



Our Future Path Discussion Document



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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 the staff of the World Scout Bureau - European Regional Office.

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 5th European Scout Symposium in Dublin, Ireland, from 4-7 April 2013, and the 21st European Scout Conference in Berlin, Germany, from 16-20 August 2013. 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 12th World Scout Youth Forum and 40th World Scout Conference in Slovenia, August 2014, where consideration will be given to the strategic direction and governance of the entire Movement.

With a number of important global issues requiring attention prior to and during the 40th World Scout Conference, these milestones provide the space and opportunity to discuss and prepare, both as NSOs/NSAs and as a Region.

This discussion document has been drafted by the European Scout Committee. It has drawn on feedback from Coordinators of the five working groups and three core groups, the staff of the World Scout Bureau – European Regional Office, reports and other information gathered from NSOs/NSAs as well as from reports and evaluations of seminars and events.

Discussions with partners including Kandersteg International Scout Centre, WAGGGS and the European Youth Forum, amongst others, and including interaction with some of the organisations having consultative status with WOSM have also helped to inform some of the ideas presented in this document.

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 shift from 'factory' to 'consultancy' that has occurred during the 2010-2013 triennium has been interesting and we believed that this approach in providing direct service and support to NSOs/NSAs still has value, but requires improvement to make the process more agile, more collaborative and less bureaucratic.

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

The principle of underpinning thematic areas of work through core services has proven to be an interesting way of working and has moved some people from traditional ways of thinking which in some cases, has yielded encouraging results. We believe that whilst the thematic areas of work need to be reconsidered, the core services in the fields of educational methods, organisational development and external relations are working well.

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 5th European Scout Symposium.

To ensure the continued development and growth of Scouting across the whole of Europe, let us now work together and determine 'Our Future Path'.



Craig Turpie

Chairman, European Scout Committee

For and on behalf of the European Scout Committee

How to use this discussion document

First, please read the discussion document!

Throughout the document you will see sections entitled 'Thoughts from the European Scout Committee'. These questions are raised to stimulate discussion and help with the formulation of opinion in your NSO/NSA.

Later in the document, we explain how we would like you, your national board or other relevant decision making body in your association to use this document in order to arrive fully prepared at the European Scout Symposium and 21st European Scout Conference, ready for some good discussions.

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 21st European Scout Conference in Germany, August 2013, 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 and 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 2010-2013

Supporting Growth in Changing Times

The successes and challenges of the current Regional Scout Plan will be elaborated in the Triennial Report to be presented at the 21st European Scout Conference. However, the Annual Reviews published in September 2011 and September 2012 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, 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 7th Forum on Educational Methods, held in Romania, June 2012, was a particular highlight with over 130 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, and as a

consequence, specific issues identified by participants will be taken into consideration in the development of the next Regional Scout Plan.

THOUGHTS FROM PARTICIPANTS AT THE 7TH FORUM ON EDUCATIONAL METHODS

We, the participants at the 7th European Scout Forum on Educational Methods, appreciative for the opportunity to meet and exchange with our peers from other European Scout associations, would like to take this opportunity and request all European NSAs and NSOs, the European Scout Committee and the Regional Scout Office to consider the following points as result of the formal and informal discussions at the event in Romania.

1. *The Forum is a great opportunity for networking and exchanging in the core areas of Scouting. Its structure creates synergies between the areas of youth programme and adult resources that are missing from other network events. **It should be organised on a regular basis.***
2. *The benefits of the role-based network meetings are extremely valuable. The Region should allocate resources into **organising events like the Training Commissioners Network Meeting, RoverNet, VentureNet, ScoutNet, etc. on regular basis.***
3. *The next Regional Scout Plan should be a simpler one, with a **maximum of 3 priorities, each of them with 3-4 areas of work.** The proposal from the Forum for the areas of Youth Programme and Adult Resources (in whatever form they'll be chosen to be presented) are:

 - a. ***Venture Scouting (14-18 yrs old)** should be recognized as a fourth age section and a support system (guidelines, network event for Commissioners, European programme framework, etc.) should be defined at Regional level.*
 - b. *Developing tools and supporting NSAs in measuring **the quality of AR management and YP implementation at local level** should be a focus for the Regional work in the next triennium.*
 - c. *Educating young people to take informed stands (according to their values) on issues affecting their community (**education for values, critical thinking, empowerment and advocacy skills**) should be a focus for the Regional work for the last age section.*
 - d. *Monitor **current trends in volunteering** and propose methods to deal with the challenges of modern management of volunteers.**
4. *A Region-wide dialogue should be opened on the topic of the **shared values of European Scouting** with the aim of identifying the core elements that should be present in ALL European educational provisions.*

5. *Lands of Adventure should continue at Regional level with its **LoA Day and LoA Camp** elements. The other three (Express EURSelf, Europe at EUR Door, EUR Hopping) should be offered and supported as franchises to willing NSAs.*

Measuring Performance

High-level Key Performance Indicators (KPIs) are a feature of the current Regional Scout Plan that was unveiled in detail during the first European Regional Meeting at the 39th World Scout Conference in Brazil, January 2011.

These KPIs have been referenced and used by the structures in the European Scout Region, to propel progress with the implementation of specific Objectives and Actions.

Although there has been much success in achieving targets, what is not fully understood is the true impact of what has been achieved, other than that which is explicitly reported to us. Gathering this level of information from NSOs/NSAs continues to be challenging.

Increased Transparency and Improved Communication

The European Scout Committee has gone further than it has done previously with its reporting on the implementation of the Regional Scout Plan, by providing updates three times per year. As well as the interim reports of the Regional Scout Plan being shared in full transparency with NSOs/NSAs, the detailed reports from the five Working Groups and three Core Groups have also been published to allow scrutiny and comment.

Furthermore, the shift from Euro.Scout.Info as a monthly newsletter circulated by email as a PDF, to a blog format at euroscoutinfo.com has led to a massive increase in awareness and engagement, not only of what the European Scout Committee and the World Scout Bureau –European Regional Office is doing, but also what NSOs/NSAs are doing too, in line with the Regional Scout Plan.

The Committee Contact System, when it works well, ensures good communication between the European Scout Committee and NSOs/NSAs. There have been challenges in making it fully successful in this current triennium, but we still believe it's an important communication channel that should be further improved in the future.

The Regional Scout Plan and the Strategy for Scouting

The 7 Strategic Priorities adopted by the 36th World Scout Conference in Greece, July 2002, have provided a framework for our work at World, Regional and National level.

It could be argued that the Strategy for Scouting has not had the full support of many associations in Europe as the priorities have been seen as too broad.

Furthermore, the means to effectively implement the Strategy have not always been available at World, Regional and National levels.

Having strategic priorities adopted at a World Scout Conference and then setting the priorities for the European Scout Region also creates confusion.

Subsequently, the introduction of the 3 'Drivers for Change' to support the 7 Strategic Priorities in the Strategy for Scouting may not have been fully understood.

The strategic areas of work introduced after the last World Scout Conference – Our Strategic Path, Youth for Change, 21st Century Leadership and Global Support – have tried to refocus the work of the World Scout Committee and the way the World Scout Bureau across the world works.

The European Scout Committee believes that the next Regional Scout Plan should try to reduce the potential for confusion.

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 21st European Scout Conference and, importantly, at the next European Scout Symposium in Ireland.

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 21st European Scout Conference from a carefully considered position.

Themes for the next Regional 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 Ireland, April 2013, to identify a list of priority themes for the next Regional Scout Plan.

Whilst there is a lot to improve, 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.

In fact, the European Scout Committee is of the view that these core services be further refined with Funding becoming an office led function. Over the last three years, well in excess of EUR 1,000,000 of external funding has been secured for the benefit of NSOs/NSAs, as well as the Region itself. This success is in large part due to the efforts of the European Regional Office, and the European Scout Committee would commend that this practice continues.

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.

Achieving Impact

A useful way to analyse various aspects of the work of the Region could be to look at the impact that each action has on associations, Scouts and young people across Europe.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- What chain of events is there from an output by the Region (publication, event, training, network meeting, etc.) to impact on the development, growth and quality of Scouting on offer?

- To what extent are the outputs of the Region actually known of and used by associations?
- Are the European Scout Region's various Working Groups and Core Groups meeting but not delivering anything of practical value to associations?
- Are the European Scout Region's various Working Groups and Core Groups meeting and delivering support that is of practical value, but are difficult for associations to use?
- To what extent is the Region capable of meeting the specific and common needs of associations?
- Do you consider there is a need to have more regional events/publications/training which may correspond to the needs of your NSO/NSA? e.g. regional event which could correspond to the need of the cub age group.
- How can we better tailor the Regional Scout Plan's scope, according to the different developmental levels of associations, in order to respond to everyone's needs and expectations?
- What other implications can we list as a consequence of the Region's activity and in terms of the impact to new partnerships and synergies inside the organizations and among them?
- How does what we do positively impact on other Regions, as well as the world level of WOSM?
- How does what we do positively contribute to the work of partner organizations including our Joint Work with the Europe Region WAGGGS?
- Do you believe that the Regional Scout Plan can be simpler than previous versions, whilst still accommodating the broad ambitions that NSOs/NSAs have for the development of Scouting across Europe?

Region's work based on needs

Typically, those associations present at the Regional Scout Conference express the needs of their own association but do not always subsequently use the support offered to meet those needs. There are several thoughts to consider.

In January 2011, the Region launched the Needs and Strengths Analysis to try to establish a starting point for the provision of Tailored Support. Just over 50% of NSOs/NSAs completed the survey so, while incomplete, the Region had more accurate information than previously.

Some factors impacted on the veracity of the information including: the scope of the internal analysis in the association; the capacity of those completing the survey; the differing levels of objectivity; the level of undue negative or overly positive impressions.

It is interesting to note that under the umbrella of Global Support at World level, an approach using a combination of various tools of analysis is being explored so there may be more objective and structured criteria in place in the future.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- Do we have enough experience and expertise in proper needs assessment?
- Are the consultations we conduct prior to the adoption of the Regional Scout Plan genuinely inclusive enough to reflect on what is really going on in associations?
- How do we continue to promote the unity of the European Scout Region while recognising and respecting the diversity of need?
- Is there a problem with the type of services on offer or the events that are organised for associations?
- Is there a possibility that there is a discrepancy between the political will expressed at the Regional Scout Conference and the genuine needs of associations?
- How do we encourage associations to use the support services that are made available?

For example, themes such as gender and diversity need careful consideration on how to include them effectively if it is the political will of the next Regional Scout Conference. Recent past attempts have not been successful while the specialist networks continue to provide a venue for some exchange, debate and, sometimes, action.

Themes and Approaches to be carried forward

In the current triennium the continuing characteristic of the Regional Scout Plan has been growth. Apart from tailored support looking at the various factors impacting on growth, a Joint event was held to share good practices and methodologies employed throughout the Region.

The Membership Report provided an initial review of the situation in all NSOs and census and fee payment reporting has been enhanced. The net gain in membership has been in the order of 500,000 over the past 10 years.

While growth is identified by associations as the key area requiring support, the one event organized on the topic was undersubscribed. With this in mind, there are several issues to consider.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- What is the right way to continue supporting the growth of Scouting in Europe?

- How do associations evaluate the current methods used to focus on growth?
- Should growth be a separate theme of our work, or should the principles of how we work encapsulate the factors identified to have an impact on growth?
- How have the Partnership Fund (formerly called the Partnerships for Development and Growth Fund) and the services of the Tailored Support Unit affected the development and growth of Scouting in Europe?

The basic philosophy of tailored support based on the 'Committee Contact System' should, we believe, be reconfirmed in the next Regional Scout Plan.

Based on the experiences of the current triennium, the next European Scout Committee may seek to modify and simplify the processes associated with the delivery of this service.

For example, the tailored support approach is generally more labour-intensive than organising events for a large number of associations. However, at the same time it is more cost-effective as travel costs are no longer the main component of support from the Region. Therefore the tailored support approach should imply a shift of resources from pure finance to staff and volunteer time.

Tailored support possibilities available could be spelled out more specifically, by announcing the fields in which the Region is able to offer support (or to purchase externally).

So far the Partnership Fund has been used as an alternative tool in situations when only financial support is required, while Tailored Support is used when other forms of support than financial are also needed.

As regards 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 2013 event, and it is envisaged that it will remain multi-disciplinary, but that the sessions continue to have an annual special focus to highlight current themes in our work.

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.

Internally, we believe that the structuring of the work should be examined and improved. It may be necessary to move to a more cross-cutting, themed approach, rather than by discipline. For example, if Growth is a theme, it could involve volunteers and staff from different disciplines.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- 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?

Our Partnership with WAGGGS

Since the 13th European Guide and Scout Conference held in Brussels, Belgium, in July 2010, a number of concerns have been expressed about the joint work being undertaken by the European Scout Committee and the Europe Committee WAGGGS, both by the Joint Committee itself as well as from NSOs/NSAs and MOs too.

The nature of the joint work, as well as ways of working, have changed over the last 8 years. Here is an overview of the evolution that has taken place:

2004-2007 - Iceland to Slovenia

During the 2004-2007 triennium, the Joint Committee immediately started on the implementation of the joint work and Recommendations following the close of the 11th European Guide and Scout Conference held in Reykjavik, Iceland, in May 2004.

The theme of the joint work was 'Active European Citizenship' and this was elaborated in a document, which in effect was the Joint Plan, with the work done by Members of both the European Scout Committee, and Europe Committee WAGGGS, ably supported by designated Staff of the World Scout Bureau – European Regional Office and the Europe Office WAGGGS. The involvement of a wider network of volunteers from both organisations was not fully realised at this time.

Towards the end of the triennium, the Joint Committee was of the opinion that whilst the relationship between both organisations was cordial, and some good work was done in relation to the implementation of the Joint Plan, the importance of the joint work was always demoted, with the work enshrined in the strategies of both respective Regions taking priority.

After discussion, the Joint Committee was of the view that it didn't make sense to have a third plan. It was of the view that it might be better to try and identify the areas of overlap between the plans of both Regions, and have that overlap become the focus of our joint work.

It was perceived that by focussing on work that was integral to the plans of both Regions, the work would not be demoted and that it would be delivered.

This proposal was discussed with NSOs/NSAs of the European Scout Region and MOs of the Europe Region WAGGGS. Overall, the feedback was positive and supportive of this approach.

2007-2010 – Slovenia to Belgium

With our new way of working identified and agreed by the 12th European Guide and Scout Conference in Portoroz, Slovenia, in May 2007, the Joint Committee embarked on the establishment of different working groups, comprised not only

of the members of both committees and the staff of both offices, but also a wider network of volunteers from both Regions.

In order to establish effective working between all of these people, briefing meetings and working sessions took place in January 2008, January 2009 and January 2010. These meetings were helpful in getting to know each other and to have a common understanding of the work that required to be done.

However, it was evident that this improved approach was also quite challenging. From an early stage, there were other shifts in approach in both Regions. The European Scout Committee was advised that the Europe Committee WAGGGS would not be able to commence its involvement in the joint work immediately following the close of the 12th European Guide and Scout Conference. Instead, it could only commence from 1 January 2008, some nine months later.

In addition to this shift in approach, the European Scout Committee embarked on the implementation of changes to the way in which Members of the European Scout Committee would work. Whereas in the past each Member acted as the 'Coordinator' for a specific area of work, this was deemed to be overly demanding and often resulted in lack of oversight of governance related matters and so greater involvement of volunteers was envisaged and realised. Volunteer coordinators were identified to help the European Scout Committee implement its work. This approach was not directly mirrored in WAGGGS, so there were numerous points of friction with people not knowing who should be doing what, and what level of authority they had, despite repeated attempts to clarify.

These two developments had a considerable impact from an early stage, with a number of people involved asking for the process to be significantly adjusted. However, the Joint Committee was of the view that we would run the risk of spending too much time focussing on how to work rather than doing the work.

The reality was rather different and the quality of the work done was called into question, both internally amongst the Joint Committee and staff, and externally with the NSOs/NSAs and MOs with whom we were supposed to be working.

Towards the end of the triennium, despite the fact that the achievements were not as numerous as originally hoped for, the Joint Committee took the view that the work just needed to be further simplified.

As a result, three Joint Themes for 2010-2013 were identified, again integral to both regional plans.

2010 – 2013 – Belgium to Germany

During the last few years, and with changes in WAGGGS policy, a number of SAGNOs have registered their female members in WOSM as well as WAGGGS. There continues to be divergence in planning schedules which make cooperation difficult. Events which are jointly delivered continue to provide a fulfilling experience for participants but the on-going impact of these events may be questioned.

External Evaluation Process

In November 2012, the Joint Committee agreed to commission an independent external consultant to help objectively evaluate the state of the relationship and the impact of the joint work on NSOs/NSAs and MOs, regardless of whether they are SAGNOs, WOSM only or WAGGGS only.

At the International Commissioners' Forum held in Athens, Greece, in December 2012, an update was provided to International Commissioners regarding the external evaluation process. The consultant was present at the event and took time to meet with individuals from a broad range of NSOs/NSAs and MOs.

The findings from this work should be available in advance of the March meeting of the Joint Committee. There will be scope during the 5th European Scout Symposium to reflect on the significance of the findings.

Together with the Europe Committee WAGGGS, the European Scout Committee has already exchanged ideas on how to carry forward the process of developing the Joint Work for 2013-2016.

We have approached the development of our Joint Work by considering two simple questions 'what' will we be included in the Joint Work in the next triennium? And 'How' will the Joint Work be delivered in the next triennium?

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- Are the events which are offered as Joint events achieving real impact on important topics for associations?
- Are the focuses 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 our partnership with WAGGGS when this is a role that WOSM should be ready to fulfil as a movement that openly states that it is open to boys and girls, young men and young women?
- Has WOSM currently got sufficient and reliable experience in the area of co-education?
- The Region has a number of Partnerships, particularly with the Big 6. Is the partnership with WAGGGS currently more effective than those other partnerships?
- What are your thoughts regarding the type of cooperation that should exist between WAGGGS and WOSM? Are you happy with the current way of cooperation or would you find some other way of cooperation more beneficial e.g. event based or project based cooperation.

Our Partnership with KISC

Over many years, the Region has had a relationship with Kandersteg International Scout Centre (KISC). Specifically a tri-lateral agreement was signed between WOSM (represented by the Region), Mouvement Scout de Suisse and KISC. A separate, Financial Agreement, between KISC and the Region was terminated towards the end of 2011.

Since that time, the Chairman of the European Scout Committee and the Chairman of the KISC Committee have been engaged in a one-to-one dialogue that has sought to:

- Further clarify the reasons for the termination of the bilateral Financial Agreement
- Improve the dialogue between the European Scout Committee and the KISC Committee
- Identify opportunities for future collaboration, in line with the strategic priorities of both parties

After an exchange of emails, including some interesting and innovative ideas, both Chairmen met briefly during the KISC General Assembly and then following the Academy in October 2012.

Charter

The discussions have moved in the direction of establishing a comprehensive charter that explains the relationship between the World Scout Centre and the World Organization of the Scout Movement replacing the existing Tri-partite Agreement and expanding the scope to include all Regions of WOSM.

The Regions feel that such a high level agreement could result is KISC bringing its experience of volunteer management, centre development and design, environmental education and other aspects of expertise to the table of World Scouting, offering widened opportunities across the world, and becoming an expanded centre of excellence which could positively impact on the development of NSOs, not only in Europe, but from across the world.

International Commissioners' Forum/European Scout Symposium

As part of developing an understanding of the potentials of the Charter, particularly for NSOs in Europe, KISC was present at the International Commissioners' Forum in Athens, Greece and have also been invited to participate in the European Scout Symposium in Dublin, Ireland.

Future Vision for KISC

It is clear that the KISC Vision, adopted in 2012, calls for development of the high-adventure concept to include more closely its raison d'être as the permanent mini-jamboree with a focus on peace, tolerance and cooperation.

It was explained that if KISC could identify aspects of programme such as this, or relevant to the 16-22 age range for example, then this is where there are perhaps grounds for establishing a new form of cooperation. But, it would require further discussion and elaboration... and only after the work on the charter was well progressed.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- How can the expertise at KISC be made available to NSOs/NSAs in the European Scout Region?
- Is the spreading of the focus to recognise the role of the World Scout Centre likely to be accepted by other Regions?
- Are there sources of funding that might be appropriate for the World Scout Centre particularly as a centre of excellence in the environment and adult resource management?
- What events can easily be located to KISC to utilise the potential of the venue across the whole year?
- What incentives could encourage further usage by associations which have not previously utilised the centre for training and events?

Other Partnerships

The Region has a healthy relationship with a number of other entities. Both WAGGGS and WOSM are members of the "Big 6", the platform that includes also YMCA, YWCA, Red Cross Youth and The Duke of Edinburgh's International Award.

Likewise, those organisations with Consultative Status with WOSM often have European entities and the Region has worked closely with the World Buddhist Scout Brotherhood (WBSB) and has had dialogue with the International Forum of Jewish Scouts (IFJS) and the International Catholic Conference of Scouting (ICCS) as well as interaction with the International Union of Muslim Scouts (IUMS), the Council of Protestants in Guiding and Scouting (CPGS), International Link of Orthodox Christian Scouts (DESMOS) and International Scout and Guide Fellowship (ISGF). In the past the Region has promoted links between members of the European Parliament and national connections with parliaments and between parliamentarians.

Additionally, a number of networks exist, some closer than others in the work of the Region, where the Region often offers a degree of small financial assistance:

- North-South Network
- Overtures Network
- Odysseus Group – Sea-Scout Network
- Rovernet
- Centre Managers' Conference
- Network of Scout and Guide Representatives in National Youth Councils
- Training Commissioners' Network

Clearly many groupings have their own independence and operations and the Region should not seek to interfere. However, there are times when it is useful to be able to engage with some groups to facilitate support in achieving the Regional Scout Plan, to share experiences, to provide for development and avoid duplication of effort.

In the field of External Relations we have had operational partnerships, particularly with the European Youth Forum. Our relationship with the Forum is based on a mutually beneficial relationship.

However, building on the successful interaction with and membership of the European Year of Volunteering Alliance, the Region is one of the founding partners of the Volunteering Alliance. Likewise, the Region is also a member of the European Year of Citizens Alliance supporting the European Year of Citizens in 2013.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- Should our networking opportunities be more a part of our coordinated support, with similar degrees of support, including finance, offered to each network?
- What relevance do you feel these networks have to the work of your NSO/NSA?
- What impact should the engagement with other platforms have in relation to our participation in the European Youth Forum?
- Would it be beneficial for your NSO/NSA if the Region was to develop any other partnership or engage in one like it has done with the European Youth Forum e.g. with Concord?

Future of the Partnership Fund

During the 19th European Scout Conference in Portoroz, Slovenia, the creation of the Partnerships Fund for Development and Growth was announced and universally endorsed by NSOs/NSAs. The creation of the Partnerships Fund for Development and Growth followed several years of the successful operation of the Centenary Fund whereby grants were made available for successful projects.

It has been helpful in supporting projects designed and delivered by NSOs/NSAs, in line with the strategic priorities of the European Scout Region.

Subsequently the title was simplified to the Partnership Fund.

Background

Recognising that the Fund for European Scouting exists to benefit the totality of Scouting in Europe, principally through the work of the European Scout Committee and the World Scout Bureau – European Regional Office, the practice of grant giving to NSOs/NSAs for development and growth projects has, as one might imagine, been well received.

In the preparation for the 19th European Scout Conference, an evaluation of the Centenary Fund was undertaken and it was suggested that the sums distributed to NSOs/NSAs were often quite considerable, given the capacity of some NSOs/NSAs to make best use of such sums.

As a result, the creation of the Partnerships Fund for Development and Growth was seen as a route to maintaining access to grants for the benefit of NSOs/NSAs, as long as projects were focussed on development and growth; topics that have been clear elements in successive Regional Scout Plans.

Evolution of the Partnership Fund

The Partnership Fund, since its creation, has had some success in helping NSOs/NSAs with interesting projects. Importantly, emphasis has been put on projects being designed and implemented in partnership with the European Scout Region, but this dimension has not always been universally understood. As well as successes, there have been instances of projects having been completed, but their impact not being well articulated.

With the evolution of the economic downturn, coupled with the shift to a 'consultancy' approach, the European Scout Committee has been able to disburse grants of a considerably smaller nature, yet still achieving impact in many cases. The projects undertaken by NSOs/NSAs have been regularly reported on, and others have found inspiration from them.

Furthermore, the additional efforts to secure funding from external sources have also assisted the European Scout Committee in being able to disburse smaller grants. The introduction of Messengers of Peace as well as the Leadership Training Fund has also added to this impression that there are a number of sources of funding to help NSOs/NSAs with capacity building and training related projects.

THE FUTURE OF THE PARTNERSHIP FUND

Since 2007, the Partnership Fund (as it has become known) has disbursed approximately EUR 641,215 to 40 projects in 23 countries, reaching indirectly tens of thousands of young people.

Having been in operation for close to six years, the European Scout Committee agreed to commission a review of the Partnerships Fund (as was done with the Centenary Fund) and bring forward recommendations for the future of the fund at the March 2013 meeting of the European Scout Committee.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- The current Partnership Fund aims to support projects which have outcomes that can be shared across the Region. Does this continue to be a viable method, gaining the maximum benefit?
- Allocations from the Partnership Fund have tended to be reduced in recent years. This reflects a closer scrutiny of methods and costs. Has the level of grant making reached a level below which the impact will be curtailed? Would it be better to have fewer, but larger scale projects? Would it be better to have more, but smaller projects/subventions?
- Should a higher proportion of the regional budget be allocated through the Partnership Fund?
- Do we do enough to identify and support applications to other sources of funding – internal and external?

Our Ways of Working

During the current triennium, our Organisational Development Core Group has been examining how we work in the European Scout Region. This thinking has enabled the European Scout Committee to recognise the strengths and weaknesses of the methods in use.

Open Call

The inclusion of many new volunteers in the work of the region resulted from the Open Call which was undertaken before the nature of the work was fully determined.

It was clear that there were more applicants with many not fitting the complex profile of belonging to one working group and one core group, in the so-called matrix.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- Should there be an agreed handover period to transition between the end of one Regional Plan and the commencement of the next, say until December 2013?
- Should the Regional Scout Plan be longer than 3 years to facilitate such possibilities?
- Might it be possible for the NSOs/NSAs to be the participating "person" so that they can choose the most appropriate person to engage in an aspect of Regional work at any given point in the triennium?
- Could the Open Call be more targeted so that recruitment is on a project basis rather than for a Working Group?
- Given the popularity of the Open Call, how can we manage the expectations of and possibly harness the talents of those volunteers and individuals who did not make it in to a Working Group or Core Group?
- We recognize that having an open call before the ways of working, Working Groups and Core Groups were outlined may have had created surprises and in some cases frustration. Do you share the same feelings? Would you agree in having a shorter open call but after the Regional Scout Plan is presented?

Working Groups

The introduction of Working Groups based on themes was seen as a positive development from only focussing on the so-called core business. The Regional Scout Plan was developed to capture the commitment and energy of the volunteers involved in the work, though the KPIs were identified for the group in advance by the European Scout Committee. The outputs from this new way of

working have been of variable quality, with some groups and individuals performing very well and others less so, and for some, the issues associated with working jointly with WAGGGS (noted elsewhere in this document) made it more difficult.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- Might it be easier to have a project based approach, having well defined limitations on the expectations we have of volunteers, rather than a variety of Working Groups, focussed on specific themes?
- What are the topics and issues that you believe would require Working Groups and/or Project Teams to be established?

Core Groups

It appears that there was a good synergy in some groups between those in Working Groups and those in Core Groups. Each Core Group had responsibility for key areas of work – and this specialisation provided for effective working and positive results in many cases. The Core Groups provided a good reference point for tailored support actions, and became a way of identifying and qualifying consultants from the consultancy pool.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- We believe that the underpinning of our core work, represented through the Core Groups, remains of fundamental importance. So we suggest that this methodology is maintained, to ensure the continuity of basic support and maintain an up-to-date approach to methodologies that may be continually changing.
- We recognise that as well as the positives, there were difficulties in maintaining the matrix concept, with volunteers having both a Working Group and Core Group responsibility, and on balance that it was probably too much to ask of volunteers who are already busy people. Does this reflect your own thinking?
- 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.

Consultancy Pool

This was the area where the intention was to innovate but where our capacities were not equal to the task – such as effective briefing of those interested, mapping of the skills available, quality assessment of the abilities of those volunteering, regular and appropriate briefing on on-going topics.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- Perhaps it is better to be more specific about the skills required for the consultancy pool, to restrict the numbers and better support this focussed team?
- With the Global Support System coming online, we believe it is time to use the terminologies soon to be in use across the whole of WOSM. This may enable continued cross fertilisation of ideas across and within the Regions.
- Development of briefing and other training and support documents and tools, begun already in this Triennium by the Region on behalf of the Global Support Team for the Global Support System should continue and be refined.

The current inclusive working methods of the Region, we believe, should be maintained. These include:

- Wide involvement of volunteers nominated by NSOs/NSAs to assist with the implementation of the Regional Scout Plan.
- Increasing transparency and improved communication, including importantly, feedback from NSOs/NSAs on the progress being made by the European Scout Committee.
- The accessibility of Committee and Staff through focussed visits and meetings.

The European Scout Committee welcomes and encourages association led initiatives. We believe that their impact can be maximised if the initiatives are synchronised with the work of the Region.

Length of the next Regional Scout Plan

The 40th World Scout Conference in Slovenia, in 2014, will discuss the future strategy of the World Organization of the Scout Movement. It is likely that there will be changes in world level priorities which could impact on the implementation of the Regional Scout Plan during the triennium.

Already the Region's use of Tailored Support is reflected in the Global Support System which is being rolled out across all Regions so any changes at World Level may be easily incorporated into the Regional level.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- Should the Region propose a longer term vision for the Regional Scout Plan e.g. six years, nine years, and in the context of this vision, propose some of the steps to be taken in the next triennium, bearing in mind the discussions that will take place at the 40th World Scout Conference?
- Would you favour a vision for 3 years, 6 years or 9 years, through which successive Regional Scout Plans can be positioned?

Relationships with World and other Regions

Europe as a Region of the World Organisation

One of the roles of the European Scout Region is to implement the policies of WOSM and to contribute to the development of Scouting in the world. At world level, WOSM is currently implementing agreed priorities arising from the last World Scout Conference, whilst at the same time, making progress in defining strategic direction in preparation for the 40th World Scout Conference in 2014.

Changes on the World Level and issues raised by NSOs and Regions

At world level many changes are underway and are foreseen in the near future. In recent months, concerns expressed by some NSOs and Regions on a range of issues have required the World Scout Committee, and by delegation of the World Scout Committee, Regional Scout Committees, to get involved and react. In particular, issues originating from Asia-Pacific to review governance matters, registration fees and a number of key policies have demanded the attention of the World Scout Committee. These issues have been recognised by the World Scout Committee as 'Global Issues'.

The structure, organisation and leadership of the World Scout Bureau is being transformed. Relocation of the Central Office is underway. Overall, the World Scout Bureau is in a period of transition, with the outcome anticipated to be a better basis from which to support and serve the Movement.

It is important that European NSOs are aware of the changes taking place, the impact that is foreseen and the nature of the 'Global Issues' that are being discussed.

The preparations for the 40th World Scout Conference will demand the full involvement of all European NSOs in important discussions in the coming months, not just amongst European NSOs, but with NSOs coming from other Regions as well.

The European Scout Committee is taking steps to ensure that some time is dedicated to discussion on 'Global Issues' at the European Scout Symposium in Dublin, Ireland and the 21st European Scout Conference in Berlin, Germany.

Representatives from the World Scout Committee and World Scout Bureau will be attending both events.

Role of the Region in world level debates

Whilst the European Scout Committee has engaged in debate on the 'Global Issues' as outlined above, it has been mindful to not give the impression that it speaks on behalf of European NSOs, particularly with regard to issues that NSOs may not be fully aware of.

The European Scout Committee continues to subscribe to the important notion that WOSM is not a federation of Regions but a federation of NSOs. It has been customary for the European Scout Committee to not seek to 'coordinate' a European position in discussions concerning world level issues in the past.

However, several other Regions have been taking an increasing role in ensuring that the voice of the NSOs in their Region are heard and this has led to some NSOs in Europe calling on the European Scout Committee to take more of a coordinating role in facilitating dialogue so that NSOs are well prepared for discussions prior to and during the 40th World Scout Conference.

Partnerships with other Regions

The European Scout Region encourages partnerships with other Regions by supporting NSOs and by offering opportunities for interaction.

Since 2007, the focus has been on partnerships with three neighbouring Regions: Africa, Arab and Eurasia. These partnerships take different forms and are different with each region: e.g. regular Euro-Arab meetings, cooperation with Eurasia on seminars and events, partnership projects with Africa.

THOUGHTS FROM THE EUROPEAN SCOUT COMMITTEE

- How should the world level priorities and policies be reflected in the Region's priorities in the next triennium?
- How should European Scout Region coordinate itself, if indeed it should, bearing in mind the active role being taken by some of the other Regions in channeling the voice and position of their NSOs?
- What role should the European Scout Committee adopt in discussions relating to world level issues?
- How should the partnerships with the other Regions be developed in the future? Is it still pertinent to continue with the focus on the three neighbouring Regions or not? What should be role of the European Scout Region and of the NSOs be, in facilitating those partnerships?

External factors affecting the Regional Scout Plan

There are many factors which impact on the ability of the Region and our member organizations to operate to our full capacities.

Current economic and related social difficulties have become entrenched in some parts of the Region making it difficult to maintain the size of the staff support for some organizations. Many government grants have been cut and some associations have seen their entire government grants wiped out. The economic situation will also impact on the national and local associations if job losses and other factors reflect on the ability of individual members and consequently associations to pay fees and participation costs for seminars, events and networking opportunities.

At European level, particularly in the European Union, doubts over the continuing system of fund allocation to the youth sector provide for a challenging outlook. Certainly, there may be more competition for more limited grants and alternative priorities may replace youth activities as recipients.

The Region continues to explore the area of public and private funding and administers a number of possibilities or referrals such as the Leadership Development Fund, Eric Frank Trust, Partnership Fund, Messengers of Peace Support Fund as well as monitoring other institutional possibilities.

Building on past years, the European Year of Citizenship (2013) and the European Year of Volunteering (2011) and the establishment of the Volunteering Alliance may provide support in the field of the recognition of Volunteering and other aspects of the legal recognition and protection of volunteers, the heart of our movement.

The Region will seek to ensure that adequate funds are maintained to preserve the level of services despite the continued financial difficulties that may be encountered in the coming years. The European Investment Fund will play a major role in this aim.

At European Level, the high dependency on the Fund for European Scouting (up to 66% of the Regional income currently comes from this fund, which is a significant reduction from 75% three years ago) means that as the income from the fund is calculated on a rolling average on the previous 36 months, the impact of the downturn will continue to have impact throughout the coming triennium with limited growth potential in the capital of the Fund for European Scouting.

How to use the Discussion Paper

Thank you for reading this far! ☺

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 key themes that your association would like to see included in the next Regional Scout Plan and why?
- Are there any themes 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 support, committee contact system etc.

To assist you with this question, we will be writing to you shortly 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?
- Do you think a medium term vision (e.g. six or nine years) for the European Scout Region needs to be developed before focussing on the themes and objectives of the Regional Scout Plan for the next triennium?

Taking into account the above questions, please consult widely with your National Board, 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 4-7 April 2013 in Dublin, Ireland. 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 21st 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.

Appendices

- Regional Scout Plan – Supporting Growth in Changing Times
http://scout.org/en/around_the_world/europe/information_events/resources/institutional_documents/the_regional_scout_plan_2010_2013
- Annual Review 2010-2011
http://scout.org/en/information_events/library/management/european_scout_committee_annual_report_2010_2011
- Annual Review 2011-2012
http://scout.org/en/information_events/library/management/european_scout_committee_annual_report_2011_2012
- Membership Report 2011
http://scout.org/en/information_events/library/membership_growth/membership_report_2011
- Quality Self Assessment
http://www.scout.org/en/content/download/6041/57135/file/SQA_Form_E.doc
- Euro.Scout.Info
<http://euroscoutinfo.com>
- Europak Online
<http://europak-online.net>
- Triennial Plan – 2011 – 2014 (world level)
http://scout.org/en/information_events/library/management/triennial_plan_2011_2014
- Global Support
http://scout.org/en/information_events/library/managing_adults/global_support



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World Scout Bureau – European Regional Office
P.O. Box 327, Rue Henri-Christine 5
CH-1211 Geneva 4
Switzerland

Tel: +41 22 705 11 00
Fax: +41 22 705 11 09

World Scout Bureau – European Regional Office
Avenue Porte de Hal, 38
B-1060 Brussels
Belgium

Tel: +32 2 534 33 15
Fax: +32 2 534 16 54

europa@scout.org
scout.org/europe
euroscoutinfo.com

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