪	🟪	🟪	

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SO	7	Organisational Development	Coordinator: MDB, ESC: AD, CT, WSB-ERO: OD, JB

OB	7.3	Monitor and review mechanisms used to deliver support in order to ensure effectiveness and efficiency													
		KPI	*30 NSOs/NSAs provide feedback on effectiveness of support*	**2010-2011**				**2011-2012**				**2012-2013**			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	7.3.1		Review all past and current requests for support, what prompted the request for support, how it was handled and what was the effect on NSOs/NSAs			N									
AC	7.3.2		Work with the European Scout Committee to identify ways to strengthen the involvement of NSOs/NSAs in supporting/collaborating with other NSOs/NSAs												

OB	7.4	Support vision and strategy development, organisation design, management and relationships													
		KPI	*15 NSOs/NSAs accessing organisational development support*	**2010-2011**				**2011-2012**				**2012-2013**			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	7.4.1		Support NSOs/NSAs in developing vision and strategy, organisational design and change management												
AC	7.4.2		Support NSOs/NSAs in understanding the processes involved in developing and managing programmes of work, projects and tasks												
AC	7.4.3		Support NSOs/NSAs with financial planning and financial management												
AC	7.4.4		Support NSOs/NSAs with issues relating to the management of, support for and working relationships with professional staff												

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SO	8	External Relations and Funding	Coordinator: OB, ESC: CH, HS, WSB-ERO: AM, NP

OB	8.1	Provide guidance and support in the area of external relations and funding

		KPI	30 NSOs/NSAs make use of networking opportunities	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	8.1.1		Encourage NSOs/NSAs to participate in the creation and development of National Youth Councils	orange	orange	orange	purple	purple	purple	purple	purple	purple	purple	purple	purple
AC	8.1.2		Ensure networking between NSOs/NSAs in the area of External Relations and Funding, including support for network meetings				purple		purple		purple		purple		purple
AC	8.1.3		Strengthen the existing network of Scouts in relevant positions and ensure the monitoring of issues and trends that could affect NSOs/NSAs						purple		purple		purple		purple
AC	8.1.4		Act as a conduit for the introduction of issues of concern to actors including wider civil society, government, institutions, formal education and the private sector	orange	orange	orange	purple	purple	purple	purple	purple	purple	purple	purple	purple

OB	8.2	Maintain WOSMs presence and contacts with external partners

		KPI	10 NSOs/NSAs contribute to policy discussion and development	2010-2011				2011-2012				2012-2013			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	8.2.1		Cooperate with the European Parliament, European Commission, Economic and Social Committee on relevant topics and hold meetings with Scout representatives	green	green	green	purple	purple	purple	purple	purple	purple	purple	purple	purple
AC	8.2.2		Encourage and convene annual meetings of the 'Big 6' youth organisations in Europe to discuss issues of common interest			orange			purple				purple		
AC	8.2.3		With NSOs/NSAs, review and develop policy positions on issues relevant to the needs of young people including employment, mobility and human rights		red	red	purple	purple	purple	purple	purple	purple	purple	purple	purple
AC	8.2.4		Develop contact with external organisations having consultative status with WOSM, including but not limited to ISGF and WSPU, and share outcomes with NSOs/NSAs		red	red	purple	purple	purple	purple	purple	purple	purple	purple	

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SO	8	**External Relations and Funding**	Coordinator: OB, ESC: CH, HS, WSB-ERO: AM, NP

OB	8.3	**Promote the value of volunteering generally, and in Scouting specifically, to external partners**													
		KPI	*10 NSOs/NSAs seek advice on lobbying techniques*	**2010-2011**				**2011-2012**				**2012-2013**			
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
AC	8.3.1	Lobby with and on behalf of NSOs/NSAs for the necessary legislation through other platforms, including the European Chapter on the Rights of Volunteers	🟩	🟩	🟧	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪
AC	8.3.2	Promote the value of volunteering and participate in consultations on the promotion and validation of non-formal and informal learning	🟩	🟩	🟧	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪	🟪
AC	8.3.3	Support NSOs/NSAs in their efforts to develop their lobbying techniques and encourage them to promote the value of volunteering			🟧	🟪	🟪	🟪						