



**Thinking together -
Reflecting for the future**

Discussion Document



SCOUTS[®]
Creating a Better World

Content

Content	page 2
How to use the Discussion Document	page 3
Questions for your Association to consider	page 3
What next?	page 3
Context	page 5
Previous Regional Scout Plans.....	page 5
The Regional Scout Plan 2013-2016 – Developing Scouting, Supporting Growth	page 5
Measuring Performance	page 5
Increased Transparency and Improved Communications.....	page 5
The Regional Scout Plan, Strategy for Scouting and Vision 2023	page 6
Collaborative approach in building the Regional Scout Plan	page 6
Themes for the next Regional Scout Plan	page 7
Maintaining Momentum and Continuity	page 7
Region’s Work Based on Needs	page 8
Our Partnership with others	page 9
Future of the Partnership Fund	page 10
Our Ways of Working	page 11
Open Call	page 11
Priority Project Groups	page 11
Core Groups	page 11
Consultancy Pool	page 12
Regional Groups in Alignment with the WSC Workstream	page 12
Length of the next Regional Scout Plan	page 13
External factors affecting the Regional Scout Plan	page 14
References	page 15
Annex: Ways of Working in the European Scout Region	page 16

How to use the Discussion Paper

The European Scout Committee would like to enlist the active participation of all associations in contributing to the development of the next Regional Scout Plan.

We would like to suggest several simple questions for each National Board or equivalent committee to consider.

Questions For your association to consider

- What are the three topics that your association would like to see included in the next Regional Scout Plan and why?
- Are there any topics that you think should be left out of the next Regional Scout Plan, perhaps because you think they are not a priority?
- The Region adopted a list of working principles, adapted from past approaches. Please name which ways of working you have appreciated most? For example; seminars, events, tailored/global support, etc.

To assist you with this question, we will be writing to you in advance of the Symposium with some additional information about the various services and support that your association has had from the European Scout Region over the last few years. We recognise that many people will not be fully aware of the support that their association has received over the years.

- Are there any of these ways of working that you consider are not as effective as they should be and should be dropped or adapted?
- Are there themes or areas of expertise in the work of your association that you think would be useful to share wider with other associations in Europe?

Taking into account the above questions, please consult widely with your National Board, your national commissioners, those volunteers from your association who may be involved with the work of the Region and those not involved in the work of the Region to gather as wide a range of views as possible.

Give some thought to the scope and relevance of the work that could be developed at Regional level and be prepared to contribute to the discussions.

What next?

You will be pleased to learn that we're not asking for you to write back to us with your thoughts! Rather, we would like you to use this document to stimulate discussion in your association about the future shape of Scouting in Europe.

Most importantly, please note the dates of the European Scout Symposium. The event will run from 4-6 December 2015 in Skopje, Former Yugoslav Republic of Macedonia. We are seeking to involve the key decision makers from as many associations as possible in this important meeting and seek your support in appointing the best representatives.

Finally, please consider your representation at the 22nd European Scout Conference. Begin the preparations now, if you have not already done so. Carefully select your delegation and brief them well so that they can accurately reflect the thinking of your association. Ensure also where possible a continuity between your NSO/NSA delegation at the Symposium in Skopje and the one at the European Scout Conference in Norway. As part of our own policies of enabling youth participation, special reduced prices are available as well as a requirement concerning participation for the Symposium – see Symposium invitation.

Introduction

The Regional Scout Plan forms the basis of the relationship between associations in the European Scout Region;

- through the Regional Scout Conference, and its administration,
- through the European Scout Committee and
- through the staff of the World Scout Bureau – Europe Support Centres, Geneva and Brussels.

Its importance is enshrined in the Regional Constitution. The Regional Scout Plan is not just a tool of implementation, but also becomes a measure of the effectiveness of the work of the regional structures and processes that we have.

The purpose of this discussion document is to assist National Scout Organisations (NSOs) and National Scout Associations (NSAs) with their preparations for the 6th European Scout Symposium in Skopje, the Former Yugoslav Republic of Macedonia from 3-6 December 2015, and the 22nd European Scout Conference in Norway from 16-21 June 2016. These important events will be the places where the next Regional Scout Plan is conceived, discussed, developed and adopted.

Importantly, these events are also milestones towards the 13th World Scout Youth Forum and 41th World Scout Conference in Azerbaijan, August 2017, where further consideration will be given to the strategic direction and governance of the entire Movement in the context of the Strategy for Scouting.

This discussion document has been drafted by the European Scout Committee. It has drawn variously on feedback from Coordinators of the two priority project groups (Youth Empowerment, Diversity & Inclusion) and the three core groups (Educational Methods, Organisational Development, External Relations & Funding), the staff of the World Scout Bureau – Europe Support Centres, reports and other information gathered from NSOs/NSAs as well as from reports and evaluations of seminars, events and visits. At present it does not include any feedback from the regional interest groups – we leave that to the Symposium itself to receive such feedback.

The European Scout Committee hopes that the involvement of a wide range of people in developing the next Regional Scout Plan will ensure that we build on the successes of the recent past, and rise to meet the challenges that lie ahead.

The move to fewer priority areas, continuing focus on core areas and the implementation of global support during the triennium 2013-2016 continues to emphasise the service orientated approach of the Region, while perhaps the collaboration with and between NSOs/NSAs has been less obviously successful.

Resources will remain a challenge, both human and financial, so we need to be clear about our ambition and realistic with our expectations.

The European Scout Committee would like to invite your NSO/NSA to take time to consider the issues presented in this discussion document and looks forward to engaging in a dialogue with you during the 6th European Scout Symposium.

The European Scout Committee is especially interested to know what you expect of the Committee and what and how it delivers on its commitments.

Context

Previous Regional Scout Plans

The context in which we are developing the next Regional Scout Plan, due to be considered and approved at the 22nd European Scout Conference in Norway, June 2016, follows the implementation of two successive 3 year plans that ran from 2007 to 2010 and 2010 to 2013. Prior to that, there was a 10-year plan that ran from 1998 to 2007.

The 10-year plan concluded with the Centenary of Scouting in 2007. The subsequent 3 year plan which was approved at the 19th European Scout Conference in Slovenia, May 2007, allowed for the potential of any significant changes proposed by the 38th World Scout Conference in Korea, July 2008, to be taken into consideration.

Furthermore, knowledge of the issues due to be considered and discussed at the 39th World Scout Conference in Brazil, January 2011, allowed the European Scout Committee to take these into consideration as the current Regional Scout Plan was developed.

The Regional Scout Plan 2013-2016

Developing Scouting. Supporting Growth.

The successes and challenges of the current Regional Scout Plan will be elaborated in the Triennial Report to be presented at the 22nd European Scout Conference. However, the Annual Reviews published in September 2014 and September 2015 provide an insight into the progress made in our efforts to support the development and growth of Scouting in what are unprecedented times, both economically and politically across Europe. Scouting is not immune to external realities.

Despite these changing times, and the challenges that they have brought, much has been done by the European Scout Committee to maintain a focus on providing direct, "global" or tailored support to NSOs/NSAs. Our approach to providing tailored support has been significantly developed, and is also an important element in the world level drive for WOSM to become more service focussed through the Global Support initiative.

The Academy concept has continued to develop and evolve, in partnership with WAGGGS, leading to it being considered as an important annual event that attracts a significant number of participants.

Major regional events continue to attract considerable levels of participation and the 8th Forum on Educational Methods, held in Turkey, May 2015, was a particular highlight with over 160 people who work on the 'core business' of Scouting – Youth Programme and Adult Resources – coming together to network but also to consider issues that are relevant to their NSOs/NSAs.

Measuring Performance

We have continued to develop our ability to assess performance towards high-level Key Performance Indicators (KPIs). The format used this time is less easy to give a quick assessment. We need to improve our understanding of how to measure what we do.

Increased Transparency and Improved Communication

Reporting on the achievements or stages of development of activities continues to be distributed immediately following each Regional Scout Committee meeting. We believe that this transparency is important – even if we are not convinced that many look at the update. A Red, Amber, Green approach is used and it has been possible on an annual basis, following the annual All-Groups meeting to remove some items that are simply not working, or include some items which might be alternative methods of achieving the intended support.

As a consequence of the Slovenia European Conference removing Communications from the Regional responsibilities there have been on-going problems with how we deal with Communications.

Euro.Scout.Info provides a useful tool in our communications. We hope for continued development and more interactive exchanges.

Annual reports are provided around the middle of the calendar year, often released in September because of the challenges of scheduling due to the summer break and the level of activity during this time.

We believe there have been achievements, but we acknowledge that communications remains an area where we have underachieved, even though it is not a priority in the Regional Scout Plan. Certainly consideration must be given to enabling a partnership between staff and volunteers to better handle the communications of the Region, particularly with re-staffing to include this area of interest.

Where our NSOs/NSAs have contact with the Committee or Offices, the feedback is invariably good.

A major change in this triennium has been the active participation in - and the constant delivery of inputs to the Regional Scout Plan implementation of - the many "sub regional" groups - Nordic Cooperation, Baltic Meeting, Lisbon Group, German Speaking Conference, South East Europe Group, Visegrad Group.

Additionally, we have finalised the registration of the World Scout Bureau - European Regional Office Association, with the transfer of all assets and responsibilities to that entity.

Further on the constitutional front, proposals will be set before the conference enshrining transparency in the constitution of the Region, clarifying the situation of rules of procedure for the operations of the committee, and clarifying within the constitution, conflicts of interest, including role compatibility or incompatibility.

The Regional Scout Plan, Strategy for Scouting and Vision 2013

The previous Strategy for Scouting in 2014 and its replacement with a revised strategy, with Vision 2023, allows for the first time the development of a Triennial Plan for the World, proposed, amended and approved by the World Scout Conference in 2014. This is a major change in how WOSM does its business at World level.

The Regional Scout Plan may have points of detail which differ from the Triennial Plan, but there is a vast amount of concurrence. The major area of difference is in identifying impact - a factor considered at world level, but less prominent in the current Regional Scout Plan. The European Scout Committee considers the Strategy for Scouting being the relevant and base document for both the strategic path of the European Scout Region and the development of the new Regional Scout Plan.

We will consider the Vision 2023 as a uniting statement to which we all contribute at every level of the Movement and will propose this in the preamble of the Regional Scout Plan 2016-2019.

By 2023 Scouting will be the world's leading educational movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values.

Collaborative approach in building the Regional Scout Plan

The above points all contribute to the absolute necessity for all NSOs/NSAs to be involved in the development, agreement, adoption and importantly, the implementation of the next Regional Scout Plan.

Associations have responded very positively to, and evaluated highly, the opportunity to assist in the building of successive Regional Scout Plans, particularly through discussions at the European Scout Symposium. It is the European Scout Committee's intention to ensure that this opportunity for collaboration exists in the run up to the 22nd European Scout Conference and, importantly, at the next European Scout Symposium in Skopje.

It is hoped that this discussion document will encourage associations to reflect on their own needs, and to then participate at the European Scout Symposium and 22nd European Scout Conference from a carefully considered position.

Themes for the next Regional Scout Plan

The next Regional Scout Plan should be simple enough to provide focus and clarity for the objectives of the European Scout Region in the next period, and as mentioned above, recognise that it needs to exist in the context of world level considerations too.

At the same time it should leave flexibility with regard to implementation and not get into excessive detail on specific actions. The European Scout Committee would like to use the European Scout Symposium in Skopje, December 2015, to identify a theme or themes for the next Regional Scout Plan.

We are not complacent about our achievements, challenges and successes, the European Scout Committee is mindful that the next Regional Scout Plan should also seek to build on the numerous successful practices that exist and have been proven to work. In particular, the European Scout Committee believes that underpinning our plan with core services in the fields of Educational Methods, Organisational Development and External Relations & Funding is important.

Furthermore, the growing role of Global Support and the implementation of GSAT at 3rd party level as well as assisted through Regional support or through self-assessment means that many aspects of direct support to our members is already facilitated through identification of weaknesses and strengths, so the secret will be in matching needs with existing expertise from the Region or from other NSOs/NSAs.

We have mentioned the deficit regarding communications, but likewise understanding or uptake of Diversity & Inclusion and Youth Empowerment possibly means that all aspects can be attributed to the core areas, bedding them down effectively and then implementing on a project based approach.

Likewise, we could be better at looking at impact and finding ways to incorporate this into our overall work. Lessons learned from the World level may be invaluable.

Maintaining Momentum and Continuity

The Regional Scout Plan, therefore, should be seen as an important document that maintains the momentum and continuity of the European Scout Region rather than attempting to redefine the European Scout Region from a completely new starting point.

We believe that this approach will ensure that the effects of the 'stop-start' phenomenon which can occur at the pivotal changeover from one triennium to the next are minimised.

Thoughts from the European Scout Committee

- Are you aware of the range of services that are available from the Region? How is this information used, particularly how is the knowledge managed between successive appointments? How can this aspect of knowledge management be made better through the Region?
- To what extent are the outputs of the Region actually known and used by associations?
- Can you identify one impact from the work of the Regional Scout Plan in this current triennium?
- When identifying the support you need, do you immediately think of approaching the Region?
- Are the current priority areas the priorities for your association?
- If not, please identify your highest priority area. Please make a note of this for the Symposium.
- What possible partners with whom the Region should work? Please list two to bring to the Symposium.
- Are you aware of the World Strategy for Scouting? What is the single most important strategic objective from that Strategy for your association?
- Are you aware of the World Triennial Plan? What is the single most important area from that plan for your association?

Region's work based on needs

It is not unusual, but often conferences give wholehearted support for aspects of a plan, yet when events are organised to support that area of work, even when there is funding available to support costs, it is not always possible to attract many associations to attend such an event.

We believe that the 3rd Party Assessments currently arranged in conjunction with SGS (an internationally renowned audit company) and funded partially through the Messengers of Peace initiative (GSAT Assessment), gives us a better basis for providing support based on NGO best practices assembled from around the world and forming an effective WOSM standard.

It is believed that this provides, supplemented by a 2nd Party, facilitated assessment provided by the Region (WOSM Assessment), as well as a fully documented "Self-Assessment" process means that WOSM is at a better stage of development than it has been for many years.

We strongly believe that the efforts to ensure there is effective and on-going follow-up will need a concentration of human support and resources that will mean that there may be less need for a complex Regional Scout Plan.

Coupled with the core support – Educational Methods, Organisational Development and External Relations & Funding – with simple objectives, may be enough to allow the necessary focus without encountering fragmentation.

Thoughts from the European Scout Committee

Regarding seminars and events, the synergies offered by the Academy concept should, we believe, be maintained and further developed together with the Europe Region WAGGGS. Planning has already commenced for the 2016 event, and it is envisaged that it will remain multi-disciplinary.

- The number of seminars and events would probably need to be further examined and synergies between common needs identified possibly with more sub-regional events.
- Are the events offered by the Region of a sufficient quality to attain real impact in associations?
- Are sub-regional events – based on need and geography possibly underutilised as a way of sharing support?
- To what extent can we incorporate actions of associations into the realisation of the Regional Scout Plan?
- Is the wide range of networks that we support effectively meeting the needs of our members and in what way? – Sea Scouts, Centre Managers, I/O, Training Commissioners, Partnerships, Overtures, Chief Executives, Chief Volunteers, Rovernet, VentureNet, ERSIS, etc.

Our Partnerships with others

A feature of the current triennium has been the development of strategies to support the work of the Region with the other Regions of WOSM. Based on longstanding relations with the Africa Region with many joint development projects, including the series of Unguvu projects funded through the European Union, the Region, through key associations has maintained support, though the issue of financial support for staffing in Africa became too complex to implement. Nonetheless, Africa remains a key relationship and partnership.

During the current triennium along with Africa, Eurasia, Interamerica and the Arab Region we have proceeded in bilateral cooperation. The first, being between Regional Committees. The European Scout Committee believes that instead of a focus on physical assets, the drivers of success reside in connectivity and intangibles. We believe that the key to success should be building bridges. Therefore, the Chairpersons from different Regions have been invited to attend our ESC meetings aiming to strengthening the cooperation among the Regions.

A second level of cooperation has been between NSOs/NSAs. The events that have been mainly used to encourage and ensure networking between the two NSOs/NSAs are the Partnership events which happen every year

Furthermore, members of the Regional Project and Core Groups have attended events of other Regions to exchange ideas and share best practices.

One notable exception is the Asia-Pacific Region. This remains a challenge to accomplish, as does making a reality the relations with other Regions – particularly in terms of locally conceived and operated projects between NOSs/NSAs with meaningful outcomes, and not simply institutional relationships.

We are members of a number of platforms – the European Youth Forum, the European Volunteering Alliance, the Civil Society Network as well as the Big 6 Alliance of Youth Organisations at European level. To a greater or lesser extent, we work with and often motivate these platforms to ensure that the outcomes proposed by Scouting are understood and shared by others. Such relationships help all of us to achieve more together than we would separately.

An attempt was also made to bring all faith groups around a table and to provide them with the opportunity to network together on specific issues of importance to the NSOs/NSAs including our fundamental principles and having them support the Region on the topic of Spiritual Development.

As part of a number of the platform, we continue to work with WAGGGS as well as working to fulfil the Memorandum of Understanding signed in 2014 between our two organisations. We have clarified our working methods and tried to build a stronger presence externally with WAGGGS, and we continue to develop our support for increasing the capacities of our organisations particularly through networking activities and training offered through the Academies.

Thoughts from the European Scout Committee

- How can we make the relations with other Regions more useful to our NOSs and NSAs.
- Should we concentrate on local relations, encourage local partnerships, rather than institutional partnerships?
- Are we achieving enough through our membership of existing platforms? Do we do enough to inform about the benefits of membership?
- Are the events which are offered as Joint events achieving real impact on important topics for associations?
- Is the focus of both World Organizations sufficiently aligned for there to be meaningful interaction – particularly at Regional level?
- Is the differing geographical scope of the European Scout Region and the Europe Region WAGGGS a barrier to full cooperation?
- Are we abdicating our responsibilities in the area of co-education to WAGGGS when this is rightfully the role of WOSM as the only fully coeducational movement for boys and girls?

Future of the Partnership Fund

Since 2007, the Partnership Fund has disbursed more than EUR 800,000 to 48 projects in 23 countries, reaching indirectly tens of thousands of young people.

As a continuation of the Centenary Fund, it met a particular need at a particular time.

More recent applications have invariably been supported through the appointment of a consultant or consultants to help in the implementation of the project and sharing of the results.

Grants have been limited to a maximum of EUR10,000 and most projects have been for one year.

Thoughts from the European Scout Committee

- Given the new parameters and the decrease in applications, perhaps grants of this level should be considered part of Global Support and supported through the appointment of Consultants to monitor developments and suggest on-going improvements. The budget for Global Support would be increased accordingly.

Our Ways of Working

A brief overview of our operational framework, reflected in our ways of working.

Mention has been made of the committee contact system, of the networks established, of sub-regional meetings, of special interest groups, of our partnerships..... the list seems to be endless. And of course much is achieved by major events such as the Academy, various Forums, trainings and interactions with the world and other Regions.

Underpinning all this activity is the operational framework, headed strategically by the elected European Scout Committee, supported by the staff of the Europe Support Centres in Geneva and Brussels.

Appendix 1 to this document is a one page overview of the current operational framework. Clearly it is the prerogative of the next European Scout Committee to adopt its own operational framework.

To provide further information, the European Scout Committee offers some comment on the current framework.

Open call

This was carried out immediately in advance of the European Conference and the call remained open for 2 months. There were more applicants than the framework required and many did not have the required skill set, while many did.

There was an agreed handover period between groups which worked well in conjunction with the continued professional engagement of the staff.

Thoughts from the European Scout Committee

- In establishing new core teams for the three areas of Educational Methods, Organisational Development and External Relations & Funding – we believe that there needs to be an element of continuity, an element of new talent and certainly effective “interviewing” to ensure that we maintain the quality of those recruited.
- Associations should be aware that not everyone will be in a group; we will retain a pool of possible consultants, and we will maintain open recruitment throughout the triennium.
- We rely on associations to be honest in their assessment of the capacities and time availability of those considering applying.
- We could connect those who volunteered at World Level but were not chosen as a possible resource also for the Region if they are interested.

Priority project groups

Designed to work on a project basis, the PPGs actually turned into core groups, with project working coordinated between the entire group. Therefore the outcomes should be examined as with the Core Groups – see below.

Core groups

With the three groups, progress seems to be in line with expectation. There seems to have been a high turnover of volunteers, but we believe that this is not a negative; rather it means that volunteers are taking their commitments seriously. The Core Groups provided a good reference point for tailored support actions, and became a way of identifying consultants from the consultancy pool.

- We have valued highly the role of the Co-ordinators in working groups and core groups. We recognise that there were already significant changes in the team of co-ordinators over a triennium and caution against overload – either from the allocation of work or the perception of expectation.

Thoughts from the European Scout Committee

- We believe that the underpinning of our core work, represented through the Core Groups, remains of fundamental importance. We see that some responsibilities could be expanded with Diversity & Inclusion and Youth Empowerment possibly falling under the banner of Educational Methods, Communications falling under the banner of External Relations & Funding and all aspects of Global Support, including GSAT, falling under the banner of Organisational Development.

Consultancy pool

Although better informed, our support of the Pool through the Organisational Development Core Group was not perfect. Regular information emails were distributed as to all groups as well as an occasional newsletter.

- Perhaps the concept of less is more should be applied with a small number of consultants retained and the long list retain in the event of more work being required that current capacity would permit.
- We have strengthened and continue to examine the existing skill set for those whom we recruit to deliver support under the GSAT process. Do we already have sufficient capacity to support GSAT as well as the necessary follow-up support? Can you identify individuals who would have the necessary skills, and if so, please have them apply for the role of consultant.

Regional Groups in Alignment with the World Scout Committee Workstreams

With the regular communication of volunteers in both regional groups but also in world work-streams the Region ensures alignment of both the work being done at a European and at the World level.

Length of the next Regional Scout Plan

The 40th World Scout Conference in Slovenia, in 2014, proposed, amended and accepted a new Strategy for Scouting and clearly this will impact on the Regional Scout Plan – making it easier to have a cohesive approach to aspects of the growth and development of Scouting at a global level, while being able to retain regional specificities.

Given that at World level, a Triennial Plan was agreed, this brings us into a new cycle of planning and implementation. Despite the fact that, as noted above, the European Scout Committee starts its thinking process at the strategic level of the Strategy for Scouting and not from the Triennial Plan, we should consider if the Region should seek to recalibrate this cycle to enable the Regional Conference to happen shortly after – the following year – from a World Scout Conference. This would enable additional synergy between the World and Regional level and save scarce resources. After all, Regions are made up of the same members who vote for the Triennial Plan.

It is interesting to note that similar discussions have taken place in other Regions and we have had initial exploratory discussions with our WAGGGS Europe colleagues (who are also facing a possible change in the cycle of their regional conference).

Thoughts from the European Scout Committee

- With the information above, the European Scout Committee does not propose any significant change to the cycle of planning except to continue to explore, in close contact with WAGGGS Europe, the scheduling of future Regional Conferences so that the European Scout Conference could more closely follow the World Scout Conference.

External factors affecting the Regional Scout Plan

There are many factors which impact on the ability of the Region to function at its optimum level. Many of these relate to money and it is clear that the dependence of the Region on only a few methods of financing mean that there are inherent challenges and possible weaknesses.

The Fund for European Scouting accounts for about two thirds of the income of the Region. It is based on income resulting from the McIntosh Bequest. Other entities may feel that they should have a right to this funding. Clear, comprehensive reporting and a similar application process have been undertaken, successfully for a number of decades, but still the Region needs to be aware of the threats to the status quo and the implications of losing even part of this income. The volatility of the currency market has been difficult to compensate for. Previous reliance on financial instruments including the purchase of forwards have proved useful in guaranteeing the income to finance the Regional Scout Plan and other expenses. Current volatility makes the situation less predictable.

Institutional funding, chiefly through the Erasmus+ programme of the European Union and grants from the European Youth Foundation account for between EUR100,000 and EUR200,000 annually. The divergence between the EU accounting year and the current financial year of WOSM also pose possible doubts and consistently the Region can only post interim audited accounts for part of the grant period.

The current economic situation in a number of countries continues to give cause for concern and the Region continues to monitor this carefully.

Income from Messengers of Peace, particularly in support of GSAT and Global Support continues to provide significant support to a number of associations.

Additional funding is possible in supported applications by associations to institutional funds and to other sources such as the Eric Frank Trust and the Leadership Training Fund.

The Region also continued to explore Corporate Social Responsibility possibilities, with little success. A network of the employed to raise funds in NSOs and NSA has been established for mutual support.

Last, but not least, the European Scout Foundation manages the investments of the Region. The European Investment Fund was established to make maximum use of the year-end surpluses accumulated by the Region and some existing resources. This fund has grown significantly and remains a reserve for the Region in times of difficulty. The Foundation continues to make small grant allocations to support local projects, though the option to support national projects exists and is getting more importance. A plan for development of these roles, included diversifying our region's income and our regional funding strategy, is being prepared in conjunction with the Foundation.

References

- World Triennial Plan 2014 – 2017 - Mission, Vision, Strategic Priorities and Plan
<http://www.scout.org/node/50232>
- Regional Scout Plan – Developing Scouting. Supporting Growth.
<http://www.scout.org/node/10450>
- Annual Report 2013-2014
<http://bit.ly/1LAXghS>
- Annual Report 2014-2015
(to be published on scout.org & europak shortly)
- Euro.Scout.Info
<http://euroscoutinfo.com>
- Europak Online
<http://europak-online.net>
- Ways of Working 2013-2016 at September 2015 (see next page)

Ways of Working in the European Scout Region

European Scout Conference

The General Assembly of 40 NSOs of the European Region of WOSM

European Scout Committee

- Six elected volunteers from six different NSOs of the Region
- one appointed volunteer Treasurer
- one ex-officio Secretary (the Regional Director)

Andrea Demarmels (Chairperson)
 Christos Hatzidiamandis (Vice Chairperson)
 Kevin Camilleri (since November 2014)
 Dagmawi "Daggi" Elehu (up to November 2014)
 Chip – Veerle Haverhals
 Hulda Guðmundsdóttir
 Milena Pecarski
 Marios Christou (Treasurer)
 David McKee (Secretary)

European Scout Office

- twelve staff members in two offices (Geneva, Brussels), including one working from an out-office (Veles)

David McKee (Regional Director)
 Radu Stinghe (Deputy Regional Director)
 Jordan Bajraktarov (Director Organisational Development)
 Annemarie Khetib (Director of Finance and Administration)
 Rose Marie Henny (Director of Diversity & Inclusion)
 Marguerite Potard (Director of External Relations and Funding)
 Sinziana Râșca (Project Officer, Funding and Project Support)
 Raül Molina (Project Officer, Adult Resources)
 Thomas Tugulescu (Project Officer, External Relations and Communications)
 Rupert Schildböck (Executive Assistant)
 Anne-Christine Vogelsang (Regional Assistant)

Regional Scout Plan 2013-2016

Strategic objectives, actions and performance indicators

(For details, please refer to the [Annex to Regional Circular 2/2014](#))

Strategic Priorities

- One volunteer Coordinator
- A minimum of four volunteer members
- Two liaising Committee members
- Up to two supporting staff members
- Additional ad hoc volunteer project consultants, as and when appropriate

Core Services

- One volunteer Coordinator
- A minimum of four volunteer members
- Two liaising Committee members
- Various supporting staff members
- Additional ad hoc volunteer project consultants, as and when appropriate

Diversity and Inclusion Priority Project Group

Kasper Pedersen (Coord)
 Claire McAroe (Coord)
 Joana Teixeira
 Emilie van den Broeck
 Filip de Bock

Christos Hatzidiamandis
 Chip – Veerle Haverhals
 Rose Marie Henny

Youth Empowerment Priority Project Group

Kristian Kvist (Coord)
 Jorè Astrauskaitė
 Catarina Inverno
 Máire Fitzgerald
 Jonas E. Riegel

Hulda Guðmundsdóttir
 Milena Pecarski
 Raül Molina
 Radu Stinghe

Educational Methods Core Group

Juho Toivola (Coord)
 Mary Nugent
 Anne Sandbeck
 Adrian Suhanea
 Saâd Zian

Milena Pecarski
 Hulda Guðmundsdóttir
 Raül Molina
 Radu Stinghe

Organisational Development Core Group

Matthias Gerth (Coord)
 Maeliosa DeBuitlear
 Jo Deman
 Frederik Fredslund-Andersen
 Erik Adell Hellström
 Paul Wilkinson

Kevin Camilleri
 Andrea Demarmels
 Jordan Bajraktarov

External Relations and Funding Core Group

Juan Reig (Coord)
 Noemi Ruzzo (Coord Ext. Repr.)
 Massimo de Luca
 Lars Kramm
 Ville Majamaa
 Marian Panait

Chip – Veerle Haverhals
 Christos Hatzidiamandis
 Marguerite Potard
 Sinziana Râșca
 Thomas Tugulescu

Committee Contact System

Maintaining a regular dialogue with NSOs and NSAs, coordinating support for actions under Global Support

- One Committee member for each NSO (focal point)
- One staff member for each NSO (back-up and support)

(For details, please refer to Regional Circulares [19/2013](#), [4/2014](#) and [8/2015](#))



SCOUTS[®]
Creating a Better World

© World Scout Bureau - European Regional Office
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