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Creating a Better World

World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout
Всемирная Организация Скаутского Движения
Organización Mundial del Movimiento Scout
المنظمة العالمية للحركة الكشفية

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To:

International Commissioners

And

Principal Contacts of NSOs / NSAs in Europe

17 January 2012

Circular 01/2012

Consultancy Services for NSO / NSAs in Europe

Dear friends,

As part of its endeavour to move from factory to consultancy, the European Regional Committee and the Organisational Development Core Group have now moved from conceptualisation and data collection to targeted delivery and support services. We are pleased to share with you the latest, very simple and user friendly, concept of tailor-made consultancy.

The information collection and analysis of the Needs & Strengths Questionnaire has lead to a number of specific consultancy actions, such as, but not exclusively:

1. Youth Programme Renewal

Support to the elaboration of a new Youth Programme by analysing the needs, setting priorities and presenting a draft programme to the National Leadership for validation.

Facilitation for youth participation and decision-making processes by co-organising relevant workshops and consultations.

2. Training System Renewal

Support NSO / NSA to structure their ideas and make a comprehensive proposal to the National Leadership by analysing the situation, making the diagnosis, setting priorities and deciding about the approach.

Realisation of an advanced training of trainers' programme and provision of training of trainers' modules.

3. Membership Registration and Membership data system

Support to the creation and the management of a membership database; training for membership registration software, analysis and interpretation of the figures.

4. Partnership

Sharing the vision about Euro-Arab Scout collaboration.

Information sharing and networking in partnership issues being through NSO/NSA, local groups and other organisations.

5. Reaching out

Support to the production of a toolkit for Recruiting Adult Volunteers.

If, within your NSO / NSA, you have identified a need for consultancy support, do not hesitate to address your request to the Regional Office, to your Committee Contact or to the relevant Working / Core Group directly. The attached process sheet sets out, for your information, our way of working.

If you have any particular questions relating to Consultancy, please do not hesitate to contact your Committee Contact, a member of the Regional Staff of one of the Core or Working Groups. We are here to serve you in the best possible way.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'D. McKee', with a long horizontal stroke extending to the right.

David McKee
Regional Director

Provision of consultancy in the European Scout Region

1. The concept of tailor-made consultancy

The concept of tailor-made consultancy acknowledges that the NSOs/NSAs in the European Scout Region have diverse needs and strengths. Uniform, standardised support would therefore not be an optimal approach. Instead, the Region should target its support actions to match the specific needs of each association.

This is a more labour-intensive manner to provide support, but it is also more effective. It is therefore worth investing the time and effort to support each association in a tailor-made manner and to follow through with the appropriate next steps.

As a general rule, NSOs/NSAs requesting support will be asked to complete the Needs & Strengths Analysis, if they have not done so before. This document will be used by the Committee Contact, and anyone else involved in providing support, as a basis for determining the most appropriate response to the needs of the NSO/NSA.

2. Multiple ways to identify needs

The need for consultancy can be identified through multiple channels:

An NSO may (1) request support. A support request may be addressed to the regional office, to the Committee Contact or to the relevant Working Group / Core Group directly.

Secondly, (2) also the Region can identity a support need on the basis of the completed Needs and Strengths Analysis questionnaire, or an arising problem situation, or analysis of the development needs, typically following a contact with the NSO.

No matter the channel through which the need has been identified, the coordination of consultancy is done by the Committee Contact. All identified needs should be referred to him/her. The Committee Contact will delegate the request to the appropriate persons and ensure that is acted upon. He manages overlapping requests, timing of actions, and use of resources. The Committee Contact authorises consultancy to the NSO before the actions can be undertaken. In the subsequent execution of the consultancy, the Committee Contact should be cc:ed in all correspondence with the NSO.

3. Multiple forms of support

Consultancy is a very broad approach. It can involve multiple ways of support, e.g.:

- Visit by an expert (who could be regional consultant, or an experienced fellow NSO, or external expert). An expert visit may be a stand-alone visit or may be combined with a visit by the Committee Contact.
- Sending of information, documentation or link.
- Counselling, advice on a particular subject.
- Guidance to funding sources and applications
- Matchmaking between potential partner organisations.
- Participation at a regional event / seminar, if necessary with financial support.

Consultancy can be used to address:

- Specific one-off needs (e.g. need for a particular visit or event support). In this case, the support can be considered done when the action has been carried out.
- A long-term need (programmatic approach). This will require multiple contacts over time, working according to a timeline. The support will be considered done when the development goal has been reached or when all of the agreed actions have been carried out.

Multi-country situations: a support action may involve several countries (e.g. training course for SEE countries). In this case, several committee contacts would be involved. The Committee Contacts will agree which one of them takes the lead role in coordinating the support.

4. Multiple people to deliver consultancy

The actual delivery of the support may be carried out by different actors, depending on whose responsibility the question is or who otherwise is most suitable to carry out the support. The 'consultants' may come from these sources:

1. Consultancy Pool:

It is important to use the expertise available in the Consultancy Pool. The Consultancy Pool is particularly suitable for Expert Visits and following up with NSOs on a particular topic by a Resource Person. Coordinators of each working group or core group will be aware of relevant expertise in the Consultancy Pool from their area of competence.

2. Working Groups / Core Groups:

There is no specific group in charge of delivering the full support package. Instead, all groups are in charge of delivering support in their respective area of competence. However, considering the workload of group members, it is recommendable to use the Consultancy Pool whenever possible.

3. Staff:

Staff members may deliver support in their respective areas of expertise. In particular, the office should manage the sending of information and documentation. Also if no volunteers are available, staff members could be requested to deliver support in the form of visits.

4. Other NSOs:

If another NSO has considerable experience or a best practice in a particular field, the Region may request that NSO to deliver the consultancy to the supported NSO.

Anyone providing any form of tailored support should ensure the relevant staff member (where there is one assigned) is fully involved in the decision making and informed of all initiatives and outcomes, cc on relevant emails would be an example of how this may be achieved.

5. Internal formalities

Consultancy requests are managed with little formality. There is no form to be filled in. Instead, requests and agreements are given by e-mail.

All actors aim to achieve a very short response time back to the NSO (i.e. within days of the request being identified). In the event that there is a delay in identifying the best delivery

method, a holding reply to the NSO should be sent. The Committee Contact should ensure that a reply is sent, and if necessary sends it him/herself.

All requests for support will be tracked the Committee Contact (CC) who should notify the Director of Organisational Development (DOD) of any requests or proposals for support, and should forward the email requesting the support if one exists.

Before committing to visits to the country requesting support, some aspects should be documented by the NSO/NSO or by the CC. In particular the following should be documented; Objectives (SMART) of the support, expected outcomes and impact, how those effects will be measured or evaluated, outline action plan. This data should be sent to the DOD who will retain a copy. This approach should ensure that the purpose of any expenditure is clear and it should also provide a basis for determining the effectiveness of our support initiatives.

Each consultant should provide an update on the consultancy on a regular basis (about once a month); they should send this update to the DOD, the relevant CC and any relevant staff member. The DOD will record this information on the Consultancy database and will report to each meeting of the European Scout Committee about all Consultancy engagements.

6. Budgetary issues

Costs of consultancy are grouped in a separate budget line. The costs of tailored support missions are not to be charged on the budget of a working area / working group, but from this common budget line.

For missions, the Region should preferably pay the flight costs, while the NSO covers the local costs as a form of hospitality. If this would be an obstacle for the NSO, the Region may cover the local costs as well.

7. Reporting

After the delivery of the support, the consultant sends his/her report to (1) Committee Contact (2) Respective coordinator of the group (if applicable) (3) The Director of Organisational Development, Rose-Marie Henny, who centrally collects reports, and publishes them on the appropriate website(s).

The consultant should write a short news-piece to EuroScoutInfo.com, or agree the piece to be written by others. This spreading of information is important in order to encourage others to use the support possibilities. In case of a sensitive situation, the publication of the news-piece can be omitted.