SCOUTS®
Creating a Better World

European Scout Committee

Regional Scout Plan 2013-2016

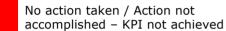## Situation Assessment – June 2014

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Colour Codes

G	Actions accomplished - achieving the KPI through this action
A	Actions in progress, including thinking, planning and starting
R	No action taken / Action not accomplished – KPI not achieved

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1 — Youth Empowerment Strategic Priority		2014				2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1	Provide increasing numbers of youth members with the skills and opportunities to contribute to effective empowerment inside Scouting and in their wider communities, through effective implementation of the 'Scout Method'												
KPI	*2 Articles per month promoting effective youth empowerment in Euroscoutinfo.com*		█	█	█	█	█	█	█	█	█	█	█
AC. 1.1	Update + promote existing tools, resources produced by NSOs and WOSM		█										
Activities:	Sharing "YE success stories diary & tools" on website- success stories from NSOs/NSAs, other regions, other NGOs and tools, internally and externally		█	█	█								
Activities:	Promote WOSM existing materials.		█	█	█								
Objective 2	Review and adapt training for adult volunteers to ensure youth empowerment is sustained as a reality and not just a concept												
KPI	*8 programme reviews/renewals include youth empowerment*												
AC. 2.1	Support NSOs/NSAs in reviewing their adult volunteer training provision in order to better support youth empowerment												
Activities:	Develop and promote a training module on Youth empowerment		A	█	█								
Activities:	Ensure Youth Empowerment is promoted during all events and Global Support interventions delivered by the Region.				█				█				
Objective 3	Ensure that intergenerational dialogue is seen as important to Scouting becoming increasingly youth led												
KPI	*5 NSOs/NSAs making use of the concept paper on Intergenerational dialogue*												
AC. 3.1	Explore and extract conclusions from the trends and cultural aspects concerning young people in Europe												
Activities:	Develop a concept paper and a promotional plan on Intergenerational Dialogue in Scouting							█					
Activities:	Promote the use of the Youth trend atlas			█					█				
Objective 4	Encourage youth programme renewal to better support youth empowerment												

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KPI	**8 programme reviews/renewals include youth empowerment**
AC. 4.1	Support NSOs/NSAs in reviewing youth programme highlighting youth empowerment
Activities:	Promote and update existing WOSM materials on youth empowerment
Activities:	Ensure youth empowerment is promoted during all events and Global Support interventions delivered by the Region
Objective 5	**Involve young people in the design and development of youth programme**
KPI	**20 young people involved in influencing programme design and development at National Level**
AC. 5.1	Encourage and support NSOs to review processes and structures in order to extensively involve and empower young people
Activities:	Plan and deliver a study session based on the input provided by NSOs/NSAs and ensure it's outcomes are utilised at the national level
Activities:	Promote and use the Youth trend atlas
Activities:	Disseminate the outcomes and benefits of youth-led events
Activities:	Be involved in the on-going processes at the World level, ensuring that events and initiatives are adapted to young people and truly youth-led
AC. 5.2	Reinforce cooperation with the external public: other NGOs, Academia, world level WOSM, etc.
Activities:	Participate in the EU Structured Dialogue in the Youth Field — **A**
Activities:	Understand how methods applied in other partner and competitor organisations can be replicated in NSOs in order to effectively support youth empowerment.
Activities:	Assure input from external organisations whenever relevant to events run by the Region.
Activities:	Disseminate the outcomes of the WSEC among European NSOs.
Activities:	Ensure alignment and input from NSOs to world priorities.

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Objective 6	**Make better use of technology, including social media, as a means to engage and empower young people in Scouting and in matters that affect young people more generally**														
KPI	**150,000 hits on social media pages related to youth empowerment**														
AC. 6.1	Promote social media and modern technology as potential tools for youth empowerment.														
Activities:	Share tools developed by NSOs/NSAs to further develop national inspirational material for Youth Empowerment facilitated by modern technologies.														
AC. 6.2	Showcase youth participation via social media at Regional events.														
Activities:	Actively engage young people in different phases of planning of regional events through online participation.														
Objective 7	**Demonstrate that young people, with support and encouragement, can and should continue to be empowered to contribute their knowledge and skills, inside and outside of Scouting.**														
KPI	**10 NSOs/NSAs benefiting from the communication tools developed on "Youth-led Scouting in Europe"**														
AC. 7.1	Promote the value of youth participation within and outside Scouting through real experiences of NSOs														
Activities:	Develop communication tools for NSOs on "Youth-led Scouting in Europe".														
Activities:	Support the planning of the "Young Spokesperson Training" event.	A													

2	**Diversity and Inclusion Strategic Priority**		2014				2015				2016				
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4
Objective 1	**Provide opportunities to network on specific issues of importance to NSOs and NSAs including our fundamental principles, understanding of spiritual development and relationships with established faiths**														
KPI	**10 NSOs/NSAs have improved their Scout programme by strengthening the spiritual development aspect**														

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AC. 1.1	Understand the need for and strengthen spiritual development in the programme of European NSOs/NSAs																	
Activities:	Prepare guidelines on spiritual development in Scout programmes taking into account also the overall significance for the youth programme									▓	▓	░	░					
Activities:	Participation to the Inter-religious Dialogue Event in Vienna	A																
Activities:	Deliver workshops/training on subject related to spiritual development										░							
AC. 1.2	Assist NSOs/NSAs on how to promote Scouting to different faiths																	
Activities:	Gather best practices on how to promote Scouting to different faiths							░										
Activities:	Make use of the consultant database and pool in order to match NSOs/NSAs that have a need related to the area of spiritual development with NSOs/NSAs that have knowledge and can support						░	░		░	░	░						
AC. 1.3	Exchange ideas and best practices on issues related to spiritual development and build a spirit of cooperation and mutual respect of ideas and beliefs																	
Activities:	Prepare a inter-religious and spirituality workshop where best practices and exchange of ideas can take place				░					░	░							
Objective 2	**Enhance diversification of memberships of NSOs and NSAs**																	
KPI	***Action plan to gain diversified membership is developed for national strategic planning and used by 8 NSOs / NSAs***																	
AC. 2.1	Learn from the other youth organisations who have diversified their memberships																	
Activities:	Gather and analyse the strategy of youth organisations, including Scouting, regarding diversified memberships						░	░	░	░								
Activities:	Make use of strategic insight from competitor and partner organisations and within Scouting to propose potential action plans to enhance the diversification of membership for NSOs/NSAs	A		░	░	░	░	░	░									
AC. 2.2	Understand diversified memberships																	
Activities:	Review guidelines on "Managing Diversity"											░	░					
Activities:	Promote through rewarding stories the value of diversity (Benefits)	░																░

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Objective 3	**Ensure that membership better reflects social trends and the composition of the communities in which we live, and that there are tools to measure progress.**																						
KPI	**5 NSOs/NSAs to develop action plans on how to manage membership data and implement effective "reaching out" actions**																						
AC. 3.1	Support NSOs/NSAs in establishing and improving the quality of membership data collection and management of membership management systems																						
Activities:	ICT roundtable	A																					
AC. 3.2	Assist NSOs/NSAs in their efforts to develop Scouting in areas where previously the presence and impact of Scouting has been weak																						
Activities:	Assist NSOS/NSAs in evaluating and taking actions of the mapped and collected membership data - to be identified and defined with ODCG																						
Activities:	Assist NSOs/NSAs in strategic planning in order to adapt to societal changes (global support), through/in cooperation with organisational development and external relations																						
Objective 4	**Enhance skills and confidence of leadership of NSOs and NSAs to recognise the value of diversity and how it is intrinsic to Scouting's mission.**																						
KPI	**15 NSOs/NSAs improved their awareness and strategies on Diversity and Inclusion issues**																						
AC 4.1	Pool of consultants on Diversity & Inclusion operates effectively																						
Activities	Create a pool of consultants on Diversity & Inclusion	A																					
Activities	Provide an induction course on Diversity & Inclusion for consultancy services provision (e-learning module Consultation Skills)	A																					
Activities	Provide training in Diversity & Inclusion and Strategic Planning for pool of consultants	A																					
Activities	Ensure exchange and collection of best practices among consultants and partners	A	A																				
Activities	Create E-learning module on Diversity & Inclusion for NSOs/NSAs and local groups - depending on funding																						

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Activities	Provide regular information on euroscoutinfo and other channels	A	A
AC 4.2	Create and maintain the Reference documents library		
Activities	Collect & exchange of best practises among NSOs/NSAs and local groups		
Activities	Collect and summarise the external best practices and documents		
Activities	Share best practices guidelines for NSOs /NSAs		
Activities	Provide material for NSOs/NSAs for dissemination at regional + local level		
AC 4.3	Annual training for NSOs/NSAs on diversity & inclusion		
Activities	Provide training on how to involve young people from excluded groups		
Activities	Follow-up on the actions undertaken and share		
Activities:	Make a toolbox for the excluded groups		
Activities	Provide specific training for NSOs/NSAs (Roma, LGBT, young offenders, ..)		
Activities	Provide technical support for local projects (design, application, other)		
AC 4.4	Partnership Events to promote diversity and intercultural understanding with neighbouring countries (annual basis)		
AC 4.5	Support and encourage diversity projects between different Regions (e.g. Euro Africa Unguvu project)		
Objective 5	**Reach 'difficult to reach' communities in rural and urban settings**		
KPI	***8 NSOs/NSAs develop and implement policy paper on Diversity & Inclusion***		
AC 5.1	**Demonstrate to community leaders that Scouting is open to all**		
Activities:	Encourage NSOs/NSAs to share positive stories of how Scouting impacts their communities	A	A
Activities:	Encourage NSOs/NSAs to engage with their communities in providing a positive impact		
AC. 5.2	**Ensure that Scouting is accessible to all, regardless of socio-economic background.**		
Activities:	Develop a Diversity and Inclusion policy paper for the European Region		
Activities:	Assist in reviewing, developing and implementing equality and diversity policies of NSOs/NSAs	A	A

Activities:	Identify the main barriers that do not allow implementation of the policy on Diversity & Inclusion													
Activities:	Exchange best practices on how you can overcome such barriers													

Objective 6	**Improve gender balance in youth membership, adult volunteer leadership roles and in the governance of Scouting at all levels.**													
KPI	***10 NSOs/NSAs improved in an active and conscious way gender balance in leadership positions compared towards the current status of these positions within the NSO/NSA.***													
AC 6.1	Understand needs of NSOs/NSAs in the field of improving gender balance													
Activities:	Support and encourage best practice projects between NSO/NSAs within the Region													
Activities:	Support proposed and on-going projects with related theme.													
AC. 6.2	Identify main barriers that retain an unequal gender balance													
Activities:	A joint study between objective 2 and objective 6 with two dimensions: an external and an internal focus.													
Activities:	Include consultants in the work with the study													
Activities:	Publish study including best practice guidelines													

3	**Educational Methods Core Group**	2014				2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1	**Support an integrated approach to the recruitment, training, support, personal development, recognition and management of volunteers.**												
KPI	**15 NSOs have engaged in supporting volunteers**												
AC. 1.1	Stimulating and supporting targeted networks of people who at the national level are involved in the area of management and training of adult volunteers, providing the opportunity to rethink and challenge the ways to support this area												

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Ref	Description		Timeline
Activities:	Planning and delivering the Training Commissioners' Network Meeting and the Educational Methods Forum.	A A	
Activities:	Developing and promoting the adoption of an online platform to enhance communication and knowledge transfer with/within NSOs	A A	
AC. 1.2	Encouraging mutually beneficial collaboration with internal and external audiences/ organisations (i.e. NGOs; Academia; within WOSM) in the area of recruitment, training, support, personal development, recognition and management of volunteers		
Activities:	Understanding how methods and resources applied in other partner and competitor organisations can ensure an integrated approach of recruitment, training, support, personal development, recognition and management of volunteers		
Activities:	Conducting a benchmark study on recruitment, training, support, personal development, recognition and management of volunteers	A	
Activities:	Ensuring input from external organisations whenever relevant to events run by the Region		
Activities:	Disseminating the outcomes of the WSEC among European NSOs	A	
Activities:	Ensuring synergies and input from NSOs to world priorities		
AC. 1.3	Maintaining and selectively strengthening research in what concerns the management of volunteers		
Activities:	Increasing accessibility to innovative ground-breaking resources developed within WOSM		
Activities:	Sharing resources and best practices among European NSOs in the area of Management of Volunteers (MOVIS)		
Activities:	Exploring activities/tools that further develop and promote the use of mentoring and coaching practices in Scouting		
AC. 1.4	Adopting E-Learning as a complementary method of delivering training to Adult Volunteers		
Activities:	Developing and promoting the use of an online training platform	A	
Activities:	Developing online training modules in relevant subjects for European NSOs		
Activities:	Supporting NSOs in the implementation of E-Learning and development of content for online training		
AC. 1.5	Advocating and supporting the development of frameworks for the recognition of training and competencies acquired in/through Scouting		

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Activities:	Enhancing the collaboration with external formal and non-formal education organisations dealing with the internal and external recognition of competencies and training		▦				▦										
AC. 1.6	Addressing common challenges and needs by ensuring support to intra-regional projects and networks																
Activities:	Improving needs-based service delivery to NSOs, e.g. in Central and Southeast Europe or in specialists networks			▦			▦	▦									
AC. 1.7	Promoting the development of child protection processes and practices among European NSOs																
Activities:	Supporting the promotion and implementation of the outcomes of Safe from Harm project at national level		A	▦	▦												
Activities:	Developing training content on the topic of Safe from Harm	A	A	▦													
Objective 2	**Improve our co-educational youth programme provision to ensure that it meets the needs of girls and boys, young women and young men, together and separately.**																
KPI	*22 NSOs/NSAs supported in reviewing their gender elements of their youth programme*																
AC. 2.1	Support networks of people involved at national level in the area of programme provision, providing the opportunity to rethink and challenge the ways to support coeducational youth programme																
Activities:	Support the planning and delivery of regional events in the area of youth programme (i.e. RoverWay, Rover/Venture networks)		▦											▦			
Activities:	Translate relevant materials and tools for the other 2 age sections (Ventures/Rovers)				▦												
Activities:	Deliver targeted support to NSOs/NSAs in need	A	A	▦	▦	▦	▦	▦	▦	▦	▦		▦				▦
AC. 2.2	Support and promote initiatives that enhance youth programmes by adding international/European perspectives.																
Activities:	Reassess Lands of Adventure, European Scout Voluntary Programme and Rovernet.eu			▦													
Activities:	Promote Scouts of the World programme, Joti-Jota, World Environmental Programme				▦		▦			▦							
AC. 2.3	Support NSOs/NSAs in delivering a high quality youth programme, having the needs of girls and boys, young women and young men taken into account.																

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Activities:	Map co-educational practices in NSOs/NSAs with a survey and self-assessment tool			░	░	░	░	░	░				
Activities:	Translate, publish and/or promote existing materials on coeducation			░	░								
Activities:	Identify doctoral research topics which could be undertaken independently by a number universities on the topic of coeducation.			░	░	░	░						
Objective 3	**Continue to analyse membership and other demographic data to identify specific issues of concern to all age sections.**												
KPI	***20 NSOs/NSAs supported in analysing their membership data related to youth programme***												
AC. 3.1	Report on the findings of the analysis of the membership and other demographic data and develop recommendations based on them and their meaning to youth programme												
Activities:	Identify fields from the membership systems which can enable NSOs to improve youth programme design and delivery for all age sections.	░	░	░	░								
Activities:	Map trends and challenges, publish the findings				░	░							
Activities:	Support NSOs/NSAs to review, plan, develop and implement a youth programme without the weaknesses identified by the membership and other demographic data used and concern the age sections.								░	░	░	░	

4	**Organisational Development Core Group**	2014				2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1	**Improve structures and relevant processes to support effective delivery of Scouting**												
KPI	***9 successful engagements turning strategy into action***												
AC. 1.1	Support NSOs/NSAs in setting priorities based on their needs												
Activities:	Have a designated person work with an NSO that seems to need help to assist them to prioritise and to take on the most effective initiatives	A	A	░	░	░	░	░	░	░	░	░	░
AC. 1.2	Support strategic planning of NSOs/NSAs												
Activities:	Following the actions of NSOs/NSAs regarding their strategic planning, NSOs/NSAs will be assisted with the preparation, the planning and implementation of the plan												

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Category	Description
AC. 1.3	Develop, deliver and evaluate organisational development workshops
Activities:	Prepare workshops on organisational design
Activities:	Prepare workshops on change management
Activities:	Prepare and deliver session at the Academy
Objective 2	**Continue to contribute to and benefit from Global Support by providing consultancy.**
KPI	*90% of effective requests received turned into engagements within 3 months*
AC. 2.1	Finalisation of Global support assessment tool
Activities:	Assess 3 NSOs with the new assessment tool
Activities:	Analyse results of the assessment tool and suggest follow up
Activities:	Provide feedback regarding use of the tool
Activities:	Gather annual feedback from NSOs assessed.
AC. 2.2	Promote Global Support
Activities:	Prepare communication pack for NSOs/NSAs
Activities:	Promote Global Support at the Academy
Activities:	Assist NSOs/NSAs in mapping membership data
Activities:	Publish articles in euroscoutinfo
AC. 2.3	Evaluation and sharing of Global support provided
Activities:	Progress tracking system and reporting including NSOs / NSAS feedbacks
Activities:	Collect and publish best practices and outcomes
Objective 3	**Continue to innovate in how we make better use of our internal communications in NSOs/NSAs and across the Region.**
KPI	*75% of requests/engagements showing a status no older than one month*
AC. 3.1	GS database / Software management
Activities:	Create software for GS management (online)
Activities:	Capture details of GS requests (report)
Activities:	Consolidate GS information for each NSO / NSA
Activities:	Online reporting system

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AC. 3.2	Management of the consultancy pool																				
Activities:	Establish database of volunteers (profile, competences, availability, etc.)		A																		
Activities:	Induction course for volunteers on regional level to provide GS																				
Activities:	Consultancy skills e-learning module																				
Objective 4	**Ensured that better opportunities for leadership and management training are provided and improved, both for volunteers and professionals in Scouting.**																				
KPI	***75% of volunteers at Regional level have completed an assessment and identified their learning needs*** ***15 NSOs/NSAs engaged in management training supported by the Region***																				
AC. 4.1	Ensuring better opportunities for leadership and management training, both for volunteers and professional staff in Scouting.																				
Activities:	Developing of training curricula and online training modules on leadership and management																				
Activities:	Establish learning needs of volunteers & professionals at Regional Level																				
Activities:	Exploring collaboration with other organisations focused on leadership and management training																				
Activities:	Supporting NSOs and European Scout Centres in the delivery of leadership and management training																				
Activities:	Promote leadership and management training in WOSM events																				
Activities:	Organising a training event on Leadership and Management targeting NSOs/NSAs																				
Objective 5	**Shape an effective partnership with the WAGGGS Europe Region that contributes to the achievement of strategic results for both NSOs and the Region.**																				
KPI	***Effective MoU in place governing the delivery of the activities in partnership***																				
AC. 5.1	Ensure better collaboration between WAGGGS and WOSM at European level																				
Activities:	Formulate the MoU		A																		
Activities:	Agree on the guidelines for the activities		A																		
Activities:	Decide on the events to be undertaken		A																		

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Activities:	Issue the notification of events	A
AC. 5.2	Make use of opportunities as they arise to intensify collaboration on a range of topics	
Activities:	Identify the topics and actions	

5	External Relations & Funding Core Group	2014				2015				2016			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Objective 1	Develop and contribute to advocacy actions designed to ensure that the rights of young people and the needs of Scouting in particular are well understood by European institutions and other partners when formulating public policies.												
KPI	*15 NSOs/NSAs to develop and implement policy papers on youth rights, non-formal education, social inclusion, employability, mobility*												
AC. 1.1	Develop policy positions on youth rights, child protection, non-formal education, social inclusion, employability, mobility and on Scouting's vision on Youth Empowerment in Society.		A										
AC. 1.2	Advocate for our positions on youth rights, non-formal education, social inclusion, employability, mobility, child protection in the various platforms, institutions and external partners												
Activities:	Actively participate and contribute to the European Youth Forum, especially to support the advocacy for the interest of youth organisations in Europe	A	A										
Activities:	WOSM taking the leadership on youth rights advocacy in the Council of Europe												
AC. 1.3	Support and encourage NSOs/NSAs to produce evidence of the impact of Scouting in youth participation and active citizenship, promote the results and communicate it to decision-makers												
Activities:	Perform a research among NSOs/NSAs and publish the results of the study	A	A										

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		Timeline
AC. 1.4	Promote policies adopted at European level to the National level and ensure that NSOs/NSAs have the capacity to effectively advocate for them at National level.	
Activities:	Training in decision-making and in advocacy (make NSOs aware of how decisions are taken at the different levels in the field of youth and in the field of regulation concerning Scouting)	(blue cells)
Objective 2	**Collaborate effectively and benefit from close relations with European Institutions, partners (internal and external) and other youth organisations**	
KPI	***15 NSOs/NSAs to use the contacts of the Region to enrich and strengthen their partnerships and relations***	
AC. 2.1	Maintain involvement and representation of Scouting in all relevant processes of European Parliament, European Commission, Economic and Social Committee, Council of Europe etc.	
Activities:	Establish a nominal list of those with whom the Region has relations and use this to promote such relations at National level.	(blue cells)
AC. 2.2	Encourage and convene meeting/seminar with the 'Big 6' youth organisations in Europe to discuss issues of common interest (diversity and inclusion, youth empowerment, volunteering)	
Activities:	Encourage and convene annual meetings of the 'Big 6' youth organisations in Europe to discuss issues of common interest	**A** (orange), (blue cells)
Objective 3	**Contribute to an improved image of Scouting amongst external stakeholders and interested parties.**	
KPI	***20 NSOs/NSAs have assessed that their image in the outside world has improved by increased funding, membership and impact***	
AC. 3.1	Support NSOs to strengthen their position in civil society	
AC. 3.2	Encourage NSOs/NSAs to participate in the creation and development of National Youth Councils	**x** (orange)
AC. 3.3	Ensure networking between NSOs/NSAs in the area of External Relations and Funding, including support for network meetings	(blue cells)
AC. 3.4	Promote recognition of the value of Scouting: volunteering in Scouting, outcomes of non-formal education in Scouting, Scouting as a force for social inclusion of young people	

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AC. 3.5	Develop a Pilot Project, in partnership with youth organisations to create a tool-kit to improve social inclusion and diversification of membership in youth organisations														
AC. 3.6	Collect, share and publish best practices in advocacy from NSOs/NSAs on the topic of recognition of volunteering and skills, child protection, legal environment for Scout activities.		A												
Objective 4	**Actively sought to engage with the private sector to promote Scouting as an effective pathway to delivering on Corporate Social Responsibility commitments.**														
KPI	*8 NSOs/NSAs have engaged in projects of Corporate Social Responsibility supported by the Region*														
AC. 4.1	Support NSOs/NSAs in targeting their fundraising strategies towards Corporate Social Responsibility and private sector donors														
Activities:	Develop a strategy towards Corporate Social Responsibility														
Activities:	Trainings/networking activities for NSOs/NSAs on Corporate Social Responsibility with the participation of private sector representatives	A													
AC. 4.2	Support NSOs/NSAs in promoting already developed tools for recognition of skills acquired through Scouting at National level and can be used within the private sector														
Activities:	Collect and map tools for recognition of skills acquired through Scouting at National level and can be used within the private sector														
Activities:	Promote tools for recognition of skills among NSOs/NSAs														
Objective 5	**Support NSOs and NSAs to strengthen their external funding capacities**														
KPI	*20 NSOs/NSAs supported in funding opportunities/applications*														
AC. 5.1	Advocate for removing of administrative and bureaucratic burdens to Scouting and to other voluntary activities														
Activities:	Information on Erasmus + through a simple and accessible Programme Guide. Other programmes are made more accessible.														
AC. 5.2	Encourage and support NSOs/NSAs to apply for other European funding programmes and/or funding from sources outside Erasmus +														
Activities:	Promote the existing programmes to the NSOs/NSAs and facilitate their participation through organising working meeting where applications to such programmes are studied and completed.														

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