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European Scout Region Regional Scout Plan 2013-2016



SCOUTS[®]
Creating a Better World

Developing Scouting. Supporting Growth.

Introduction

Dear Friends,

We live in a time of accelerated and intense worldwide change, where what happens in one part of the world impacts people on the other side of the world. Migration flows around Europe have intensified and the economic crisis has left almost no country within Europe without impact. Our societies have become more diverse, mobile but also more volatile than ever before with the youth population being impacted severely.

New technology has revolutionised many existing patterns of communication and relations, encouraging particularly young people to seek new forms of participation.

We have also to cite again the long economic crisis and its knock-on effect on society and politics, which is giving rise to the rapid emergence of new and existing ways of addressing the present and the future, both from the perspective of social and economic stability and from the perspective of the promotion of common values.

In these and in other aspects, education is one of the priorities on which focused collective action and strategies are required, given that these are the most effective tools for reinventing ourselves as a society and preparing for these challenges. In the light of this, we believe that Scouting continues to play an important role. The Scout Movement's ability to adapt the most diverse historical, cultural and social contexts has guaranteed its presence all around the world.

Scouting - as an educational movement - is ready to tackle today's challenges.

We are working to intensify our impact, improve our recognition and become the benchmark in areas that are specific to us, like valuing non-formal education.

This is how Scouting in Europe wishes to make its mark when it comes to social transformation and building our nations, while assuming responsibility for leadership in thinking and action in areas related to our expertise.

How do these processes of social leadership come about? What makes Scouting a good candidate for joining this leadership for change? What makes this good

leadership possible? What's the best strategy for European Scouting to achieve these goals?

The answer to these questions is a priority for both our National Scout Organisations / National Scout Associations and for the European Scout Region in the Triennium 2013-2016.

We are confident that, through our Regional Scout Plan 2013-2016 we will find good answers, we will address the real challenges and we will embrace the good opportunities!

Through the implementation of the Regional Scout Plan we are confident that the European Scout Region will contribute actively to the growth of Scouting; through effective support (so called "Global Support") delivered directly to our National Scout Organisations / National Scout Associations, as well as encouraging them to collaborate effectively with other NSOs/NSAs within but also beyond our European borders.

Also during this triennium, the Objectives, Actions and Activities described in the Regional Scout Plan have been developed according to the needs of our NSOs / NSAs.

Continuing the good practice of the previous Triennium, our intention is to regularly report on progress. We will rely on your continued assistance and support to respond to the Region's requests for information, feedback on the impact of the Regional work on your NSO/NSA.

Having two thematic strategic areas of focus, Diversity & Inclusion and Youth Empowerment underpinned by the three core services of Educational Methods, Organisational Development and External Relations and Funding, it is our hope that you will fully embrace this Regional Scout Plan, and support its implementation as a result of your active involvement.

We are looking forward to 'Developing Scouting. Supporting Growth'.
Be prepared!



Dr Andrea Demarmels
Chairperson
European Scout Committee



David McKee
Regional Director
WSB - European Regional Office

Executive summary

The thematic strategic areas and the core services areas of focus are summarised below, with a high level overview of what we will work on during the triennium.

Strengthening our ways of working

Like in the previous triennium in order to implement the Regional Scout Plan we have reviewed our ways of working and are making improvements to ensure that it is implemented effectively and efficiently:

- Our Project and Core Groups will operate in a coordinated way and with mutual contribution
- Our contribution to our Partnership Work with WAGGGS is being redefined and focused
- Our internal reporting is being improved
- Our volunteers will be better supported
- Our focus on Organisational Development is being strengthened
- Our communications strategy is being overhauled
- Our synergy and collaboration with the WOSM world level is being improved
- Our use of technology for management of information and communication is being enhanced
- Our approach to the provision of Global Support is being updated, strengthened and coordinated with the world level

Measuring performance and impact

KEY PERFORMANCE INDICATORS

Each thematic strategic area of focus, as well as the core service areas have Objectives, Actions and Activities.

Key Performance Indicators have been established for each of the Objectives.

The European Scout Committee, with the support of the Project Groups and Core Groups as well as the World Scout Bureau – European Regional Office, will measure its performance towards the implementation of the Objectives.

As in the previous Triennium and in order to measure the impact of our performance, we will require feedback from NSOs/NSAs, as this is where we hope our impact is being realised.

THE NEED FOR A CONTINUOUS NSO/NSA ENGAGEMENT

In many cases obtaining feedback from NSOs/NSAs can be difficult, although there is evidence that where the process is straightforward then the responses are more likely, as evidenced in the different WOSM Satisfaction Surveys.

Therefore, during the lifetime of the triennium, we are hoping that we can count on the feedback of NSOs/NSAs. We will endeavour to keep the process as simple as possible, to avoid overburdening NSOs/NSAs with information requests.

It is believed that the gathering of such information will prove helpful in the short term when deciding on short run actions which are taken to overcome challenges and in the long term when considering the focal points for 2016-2019 and beyond.



Preamble

The European Scout Committee is pleased to present you the Regional Scout Plan 2013-2016.

This Regional Scout Plan (RSP) has been prepared on the basis of:

- The inputs received during and after the 5th European Scout Symposium in Dublin, Ireland;
- The decisions made at the 21st European Scout Conference in Berlin, Germany;
- The inputs received between September and December 2013 from the European Regional Office members and the Coordinators of the Project and Core Groups.

Following the requests to have a longer horizon, the vision statement that has been developed presents a view towards 2019.

Mission, Vision and Values

The Mission and the title for the Regional Scout Plan is: **Developing Scouting. Supporting Growth.**

Strategic Objectives

The two themes of **Diversity and Inclusion** and **Youth Empowerment** are the Strategic Objectives for the RSP.

The two Strategic Objective are underpinned by our three core service areas; **Educational Methods, Organisational Development** and **External Relations and Funding**, which ensure the continuity and permanence of the support to National Scout Organisations (NSOs) and National Scout Associations (NSAs) over successive triennia.

Other transversal elements

Collaboration with our close partners, including the Europe Region WAGGGS, Kandersteg International Scout Centre (KISC) and others as well as all five other Regions of WOSM is seen as being important in enriching our work. These partnerships need to go beyond institutional relations so that they deliver meaningful support to NSOs and NSAs across Europe.

In parallel to the implementation of this Regional Scout Plan 2013-2016, the Region will be looking into the longer-term future of Scouting in the light of scenarios about the development of society and young people in Europe. This forward-looking exercise will provide an input for future Regional Plans.

There will be a continued emphasis on growth in all that we do so that by 30 September 2016 we will, through the actions of the Committee and its Strategic Objectives and Core Groups:

- Provided support to NSOs and NSAs for actively working towards quantitative membership growth in the Region.
- Strengthened the organisational capacity in NSOs and NSAs in order to grow and reach more young people in Europe.
- Seen an increase of total membership number in the Region over the coming triennium seen as a whole.



Mission, Vision and Values

Mission

The Mission of the European Scout Committee as it seeks to implement the Regional Scout Plan is:

Developing Scouting. Supporting Growth.

Vision

Our vision for the European Scout Region in 2019 is that we should be:

Youth led, with increasingly diverse and growing memberships.

We see the European Scout Region as...

- Reflecting and valuing the societies in which we operate by becoming more accessible and open to all
- Empowering youth members to take an increasing role in our, and their own development and growth
- Collaborating with partners in the world around us
- Increasingly interconnected with improved opportunities for networking

Values

In the European Scout Region we value...

Transparency, Collaboration, Networking, Flexibility, Responsiveness and Creativity

Strategic Objectives

Diversity and Inclusion

By 30 September 2016, we will have:

- Provided opportunities to network together on specific issues of importance to NSOs and NSAs including our fundamental principles, understanding of spiritual development and relationships with established faiths.
- Learned from the other youth organisations, which have diversified their memberships.
- Developed and implemented action plans to ensure that membership better reflects social trends and the composition of the communities in which we live, and developed ways to measure progress.
- Provided support to ensure that the leadership of NSOs and NSAs have the skills and confidence to recognise the value of diversity and how it is intrinsic to Scouting's mission.
- Engaged and worked with community leaders to demonstrate that Scouting is open to all.
- Improved gender balance in youth membership, adult volunteer leadership roles and in the governance of Scouting at all levels.
- Ensured that Scouting is accessible to all, regardless of socio-economic background.
- Reached 'difficult to reach' communities in both rural and urban settings.

Youth Empowerment

By 30 September 2016, we will have:

- Provided 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'.
- Reviewed and adapted training for adult volunteers to ensure that youth empowerment is sustained as a reality and not as a concept.

- Ensured that intergenerational dialogue is seen as important to Scouting becoming increasingly youth led.
- Encouraged youth programme renewal to better support youth empowerment.
- Involved young people in the design and development of youth programme.
- Revolutionised how the management and business of Scouting is conducted, making it more accessible to young people to engage, contribute and take responsibility.
- Made 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.
- Demonstrated 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.
- Promoted the role of young people in shaping society.

Core Services

Our Core Services will continue to underpin the work done in Europe. Where appropriate we intend to work in partnership with others to achieve specific objectives. Importantly, we see our work with the other five regions of WOSM as becoming increasingly meaningful by seeking out opportunities to collaborate together in the fields of Educational Methods, Organisational Development as well as External Relations and Funding.

Educational Methods

By 30 September 2016, we will have:

- Supported an integrated approach to the recruitment, training, support, personal development, recognition and management of volunteers.
- Improved our co-educational youth programme provision to ensure that it meets the needs of girls and boys, young women and young men.
- Continued to analyse membership and other demographic data to identify specific issues of concern to all age sections.

Organisational Development

By 30 September 2016, we will have:

- Improved structures and relevant processes to support effective delivery of Scouting.
- Continued to contribute to and benefit from Global Support by providing consultancy.
- Continued to innovate in how we make better use of our internal communications in NSOs and NSAs and across the Region.
- Ensured that better opportunities for leadership and management training are provided and improved, both for volunteers and professionals in Scouting.
- Shape an effective partnership with the WAGGGS Europe Region that contributes to the achievement of strategic results for both NSOs and the Region.

External Relations and Funding

By 30 September 2016, we will have:

- Developed and contributed 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.
- Collaborated effectively and benefitted from close relations with European Institutions, partners (internal and external) and other youth organisations.
- Contributed to an improved image of Scouting amongst external stakeholders and interested parties.
- Actively sought to engage with the private sector to promote Scouting as an effective pathway to delivering on Corporate Social Responsibility commitments.
- Supported NSOs and NSAs to strengthen their external funding capacities.



Regional Scout Plan 2013-2016

NOTE: The timeline in the following Regional Scout Plan will be agreed and completed during the All Groups Meeting (31 January – 2 February 2014) by the European Scout Committee and the members of the Projects/Core Groups. Afterwards, a completed version of the Plan will be posted on EuroScoutInfo, scout.org and Europak.

	2014				2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Diversity and Inclusion Strategic Priority												
Objective 1	Provide opportunities to network on specific issues of importance to NSOs/NSAs including our fundamental principles, understanding of spiritual development and relationships with established faiths											
KPI	<i>10 NSOs/NSAs have improved their Scout programme by strengthening the spiritual development aspect</i>											
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	Prepare guidelines on spiritual development in Scout events											
Activities	Deliver workshops/trainings 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/pool in order to match NSOs/NSAs with needs 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 an interreligious and spirituality workshop to exchange ideas and best practices											

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	
AC. 2.2	Understand diversified memberships	
Activities	Review guidelines on "Managing Diversity"	
Activities	Promote through rewarding stories the value of diversity (Benefits)	
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	
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 on the available membership data	
Activities	Assist NSOs/NSAs in strategic planning in order to adapt to societal changes, 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									
Activities	Provide an induction course on Diversity & Inclusion for consultancy services provision (e-learning module Consultation Skills)									
Activities	Provide training in Diversity & Inclusion and Strategic Planning for pool of consultants									
Activities	Ensure exchange and collection of best practices among consultants and partners									
Activities	Create E-learning module on Diversity & Inclusion for NSOs/NSAs and local groups									
Activities	Provide regular information on euroscoutinfo and other channels									
AC 4.2	Create and maintain the Reference documents library									
Activities	Collect and 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 and 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, other)									
Activities	Provide technical support for local projects (project 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)									

Objective 5	Reach 'difficult to reach' communities in both 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									
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									
Activities	Identify the main barriers that do not allow implementation of 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 the needs of the NSO/NSAs in the field of improving gender balance									
Activities	Support and encourage best practice projects between NSOs/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									

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 and Promote existing tools and 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, both internally and externally												
Activities	Promote WOSM existing materials												
Objective 2	Review and adapt training for adult volunteers to ensure that 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												
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 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/NSAs	
Activities	Develop communication tools for NSOs/NSAs on "Youth-led Scouting in Europe"	
Activities	Support the planning of the "Young Spokesperson Training" event	

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												
Activities	Planning and delivering the Training Commissioners' Network Meeting and the Educational Methods Forum												
Activities	Developing and promoting the adoption of an online platform to enhance communication and knowledge transfer with/within NSOs/NSAs												
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												
Activities	Ensuring input from external organisations whenever relevant to events run by the Region												
Activities	Disseminating the outcomes of the WSEC among European NSOs/NSAs												
Activities	Ensuring synergies and input from NSOs/NSAs 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/NSAs in the area of Management of Volunteers (MOVIS)												

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										
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										
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/NSAs 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										

External Relations and 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 vision on Youth Empowerment in Society																
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																
Activities	Make National Youth Councils and other International Youth NGOs aware about WOSM's positions on the different topics referred to above																
Activities	Promote youth rights advocacy in conjunction with active citizenship 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 to decision-makers																
Activities	Compile existing research methodologies and reports already undertaken by NSOs/NSAs and encourage replication of such studies at NSO/NSA level																
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/NSAs aware of how decisions are taken at the different levels in the field of youth and in the field of regulation concerning Scouting)																

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.	
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	
AC. 2.3	Establish a nominal list of those with whom the Region has relations and use this to promote such relations at National level	
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 creation and development of National Youth Councils	
AC. 3.3	Ensure networking between NSOs/NSAs in the area of External Relations and Funding, including support for network meetings	
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	
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 organizations	
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.	

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 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	Training/networking activities for NSOs/NSAs on Corporate Social Responsibility with the participation of private sector representatives												
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	Distribute information on Erasmus + through a simple and accessible Programme Guide and additional information to make other programmes 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 NSOs/NSAs and facilitate their participation through organising working meeting where applications are studied and completed												





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