Area of work			Objective	KPI	
Volunteering	**1.1**		Create more opportunities for adults to volunteer in Scouting	20 NSOs/NSAs create more opportunities for adults to volunteer	10
	1.2		Stimulate the development of legislation that is supportive towards volunteering generally and Scouting in particular	10 NSOs/NSAs develop a strategic approach to influence legislation	6 or 7
	1.3		Contribute to the European Year of Volunteering 2011	30 NSOs/NSAs engage in the European Year of Volunteering	20
	1.4		Recruit, welcome and retain adult volunteers through effective management of human capital	30 NSOs/NSAs participate in sessions on volunteer management	25
	1.5		Focus on the benefits of personal development and the need for self-recognition	15 NSOs/NSAs using and promoting self-recognition tools	10
	1.6		Promote the recognition of the value of volunteering in Scouting, both internally and externally	20 NSOs/NSAs benefit from information exchanges and projects	20+
Growth through Quality	**2.1**		Develop projects to identify and tackle quality factors affecting membership growth	50 NSOs/NSAs using 'Growth through Quality' tools or services	25
	2.2		Explore the potential of minimum standards in driving quality in adult training systems	15 NSOs/NSAs involved, using standards and new technologies	10
	2.3		Encourage youth programme review and renewal to improve quality and effectiveness	15 NSOs/NSAs monitor the quality of their youth programme	15+
	2.4		Improve transition processes and rate of retention between age sections	10 NSOs/NSAs improve transition processes between age sections	<5
	2.5		Reduce the number of young people waiting to join Scouting	10 NSOs/NSAs working strategically to reduce numbers waiting	5
Embracing Change	**3.1**		Encourage the monitoring of membership composition and comparison with population data	30 NSOs/NSAs with functional membership management systems	25
	3.2		Develop approaches to include young people and adult volunteers from different backgrounds	15 NSOs/NSAs document and share their approaches	15
	3.3		Explore the impact and potential of communications technologies in Scouting	25 NSOs/NSAs exploring the issue and sharing best practices	25+
	3.4		Encourage the acquisition, consolidation and protection of adequate resources	30 NSOs/NSAs taking action to acquire, consolidate and protect	25
	3.5		Promote the development and implementation of equality and diversity policies	20 NSOs/NSAs review, develop or implement policies	12
	3.6		Identify approaches to continually meet the challenge of change	15 NSOs/NSAs engage in dialogue and action on continuous change	15
Youth Empowerment	**4.1**		Provide skills training, supported by mentoring and coaching, to strengthen youth empowerment	10 NSOs/NSAs introduce mentoring and/or coaching	5+
	4.2		Empower and support young people to participate in decision	15 NSOs/NSAs act to implement or improve youth	10

			making processes that affect them	empowerment	
	4.3	Ensure the presence of youth empowerment measures across all age sections	15 NSOs/NSAs 'screen' their youth programme and share results	?
	4.4	Provide training for young people and adult volunteers in youth empowerment and intergenerational dialogue	10 NSOs/NSAs participate in workshops and maintain interest	10+
	4.5	Encourage and promote the participation and full involvement of young people in constitutional events and organs	50% of participants in constitutional events are under 35	Yes+
	4.6	Develop communications strategies that involve young people as the public face of Scouting	10 NSOs/NSAs empowering young people as the public face	10
Partnerships with other Regions	**5.1**	Develop new areas of focus for partnerships between Europe and other Regions	15 NSOs/NSAs in Europe develop new partnerships	15
	5.2	Establish common projects to support world level priorities	20 NSOs/NSAs engage with common projects or initiatives	10
	5.3	Research and provide access to external funding opportunities to encourage cooperation and partnerships	5 NSOs/NSAs benefit from external funding to support partnerships	5+
	5.4	Offer encouragement on European Citizenship, global issues, solidarity and support	5 NSOs/NSAs offering new solidarity and support in other Regions	5+
Educational Methods	**6.1**	Offer networking opportunities for leaders working on similar issues at national level	50 NSOs/NSAs benefit from networking and other opportunities	50
	6.2	Promote existing materials and tools to support youth programme and adult resources development	20 NSOs/NSAs actively using existing materials and tools	20
	6.3	Promote and support the use of eLearning and other technologies	10 NSOs/NSAs exploring and using eLearning and other technologies	6
	6.4	Support initiatives that enhance youth programmes by adding international/European perspectives	3,400 young people from NSOs/NSAs involved in projects	4000+
	6.5	Review the use of WOSMs youth programme and adult resources policies and advise on possible adjustments	5 NSOs/NSAs contribute their views on the policies	10+
Organisational Development	**7.1**	Develop and share an adaptable model for effective organisational development in Scouting	30 NSOs/NSAs adopt the model and participate in workshops	5?
	7.2	Review available materials relating to organisational development and recommend a subset for use in Scouting	10 NSOs/NSAs using/sharing organisational development resources	8
	7.3	Monitor and review mechanisms used to deliver support in order to ensure effectiveness and efficiency	30 NSOs/NSAs provide feedback on effectiveness of support	30
	7.4	Support vision and strategy development, organisation design, management and relationships	15 NSOs/NSAs accessing organisational development support	15
External	**8.1**	Provide guidance and support in the area of external	30 NSOs/NSAs make use of networking opportunities	20

External Relations and Funding	**8.1**	Provide guidance and support in the area of external relations and funding	30 NSOs/NSAs make use of networking opportunities	20
	8.2	Maintain WOSMs presence and contacts with external partners	10 NSOs/NSAs contribute to policy discussion and development	10+
	8.3	Promote the value of volunteering generally, and in Scouting	10 NSOs/NSAs seek advice on lobbying techniques	6