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**Triennial Report 2016-2019
European Scout Region**

**23rd European Scout Conference
Split, Croatia | 24-28 August 2019**

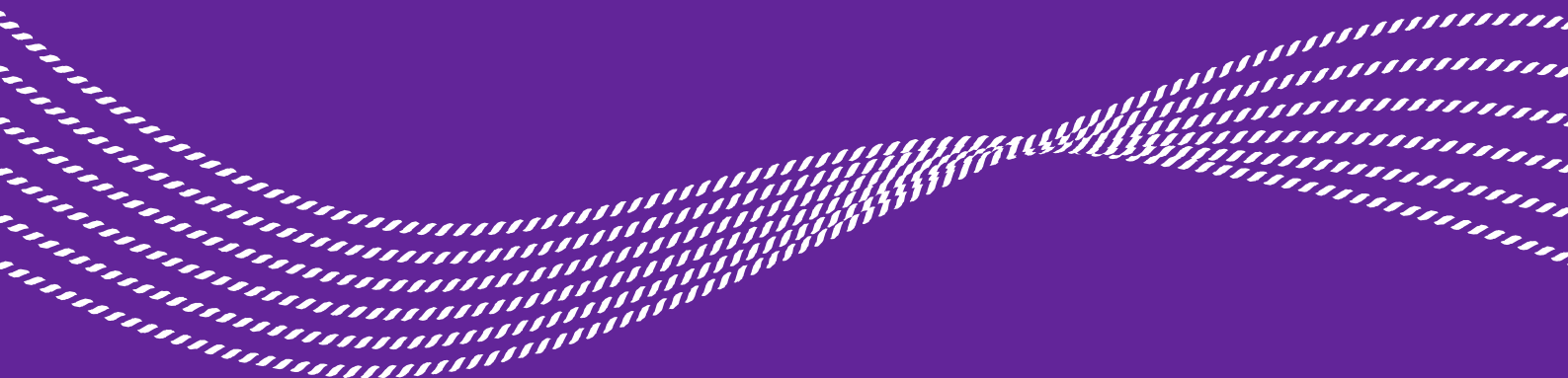


SCOUTS[®]
Creating a Better World



European Scout Region

Triennial Report 2016-2019



SCOUTS[®]
Creating a Better World

Triennial Report 2016-2019 of the European Scout Region

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Chairperson's Introduction

Dear Friends,

This Triennium has nearly ended and it is time to look back and reflect on the work of the Region in the last three years.

When looking at all the work done and goals achieved over a span of thirty-six months, with approximately one hundred and fifty volunteers, eleven staff and a committee of six, the result is pretty remarkable.

In the area of Education for All, we furthered the reach of our Youth Programme with a focus on spiritual development and we highlighted the importance of youth empowerment and the concept of service in Scouting. We also continued to advance our leading work in Diversity and Inclusion, where we focused on embedding this concept into our daily operations, and further strengthening the capacity of our members through network building and best practices. We did some work on the awareness of social impact and how to measure the impact that Scouting has on our daily lives. We also furthered the work on Skills for Life, particularly with supporting our members to understand and implement key WOSM policies.

In the area of Strengthening our Organisation, we continued the good work of supporting our members through Tailored Support which then transitioned to WOSM Services, and also by launching several eLearning modules as valuable resources. We continued to support and strengthen our Members through the GSAT framework, where the impact has been quite substantial. As a Region we also worked on Growth as a focus throughout all the aspects of our work and this is also showing promising results.

The area of Spreading our Message was the area in which we gave a renewed focus on what we communicate, how and to whom, in a shifting social and volunteering paradigm. We also continued to have significant successes in the work of our External Representation with advocacy, representation in youth fora and other platforms allowing us to voice what Scouting is and what it represents. Our work in External Relations & Funding was also very fruitful, and it continued to support the core business of Scouting and its members in Europe. Our Partnerships team also worked on building and strengthening bridges between the different Regions.

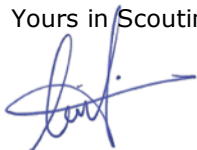
In the new area of Continuous Improvement, we worked on building and delivering a solid process for creating a new Regional Scout Plan which resulted in a strong element of consultation and collaboration between the Region and NSOs. We also did a lot of work in the area of evaluating the working methods of the Region – resulting in a number of points to consider – including the engagement of our NSOs to support the work of the Region. The Volunteer Management Team also did a sterling job with how we manage our most important resources – our volunteers- and covered important topics like succession planning , performance management and recruitment of our next volunteers about to begin.

In the midst of all this we also had several amazing events that allowed our young members and our leaders to experience Scouting, to share their ideas, to learn from each other and, ultimately, to become better persons.

All of this would not have been possible without the continued support of our NSOs, the dedication of all of our volunteers, the sheer stamina and determination of our staff and key volunteers, and all the other people in the background like family members who directly and indirectly kept us afloat.

On behalf of Hulda, Chip, Julijana, Lars and Nicolò, I would like to thank you all for joining us in this amazing Scouting journey to Create a Better World.

Yours in Scouting,



Kevin Camilleri
Chairperson,
European Scout Committee

Thank-you

The European Scout Committee and the entire Region wish to recognise the contribution made to the work of the Region by the following supporters:

The **Fund for European Scouting**
(managed by JP Morgan Private Bank)



The **United States Fund for International Scouting**



Co-funded by the
Erasmus+ Programme
of the European Union

The **Erasmus+ Programme** of the European Commission's Directorate
General Education and Culture



The **European Youth Foundation** of the Council of Europe



KAICIID - The King Abdullah Bin Abdulaziz International Centre for
Interreligious and Intercultural Dialogue



The **Messengers of Peace Fund** of the World Organization of the Scout
Movement



The **Eric Frank Trust**



The **Leadership Training Fund**

... and all those many volunteers and staff who have contributed in any way to support the work of the Region in the Triennium 2016 – 2019:

Our sincere and heart-felt thanks.

The European Scout Committee

The main functions of the European Scout Committee are:

- To exercise such functions as are provided for in the Constitution of the European Scout Region.
- To put into effect the resolutions adopted by the Regional Conference and to fulfil and duty that the Conference may assign to it.
- To act as an advisory body to the World Scout Committee and for Member Organizations requiring advice and assistance.

The European Scout Committee of WOSM has six volunteer members elected by the delegates during a regular session of the European Scout Conference. Regular meetings of the Committee take place at least three times per year.

Attendance

Members of the European Regional Committee of WOSM 2016-2019

- **Dr Kevin Camilleri**, Chairperson, from Malta
- **Julijana Daskalov**, Member, from North Macedonia
- **Hulda S. Guðmundsdóttir**, Member 2016-2017 and Vice-Chairperson 2017-2019, from Iceland
- **Chip – Veerle Haverhals**, Member, from Belgium
- **Dr Lars Kramm**, Vice-Chairperson 2016-2017 and Member, 2017-2019, from Germany
- **Nicolò Pranzini**, Member, from Italy



Treasurer, European Scout Region

The Treasurer of the European Region of WOSM is a volunteer appointment within the European Region. The appointee is confirmed by the Treasurer of the World Organization of the Scout Movement and attends meetings of the European Regional Committee to report on the Region's financial situation, to give guidance to the Committee and to advise on the investment management of the Region's portfolio.

- **Prof Marios Christou**, from Cyprus (till January 2017)
- **Dr Thankmar Wagner**, from Germany (from January 2017)



Committee Secretary

In conformity with the Constitution of the European Scout Region, the Regional Director serves as Secretary of the European Scout Committee, and gives valuable input and advice, particularly in relation to the day-to-day business of the European Regional Office and other matters that may arise.

- **David McKee**, from the United Kingdom (since June 2004)

Executive Assistant

The Regional Director's Executive Assistant attends meetings of the European Scout Committee to assist with capturing discussion, recording of decisions and clarifying action points. The presence of the Executive Assistant allows the Committee Secretary to more fully participate in the discussions.

- **Rupert Schildböck**, from Austria (since February 2010)

Other Members of Staff

At the discretion of the European Scout Committee, other Members of Staff may be invited to attend particular meetings to advise on specific matters.



World Scout Committee

It has become a regular custom for the European Scout Committee to extend an invitation to attend its meetings and in most cases a member of the World Scout Committee can participate in the discussions and update the European Scout Committee on current developments at the world level of WOSM.

In addition, invitations to attend have also been extended to Youth Advisers to the World Scout Committee coming from Member Organisations in the European Scout Region to attend some events, particularly the All Groups meeting annually.

Members and Youth Advisers attending meetings during this Triennium:

- **Ahmad Alhendawi**, Secretary General
- **Jo Deman**, Member, from Belgium
- **Julius Kramer**, Youth Adviser, from Sweden
- **Martin Meier**, Youth Adviser, from Liechtenstein
- **Pia Melin Mortensen**, Member, from Denmark
- **Juan Reig**, Member, from Spain
- **Craig Turpie**, Chairperson, from the United Kingdom

By Invitation

Occasionally, the European Scout Committee invited guests to participate in some or all parts of particular meetings. During the past three years, such guests included representatives of Member Organisations and Members of Staff of the World Scout Bureau Global Support Centre.

Organisation of work

A number of tools were introduced at the beginning of the Triennium to help the European Scout Committee organise its work to the best benefit of the European Scout Region. The different measures contributed to balancing and adjusting expectations and commitments amongst Members of the Committee.

Mutual Agreements

Following practice established in the past Triennium, the European Scout Committee agreed at the beginning of the Triennium to set up Mutual Agreements for the elected Members and the Treasurer. Going beyond typical role descriptions, these Agreements considered in a more personalised way what each Committee Member would be willing and able to honestly give in terms of time and what particular support would be available to them.

Regular reporting and Annual Reports

As a regular item on the agenda of its meetings, the European Regional Committee received individual reports from each Member, which allowed the Committee to be updated on different aspects of each of its Member's work.

Annual Reports for the years 2016-2017 and 2017-2018, circulated to all Member Organisations, helped each Committee Member to reflect on actions undertaken during the period of twelve months and to address particular challenges encountered or highlight inspiring success stories.



Progress Reports of Areas of Operation

In an effort to keep track on progress made by the different Areas of Operation set up to help achieve objectives and related action identified in the Regional Scout Plan, regular Progress Reports prepared by the Coordinators were received and reviewed by the Committee at each of its meetings. Monthly telephone conferences helped to maintain a direct and regular dialogue between the Committee members and the Coordinator.

Once every year, the four Coordinators were invited to attend a meeting of the Committee when they reviewed achievements and addressed challenges.

Communicating and collaborating with Member Organisations

A number of measures were put in place at the beginning of the Triennium in order to ensure regular and transparent communications with Member Organisations in the Region. Thus, the associations and the Committee and Support Centre were always up to date on successes achieved and could address any challenges met in timely fashion.



Committee Update

Shortly after each meeting, the European Scout Committee rapidly dispatched a two-page Committee Update to all Member Organisations in the Region as well as to Regional volunteers. In this way, highlights of the Committee's discussions and other outcomes were shared with a maximum of people involved in Regional work. Some content of these Committee Updates was also shared in the Region's different social media channels.

Committee Contact System

The Committee Contact System was another means for Member Organisations to learn more about successes and challenges related to the work of the European Scout Committee. The System aims at rendering the Committee more accessible to the associations. As in previous triennia, it proved useful in establishing strong and mutually beneficial relationships.

An important aspect of the System relates to its role in helping identify particular needs for tailored support and in accompanying associations considering applying for support through WOSM Services. The System is complementary to general information, specific contact and particular support available directly from the staff of the Europe Support Centres.

Committee Members and the countries of their Contact Associations

- **Kevin Camilleri:** Romania, Serbia (with Kosovo), Spain, and the United Kingdom
- **Julijana Daskalov:** Austria, Belgium, Bosnia-Herzegovina, Denmark, Estonia, Iceland, Latvia, Monaco, and the Netherlands (from 2017)
- **Hulda S. Guðmundsdóttir:** Bulgaria, Cyprus, Czechia, Greece, Hungary, Ireland (till 2017), the Netherlands (till 2017), and Slovenia (till 2017)
- **Chip – Veerle Haverhals:** Germany, Italy, Lithuania, Montenegro, Poland, Slovakia, Sweden, and Switzerland
- **Lars Kramm:** France, Ireland (from 2017), Israel, Norway, Slovenia (from 2017), and Turkey; Albania (local level support)
- **Nicolò Pranzini:** Croatia, Finland, Liechtenstein, Luxembourg, Malta, North Macedonia, Portugal, and San Marino

The Steering Group and the Co-ordinating Group

Steering Group

In between the meetings of the European Scout Committee and joint meetings with the Europe Committee WAGGGS, there were also regular meetings of the Steering Group and Coordinating Group.

The Steering Group is named a “group” specifically because, unless otherwise agreed, the meeting does not have the right to make decisions. The role is to review progress in the work of the Region, propose ways forward and provide guidance and oversight on plans.



The Steering Group comprises the Chairperson, Vice-chairperson and Regional Director. Meetings are held prior to all regular meetings of the European Scout Committees, of which there are three per year. They take place about six weeks before the Committee meetings to allow for updates to be prepared and proposals to be made.

Co-ordinating Group

In order to progress the actions relating to work in partnership with WAGGGS, on two occasions per year the Committees of WAGGGS and WOSM meet in joint session for about half a day.

Helping to steer the actions of the work in partnership is the role of the Coordinating Group made up of the two Chairpersons, the two Vice-chairpersons and two staff members representing the respective regional office structures.

Working is a spirit of mutual respect and honesty; the Memorandum of Understanding (MoU) between the two European Regions of WOSM and WAGGGS has progressed with considerable work undertaken by the Coordinating Group to ensure research, proposals and development. All this is done in the spirit of mutual respect and cooperation - and lots of fun.

The European Support Centres – Geneva and Brussels

As listed in the following page, there have been significant changes in our staff complement in Europe.

I want to pay tribute to those who have left us and who, in their time with us contributed to the services that we provide.

Annemarie Khetib joined us in 2007 and was with us for 9 years till December 2016 in charge of Administration and Finance for that period. Rose-Marie Henny joined us in 2011 initially responsible for Organisational Development, moving to Diversity and Inclusion till June 2018.

Sinziana Râsca joined us in 2015 and was with us till 2017, while Camilla Palazzini joined us in 2016 leaving us after 18 months. Hunor Péter joined us 2017 and departed just over 2 years later. And finally, Veronica Arduino joined on a fixed term contract for 18 months in June 2017.



All six have brought a lot of themselves to their roles. For none was this a standard nine to five job and I am particularly grateful for the flexibility they have shown in executing their duties and offering support as it was needed. European Scouting owes them thanks for a job well done.

Turning to the remaining staff, I wish to pick up on the flexibility which is a feature of our work together. I personally have high expectations and seek to empower my staff so that they can look for their own solutions and find the best way forward. The partnership between Geneva and Brussels, with Skopje thrown in works because of the responsiveness of the team, and their innate feelings of supporting each other. I confess to concern at the workload and the high expectations and ask for your understanding if we have not always met those expectations.

On a personal note, I wish to thank the team for all our engagements in the past three years. It is not always easy to lead such a diverse team, but their achievements are prodigious.



David McKee
Regional Director

Staff who left the Europe Support Centres during the Triennium

- **Veronica Arduino**, from Italy, Project Officer, Time to be Welcome, from June 2017 to December 2018
- **Rose-Marie Henny**, from Switzerland, Director for Diversity and Inclusion, till June 2018
- **Annemarie Khetib**, from Switzerland, Director for Administration and Finance, till December 2016
- **Sînziana Râşca**, from Romania, Funding and Project Support Officer, till February 2017
- **Camilla Palazzini**, from Italy, External Relations and Communications Officer, till June 2017
- **Hunor Péter**, from Romania, Funding and Project Support Officer, from March 2017 to June 2019

Staff at the Europe Support Centre Geneva

- **Siân Bagshaw**, from the United Kingdom, Project Officer, Diversity and Inclusion, since November 2018
- **Ibrahim Dervishaj**, from Switzerland, Administrative Assistant since October 2016
- **Abir Koubaa**, from Tunisia and Switzerland, Regional Director designate since June 2019
- **David McKee**, from the United Kingdom, Regional Director since July 2004
- **Raül Molina**, from Spain, Manager, Adult Resources since March 2015 (previously Project Office, Educational Methods)
- **Rupert Schildböck**, from Austria, Executive Assistant to the Regional Director since February 2010
- **Radu Stinghe**, from Romania and Switzerland, Deputy Regional Director and Director for Educational Methods since February 2012 (previously Director for Youth Programme)
- **Anne-Christine Vogelsang**, from Switzerland, Manager, Finances and Administration since January 2017 (previously Administrative Assistant)

Staff at the Europe Support Centre Brussels

- **Samia Fitouri Berjawi**, from Tunisia, External Relations and Communications Officer since January 2016
- **Léonard Ly Tri**, from France, Project Officer, External Relations and Support since September 2018 (previously Interne, Service civique français)
- **Marguerite Potard Söderman**, from France, Director, External Relations and Funding since March 2015 (previously Project Support Officer for Unguvu and Funding and Project Support Manager)
- **Réka Salamon**, from Hungary, Project Officer, My Europe My Say, from October 2018

Staff working from home

- **Jordan Bajraktarov**, from North Macedonia, Director for Organisational Development since September 2013 (previously Field Executive for South East Europe)

Interns at the Europe Support Centres 2016-2019

- **Sonia Abbondio**, from Italy, funded by the Service civique française, in 2017
- **Fanny Hublet**, from Belgium, funded by the Time to Be Welcome project, from November 2018 till March 2019
- **Marguerite Dutheil**, from France, funded by the Service civique française, in 2019
- **Katerina Kotsina**, from Greece, funded by the Fund for European Scouting, in 2019
- **Léonard Ly Tri**, from France, funded by Aide à la mobilité internationale française, in 2018
- **Michalis Michaelides**, from Cyprus, funded by EUODYSEY, the Assembly of the European Regions exchange programme, in 2018



The European Scout Foundation

Friends of Scouting in Europe (FOSE): Investing in the growth of Scouting in Europe

The Triennium 2016-2019 was very positive for the Friends of Scouting in Europe: the number of Friends grew rapidly from 562 in June 2016 to 930 in July 2019 (+368). This impressive development was due to a wide collective effort of the European Scout Region as a whole:

FOSE actively promoted in most countries

Thanks to the enthusiastic engagement of many NSOs, 12 more countries reached 10 or more FOSE, for a total of 26 countries. Two countries reached 100 FOSE: Denmark and Sweden. Hard-working FOSE Country Coordinators ("Super Friends") were in place in 13 countries (increase of +6 from the start of the Triennium), while many prospective Super Friends were in good progress towards the 10 recruitments required to become a full-fledged FOSE Country Coordinator.

More FOSE receptions and gatherings

65 FOSE receptions were organised at major regional and national events, in 30 countries. This implied a high frequency of an average of 2 FOSE receptions each month over the three years. A big "thank you" to the organising teams and National Scout Organisations who kindly hosted the receptions at their events. The high number of gatherings was essential for the successful results.

The FOSE Annual Country Visit took place in October each year, welcomed by Germany, Serbia and Montenegro. The visits allowed the Friends to get to know Scouting in the visited countries, to discover the projects, and to better understand the support needs.



Renewed communications

News and photos from supported projects were increasingly highlighted to show the concrete impact of the donations. Facebook was regularly used also to inform about FOSE receptions. Chairman's Letter was moved to MailChimp, allowing more photos and stories. The FOSE leaflet and the invitation sheet got a fresh layout. These communications measures helped to pass the message about FOSE to a wider audience.

More support to projects

As a result of the increasing number of Friends, FOSE capital grew to 1.4 million CHF. This in turn meant an increasing financial support to projects each year: from 10,621 CHF (in 2015-2016) to 16,876 CHF (in 2016-2017) CHF and to 27,488 CHF (in 2017-2018). In total, 28 projects were supported during the Triennium with 55,000 CHF, and further 75,000 CHF was given in loans for Scout buildings. The supported projects were submitted by NSOs and approved by the European Scout Region.

Transparency

Transparency is fundamental to ensure that the donors have a full overview on the use of the funds. In a continuous effort for transparency, the audited accounts, the projects looking for support, and the reports of the completed projects were made public on the ESF website. The information was also shared by email with the Friends of Scouting in Europe and the International Commissioners in the European Scout Region.

European Investment Fund (EIF) and European Leadership Training Fund (ELTF)

The two separate funds were administered by the ESF in accordance with their specific rules. During the Triennium the value of the EIF grew by over CHF 400,000. The ELTF distributed CHF 457,000 to training projects (a separate ELTF report is submitted in the Joint Report).



Volunteers, governance and cooperation with the European Scout Region

New personalities joined as Country Coordinators, Board members and other volunteers, with a broad distribution in terms of age, geography and gender (please see list below). Jorgen Rasmussen stepped down as Chairman in 2017 after many years of dedicated service, and continued his active engagement as Honorary Chairman.

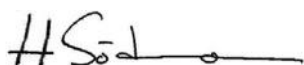
The European Scout Foundation continued to operate within the wider framework of the European Scout Region, in a close collaboration with the European Scout Committee, Regional staff and volunteer teams. The European Scout Committee appointed two members of the Board, while the Regional Director acted as the Secretary for part of the period. As a part of the Region's collaboration with other WOSM Regions,

joint promotion efforts were made with the Africa Scout Foundation and the Interamerica Scout Foundation.

Conclusions of the Triennium 2016-2019

All in all, during the Triennium 2016-2019 there was an increasing financial impact for the benefit of Scouting in Europe. This positive outcome was a result the wide collective effort of all of us: the 900 Friends of Scouting in Europe, NSOs, International Commissioners, regional volunteers, event teams, European Scout Committee, the team of the Regional Office, hard-working FOSE Country Coordinators, Board members and other ESF volunteers.

A sincere thank you for your generous support to Scouting in Europe.



Henrik Söderman

Chairman of the European Scout Foundation

Board and Officers

Honorary Chairman	Jørgen Guldborg Rasmussen (Denmark)
Chairman	Henrik Söderman (Finland)
Vice-Chairman	David Jenny (Switzerland)
Treasurer	Walter Hofstetter (Switzerland)
Member	Vivian Fankhauser-Feitknecht (Switzerland)
Member	Bianca Nesiú-Bedreag (Romania)
Member	Agnieszka Pospiszyl (Poland)
European Scout Committee (ex-officio)	Lars Kramm (Germany)
Regional Treasurer (ex-officio)	Thankmar Wagner (Germany)

FOSE Country Coordinators and Board (as of July 2019)

Denmark	Bjørn Skjelsager & Niels Troels-Smith
Sweden	Rita Kegel & Monica Alsén
Switzerland	Thomas "Kirk" Hirt
United Kingdom	Alan Beavis OBE
Iceland	Julius Adalsteinsson
Belgium	Luc "Ibis" Rubben
Poland	Lukasz Anaszewicz
Greece	Joseph Dacoronias-Marina
Norway	Knut Slettebak
Italy	Paolo Fiora
Lithuania	Tomas Broga
Luxembourg	Claude Frantzen
Romania	Bianca Nesiú-Bedreag
Support to Country Coordinators	Olle Alsén

Our Work with the World Level

Europe and the world

As part of the mechanism that brings together World Scouting and particularly the European elements, it is important to note each Member Organisation is first a member of World Scouting and only then a part of the European Region.

In recent years, with the development of the Vision of World Scouting, a Vision shared by the European Region, and the resultant World Triennial Plan, World Scouting is working in a much more cohesive way leading to significant synergies and streamlining of processes.

Consequently, with the alignment between what Associations need, with Regional Plans, and feeding those needs through to impact the World Triennial Plan, there is closer and closer working.

World Work Streams

Various task forces and work-streams are recruited and formed from across the world and a significant number are drawn from Europe. And various tasks are undertaken to support developments that impact on Europe and our Member Organisations. Recent examples are the revision of the Scout Method and the combination of resources to revise RAPP (from Europe) and MACPRO (from Inter-America). Of course, the development and renewal of GSAT with various origins from around the world, had already contributed to a standardisation of efforts in assessing and providing support.



WOSM Services

The soft launch of WOSM Services in June 2018, which was contributed from all Regions of World Scouting, creates for the first time a defined list of Services which can be requested by Member Organisations, and has led to a pool of trained consultants, beginning with a global pool drawn from all regions and now being rolled out with the first regional course held in Europe.

We are happy that what is on offer is not left to guesswork. We benefit from the development of resources from across the whole of WOSM, while contributing our share of the development.

Staff connections

On a staff level, the establishment of One WSB resulting from a meeting of many members of staff in Kuala Lumpur in January 2018, and the establishment of Thematic Teams supporting developments across the globe in Education, Partnerships, Communications, Organisational Development and Finance, more common activities are strengthening the operations of the World Scout Bureau and elevating the services available.



A few of the benefits for Europe

As a consequence of the closer working together, Europe benefits from:

- WOSM Services – across 12 disciplines
- GSAT – external, WOSM, and self-assessments
- Scout Donation Platform – supporting projects at local and national level
- The Better World Framework – and particularly Dialogue for Peace Training, networking of local projects to enhance experiences, MoP Support Fund And not forgetting Scouts of the World Award, He for She programme support, World Scout Environment Programme
- Scouts for SDGs platform and many, many more.

Messenger of Peace Projects in the European Region 2016-2018

Country	Project	Value
North Macedonia	Refugees Bridges Across Borders, 2016	USD 31'280
Denmark	Refugee Response Seminar 2016	USD 38'061
Belgium	Dealing consciously with diversity, 2016	USD 75'000
Croatia	Let's Empower Them, 2016	USD 25'000
Sweden	Refugees Scouting and Guiding for and with Refugees, 2016	USD 50'000
Croatia	Refugees Support to Refugees, 2016	USD 10'000
France	To contribute to spreading peace, 2016	USD 35'000
Romania	Rainbow Romania, 2016	USD 21'000
Austria	Refugees Scouting and Guiding for and with Refugees, 2016	USD 45'000
Slovenia	Care for the Forest, Nurture Yourself, 2016	USD 13'000
North Macedonia	Scout Volunteer Team for Emergency Relief, 2016	USD 3'000
Switzerland	Welcome 2 KISC, 2016	USD 35'000
Montenegro	Steps to Better Scouting, 2016	USD 19'235
Luxembourg	Masinko Ethiopia Odyssey, 2016	USD 34'000
European Scout Region	Time to be Welcome, 2016	USD 65'905
Israel	Scout for Peace, 2016-2018	USD 112'000
Serbia	Seeds for Future, 2017	USD 11'000
North Macedonia	Strengthening the Roots	USD 10'000
Turkey	Scouts supporting Refugees and Internally Displaced Persons (IDPs), 2017	USD 50'000
Ireland	Building Partnerships and Teamwork, 2017	USD 54'000
Switzerland	MoP Room at KISC, 2017	USD 41'788
Ireland	Scouting for Integrated Society, 2017	USD 40'000
European Scout Region	Mini Grants II, 2017	USD 25'000
European Scout Region	Reaching Out and Including Refugees, 2017	USD 65'000
European Scout Region	RDC promotional activities in Europe III, 2017	USD 25'000
North Macedonia	Building Bridges, 2018	USD 25'000
European Scout Region	ESIF Educational Conference, 2018	USD 25'000
Switzerland	KISC Rovers of the World United for Peace, 2018	USD 24'000
France	France Scouts Go SDGs, 2018	USD 15'000
Slovakia	Supporting systematic growth of Scouting Slovakia, 2018	USD 9'000
European Scout Region	Hand in Hand. Stronger Together – Reaching out and including refugees and migrants in Scouting, 2018	USD 16'240
Austria	Memory, Commemoration, Identity – Scout Leaders and the culture of remembrance. 2018	USD 9'000
Croatia	Let's Empower Them II, 2018	USD 50'000
Finland	Famil 2018	USD 15'000
Finland	100 New Ways of Scouting, 2018	USD 15'560
European Scout Region	MoP monitoring visit and Joint Work on Human Rights and Refugees, 2018	USD 16'800
European Scout Region	RDC – promotional activities	USD 16'260
TOTAL MoP Grants awarded 2016-2018		USD 1'117'129

Our Work in Partnership with WAGGGS

There has been much discussion about the nature of future joint work. Some was in response to the WOSM proposal to change the sequence of Conferences which was not successful, narrowly missing the two-thirds majority required.

Despite some operational challenges, identifying the appropriate point of contact, a lot was achieved and can be found on the European Guide and Scout Conference website as [Joint Conference Document 3](#). [Joint Conference Document 4](#) also carries the proposal for a new Memorandum of Understanding with WAGGGS.

However, it is important to note here the chronology of the joint events provided:

2016	France	Roverway 2016
2016	Cyprus	Academy 2016
2016	Netherlands	Joint Committee meeting
2017	United Kingdom	I/O Event
2017	United Kingdom	Joint Committee meeting
2017	Slovakia	Chief Executives event
2017	Hungary	Academy 2017
2017	Malta	Network meeting for Representatives
2017	Online	Joint Committee meeting
2018	Czechia	Chief Volunteers' meeting
2018	Netherlands	Joint Committee meeting
2018	Netherlands	Roverway 2018
2018	North Macedonia	Academy 2018
2018	Ireland	Joint Committee meeting
2019	Belgium	Network meeting for Representatives
2019	Serbia	International Commissioners' Forum
2019	Croatia	Joint Committee meeting

Additionally, work was completed relating to:

- Human Rights and Refugees with a game and statement
- Go Scout and Guide resource
- External Relations – a third Annex to the MoU
- Support for the European Jamboree 2020
- Europak-online renewal as WE Connect
- Links with Overture Network, North-South Network, Centre Managers' Conference
- Continuing support from the Leadership Training Fund

Our Partnership with KISC

Over the years, the European Scout Region and the Kandersteg International Scout Centre (KISC) have developed a close relationship to benefit both the Region and the Centre but even more so the numerous Scouts from around the world who spend memorable days at KISC in the spirit of a permanent Mini-Jamboree. The relationship is governed by a Tri-Partite Agreement between WOSM (represented by the European Region), the KISC Association and the Mouvement Scout de Suisse (the Member Organisation in Switzerland), which builds the formal framework for mutual collaboration.

Throughout the Triennium, the Region was represented on the KISC Committee and was thus able to closely follow the development and operation of the Centre.

- **Hulda S. Guðmundsdóttir**, from Iceland, representing the European Regional Committee of WOSM (2016-2017)
- **Nicolò Pranzini**, from Italy, representing the European Regional Committee of WOSM (2017-2019)
- **David McKee**, from the United Kingdom, representing the World Scout Bureau Europe Support Centre (2016-2017)
- **Radu Stinghe**, from Romania and Switzerland, representing the World Scout Bureau Europe Support Centre (2017-2019)

During the Triennium now coming to a close, the European Scout Committee and the KISC Committee continued a dialogue on the mutual relationship exploring and identifying how the Region could better contribute to the further development of KISC. Just before the beginning of the Triennium a new agreement between KISC and the Region was concluded. Through the agreement, programmatic cooperation and mutual support on a more regular basis was reinstated, allowing both parties to cooperate better in areas of programme, such as Diversity and Youth Empowerment, utilising KISC's experience and offer as a Centre of Learning, as well as the Region's expertise.



The agreement includes a series of provisions which are available to encourage training events for national teams from around Europe, exploratory visits to encourage further visits, and developmental opportunities building on KISC as an expert provider of volunteer training and programme experiences.

In return, from various internal and external (financial) sources, the Region was available to support, with e.g. joint applications for funding, and reasonable best efforts ensured the agreed amounts were made available each year to KISC. The benefits of this relationship were widely shared around the Region contributing to more Scouts being able to experience the programme and activities' offer of KISC.



During the Triennium a few Regional events and some management and planning meetings of the staff of the Europe Support Centre took place at KISC.

More information about KISC, including its facilities, the programme offer and annual reports for the past three years is accessible on the Centre's website (<http://www.kisc.ch>).



Our Work in Achieving the Regional Scout Plan

Operational Framework

Following the adoption, by the 22nd European Scout Conference in Norway in June 2016, of the strategic objectives and key actions of the Regional Scout Plan 2016-2109, the Committee spent the best part of its first meeting to discuss which operational framework could best serve to achieve the goals set by the Plan.

It based its thinking on experiences the Region had gained implementing plans in earlier triennia, notably the need to ensure good cooperation and transversal dialogue between working areas so as to avoid isolated work being done independently of other areas.

Areas of Operation

The outcome of the thinking process, which also reflected contributions from Members of Staff, was a model with four Areas of Operation, each composed of one or more smaller Working Teams addressing specific areas of the Plan. A Financial Support Group, led by the Regional Treasurer, completed this setup.

For each Area, a volunteer Coordinator was appointed who would direct the Working Teams, ensure regular dialogue with the other Coordinators, the Committee and its liaising members for the particular Area, and with supporting staff.

The work in the different teams was based on the goals identified in the Regional Scout Plan as well as on Terms of Reference and work plans developed by each group for the duration of the Triennium, including key performance indicators for each planned action.

Monthly online exchanges between Coordinators and Committee members helped to check whether all teams were on track, to share highlights of accomplished work and to address identified challenges.



Open Call to Recruit Volunteers for Regional Work

The Coordinators as well as the leaders and members of the various Areas of Operation were recruited following an Open Call launched during the summer of 2016.

More than a hundred of volunteers from many different Member Organisations in the Region replied to the Open Call. With four of them appointed Coordinators and some fifty offering their experiences and time as leaders or members of the different Areas of Operation or as External Representatives, this left about another fifty applicants who then constituted the Regional Consultancy Pool.

During the course of the Triennium, the Region turned to a number of members of the Regional Consultancy Pool when particular expertise or knowledge was required for the delivery of a specific Tailored Support Project or some other activity. Others were selected and subsequently trained to constitute a regional pool of experts to support activities in the framework of the Global Support Assessment Tool and the delivery of WOSM Services.

Measuring Performance and Impact

Continuing the practice introduced during the previous Triennium and responding to the calls from Member Organisations to measure the Region's performance as well as the impact of its work, efforts were made to include Key Performance Indicators (KPIs) in the final version of the Regional Scout Plan.



Consequently, the regional working groups were set specific indicators for each objective and action that had been identified for their areas of work. And in order to determine whether a given indicator was actually met, the Committee and Groups relied to a large extent on feedback provided by Member Organisations as well as their own observations. The Committee Contact System was a useful tool in this respect.

Education for All

The Triennium was a busy time for the work in the Educational Methods area, as it comprised not one, but TWO editions of Roverway (in France 2016 and in the Netherlands 2018), the 2nd World Scout Education Congress (Kandersteg, 2017), the 9th European Educational Methods Forum as well as several programme and adult resources-related network meetings, trainings and seminars. We have continued the positive work started in the previous Triennium in the area of Diversity and Inclusion by expanding the scope of work and the partnerships to support that; we have initiated some baseline work in the Social Impact area and we made significant progress in looking at modern technologies in support of Scouting programme and training.

To support the implementation of the Regional Scout Plan, the Education for All Area of Operations activities were coordinated by four Regional volunteer teams: Youth Programme, Skills for Life, Diversity and Inclusion and Social Impact. They all worked in supporting actions and resources to help achieve the KPIs set after the Conference in Norway for each area.



A special attention was given to the close cooperation both among the teams within the Education for All Area of Operation as well as with the teams working on all other strategic priorities. Our volunteers were present at a number of events organised by other structures (such as the Academy, the Growth Event, the Fundraisers Network meeting, etc.) and made contributions to a number of resources.

At the Roverway in France we explored the concept of “by young people, for young people” with a “WOSM European Route” on European Citizenship. Two years later, at Roverway in the Netherlands, WOSM Europe organised 9 Routes, with facilitators coming from the Regional volunteer structures, with content directly related to the actions in the Regional Scout Plan (Social Impact, Diversity and Inclusion, Youth Participation, Gamification, etc.)

Youth Programme

Executive Summary of Achievements

The work of the Youth Programme team for the Triennium 2016-2019 can be summarised in three following actions:

- 1. Develop a model of integrating the spiritual development into a national youth programme
- 2. Support NSOs/NSAs in promoting youth empowerment for young age sections
- 3. Explore the concept of service in Scouting and promote the relevance of it as an educational tool in the NSOs/NSAs

Over the Triennium, different events, activities, campaigns... have been developed in order to achieve these objectives, sharing information and good practices of different NSOS/NSAs through network meetings and collaborating with different actors among the European Scout Region.

For the integration of the Spiritual Development in the National Youth Programmes, the team have worked during these last years in the creation of a tool, called "Explore the Invisible" offering the Youth Programme and Adults in Scouting Commissioners resources to develop this concept in their programmes. The tool has been tested with participants of the events organised by the European Region, such as the Academy editions, the Education Forum or the European Scouts Inter-Religious Forum.

Following the discussions at the last European Scout Conference, we have continued and expanded the network opportunities for those responsible at national level for ALL age sections to meet and share: CubNet and ScoutNet (Luxembourg, December 2018), and VentureNet and RoverNet (Croatia, April 2019).

At the same time, we worked to improve our relations with different European informal and formal networks. During this Triennium, the Youth Programme team, together with the Diversity & Inclusion team, has been cooperating with the Spiriteco Network and KAICIID. A meeting was held to work on their structure, common vision of concept as well as introducing the network to new countries.

Finally, interviews to explore the concept of the community involvement started with the idea of having a clear understanding of the concept of service, activities and programmes, around Europe.

Projects and Events

Roverway France 2016: A "European Route" aiming to expand the concept of the European Agora ("by young people, for young people") to actions and activities in the sphere of European Citizenship, was run. Its participants then became peer-facilitators during the main camp.



2nd World Scout Educational Congress: As an essential part of the follow up work at global level, a representative of the Youth Programme team was present at the WSEC that took place at Kandersteg International Scout Centre in Switzerland between 11 and 15 May 2017.

The World Scout Education Congress has become a major forum for experts in non-formal education as well as Scouting's educational leaders since it was first held in Hong Kong in 2014. Under the theme

'Prepared - For a Changing World', it offered those working in the fields of Youth Programme and Adults in Scouting a platform to share experiences, assess the relevance of the Movement in today's society and point in a common direction for the future development of Scouting, knowledge that we could spread, implement and work in our Region.

9th European Scout Education Forum: The most important programme-related event of the Triennium, the European Scout Education Forum, was organised in Romania, between 28 May and 3 June 2018. A total of 63 participants from 29 NSO/NSAs participated to an event which aimed to bring together national commissioners responsible for the delivery of the Scout Programme and, through knowledge transfer, inspirational discussion, networking and support, assist NSOs/NSAs in developing and implementing educational policies, strategies, projects and initiatives to better support the involvement of young people in their communities.

Academy: Several long and short sessions were proposed and delivered for the different Academy editions during the Triennium, related with "community involvement" topic with the intention to look into the awareness of the new pillar of the Scout Method and Spirituality, having the opportunity to test the "model" Explore the Invisible.

Roverway Netherlands 2018: A training on WOSM Educational Methods was delivered to the Roverway Programme and Training Teams in July 2018 before the start of the event.



CubNet/ScoutNet: 54 participants registered from 27 countries attended the CubNet/ScoutNet organised in Luxembourg to work together for empower the lower age sections youth programmes.

VentureNet and RoverNet: 63 participants registered from 29 countries came to Croatia, in April 2019 to share ideas and best practices to improve the National Programmes of older age sections.

Diversity & Inclusion

Executive Summary of Achievements

Our achievements of the last 3 years can be grouped within three main themes:

- Increase awareness for the need of diversity and inclusion and support NSO/NSAs to embed D&I in their organization.
- Connect different actors and network active in the field of diversity and inclusion.

- Support NSO/NSAs in developing solutions to welcome new comers.

Increase awareness for the need of diversity and inclusion and support NSO/NSAs to embed D&I in their organisation.

To increase awareness for the need of diversity and inclusion, the D&I team was present at key events like the Roverway, the Academies, the Educational Methods Forum, etc.

With support of Messengers of Peace, the Leadership Training Fund and KAICIID Dialogue for Peace programme, we were able to run two projects with NSO/NSAs from South-Eastern Europe, with the aim to mainstream D&I and to improve intercultural dialogue. One of the projects is still ongoing.

The knowledge and supportive documentation which were collected by the team during the last three years have been implemented in the "D&I model". This web/app-based tool, on which the team has been working for the last three years, will allow NSA/NSOs to better kick-start or further evolve around the topic of D&I - from understanding the need to having D&I in their DNA to identifying gaps in their offer. The D&I model tool will be presented during the conference.



Connect different actors and network active in the field of diversity and inclusion.

We worked together with the European Scouts Inter-religious Forum (ESIF), Spiriteco and Overture network to strengthen their organisations, to broaden their reach and to increase their collaboration among each other and with the European Scout Region. As a result, the networks and the forum, are now clearly structured with clear missions and visions.

Support NSO/NSAs in developing solutions to welcome new comers.

Key for welcoming new comers is to be able to overcome interreligious and intercultural misunderstandings and misperceptions. Therefore, with support of KAICIID, we have rolled out the Dialogue for Peace programme which invites Scouts to discover how they can incorporate dialogue into their everyday lives. Several trainings were organised to train Dialogue facilitators, Dialogue for Peace Ambassadors and Dialogue for Peace trainers and trainers of trainers. Currently, we have established a pool of trainers, to deliver Dialogue for Peace training to NSO/NSAs, upon request.

As D&I workgroup we supported the Time to be Welcome project (the very successful "Hand in Hand. Stronger together" conference concluding the project considerably raised the Region's profile amongst its external partners in the European Institutions) and we also started to work together with WAGGGS in the WOSM WAGGGS Joint Working group on Human Rights and Refugees. One of the achievements of the joint working group is the release of the game called "In the Shoes of Migrants". It aims at raising awareness about migration and asylum seeking in Europe and in the world.

Project and Events

ACADEMIES 2017 AND 2018

The D&I team presented several sessions in both Academies of this Triennium, often together with partnering networks or with WAGGGS.

In the Academy 2017, the team was involved in sessions related to welcoming young migrants/refugees in Scouting and Guiding, Dialogue for Peace and Spiritual Dimension (in collaboration with ESIF and Spiriteco)

In the Academy 2018, the team was involved in sessions mainly related to Gender and Diversity perspectives on growth (in collaboration with WAGGGS). The sessions in both Academies were very popular and well received. Also, the team gathered important feedback for the development of the D&I model tool and other supportive documentation.

ROVERWAY 2018

At Roverway 2018, the team was involved in 5 sessions, all in collaboration with our partner networks:

1. In the shoes of the migrants (in collaborations with WAGGGS)
2. Dialogue for Peace – a Skill for Life.
3. Time to be Welcome project.
4. Prejudice and stereotypes.
5. Gender equality (in collaboration with the Overture network).

In addition, we presented also the work of our group in the WOSM tent.



EDUCATION FORUM 2018

The Diversity and Inclusion team presented the first version of the D&I model tool. This session aimed to present the model, to test and evaluate it, while at the same time to take the opportunity to share experiences and best-practices in the field of D&I.

DIALOGUE FOR PEACE 2017, 2018 and 2019

Dialogue for Peace trainings were held in 2017, 2018 and 2019. A first training of trainers was held in April 2017. A second training, which was opened for members of the networks and forum active on the topic of diversity and inclusion (Spiriteco, ESIF and Overture), was held in March 2018. A third training was held at the end of 2018 in order to be able to certify the trainers and to try out the Dialogue for Peace manual, which was published earlier that year (<https://www.scout.org/dialogue-ambassadors-guide>).

MAINSTREAMING D&I 2017 and 2019

A project with the aim of mainstreaming diversity and inclusion in Eastern European countries was supported throughout 2017. NSO/NSAs involved were those of North Macedonia, Romania, Montenegro, Bosnia-Herzegovina, Serbia and Croatia and the project was supported by NSO/NSAs from Belgium and Luxembourg. The three aims of the project were:

1. to mainstream Diversity and Inclusion within the associations working on this project,
2. train the trainers on Diversity and Inclusion, and
3. provide adequate trainings to our young leaders to be able to roll-out activities on Diversity & Inclusion to the local Scouts groups.

The project was successfully completed at the end of 2017, with significant progress reported with regards to diversity and inclusion in the participating NSO/NSAs (e.g. organisation of several D&I activities, establishing D&I team at national level, etc.)

A second project was launched at the beginning of 2019, involving the "Balkan" countries. This project is still ongoing and should result in the setup of several D&I orientated small scale projects in the Balkan region.

HAND IN HAND. STRONGER TOGETHER 2018

The European Scout Region Diversity and Inclusion team, with support of the staff and its partners in the Time to be Welcome project organised a four-day event in Brussels, Belgium, from 7-10 December 2018, under the title "Hand in Hand. Stronger together". The event addressed questions and shared best practices related to how associations can reach out and include refugees and migrants in Scouting.



The event resulted in a stronger understanding on how Scouting across the different Regions can contribute to social cohesion through supporting the integration process of refugees and migrants. Furthermore, the event allowed for building contacts for potential follow-up activities and partnership projects in the area of refugees' integration through Scouting and for exchanging best practices and lessons learnt on how Scouting from all present Regions are supporting the welcoming of refugees.

With almost 200 participants and facilitators from 4 WOSM regions and several external expert organisations, the event could be considered to be an enormous success and with a great impact on the participants and raised the Region's profile in particular amongst its external partners in the European Institutions.

DIVERSITY AND INCLUSION MODEL 2018 - 2019

The D&I model is an interactive, step by step assessment tool which should help NSO/NSAs to better kick-start or further evolve around the topic of D&I within their NSO/NSA - from understanding the need to having D&I in the DNA of the NSO/NSA to identify gaps in the existing policies, initiatives, trainings, program, etc. The self-assessment is intended to be accessible and useful to all NSOs as well as all different decisions makers in scouting, not something just for experts. It consists of reflection questions to help the NSO/NSA evaluate the Diversity and Inclusion within their organisation or association. It aims to help guide an NSO/NSA on its path to better diversity and inclusion; through policies, training, knowledge and an overall openness within its movement. The self-assessment will give the NSO/NSA an overview of where the association current operates well in relation to D&I and also outline what the priority areas may be for the NSO/NSA to meet the needs of D&I in their organisation and Scouting regionally.



CONNECTING D&I ACTORS AND NETWORKS 2017 - 2019

The area of Diversity and Inclusion contains so many different topics, which are impossible to be dealt with all by one diversity and inclusion team. Therefore, the team worked with existing networks and fora to enable them to support the European Scout Region and its NSO/NSAs. In addition, the team also brought those networks/fora together in order to facilitate better collaboration among them and with the Region. These networks/fora are the European Scout Interreligious Forum (ESIF), Spiriteco and the Overture network.

Social Impact

Executive Summary of Achievements

Social impact was a relatively new area of interest for the Region to explore in 2016 and therefore the first challenge was defining where the team should focus their efforts. The team settled with two key objectives. The first was to support world level Scouting to implement and deliver the social impact measurement tools so that NSO/NSAs could access them effectively. The second objective was to raise awareness of Social Impact as an important theme in the region amongst the NSOs.

The team has reviewed the work undertaken over the Triennium and feel that significant advancements have been made in this area. If this work is to be taken forward into the new Triennium then the new team will be in a strong place to make progress.



Supporting the implementation of Measurement Tools

A significant challenge that was faced by the team was the delay to the implementation of the tools at a world level. The team were in regular communication with the world level social impact leads and were able to access updates on progress. The first phase of the tool implementation by the world level was complete in mid 2017 and second phase published in mid 2019.

The United Kingdom were the first European Region NSO/NSA to use the tool and found promising results and contributed to the formulation of their organisational strategic plan. France and the Netherlands have also been able to take part in the second phase of the tool implementation with the results of these studies published in July 2019. It is important to note that for both of these studies the results were combined with other NSO/NSAs outside of the European Region.

In the next Triennium volunteers and staff responsible for this area should be in a much more advanced position to be able to progress the support for NSO/NSAs in doing further social impact research.

Raising Awareness of Social Impact

Over the Triennium the team has raised the awareness of social impact as a theme and generated great interest in the topic. There is a clear interest in this area of work that should be explored and developed further over the coming years.

Project and Events

Social Impact Forum 2017: The team brought together a small group of volunteers from across the region to help with the development of our understanding of social impact.

Agora 2017 & 2018: The team attended Agora 2017 and 2018 and facilitated several sessions at the events on social impact. Participants were able to try out designing their own projects and consider how Scouting could have a greater impact on their communities.



Academy 2017 & 2018: The team attended both the 2017 and 2018 Academies running several sessions at each of the events. The inputs focused on defining social impact, considering what Scouting

and Guiding already does in this area and looking for opportunities for further projects in the future. The sessions were often oversubscribed and highly rated by participants.

2nd World Scout Education Congress 2017: A member of the team was able to attend this congress which led to valuable networking opportunities with volunteers and staff who were working on social impact in their regions.

9th Education Forum 2018: The team attended the Education Forum and delivered several sessions including one ran in collaboration with Liam Burns who led the UK side of the social impact pilot study. The team also ran a well-attended session on the subject of mental health, young people and the impact Scouting can have.

Roverway 2018: During Roverway the team ran an entire path with help from other volunteers and staff for over 100 participants. The Path focused on the impact that Scouting can have on both individuals and communities.



During Roverway the team also experimented with a short-term study on the impact of Roverway. The team used the Rosenberg Self-esteem Scale to measure the before and after self-assessed impact of attending Roverway. This gave the team some interesting data on the how participants felt Roverway had impacted them.

Social Impact Network Meeting 2019: To conclude the Triennium the team hosted a network meeting for the region to bring together people with an interest in this subject. The network meeting gave people and opportunity to consider the work that had been completed in this area to date and to start to plan how they might implement their measurements methods in their NSO/NSA.

Skills for Life

Executive Summary of Achievements

At the beginning of the Triennium, the team realised how some objectives of the Triennial Plan were not concrete, and it was a rather difficult to define concrete actions to achieve them.

However, once the action plan was agreed, we split the responsibilities within the team in pairs, so each team member was responsible of following up two of the main objectives.

During the Triennium the Team Lead had to resign due to personal reasons and this fact slowed the pace of the team, which had to redefine their work balance and redefine priorities.

With regard to the New Technologies in Scouting, a research about tools and trends was conducted but without specific outcomes so far, it is still a work in progress. Several workshops were delivered in diverse events (Academy, Roverway, Education Forum).

For the implementation of World Policies at National Level, a document was prepared by the team and released early in 2019 - "Guidelines on how to implement World Policies at National Level" helped NSO/NSAs to create their own policies based in the global ones. This document was presented and tested in several events such as Academy, Education Forum and MOVIS.

When it comes to validation of competencies, some workshops have been delivered in a number of events and a document on Introduction to validation of competencies is in process and aimed to be finalised by the conference.

The last of the objectives was to boost the MOVIS network and to organise the network meetings. In this sense, two network meetings were planned and delivered in Barcelona 2017 and Tallinn 2019. Also, some webinars have been hosted in the crowd cast platform and one more is planned before the end of the Triennium.

PROJECTS AND EVENTS

MOVIS 2017

In 2017 (7 to 10 December) we organised a MOVIS Network meeting in Barcelona, Spain. The objectives of this event were to provide networking opportunities, learning opportunities and a space where participants could discuss topics directly related to the management of volunteers in Scouting, especially those that have been identified as priorities in the regional scout plan. The participants were National Commissioners for Adult Resources, Training and/or Volunteer Management, as well as other people directly responsible at national level in supporting the management and personal development of adult volunteers in Scouting.



We had 52 participants from 25 countries that contributed a lot to the discussions, and the overall feedback was very good. All of the participants were included in the MOVIS Network group during the event,

and many of them continued to start discussions, ask questions and share best practices in the Facebook Group after the event was over.

ACADEMIES 2017 and 2018

The Skills for Life team presented several sessions in both Academies of this Triennium.

In the Academy 2017 four long sessions were presented twice from the team:

1. Social media as an educational tool
2. Embracing the youth in youth organisations - implementing policies for youth involvement throughout the organisation
3. Implementing World Policies at a National level
4. The Management of volunteers in Scouting and Guiding

In the Academy 2018 a full session on Gamification - focusing on the concept of gamification and gamification in Scouting/Guiding, presenting some tools and best practices, etc. - was presented twice and a short session on Validation - focusing on the concept of skills and competences validation in Scouting/Guiding - was presented once.



The sessions in both Academies were very popular and well received. Also, the team gathered important feedback on the tool-kits that were created during the Triennium.

MOVIS 2019

The 4th MOVIS network meeting was held in Tallinn, Estonia from 24 to 26 May 2019. The planning team followed the recommendations of the last MOVIS events and provided networking opportunities during the event as well as organised several input/best practices sharing sessions that were organised by the planning team and 5 NSOs. The 40 participants of the event were National Commissioners for Adult Resources, Training and/or Volunteer Management and other people responsible for Adult Management at national or regional level in Scouting. Participants mentioned that they see this event as a great way to share best practices, establish new connections between NSOs and learn new things of course.

EDUCATION FORUM

The 9th Education Forum was organised by the Youth Programme Team in Bucharest, 30 May to 3 June 2018. The Skills for Life group contributed to the programme with 3 sessions on the topics of:

1. Online versus offline - Gamification in Scouting
2. Validation of competencies

3. Implementing world policies at national level

The sessions were very well received and the discussions with participants during and after the sessions offered valuable feed-back on the two toolkits that the group had been working on the topics of validation of competencies and implementing world policies. Also, the concept of gamification was introduced, and people found it an interesting topic when thinking about how to create on-line tools.

ROVERWAY 2018

The Skills for Life Team contributed to the workshops at Roverway 2018. Although at the beginning the team was considering the relevance and feasibility to propose one route on the topic of gamification (a gamified route) the idea was soon dropped off.



Instead, we proposed a workshop to be held in the main camp, which was quite successful in terms of participation and give us back some ideas and information about how the rovers see the interaction with technology within Scouting.

Impact and testimonials

“My experience at (and with) MOVIS Network Meeting is a real example of youth empowerment. In 2017 I joined the event as a participant in Barcelona. I really enjoyed the openness for sharing - back then I had the role of regional training coordinator in Romanian Scouts and the input received from participants with similar roles in their NSOs was a great help! Two years later, in 2019, I received the invitation to join the Planning Team for the event taking place in Tallinn! Honoured? Yes! Excited? You have no idea! This opportunity allowed me to learn in a few months more than I could've ever expected to - and I'm wondering what's next! Glad to see that the Skills for Life team makes sure the values it (and Scouting) stands for are indeed applied in what is done within the Region.” (Raluca - a participant in one MOVIS and a planning team member in the second one)

“As a participant and co-ordinator, I thoroughly enjoyed myself and learnt a lot from the event. The event gave me the opportunity to learn about different cultures and experiences of Scout Youth organisations across Europe. Enabled me to adapt how I engage with people from across Europe.”

Throughout the event met some wonderful people and shared great experiences, for example there are more female adult members in Finland compared to most other European organisations. Some of the reasons are around the culture, but others are about creating the correct environment for the members to actively participant within organisation. I will organise for me team members to visit Finland to learn more about the ways of working and experiences. They also have a great way of advertising and recruiting Adults into scouting by organising a leadership event in the woods and allowing people to experience scouting and nature and volunteer to join scouting. From Spain learnt about the strict rules and regulations that need to be followed to volunteer for youth work and tbe rules differ locally. Adult volunteers mainly come from teachers and people involved in youth work, compared to the UK, where majority Adult leaders come from previous members and parents. Plus as a recognition system, medals are not the preferred for Spain. The team from Portugal sbared a brilliant way of running training in a experiential way and outdoors. I will get my team to consider incorporating that method.

Learnt from the Czech Republic that recognising adults is important, with a variety of methods, some formal certificates and others like presenting a small token/gift as well. Will request my team to consider alternative recognition systems. Made friends and contacts to share knowledge and experiences.

Through organising the event I learnt about using a number of software tools like Kaboot, Mindmeister, Mentimeter, Wunderlist, basecamp, Tour-to-do. Also helped the participants experience the use of new productivity software tools to use within their organisations. Also learnt about the use and experience of the symbolic framework, which is a fantastic way of learning through stories and wonderful experiences and creating memories that are everlasting. I will be implementing the use of the symbolic framework within my Scout youth organisation for Training and conferences.



The experience of organising the event with team members from Ireland, UK, Romania, Switzerland, Lithuania and Estonia was brilliant and demonstrated great collaboration and ability to work in a virtual and practical way to deliver an excellent event. Everyone brought great individual contributions and work extremely well together as a team. So, by setting a common culture of the organising team, one can achieve great things. Key learning is that we should make more of an effort within the UK to learn European languages and travel more across Europe.

I am supporting the improvements and development of our future organisation strategy and the learning will help in steering the direction of the solutions and approaches. For example, the use of alternative training methods, alternative recognition systems, multiple recruitment methods, family scouting, youth driven and flexible approach to scouting.” (Amir - coordinating the MOVIS event)

Strengthening Our Organisation

For all their contribution as volunteers in the area of Strengthening Our Organisation, we would like to thank: Linda Broer, Maeliosa deBuitlear, Jo Deman, Andrea Demarmels, Frederik Fredslund Andersen, Kristin Frilund, Matthias Gerth, Goran Gjorgjiev, Roman Heimhuber, Erik Adell Hellström, Tobias Kammerhofer, Martin Křivánek, Beatričė Leiputė, Alexandra Ruivo Cordeiro, Lara Serafim, Eirik Ulltang Birkeland, Linda Wallberg, Paul Wilkinson, Pieter Willems.

We would also like to thank our staff, particularly Jordan Bajraktarov, Linda Rainbow and Abir Koubaa for all their support with different challenges and great opportunities.



One of the main challenges in the Triennium was indeed the management of the team of volunteers. We faced many changes with people getting elected to the World Scout Committee (Jo Deman) or facing some personal challenges in their lives. However, in the light of these challenges, the achievements are nevertheless quite remarkable. A particular one is the fact that the team working on Organisational Development is now much younger and more female than ever before, despite the fact that it is still particularly difficult to find motivated volunteers to work in this area.

On the following pages, we present the major achievements of our teams.

Tailored Support and WOSM Services

The first item the Strengthening Our Organisation Teams worked on was Tailored Support (later WOSM Services):

Tailored Support Outcome 2019	By 2019, there will be a significant increase in the quality of Scouting undertaken in the European Region
Objectives	<ol style="list-style-type: none"> 1. Continuously improve the quality of Tailored Support (i.e. WOSM services) provided to NSO/NSAs 2. Make NSO/NSAs aware of the benefits of Tailored Support (i.e. WOSM services) for their organisations 3. Provide resources for NSO/NSAs to support them in their organisational development efforts and their strategic management
KPI	90% of all tailored support engagements are evaluated either good or very good by the receiving NSO/NSAs and 15% of all Tailored Support engagements are NSO/NSA to NSO/NSA support

For Tailored Support in general, there was a major shift in the Triennium, when it became clear that the WOSM Services were going to be introduced. The Tailored Support Team continued its work while at the same time the WOSM Services were being developed with contributions from around the world.



From 2018 onwards, Tailored Support step by step was replaced by the WOSM Services. So, anything that happened in this area is considered to be related to Tailored Support (terminology used until 2018) and WOSM Services (terminology used from 2018 onwards).

WOSM services provide a great opportunity to be more effective in the support we are delivering to our Member Organisations. By early 2019, the full web-based management platform of the WOSM Services was launched and is up and running.

In terms of achieving the objectives and KPI here, we are not where we should be according to the plan. But this is in fact a consequence of the introduction of the WOSM Services. It made no sense to develop better tracking systems, trainings for consultants and better evaluation mechanisms in light of the fact that the platform was being developed. Similarly, for the collection of resources. They were made public only when the services platform was up and running (early 2019). They can be found in the Good Governance service area on services.scout.org. Furthermore, the training for consultants was established

through WOSM services. Two trainings in June 2018 and May 2019 allowed us to newly train 9 consultants in the area of Good Governance and Growth.

On a qualitative level, the feedback we got from Member Organisations that received tailored support was generally very good. The framework is now set for a more in-depth evaluation of all support we give to NSO/NSAs.

Throughout the Triennium we supported the following Members Organisations:

ORGANISATION	TYPE OF SUPPORT	YEAR OF SUPPORT
Scouterna (Nykterhetsrörelsen Scoutförbund), Sweden	Induction for National Board	Planned for 2020
Slovenský skauting, Slovakia	Induction for National Board	Planned for October 2019
Организация на българските скаути (Organisation of Bulgarian Scouts), Bulgaria	Induction for National Board	2019
Savez Izvidjaca Crne Gore (SICG), Montenegro	Workshop on Strategic Planning	2019
Les Scouts, Belgium	GSAT	2019
Les Scouts, Belgium	Induction for National Board	2019
Verband Christlicher Pfadfinderinnen und Pfadfinder (VCP), Germany	Resources on board evaluation and development	2018/2019
Movimiento Scout Católico (MSC), Spain	Workshop on Strategic Planning	2018
Σώμα Ελλήνων Προσκόπων (Scouts of Greece), Greece	Workshop on Strategic Planning	2017
Pfadfinder und Pfadfinderinnen Österreichs (PPÖ), Austria	Risk Management, Organisational Structure	2017
Scouts en Gidsen Vlaanderen (SGV), Belgium	Workshop on Strategic Planning	2017

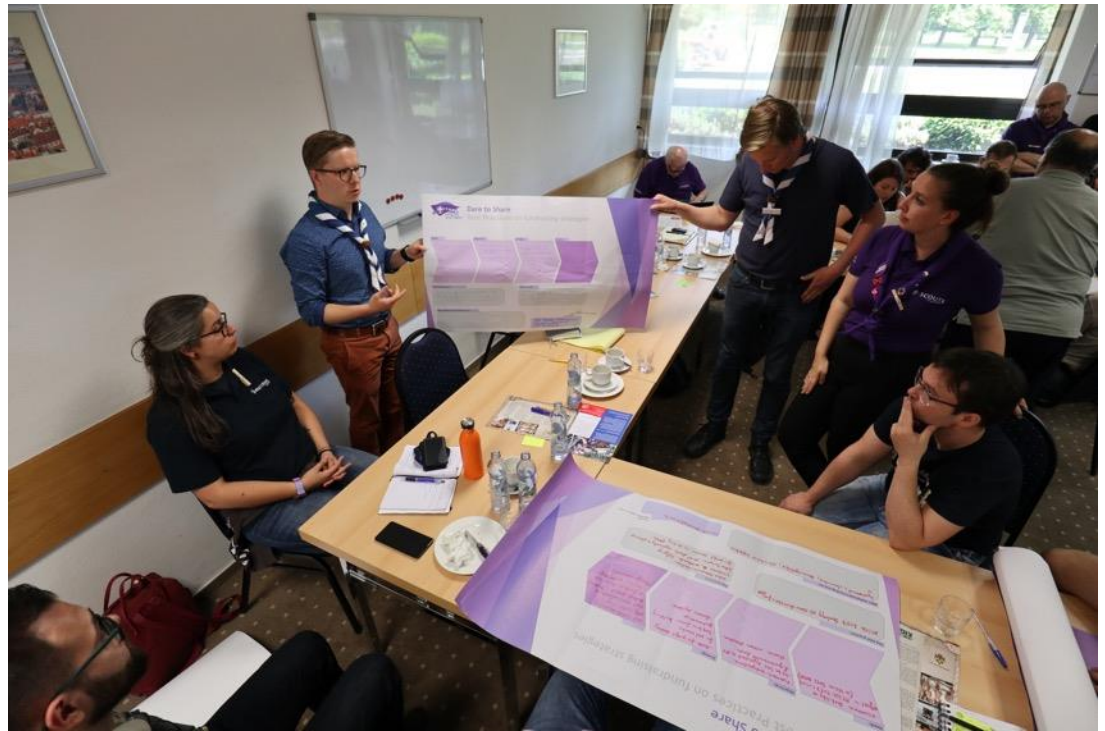
Apart from the direct support given to individual NSOs, we also started a deeper look into the support that has been given to NSOs in South East Europe. This also includes support in funding projects. We were able to hire an intern to do a proper analysis. The goal behind this is to make our support in this particular subregion more effective and to find the best ways in helping them to grow. As this is a long-term approach with different steps, it should continue in the new Triennium.

The team also collected a number of good practices and resources in the form of videos and published them on the Good Governance service page on scout.org with the help of the global team.

These are the most recent resources:

NSO Best Practices

- Vision 2028: We are Courageous, We are Diverse, We are Loud by Scouts and Guides of Austria
- Achieving More with a Strategic Planning for Growth by the Scout Association of Macedonia
- Using innovative solutions to growth – Scouting Map by Scouting Nederland
- “BeSCOUT” – Achieving Growth through Community and Authority Engagement by Les Scouts
- Setting up Experimental Groups to Overcome Shortage in Adult Volunteers by Scouts en Gidsen Vlaanderen
- 5 Key Factors to Unlock the Growth Potential by the Guides and Scouts of Finland
- Using Interactive Platform to Match and Engage Volunteers by the Hungarian Scout Association
- Launching New Visual Identity and Youth Programme Supports and Retains Members by YWCA-YMCA Guides and Scouts of Norway



E-Learning Videos

- Strategic Planning - Organisational Development Model
- Strategic Planning - Stakeholder Analysis
- Strategic Planning - External Trends Analysis
- Good Governance - Role of the National Board
- Risk Management
- UNDER DEVELOPMENT: Integrity Management

Apart from these videos, there is a fully developed e-learning course (on easygenerator) available on risk management. Furthermore, after more than 2 years of work, we were able to publish the toolkit for Induction Training for National Boards. It was published in November 2018 and in revised version in February 2019, accompanied by an online promotion campaign. In May 2019, we already had 5 NSOs requesting this as a service. A major success for the team in this Triennium.

Last but not least, the team delivered the following sessions at the Scout and Guide Academies in 2016 (Larnaca), 2017 (Esztergom) and 2018 (Skopje):

Strategic Planning	<p>2016/2017/2018: Developing a strategy in Scout and Guide organisations (step 1)</p> <p>2016/2017/2018: Developing a strategy in Scout and Guide organisations (step 2)</p> <p>2016/2017/2018: Change: don't skip, manage it... / Leading change / succeeding in change</p> <p>2016/2017: How to implement a strategic plan (performance management, monitoring and evaluation)</p>
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Governance	2017/2018: The role of the National Board, a story of oversight and leadership (Governance 1)
	2018: Practising to be a National Board member (Governance 2)
	2016/2018: Social responsibility and ethical behaviour: The essence of integrity management
	2018: Telling Your Financial Story – Taking the fear out of finance
	2017/2018: How to manage a risky endeavour, crash course in risk management
	2016: Crafting creativity: Unusually solving usual problems
Growth	2017/2018: Growth strategies 1
	2017/2018: Growth strategies 2

Growth

The second item the Strengthening Our Organisation Teams worked on was Growth.

Growth Outcome 2019	By 2019, there will be significant increase in the number of members in the European Region
Objectives	<ol style="list-style-type: none"> 1. Support NSO/NSAs to sustainably increase membership by developing a sustainable, long term Growth Strategy 2. At least 20 NSO/NSAs use a strategic approach to Growth and have developed a growth strategy
KPI	At least 20 NSO/NSAs use a strategic approach to Growth and have developed a growth strategy

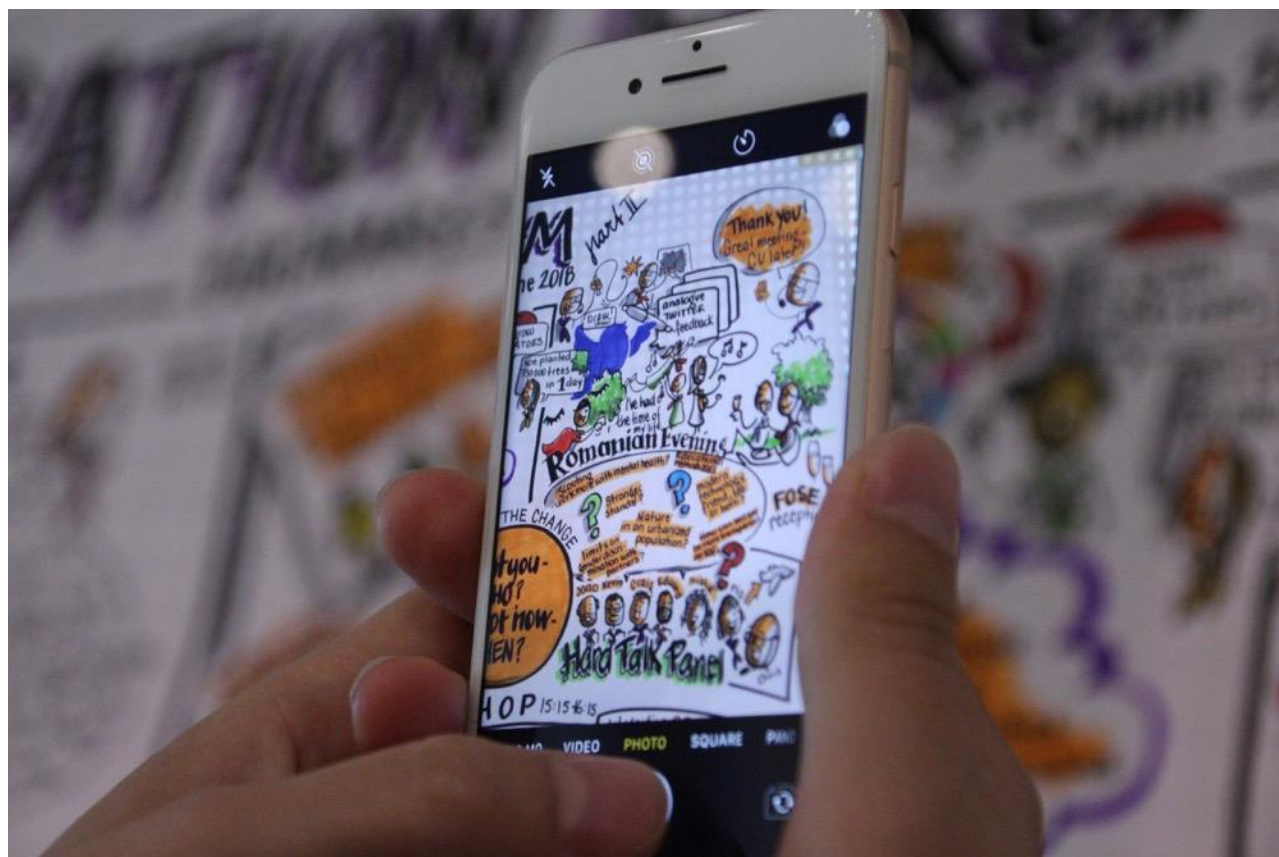
In terms of **membership growth**, the results in Europe are quite remarkable.



Following the exercise undertaken at the European Scout Conference in 2016 and inclusion of a target for 5% year on year growth for the Triennium, with the membership figure for Europe declared in 2016 at 1,777,840, this would have led to a prospective total in 2019 of 2,058,072. Already in 2018, for the census of 31 December 2017, the total was already 2,000,325 and we are aware of a number of associations having grown significantly with in excess of 75,000 additional members, exceeding this 5% year on year growth.

So, we can clearly consider the outcome here as achieved. Also, the KPI was met by establishing different forms of support for NSO/NSAs. There are four elements of this support: (1) Seminars on Growth, (2) the European Network for Growth, (3) Growth sessions at the Academy, (4) electronic and e-learning resources. (3) and (4) were already listed and explained.

The **Seminars on Growth** took place in 2018 in Riga (47 participants, 23 NSO/NSAs) and 2019 in Strasbourg (49 participants, 23 NSO/NSAs). Both events were evaluated quite well, even though the first had room for improvement. For the second edition, the focus was much more on sharing of good practices and less on discussing smart theory. Furthermore, we had a great support from Scoutisme Français. The seminar was jointly organised, and it clearly increased the quality. This level of involvement by the hosting NSOs could clearly become one of the promising ways to improve how we organize and deliver events in the European Scout Region. Especially, because more and more NSO/NSAs want to learn from concrete projects that others already implemented. Another innovation was used in documenting both seminars extensively with video material. The results can be found on the WOSM services platform under Good Governance. Even though this is a big effort to make, it is clearly worth it because through that even more NSO/NSAs can be reached and resources can be used in trainings and e-learning sessions.



As for the **European Network on Growth**, this is so far mainly a group on Facebook where we post any developments in the area and where NSO/NSAs post their own experiences facebook.com/groups/growth.scouting. However, it should be further evaluated if this is the most effective way of communicating and exchanging on growth.

GSAT

The third item the Strengthening Our Organisation Teams worked on was GSAT.

GSAT Outcome 2019	By 2019, the organisational health of 90% of the associations that have undergone GSAT will be improved in the areas of weakness identified and addressed through direct support
Objectives	<ol style="list-style-type: none"> 1. Ensure NSO/NSAs and the Region have a clear understanding of their organisational capacities 2. Use GSAT as a starting point to improve organisational development
KPI	90% of the GSAT assessments are transferred into a concrete action plan and/or concrete support to the NSO/NSA

Again, here we did not implement our own means of measuring the impact as GSAT is now also managed through the services platform and impact measurement is clearly one of the areas this platform will help us to improve. The evidence we have indicates that most NSO/NSAs use GSAT results as a starting point for improvement.

In 2014, 2015 and 2016, we assessed 19 NSO/NSAs in Europe already. In the current Triennium another 11 NSO/NSAs were assessed which leads us up to 30 assessments in Europe. This is more than 40% of all NSA/NSOs. And we also have to be aware that GSAT is probably not the right thing to for all NSO/NSAs – particularly for very small associations.

COUNTRY	ASSOCIATION	DATE
Italy	Corpo Nazionale Giovani Esploratori ed Esploratrici Italiani (CNGEI)	02.-04.09.2016
North Macedonia	Scout Association of Macedonia	23.-25.09.2016
Liechtenstein	Pfadfinderinnen und Pfadfinder Liechtensteins (PPL)	23.-25.09.2016
France	Scouts et Guides de France (SGDF)	01.-03.06.2018
Switzerland	Movement Scout de Suisse (MSdS)	14.-16.12.2018
Cyprus (facilitated Self-Assessment)	Σώμα Προσκόπων Κύπρου (Cyprus Scouts Association)	14.-16.12.2018
Israel	The Israel Boy and Girl Scout Federation	04.-06.05.2019
Belgium	Les Scouts	14.-16.06.2019
Spain	Movimiento Scout Católico (MSC)	2019
Portugal	Corpo Nacional de Escutas (CNE)	2019

In order to equip our member organisations with the ability to assess themselves, we helped to develop the self-assessment version of GSAT. In 2017 and 2018 we ran Self-Assessment Trainings in Ohrid (North Macedonia) and Vienna. A total of 52 participants from 30 NSO/NSAs had the chance to get a direct insight into this tool.

Individual stories

In 2018, we asked for the support with our long-term strategic planning. Two WOSM facilitators helped us to refocus on what we really want to achieve. They were able to ask us the right questions to give a necessary stimulus. The quality of the support was excellent, and the facilitators managed to answer our needs in a very flexible manner. I can only recommend this kind of support in strategic planning for any NSO/NSA in Europe. (Melissa, Movimento Scout Católico, Spain)

Spreading Our Message

Executive Summary

The "Spreading our Message" – Area of Operation began to be operational at the end of 2016, with the appointment of 3 team leaders, followed by the appointment of the respective team members. At the "All Groups meeting I" in January 2017 the 3 teams met for the first time. "Communications", "External Representatives" as well as "External Relations and Funding" defined their working strategy by establishing an action plan, their timeline and KPIs to measure the efficiency of their work. In 2018 a fourth team joined the "Spreading our Message Family": a team dedicated to "Partnerships" between the different Scout Regions was established.

Achievements

Communications

- European Scout Communications Forum 31 May- 3 June 2018
- Enhancement of Region's presence on Facebook and Twitter
- Webinar on how to present Scouting to the outside world: latest 5 March 2019
- Creation of a Facebook Group "Let's talk about the Image of Scouting"
- Supporting Young Spokespersons Training in April 2017
- Guiding NSOs to submit success stories to be featured on scout.org; on average we have been receiving one story per month.



External Representatives

- Successful contribution to advocacy to double EU funding for Youth and Youth NGOs
- Successful contributions to advocacy for better EU support to local and international volunteering initiatives
- Strong contribution to the content of EU Youth Strategy with strong focus on youth active citizenship, recognition of and support to youth NGOs

- Continued strong representation in European platforms and Institutions: WOSM became a full member of Life Long Learning Platform and European Volunteers Centre, Ville – elected as Vice President of European Youth Forum, Natascha – elected as Member of Advisory Council on Youth, Council of Europe

External Relations and Funding

- Network Meeting in 2017 and, of particular note, Network Meeting between 16 - 21 January 2019
- My Europe My Say October 2018 - September 2019
- Fundraisers' Network Meeting in Prague, 31 May – 2 June 2019
- Webinars and Funding Opportunities newsletter

Partnerships

- Successful survey on Partnerships within the region
- Participation in the APR, African, Inter-American Regional Conferences
- Organisation of Partnerships Events in 2017, 12-15 April 2018 and 3-7 April 2019

Highlights

The Communications Team organised the European Scout Communications Forum in June 2018 in Tallinn, a key event aimed at people dealing with the Image of Scouting in their NSO/NSAs, to exchange best practices, promote the importance of strengthening the image of Scouting on local and national levels and exchange on success stories from this area. A Facebook group dealing with the issue of Image of Scouting has grown to become a place to share and exchange for people from most European NSOs. The importance of the topic is definitely on the rise with many NSOs.



External representatives or Ex-Reps, as we like to call them, have the mission to represent the interests of Scouting towards key European and relevant UN stakeholders and influence decision making processes on European youth policy, most focusing on areas of non-formal education, volunteering, youth and youth NGOs funding, active citizenship and, most importantly, youth rights. This triennial was exceptionally busy - new EU Youth Strategy, new EU budget, new EU Volunteering support programme and many other policy papers and processes impacting young people and Scouting in Europe for the decade was adopted in the last few months. To be on top of everything and be where we are now, it took

us at least 170 meetings, trainings and conferences to attend, at least 450 full days or a full day of purple mission delivered by the team every other 60 hours, not counting endless skype calls or short meetings we forgot in last three years. There were definitely great victories, sleepless nights and stories to tell, but still so much to do.



Many of the team members of Spreading our Message were actively involved in the My Europe My Say Project. The project aimed to increase Scout political participation in the European Elections and reinforcing a sense of civic engagement among Scouts and non-Scouts.

The team of Partnerships participated in the Asia-Pacific, Interamerican, African Regional conferences. Participation gave a valuable connection into the regions as well as knowledge about current partnership and potential partnerships. This regional connection was strengthened by the yearly organisation of the "Partnerships event", where NSOs received information and support in organising their partnership with another NSO throughout the world.

Two Network Meetings for Scout and Guide external representatives were organised jointly with WAGGGS. WOSM was mainly responsible for 2019 edition. From 16 to 21 January 2019, a group of 50 brilliantly enthusiastic Scouts and Guides gathered in Brussels as part of the Network Meeting 2019. They learnt about how to improve the impact of their work in society, connect better with policy-makers and be agents of change for generations to come. The meeting was a part of My Europe, My Say project.

Challenges

A constant challenge throughout the teams was the involvement of all the team members. Some members and team-leaders had to stop volunteering in the regional work due to understandable personal reasons. The appointment of new members, handover to new team leaders and distribution of workload was a constant challenge. Also, at least in some areas, the NSOs have not nominated enough volunteers with expertise, which made the process of appointing new team members an additional challenge.

Another challenge was to raise awareness for the importance of the topic towards the NSOs. This became visible with the participation numbers at events, the prioritisation of NSOs in answering surveys or communication attempts as well as the lack of consultancy demands.

In the area of external representation, challenges come from not always being able to control and influence implementation of our advocacy goals through interaction with other platforms. Although this comes as a natural consequence of the fact that we are not an advocacy organisation and naturally our resources are limited, this creates extra struggles and barriers to face. We did experience a lack of in-house expertise to always properly follow the sophisticated education advocacy agenda in Brussels.

Last, but not least, a challenge was to get requests from NSOs for consultancy. Hopefully, the new platform will generate more interest for the services of WOSM consultants.



Individual stories

With the participation in the regional conferences we managed to connect and understand how to assist European NSOs in creating better partnership with other regions. I participated along with Chip in the Interamerican Regional Scout Conference in Panama in November 2018. The aim was to learn about current partnerships, how the European Scout Region could support the LAR and how LAR could Support ESR. First achievement was to have a good participation to the European Partnership Event in Madrid in April 2019 where half of the participants came from the Interamerican Scout Region and shared and discussed potential partnership with the European NSOs. This is only the first step to develop better understanding on how we can encourage more partnership along the lines of the regions. (Jon, Partnerships)

Not only did we organise a successful Young Spokespersons Training and later also European Scout Communications Forum but we managed to build a community of people dealing with the topic of Image of Scouting from across Europe. The dedicated Facebook group is a place to share and ask and it works as such, most of the time. People take time to inspire others with their successes or ask for advice. This process has also been helped by a well-attended webinar, and also by continuous publishing of examples of good practice on scout.org or the Regional Facebook page. (Permi, Communications)

Amazing weekend in Brussels with Scouts and Guides from all over Europe EU 🌟 The 2019 Network Meeting was a success, mostly due to the awesome, dedicated and committed participants 🌟 Passionate young people engaging in discussions on youth participation, public speaking, policy making, external relations, multilateral institutions and much, much more! This is why I love what I do 🙌🏻🙌🏻 Thanks to the European Regions of WOSM and WAGGGS for the good teamwork 🙌🏻🙌🏻 (Natascha, External Relations and Funding)



Djuna and I were still hidden Scouts under their National youth council's hats in European Youth Forum (YFJ), back in the day when WOSM in late 2015 submitted a Resolution on "Better access to EU funding for youth NGOs", which literally gave a foundation for YFJ's funding advocacy work. Ville then was still a young WOSM delegate defending a paper he did not necessarily have enough expertise on and now he is one of the best EU budget experts in Youth Sector. In May 2018, European Commission agreed to double the Erasmus budget. It took us 3 years, 3 years! And by our entire Ex Reps team, Brussels office and the rest of youth, education and sport sectors! 3 years to get agreement and still continuing working now to ensure quality implementation. There were 8 Ex reps with a lot of support around this triennial traveling around Europe and world, sharing Scouting's experience and expertise, ideas, claims and demands. (Elena, External Representatives)

European Funding Obtained for Regional Events

The list corresponds to all the grants, as per initially granted, that have involved a direct support from the World Scout Bureau Europe Support Centres. Please note that due to the decentralisation of the Programme Erasmus +, most of the funds reached directly the account of the NSO/NSA hosting the activity concerned and are therefore not fully reflected in European Region's account.

Structural Grant 2016	European Youth Foundation (Council of Europe, CoE)	EUR 19'346.50
Operating Grant 2016	Erasmus+ (European Union, EU)	EUR 50'000.00
Academy 2016 – Cyprus	Leadership Training Fund (LTF)	EUR 40'000.00
RoverNet/VentureNet 2016 – Italy	Erasmus+	EUR 24'893.00
Agora 2016 – Spain (ASDE)	Erasmus+	EUR 30'341.00
Diversity & Inclusion Workplan 2016	European Youth Foundation	EUR 45'000.00
Partnerships Event 2016 – Ireland	Erasmus+	EUR 38'851.00
MOVIS 2016 – Germany (DPSG)	Erasmus+	EUR 23'376.00
External Representatives Network 2016 - Hungary	Study Session (Council of Europe, CoE)	EUR 25'000.00
TOTAL 2016		EUR 296'807.50
Structural Grant 2017	European Youth Foundation	EUR 19'346.50
Operating Grant 2017	Erasmus+	EUR 50'000.00
Academy 2017 - Hungary	LTF	EUR 26'528.00
Time to be Welcome Project (2017-2018)	Erasmus+ & Messengers of Peace Support Fund (MoP Fund)	EUR 550'000.00
MOVIS 2017 – Spain (FCEG)	Erasmus+	EUR 27'239.00
Youth Policy Symposium 2017 – Luxembourg (FNEL)	Erasmus+	EUR 11'010.00
Diversity & Inclusion Workplan 2017	European Youth Foundation	EUR 25'478.00
TOTAL 2017		EUR 709'601.50
Structural Grant 2018	European Youth Foundation	EUR 17'606.00
Operating Grant 2018	Erasmus+	EUR 50'000.00
Academy 2018 – North Macedonia		EUR 29'039.00
Partnerships Event 2018 – Denmark	Erasmus+	EUR 27'780.00
GSAT Training 2018 – Austria	Erasmus+	EUR 17'589.00
Youth Policy Symposium 2018 – Belgium (Les Scouts)	Erasmus+	EUR 10'675.00
CubNet/ScoutNet 2018 – Luxembourg (LGS)	Erasmus+	EUR 22'943.00
Hand in Hand. Stronger Together Conference - Belgium	Erasmus+ / MoP Fund / KAICIID	EUR 102'000.00
Regional Communications Forum 2018 – Estonia	Erasmus+	EUR 26'659.00
Growth Event 2018 – Latvia / Liechtenstein	Erasmus+	EUR 22'846.00
European Youth Event – France	Visegrád Fund / European Parliament	EUR 13'866.60
My Europe My Say Project (2018-2019)	Erasmus+	EUR 450'445.00
TOTAL 2018		EUR 791'448.60
TOTAL 2016-2018		EUR 1'526'050.10

Continuous Improvement

Executive Summary

This Triennium saw the creation of a new area of focus in the work of the European Scout Region, the Continuous Improvement Area of Operation. Its establishment arose from the need to address a number of different challenges which had been identified and explored by Member Organisations at the Conference in Melsomvik and by the newly elected Committee. The work of the Continuous Improvement Area of Operation focused on three main areas. Those were the development of the next Regional Scout Plan, improving the working methods of the European Scout Region, and improving the Region's approach to Volunteer Management.

After extensive research and consultation, a new process for developing and drafting the **Regional Scout Plan** was presented to, and adopted by, the European Scout Committee. The process was implemented and will culminate at the European Scout Conference. This new and innovative approach to drafting the Regional Scout Plan saw an unprecedented number of opportunities for Member Organisations to get involved in the discussions at every stage of the work, ensuring that this Regional Scout Plan is truly representative of the views of the whole Region. Releasing the draft RSP in advance of the Conference was not the end of this work. The final piece of the task will be in reviewing the process once the draft RSP has been voted on, to ensure that we learn from our experiences in this planning cycle to strengthen our approach for the future.



The second area of work in the Continuous Improvement Area of Operation focused on the **evaluation of working methods of the Region** and also placed a strong emphasis on consultation. Following rich and extensive consultation, and notably high levels of participation from MOs in online surveys, the Working Methods team began drafting the Evaluation Report of the Working Methods of the European Scout Region. It went through many versions and redrafts but the final document, which was released in January 2019, was recognised as providing an accurate situational analysis of the European Scout Committee as it stands as well as highlighting some potential innovations which could be introduced in the future. It is hoped that this report will serve as a foundation for discussions at the Conference as to how to further innovate the working methods of the Region for the coming Triennium.

The **Volunteer Management** Team has worked throughout the Triennium to develop processes and tools for use in the European Scout Region to support its volunteers. The work of this team has focused on the Volunteer Process, Performance Reviews and Succession Planning, with processes and tools being developed to enable the provision of these important supports to all volunteers involved in the work of the Region. It is hoped that the processes and tools developed this Triennium, which are based on the principles of the Management of Volunteers in Scouting, will be used to inform the process of establishing the next Operational Framework and guide the way the Region engages with volunteers as they move through the volunteer life cycle.

Overall, this new area has made a number of significant contributions to the work of this Committee and has also laid the foundations for more great things to come. Here is to improving continuously!

Working Methods

Outcome:

By 2019, an effective Regional Scout Plan 2019-2022 will be in place, following rich contributions from the entire Region

The European Scout Conference in Melsomvik in 2016 sent a very clear message calling for the development of “a transparent, participatory and efficient framework for developing future Regional Scout Plans” and “a process that increases ownership, transparency and legitimacy”. This was at the centre of all of the work on this outcome.

Work began by gathering information relating to previous Regional Scout Plan (RSP) drafting processes and identifying key learnings from those processes. Part of this was done through accessing documents, but a big part of this stage in the work was consulting stakeholders to gather their views and ideas. This involved NSO/NSAs, members of the European Scout Committee, Regional Volunteers and staff members from the World Scout Bureau in Europe. One key part of this consultation was the survey of NSO/NSAs which was released in August 2017.



Following this extensive consultation, the real work of developing a transparent, participatory and efficient process began. The following objectives were considered:

- The need for an iterative approach with multiple moments of consultation and refinement with NSOs.
- The need for input and evaluation from key partners and external stakeholders.
- A plan released well in advance to allow consultation and participatory drafting.

The first step in the process was **Data Gathering**. Data was gathered about the needs of the NSO/NSAs in Europe particularly coming from the Global Support Assessment Tool results. External stakeholders

were engaged (The Big 6, Council of Europe and the European Youth Forum) to gain their perspectives of the work of the region and what might be possible in the future. A Roverway Route (#Path57) and a series of workshops during the main camp of Roverway 2018 were also run to gather more diverse perspectives to enhance the richness of data collected.

Collecting Inputs from NSOs and NSAs began in Autumn 2018 with the call for each NSO to appoint a RSP Contact person. Following their appointment, NSOs were engaged via the RSP Contact persons and information about NSO/A needs, projects and priorities were gathered. These were further explored and expanded upon during the RSP Summit, which ran from 23-25 November 2018 in Lisbon, Portugal. It was attended by 34 participants from 22 countries (31 NSAs). In order to maximise participation, particularly by those NSO/NSAs who did not join us in Lisbon, every effort was made to provide opportunities to follow the discussions of their outputs online, both during and after the event. These inputs were further explored in **consultation with the Regional Volunteers** via an online survey and at the All Groups meeting in Montenegro in January 2019. By the end of the All Groups meeting the Drafting Team had developed an overview of a four-chapter Framework for the RSP.

Following the development of the RSP Framework, an initial draft was prepared, incorporating all of the inputs received into the new framework. It was then shared at the International Commissioners' Forum which took place in Serbia in February 2019. Following the IC Forum, the draft was **released for comment**. Inputs from that consultation were gathered and used to develop the next draft of the RSP Plan which was released for comment in advance of the Symposium.



The Symposium took place 29-31 March 2019 in Malta and offered an opportunity for **in-person consultation and engagement** by NSO/NSAs. There were just under 100 representatives from 36 countries (54 NSAs) excluding guests, regional volunteers, and staff. Thanks to the high levels of engagement and quality contributions from those present, the Drafting Team was able to develop by the Sunday morning of the Symposium, a new draft of the RSP which was shared with those present for comment on the day, as well as by the wider Region immediately after the event. The comments received were reviewed by the Drafting Team and then an updated draft RSP was released for final comment and review before the Draft RSP was submitted to the European Scout Committee for review at their meeting in May 2019. Final changes were made to the Draft RSP based on inputs received from the Committee and it was then resubmitted to the Committee for final review and approval before its release in June 2019.

At the time of submitting this report we celebrate the work that has been done but recognise that the work of this team is not yet over. We have supported the European Scout Committee in encouraging

further engagement with the RSP among NSO/NSAs in advance of the Conference through the use of CrowdCasts. Discussions relating to the RSP at the conference will include discussing its content, but also moving to explore innovative ways as to how to implement the RSP and the role NSOs can play in achieving it. Another important part of our work will be to **review the process**. This will ensure that NSO/NSAs have the opportunity to reflect on the process and contribute to the discussion on how we can make it even better for next time.

There were a number of people involved in this work. Those were: Michael Rollinson (United Kingdom), Marian Panait (Romania), Jukka Tulivuori (Finland), Ivana Andrasevic (Serbia), Esben Holager (Denmark) and Jack Maxton (United Kingdom). The Drafting Team consisted of Natascha Skjaldgaard (Denmark), Jean Keraudren (Monaco), and Vojtěch (Fišer) Olbrecht (Czechia).

The development of the process was supported by Máire Fitzgerald (Ireland), Hulda Sólrún Guðmundsdóttir (Iceland), and David McKee (Regional Director). The implementation of the process and the drafting was supported by Máire Fitzgerald (Ireland) and Radu Stinghe (Deputy Regional Director) and overseen by Hulda Sólrún Guðmundsdóttir (Iceland).

Outcome:

By 2019, there will be an accepted governance model for the Region, recognising the political responsibilities of the Committee but accepting the devolving of practical responsibilities to the NSOs through their participation in the working groups of the Region

The Working Methods team began work in this area by identifying the current ways of work and the history of developments in this area in the Region. This included the documents that describe the Region such as Terms of Reference (ToR), Ways of Working, Standing Orders and the scheduled activities and meetings for the committee, as well as the undocumented ways of working such as, looking for patterns of expectations, commitment and reachability of the committee members.

Interviews were held during 2017-18 with committee members, staff members, regional volunteers and NSO/NSAs to get a clear understanding of the situation, what was working effectively and what processes could be improved. The interviews were often focused on discussing the needs and vision of a future committee, letting the interviewees speak freely on their ideas for the potential future committee structure.



Other organisations with similar structures have been examined, particularly members of the Big Six. There are plenty of interesting similarities to be analysed in exchanges with these organisations, however the topics of discussion would be far broader than what could be included in this report. Continuous exchange with other organisations should be seen as a way to improve the work of our Region but is not covered in the remit of this report.

The team conducted an open consultation with NSO/NSAs and regional volunteers, asking about the needs and priorities for them regarding the Regional Scout Committee. The consultation had 38 responses from 25 different NSO/NSAs, which is seen as a very high response rate compared to previously conducted surveys. The high response rate is seen as a result of having an open consultation, meaning that anyone interested could participate with their ideas, as well as the topic of the survey which seemed to be viewed as highly relevant and interesting by many.

As a part of looking internally for knowledge on governance models, we looked at the GSAT tool. Having a tool recognised and implemented for NSO/NSAs could possibly be useful on the Regional level as well. Most relevant were the sections for Strategic Framework and Continuous Improvement.

The team consulted with other working groups to get input both on topics for discussion and for reactions on suggestions for improvement. The team worked particularly closely with the Volunteer Management team. The recently appointed Coordinators of the Areas of Operation were also of interest to the evaluation, since their role is based on what can be seen as the balancing board of the committees' strategic work and the working groups' operational tasks.

A five-day programme was delivered as a path at Roverway in the Netherlands in July and August 2018. The topic of the path was WOSM governance where participants, through role play scenarios, got to discuss different types of organisational leadership and gave input to the evaluation report. The path was a way to include a youth perspective in the evaluation.



The final evaluation report was released in January 2019 and discussed as part of the programme of the European Scout Symposium in March 2019. It is hoped that it will inform discussions at the Conference and amongst the new committee members, ensuring that the European Scout Region continues to reflect on itself, its capabilities, and the most efficient and inclusive ways of achieving its goals.

This work was conducted by Alice Bergholtz (Sweden) and Dor Posner (Israel) and supported by Máire Fitzgerald (Ireland), Hulda Sólrún Guðmundsdóttir (Iceland), and David McKee (Regional Director).

Volunteer Management

Outcome:

By 2019, there will be a system in place to recruit and then monitor the work of regional volunteers to ensure their well-being and effectiveness in delivering the Regional Scout Plan.

The Volunteer Process

The Volunteer Management team began its work by gathering information on existing practices, resources, and documentation relating to volunteer management and former approaches to volunteer recruitment and selection. This was done through consultation with the European Scout Committee, members of the Europe Support Centre, the Coordinators, the former Human Resources team and regional volunteers. Following from this, a SWOT analysis was conducted, and best practices were sought from NSO/NSAs and other external organisations like the other members of the Big 6. Other important sources of information for this work were the Adults in Scouting Policy, the Management of Volunteers in Scouting Framework, and the HR Management process from 2016. Once all of the relevant information had been gathered drafts of the processes and accompanying documentation were developed, trialled, shared with regional volunteers for further testing, refined and submitted to the Regional Scout Committee for approval. The outputs for this area of work include:

- Role descriptions for committee members, coordinators, team leaders and volunteers.
- Recruitment process for regional volunteers, an overview document for the open call process, the skills matrix template, drafts email updates on process, and template Terms of Reference (ToR) documents.
- POWER (Prepare, Organise, Work, Evaluate, Rethink) Document to support team leaders in preparing teams, identifying challenges and preparing for the Mutual Agreement process.
- Mutual Agreements for teams and for personal development plans.
- Volunteer induction
- Recruitment Feedback

At the time of submission of this report the Volunteer Management team had begun preparations for the open call for regional volunteers 2019-2022.



Performance Review

The information which was gathered during the research to inform the work on Volunteer Processes provided a strong foundation for the work in this area. First, a process needed to be developed and trialled. Then, it needed to be implemented across the Regional volunteer structures.

Outputs for this area of work include:

- Self-appraisal tool
- Team performance appraisals for team members and accompanying scoring kit
- European Scout Region's Volunteer Satisfaction Survey.

Succession Planning

As mentioned above, part of the work of the Volunteer Management Team is laying the foundation for and supporting the preparation of volunteer processes for the next Triennium, 2019-2022. This work was still under development at the time of submitting this report. However, by the time of the conference the Volunteer Management team will have identified areas of succession and tasks that are needed and have developed appropriate processes and standards to ensure effective succession planning in the future. Another important area of work will be to liaise with the Communications team to ensure that the sharing and transition of documentation from one generation of volunteers to the next is done in as efficient a manner as possible.



This work was conducted by Adrian Farrugia (Malta), Maya Hänninen (Finland), Ralph Schwägerl and Mary Fricker (Ireland) and supported by Máire Fitzgerald (Ireland), Hulda Sólrún Guðmundsdóttir (Iceland), and David McKee (Regional Director).

Additional Projects

In the spirit of Continuous Improvement, a number of additional projects were undertaken as part of the Area of Operation. Those were:

Reviewing the Rules of Procedure for the European Scout Conference and the Constitution of the European Scout Region. The proposals from these reviews were discussed and voted upon at the EGM of the European Scout Conference in March 2019. Those involved were Bragi Björnsson (Iceland, Chairperson of the Constitutions Committee), Christos Hatzidiamandis (Greece), David Shelmerdine (United Kingdom, Member of the Constitutions Committee), Máire Fitzgerald (Ireland) and David McKee (Regional Director).

Revising and updating the Conference 101 Document from the World Scout Conference to support NSO/NSAs in their preparations for the European Scout Conference 2019, which was then handed over to the European Scout Conference Planning Team for final polishing. Those involved were Dor Posner (Israel) and Marian Panait (Romania) and they were supported by Máire Fitzgerald (Ireland) and David McKee (Regional Director).

Individual stories

The work of the Continuous Improvement Team has helped the Committee focus on the importance of learning from past experiences and focusing on clear, sensible processes. The Evaluation of the Working Methods of the Region gave us new, objective perspectives on our approach to decision-making as well as food for thought for the future. The work in the area of Volunteer Management provides a solid framework on which the next team of Regional Volunteers will be recruited and supported, with a clear process and defined expectations. Furthermore, their creation of the new Regional Scout Plan not only fulfilled an important conference resolution, but it set a new standard in terms of the use of an open, transparent and consultative process for our member organisations. I believe that the area of Continuous Improvement has proved to be a very valuable, and I would recommend that it becomes a core service for the Region. (Kevin, Chairperson of the European Scout Committee)

As one of the NSOs proposing the continuous improvement work, we have been so impressed with the work that has been done and feel we are arriving at this European Scout Conference with a well thought out and researched plan, with NSO engagement throughout its development. The team has done a phenomenal amount of work but has also shown new ways of working for Regional Volunteers. By using volunteers for set parts of a project at varying times in the Triennium, we have a focussed team of volunteers who also remain agile to the needs of the Region. (Callum, United Kingdom)



I was pleased to see the efforts the European Region has taken to reflect on the methods of work in the region and address some important strategic and operational aspects. This study was well executed by the small research team, and I commend their determination to reach as many NSOs and NSAs as possible – with questionnaires, direct meetings and canvassing responses. Well done all round as we seek to continuously improve. We can all reflect and learn from the findings of this study. (Ahmad, Secretary General of WOSM)

I had the privilege to be appointed as a Team Member of the Volunteer Management Team in August 2017. Together we worked on putting procedures and documents in place to ensure that European Regional Volunteers have a positive and fully supported experience whilst working for the region. Among the documents produced, the team developed assessment toolkits both for teams and individuals to assist them in being more focussed and productive during their term in operation. We also proposed a recruitment process with a timeline for induction of new working groups and teams in the future. I had never worked at European level prior to this and I found the whole experience to be very enlightening and beneficial from a personal development standpoint. I was given the opportunity to share my knowledge and experience while gaining even more useful information that I can use working with my NSO. (Mary, Ireland)

Volunteers engaged in Regional Working Groups and as Consultants or Facilitators

Education for All

Justina Baliunaite	Tomàs Genis Galofré	Adrian Şuhanea
Filip de Bock	Lana Husagić	Joana Teixeira
Elena Cabezas Alcalá (Coordinator)	Ida Mikkelsen	Jay Thompson
Stefano Casalini	Angela Nikolikj	Lea Tolstrup Jensen
Claude Frantzen	Alexandra Diana Slabu	Jérôme Walmag
Gary Gaughan		

Strengthening Our Organisation

Eirik Ulltang Birkeland (from 2017)	Kristin Frilund (till 2017)	Tobias Kammerhofer (from 2018)
Linda Broer (till 2017)	Matthias Gerth (Coordinator)	Beatričė Leiputė
Maeliosa deBuitlear (till 2017)	Goran Gjorgjiev (till 2019)	Lara Serafim
Alexandra Ruivo Cordeiro	Roman Heimhuber (till 2017)	Linda Wallberg
Jo Deman (till 2017)	Erik Adell Hellström	Paul Wilkinson
Andrea Demarmels	Martin Křivánek	Pieter Willems
Fred Fredslund-Andersen		

Spreading Our Message

Márcio Barcelos	Nenad Jovanovski	Sofia Savonen
Jón Ingvar Bragason	Agata Krolak	Elena Sinkevičiūtė
Djuna Bernard (Coordinator)	Ville Majamaa	Agnieszka Siłuszek
Joaquim Castros de Freitas	Louis Marbach	Natascha Skjaldgaard
Martin Diethelm (till 2017)	Laura Neijenhuis	Pavel Trantina
Christos Hatzidiamandis	Nandesh Patel	Andreas Tzekas
Paddy Hennelly (till 2018)	Lisa Pfeiffer (from 2018)	Petr "Permi" Vanek

Continuous Improvement

Alice Bergholtz	Mary Fricker (from 2018)	Dor Posner
Adrian Farrugia	Maya Hänninen	Ralph Schwägerl (from 2018)
Máire Fitzgerald (Coordinator)	Marian Panait	

Financial Support Group

Thankmar Wagner (Treasurer)	Jørgen G. Rasmussen	Anett Szücs
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WOSM Services Consultants

Siân Bagshaw	Goran Gjorgjiev	Ruth Potts
Jordan Bajraktarov	Hulda Guðmundsdóttir	Jon Rasmussen
Justina Baliunaite	Sophie Hammermann	Johanna Rosell
Daniela Borontis	Chip Veerle Haverhals	Luc Ibis Rubben
Jón Ingvar Bragasson	Erik Adell Hellström	Lara Serafim
Kevin Camilleri	Beatrice Leputé	Elena Sinkevičiūtė
Stefano Casalini	Pierre Marchal	Joana Skupinska
Amir Cheema MBE	Chris Meadows	Diana Slabu
Andrea Demarmels	Raül Molina	Adrian Şuhanea
Claude Frantzen	Mary Nugent	Pavel Trantina
Máire Fitzgerald	Nandesh Patel	Petr Permi Vanek
Samia Fitouri	Hunor Péter	Saâd Zian
Matthias Gerth	Lisa Pfeiffer	

GSAT Assessors & GSAT Facilitators

Jordan Bajraktarov	Frederik Fredslund Andersen	Linda Wallberg
Kevin Camilleri	Matthias Gerth	Pieter Willems
Andrea Demarmels	Goran Gjorgjiev	Paul Wilkinson
Jo Deman	Erik Hellström	

Regional Decision Committee – Messengers of Peace Project Support

Jordan Bajraktarov (staff support, from July 2018)	Thomas Ertlthaler (Coordinator)	Sofia Savonen
Vojtěch Brouček	Rose-Marie Henny (staff support, till June 2018)	

Our Work in Response to Resolutions adopted by the 22nd European Scout Conference

In response to the resolutions adopted by the 22nd European Scout Conference 2016 in Norway, several actions have been undertaken or initiated during the Triennium 2016-2019.

Amendment to the European Regional Constitution, Article II on Transparency (22ESC/4)

The European Scout Committee is constantly evaluating how we can increase transparency in all things we are doing. The Continuous Improvement Area of Operation has also been active in looking at the general topic to come up with further initiatives for transparency improvements. The new treasurer has looked at how better incorporating best practices into the transparency of our financial operations.

Amendment to the European Regional Constitution, Article IV on Conflict of Interest (22ESC/5)

A conflict of interest register has been established for Committee members and key regional volunteers so that members and volunteers may declare, at any time, issues and interests they may have institutionally and personally that impact on their contribution to decision making or could otherwise influence the Committee.

Amendment to the European Regional Constitution, Article IC on Organisation of the Committee (22ESC/6)

The European Scout Committee adopted its Standing Orders and its own Rules of Procedure and other operating processes. These are now online in the Europe section of scout.org – at <https://www.scout.org/node/90/about/100>

Regional Scout Plan 2016-2019 (22ESC/7)

The Regional Scout Plan, as amended, was used to develop the operational Regional Scout Plan, which was distributed in October 2016 in line with the deadline suggested. A corresponding action plan has been circulated and regular reporting on progress made follows each European Scout Committee meeting.

Future Approach (22ESC/8)

The European Scout Committee created the new Area of Operation "Continues Improvement". This Area of Operation is working closely on the implementation of this resolution. An inclusive plan of development for the Region Scout Plan was put in place to involve the whole Region in the process. The plan was distributed, as requested, in advance of the conference – more than the specified 8 weeks.

Finance and transparency (22ESC/9)

The new treasurer and the new Finance Support Group support the Committee with the implementation of this resolution ensuring there is more transparency and simplicity in how our finances are reported. This is already taking place in the regular reporting to the Committee itself. A webinar was held prior to the Conference to elaborate the financial report which had been distributed.

Towards a more empowered European Region (22ESC/10)

The European Scout Committee created the new Area of Operation "Continues Improvement". This Area of Operation is working closely on the implementation of this resolution. Of particular note is the study on the Evaluation of the Working Methods of the European Scout Committee published in advance of the Symposium as requested.





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