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Pick 'n Mix 2011

2 – 5 June 2011 (Banská Štiavnica, Slovak Republic)

EVALUATION REPORT

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1. BACKGROUND and OBJECTIVES

The aim of the event was: to contribute to the capacity building of Guiding and Scouting organisations in Europe in the field of organisational development.

The specific objectives were:

- to equip youth leaders with the skills needed to develop and manage youth organisations;
- to address the fundamental management needs of Guiding and Scouting organisations
- to strengthen young leaders' capacities and increase their potential to become decision-makers in their associations;

The structure of the event was built on the basis of the feedbacks received by Guiding and Scouting Associations and on the positive evaluation of previous experiences (i.e. Top10, Pick 'n Mix 2008, The Academy).

The programme aimed at matching more pertinently the current organisational development needs of the Associations represented.

2. THE MODEL of the EVENT

The model

The Pick 'n Mix tried to develop further more the modular model of training events, as previously already experimented at regional level.

Considering the profile of the target group, the fact that leaders are already trained at national level and that they have different expectations, the modular programme aimed at matching the learning needs of a diverse public. The educational offer was made of different modules organized in a way to address different levels of previous knowledge and was delivered in a way that participants could both select beginner and then advanced modules on the same subject or beginner modules on several subjects.

This allowed every participant to participate to the sessions that best suit her/his previous level of training as well as the expectations of the sending Association.

The learning dynamic was divided in 3 main stages:

1. An initial self-assessment of the participant skills and knowledge. A self-assessment system was created and participants were guided by the Team in identifying their own learning path
2. A tailor-made training on fundamental areas of organisational management. Six main learning tracks were identified:
 - Project Management
 - Strategic Planning
 - Funding
 - People Management
 - Image and External Environment
 - Structure and Governance

Within each learning track a series of training sessions was offered (please see details on the programme in Annex 1). Training on key skills, i.e. those skills considered as fundamental per each area of organisational management addressed, were built in all the learning tracks.

The training sessions were targeted on different levels of skills and knowledge, thus allowing the participants to build and follow a progressive learning path throughout the 3 days.

3. An ongoing self-monitoring of the learning achievements (with the support of the Team) and a final evaluation of the seminar.

The self-assessment system

The objectives of the self-assessment system were to:

- to support the participant in understanding and assessing his/her learning needs;
- to guide the participant through the definition of their own programme at the Pick 'n Mix
- to provide the participant with a tool for monitoring and evaluating their learning achievements
- to support the participant in identifying further areas of personal development
- to evaluate the training sessions in terms of delivery methods, content, and level

The initial part of the seminar (first half afternoon) was planned to give participants the time, with the support of the Team members, to choose the most appropriate and efficient learning path on the basis of their learning expectations and skills.



It has to be noted that because of delay in participants' transportation from the capital city to the venue, the time available to participants for the self-assessment exercise had to be reduced.

An appropriate self-assessment tool ("PicknMix2011_Self Assessment tool") was set up and provided to participants. The tool was built up on the basis of the objectives of each training sessions, which also meant that participants were aware of the objectives of all the sessions at the beginning of the seminar; questions were provided to allow participant to self-evaluate their level of knowledge and competences in the specific training areas. A traffic-light evaluation system was used to make the self-evaluation easier and visually straightforward.

The participants were provided with a short description of each session before and during the event. A short glossary was annexed to the tool in order to facilitate the understanding of the terminology used (e.g. definition of stakeholder) and ensure consistency of terminology across the different training sessions delivered.

The structure of the tool was inspired to the "The European Portfolio for youth leaders and youth workers" (more information [here](#)).

More information on the self-assessment system and the documents are available upon request at the Europe Office WAGGGS.

Progressive self-development

The structure of the event was built in order to provide participants the opportunity to follow a learning path tailored to their learning expectations and needs. At the beginning of the seminar participants selected the sessions to attend on the basis of the self-assessment of their skills and competences, and with the guidance of the Team members. During the event, participants were offered with the opportunity of changing the selection of sessions done at the beginning. A very low rate of participants (around 5%) decided to change the initial selection of sessions, thus demonstrating that the initial self-assessment was coherent with their needs. A consistent majority of participants decided to follow full learning tracks thus taking profit of the progressive structure of the training.

Participants were also offered the opportunity to consult the Team members in order to monitor their developments during the activity.

A series of activities were integrated into the programme in order to facilitate the consolidation of the learning achievements; such activities were structured in:

- Structured reflection times (i.e. "individual reflection time" and "monitoring of learning achievements")
- Informal sharing
- Consulting times with the team members (i.e. coaching service)

Participants were also encouraged and guided through the development of ideas for projects where to apply the skills and competences gained. Participants were encouraged to identify those topics addressed during the seminar that could be more relevant for their area of work within the organisation. They were supported in developing ideas and set up an action plan to implement them.

Remarks and evaluation points

50% of participants evaluated the modular structure of the programme and the self-assessment system very useful to support their learning process.

25% of participants evaluated the structure of the programme useful but shared a relevant number of feedbacks and suggestions, such as:

- More information on each session should be provided to help the participants' choice
- The different levels of training per topic should be more connected; some topics could foresee a 'level 3'
- It might be effective to provide less sessions but longer
- Information on the programme should be provided to Associations and participants at a much earlier stage in order to allow for a more coherent selection of participants

The type of event seems to fit very well the training needs and requirements of Guiding/Scouting Associations in Europe, both in terms of tailored learning opportunities and in terms of costs-efficiency. However, considering:

- the level of competences and expectations of participants attending the event which may substantially differ
- the ratio number of participants / number of team members needed to deliver the high number of sessions over a very short timeframe
- the intensity of work required to team members (in terms of number of sessions to prepare and deliver)
- the difficulty to keep the same level of quality of training across the different topics on offer

It might be worthy reconsider the use of this model of event in cases when the event is very short (2 days and a half of programme) and participation figures are relatively low (less than 30 participants).



3. PROGRAMME and METHODS

Programme

The programme of the seminar was defined by the planning team during its meeting in April. The training sessions were identified on the basis of the regional priorities, the feedback received by MOs/NSOs but also the competences and expertises available in the Team.

Please see the Annex 1 for the programme overview.

Over 20 training sessions delivered, the participants overall evaluation rated them as following: 34% very good=objectives achieved, 41% good=objectives partially achieved, 25% not good=objectives not achieved.

Rating by learning track:

	Very good	Good	Not good
Project management	33%	42%	25%
Strategic planning	13%	50%	38%
People management	50%	29%	20%
Funding	13%	52%	35%
Image and external environment	21%	47%	32%
Structure and governance	9%	38%	53%

Topics/areas

The choice of addressing a wide range of topics/areas allowed for a broader insight into organisational management issues, but limited the possibility of addressing more deeply specific priority topics.

Participants were asked to rate the 3 most interesting topics addressed, which were:

- Succession planning
- Retention strategies
- Strategic planning

Participants were also asked to rate the 3 most important topics/areas that should be the focus for future regional events:

- Succession planning
- Recruitment and Retention
- Project management (possibly at a more advanced level)

Organisation management proved to be a crucial training topic for Guiding and Scouting organisation in Europe, and the need to enlarge the impact of such training to a wider number of organisations/individuals was strongly raised.

Materials used during the sessions were shared with participants at the end of the seminar via Dropbox (free file hosting service); 81% of participants used the tool.

The educational materials used during the sessions were expressly produced by the team members on the basis of the specific sessions' plans and objectives.

Social activities

Different social activities were organised during the evenings. Amongst them: a get to know each other/welcome night, an International Dinner, a Slovakian night to discover Guiding and Scouting in Slovakia and the seminar venue (Banská Štiavnica) which was the most appreciated by all participants.

A permanent exhibition area was set up for participants willing to showcase projects, best practices and ideas.

4. PLANNING TEAM

The planning team was composed by Eri Papadopoulou, Denis Vande Putte, Alenka Oblak, Rose-Marie Henny and Paola Cervo.

Tasks were allocated depending on the team members' skills, knowledge and preferences. The planning team met in Brussels for a 2 day meeting (15-16 April 2011). A half day meeting immediately prior to the event was



held at the event venue in order to finalise the details. Before and after the meeting in Brussels, the team worked via email and had regular contacts via Internet.

A [Dropbox](#) (free file hosting service) folder was setup for the team members to share training materials and session plans before the event; this proved to be a very efficient and time saving tool for the team members and expert involved in the project.

The team members evaluated positively their experience of team work. Challenges were encountered in managing the high number of sessions to deliver and in re-adjusting the target of the session to the profile of participants during the training.

For an event with such a structure, it was important to have a physical meeting of the team well before the event.

5. PARTICIPANTS

The event targeted youth leaders (volunteers) and workers (staff) active in Guiding/Scouting Associations throughout Europe, specifically responsible of strategic development. The participation profile requested participants actively involved in their sending Association and able to multiply the results of the seminar through peer education and capacity building at local, regional or national level.

Five months before the event all member organisations received an invitation with a clear profile of participants to be selected. Upon confirmation from the Europe Office, participants received an acceptance letter (pre event letter) with instructions on how to get ready for the event.

21 people from 10 Associations attend the event. Please see the Annex 2 for full list of participants.

6. EVALUATION

The evaluation system

During the evaluation session, participants were asked to evaluate the sessions on the basis of three main criteria:

1. Relevance of the topic (if the topic met the individuals/associations' interest)
2. Target of the session (if the level of the session matched the profile/needs of participants)
3. Choice of the session (if attending the session was the right choice for the participant).

The evaluation system foresaw the involvement of all the actors of the project: participants, team members, experts.

Results of the evaluation

The event generally achieved its aim of developing Guiding and Scouting organisations through the empowerment of their leaders. The training topics were identified on the basis of the feedbacks received and on the basis of the regional operational plan. This was a strength of the event as it provided national Associations with the opportunity to concretely build up on the results of the trainings.

However, it was noted by a relevant number of participants that the level of training sessions provided could have been even higher thus challenging the participation of more experienced and qualified participants.

Venue

The seminar was hosted in a scout house in Banská Štiavnica, a town 3 hour driving far from Bratislava. Accommodation was provided in a nearby hostel.

The venue and logistics well suited the requirements of the programme. Participants appreciated the possibility to discover the scout house and the town.

However, the distance from the main arrival hubs (i.e. Bratislava airport and train/bus stations) and not well timed transportation arrangements provided to participants had a significant impact on the programme and resulted in reduced sessions on arrival and departure day.

For events of 3 days and with such intensive programme it is recommended to identify venue closer to main travelling hubs.

Lessons learnt and recommendations

The event offered to the Regions a good opportunity to develop further the model of modular programmes. However, this model will need to be further adjusted on the basis of the evaluation outputs (e.g. improve the self-assessment tool, better balance of number of sessions towards number of facilitators, more level of



trainings offered under each topic). This model of event proved to be efficient and less time-consuming for national Guiding and Scouting organisations.

For future similar events, it would be worthy taking into consideration the following recommendations:

1. The programme of the event could be outlined at a much earlier stage together with the support of regional volunteers. A provisional programme could be provided together with the invitation normally circulated 5/6 months before the event. This would produce a double side positive effect: it would allow an effective identification of trainers and experts to deliver the training session, and it would allow MOs/NSOs to identify the most suitable participants for the training on offer. Eventually, the self assessment tool (see chapter 2 for details) could also be shared in participants before the event in order to provide them with a longer timeframe to define the learning paths and tailor the training even more on the Associations' needs.
2. Being confirmed the effectiveness of modular training programmes, in order to increase the impact and cost-efficiency of similar events it could be worthy for the Regions to identify and set key planning criteria such as minimum number of participants required and minimum length of the event. A higher number of participants might also be supported by a higher number of team members (trainers and facilitators) in order to provide more opportunities for coaching support during the event.
3. Holding regional events in different parts of Europe does bring a value in terms of richness and diversity of the experience offered to participants and team members. In order to enhance the value it should be encouraged a more active involvement of trainers from the host country into the preparation and delivery of the programme, and not just in the support of logistics for the event. It should also be noted that holding events in central European countries does not automatically encourage a higher participation of Associations from Central/Eastern Europe unless the event planning is not started at an earlier stage and unless specific financial support is available.



Participants and team members at Pick 'n Mix 2011

Pick 'n Mix 2011: programme



	Thursday, 2	Friday, 3	Saturday, 4	Sunday, 5
900-1030	Arrivals	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Assessment of organisational development</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Environmental scanning</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Tasks assignment & delegation</div>	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Strategic planning 1</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Organisational image</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Project management 2</div>	Develop ideas on how to apply learning to YOUR current role
1100-1230	Arrivals	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Succession planning 1</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Financial resources</div>	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Impact assessment</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Change management - organisation</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Recruitment strategies</div>	Evaluation and closing
1230-1245		Individual reflection time	Individual reflection time	
1430-1600	Welcome & Introduction	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Change management - individual</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Project management 1</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Donors' mapping</div>	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Review of organisational structures</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Succession planning 2</div>	Departures
1630-1800	Self-assessment: creating YOUR programme	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Monitoring & evaluation</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Retention strategies</div>	<div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Staff & volunteers</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 100px; display: flex; flex-direction: column; justify-content: center; align-items: center;">Strategic planning 2</div>	Departures
1800-1830		Monitoring of learning achievements	Monitoring of learning achievements	
2030-2200	Welcome night	Free night	Slovakian night	Departures

International dinner

Pick 'n Mix 2011: training sessions structure



SUGGESTED LEARNING TRACKS

PROGRESSIVE SKILLS LEVELS

	PROJECT MANAGEMENT	STRATEGIC PLANNING	PEOPLE MANAGEMENT	FUNDING	IMAGE & EXTERNAL ENVIRONMENT	STRUCTURE & GOVERNANCE
	Environmental scanning	Assessment of organisational development	Tasks assignment & delegation	Environmental scanning	Environmental scanning	Assessment of organisational development
	Project management 1	Strategic planning 1	Succession planning 1	Financial resources	Organisational image	Change management - individual
	Monitoring & evaluation	Change management - individual	Retention strategies	Donors' mapping	Change management - individual	Monitoring & evaluation
	Project management 2	Strategic planning 2	Change management - individual	Monitoring & evaluation	Monitoring & evaluation	Change management - organisational
	Impact assessment	Monitoring & evaluation	Recruitment strategies	Impact assessment	Change management - organisational	Review of organisational structures
		Change management - organisational	Succession planning 2			Staff & volunteers
			Staff & volunteers			

Sessions in green = core sessions for each learning track



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Annex 2

Pick 'n Mix 2011
 Banská Štiavnica (Slovakia), 2 – 5 June 2011

Participants

Country	Name	Last Name
Denmark	Rasmus	Damkjaer-Ohlsen
Denmark	Sebastian	Damkjaer-Ohlsen
Denmark	Margrethe	Gronvold Friis
Denmark	Lise	Neidel
Denmark	Charlotte	Carstensen
Finland	Annukka	Sorjonen
Finland	Arttu Toivo Olavi	Tanner
Finland	Karoliina	Tikka
Finland	Anna	Evila
Finland	Matti	Hirvonen
Finland	Janina Maria	Lindgren
Finland	Erik	Stenberg
Germany	Jost	Lambrecht
Hungary	Reka	Bekesi
Hungary	Marianna	Jakab
Hungary	Gergely	Lakatos
Ireland	Catherine	Noone
Ireland	Amanda	O'sullivan
Ireland	Niamh	Hill
Portugal	Sonia	Sa
Switzerland	Martina	Pfister

