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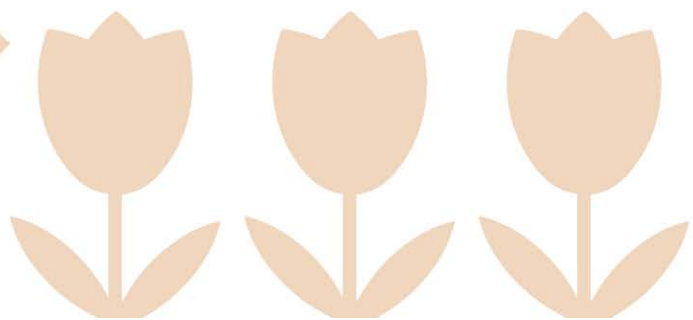


## **TRIENNIAL REPORT 2019-2022**

**European Scout Region**



**SCOUTS**  
Creating a Better World





World Organization of the Scout Movement  
European Scout Region

# TRIENNIAL REPORT 2019 - 2022



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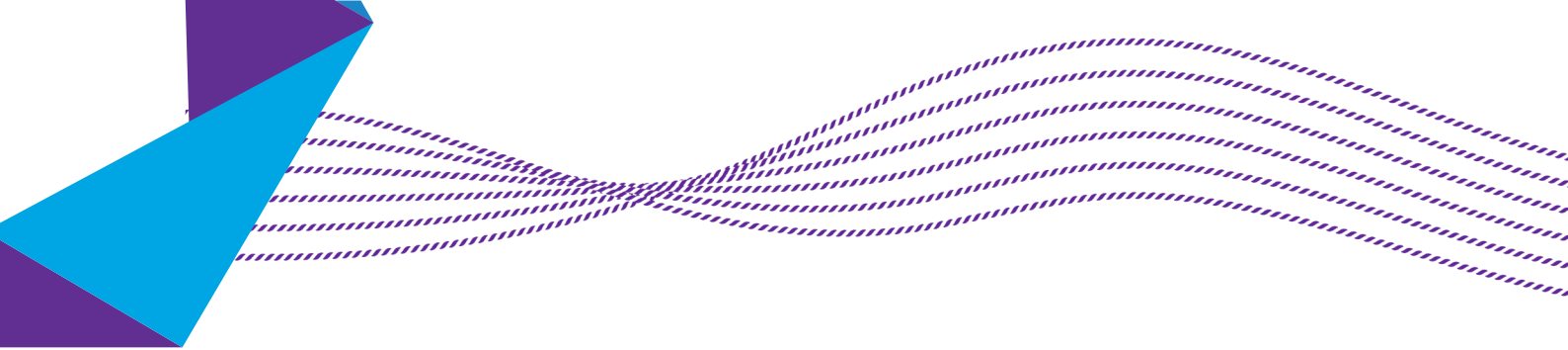
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# Introduction

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## Growing Together in Europe - Monitoring and Evaluating a Plan in challenging and inspirational times

**W**e have reached the end of the 2019-2022 Triennium. It had been a long time since a mandate had been so dramatically eventful and since we all gathered together three years ago we have been on a challenging but also an inspirational journey. We may not have gone where we intended to go, but have ended up where we intended to be.

When the European Scout Regional Pan (RSP) was developed in 2019, at the Europe Conference in Croatia, a global pandemic or a nearby war were not even remotely anticipated. At the first traditional All Groups Meeting (AGM) held in Kandersteg in February 2020, these challenges were not foreseen by anyone, and teams proceeded to set Key Performance Indicators (KPIs) and ambitious action plans for the coming years.

From there, almost nothing went as expected. The operational framework (OF) had to show a lot of resilience as the uses and habits were disrupted. Several volunteers suffered from health, physical or mental problems or were affected by bereavement. Under these circumstances, the evaluation of the plan was not an easy task. A few KPIs had to be renegotiated, but the Operational Framework most often chose to maintain its high hopes. The detailed monitoring of the KPIs is presented to you in the appendix and you will be able to see that some of them have not been fully achieved. There are two main explanations for this: on the one hand, some objectives were very ambitious and, on the other hand, external reasons mainly linked to the pandemic sometimes made it impossible to achieve the objectives.

During this Triennium, thanks to the Monitoring and Evaluation (M&E) team, you have been able to follow the evolution of KPIs over time in the form of percentages. These reflected the progression of the work undertaken to achieve the objective and the respect of the planned timing rather than the evaluation of the KPI itself. That was monitoring.

It's time now for the evaluation: that's what this report you're reading is about. We have decided to present it to you by following the structure of the RSP but in reverse order. Why so? The plan was structured from the most abstract to the most concrete (Principles, Region as a structure, WOSM services and Strategic Priorities) in a deductive approach.



The evaluation is intended to be more inductive, starting from the most concrete actions (the response to crisis situations) and thus going up to the more abstract concepts (Strategic priorities, WOSM services, Region as a structure and finally Principles).

This evaluation considers the action of the European Scout Region from a broad angle. The Region is not limited to the regional structures (Committee, Office, European volunteers) but it is also and even above all the Member Organisations (MO). In the strategic priorities, for example, it is important to also highlight efforts and achievements at national levels. This is the reason why you will find in this report some projects of some member organisations. These are only examples and not an exhaustive review which is very difficult to carry out. We warmly thank all the associations that have kindly shared their achievements with us.

But for completion, this report is also not comprehensive of all regional work, a separate report on the Region's joint work with WAGGGS and the other Conference resolutions will be presented in addition.

The qualitative information contained in this report was collected by the Monitoring and Evaluation team with the help of the Coordinators and Team Leads. Quantitative information was collected through a survey of the international commissioners of 35 National Scout Organisations, mostly during the Symposium in Kandersteg in mid-March 2022. All associations were invited to evaluate the action of the regional structures but also to self-evaluate strategic priorities and principles on a scale from 1 to 5.

Before diving into the details of the report, we need to recognise that the results and deliverables from this Triennium would not have been possible without our dedicated regional volunteers and staff, who took all challenges as opportunities and showed incredible resilience in the most difficult times. We are grateful for all their work. But we also need to say thanks to all our leaders, volunteers, staff and members of our Member Organisations. They were our inspiration and we have never been more proud to be Scouts than seeing their great work across the region in the last three years.

Excellent reading to you.

# Regional Structures

## The European Scout Committee

The Regional Committee is made up of six volunteer members, elected for a three-year term. An appointed volunteer serves as Treasurer and the Director of the World Scout Bureau Europe Support Centre is the Committee's secretary. The Regional Committee has successfully met ten times during the Triennium, with four of them being online. In addition, there are other meetings to support the work of the Region. The specific role of the European Scout Committee is identified in the Regional Constitution:

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

The Committee has produced a series of results in governance oversight, transparency, and work oversight. For example, they have produced records of decisions circulated within 48 hours from meetings; ensured an Open Call for volunteers that is continuous and needs-based; prioritized a project team-based approach rather than a working group-based approach; simplified the approval of volunteer selection process by enabling Coordinators to take the lead; ensured the development of team charters and delivered an evaluation against these after each meeting; established backups for portfolios in case of issues and organised online campfires to stay in touch with MOs and answers questions on continuous basis.

Among the most important achievements of the Triennium, they noted:

- Created the Growth Potential Project to support MOs to grow sustainably and increased their efforts to support the creation of a new National Scout Organisation in Albania.
- Increased their capacity to take informed decisions through documenting decision points ahead of meetings.
- Continuously created spaces to empower and recognise staff and volunteers.
- Challenged themselves to champion balance between strategic and operational work.

### Current Committee members

Lars Kramm - Chairperson

Martin Persson - Vice Chairperson

Elena Sinkevičiūtė - Member

Joaquim Castro de Freitas - Member

Julijana Daskalov - Member

Matthias Gerth - Member



As in many other areas there was an impact of COVID-19-19 on the work of the Committee, but this also led to some benefits. The Committee learned to take difficult decisions based on consensus and COVID-19-19 enabled a risk-based approach for decision making based on facts.

The group faced challenging circumstances to maintain the planned implementation of working methods and maintain motivation but, despite this, continued to deliver as needed.

## Resolution on Scouting's Profile in Planning European Events

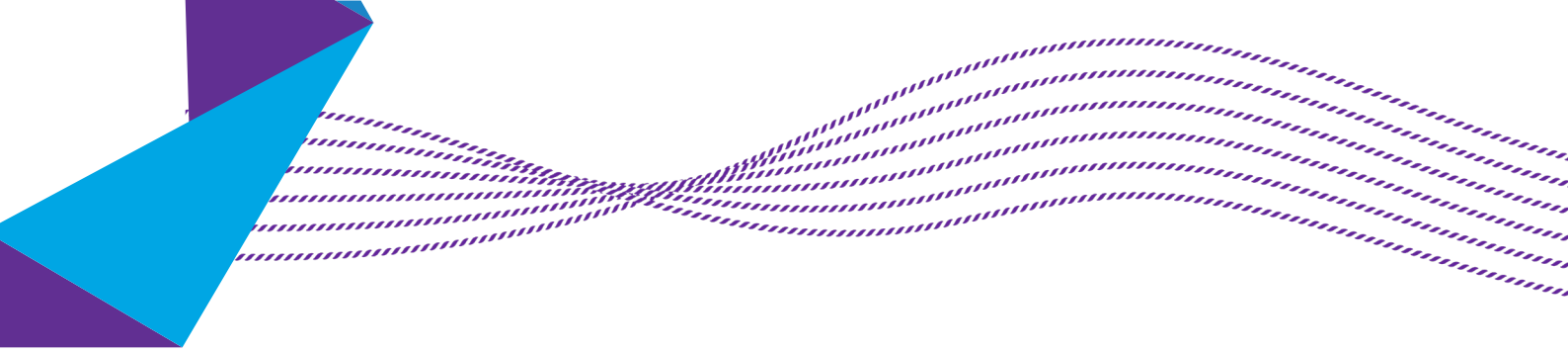
**A**t the 2019 Regional Conference a resolution on "Scouting's Profile in Planning European Region's Conferences and Events" was passed. This Resolution focused on the perception and function of Regional WOSM events and meetings as not being sufficiently reflective of the values and vision of Scouting, with a call for increased use of Scouting and youth locations and a revisiting of the style of communication of the events and meetings.

The concrete recommendations in the Resolution were:

- "To reflect on the image of Scouting every time when it comes to organising meetings or events and choose appropriate locations;
- "Recommends that Scout Centres, Youth hostels and other similar facilities should be preferred over hotels and professional conference centres, and options for camping should be considered as well as more informal choices of food and catering;
- "Suggests that the regional communication team should develop a communication strategy for regional events in line with the image and profile of Scouting"

There is a Communications strategy in place for the Region, which has been promoted and shared during the induction and throughout the engagement of the Committee and other key actors.





The Region have followed the recommendation to ensure Scout Centres (i.e. KISC) are utilized for meetings as a priority. However, the Committee, in collaboration with the Office, acknowledged the challenges regarding such venues' availability across the Region – this is a complicating factor in ensuring geographical balance as well as the factor of using Scouting / Youth Centres locations – hence feasibility impact meaning sometimes hotels are decided as a preferable option. It is also recognised that Scouting venues often require additional travel, but recognizing that this comes with added benefits also, and so remains the priority when they are viable options. The Committee and Office encouraged more sustainable travel for staff and volunteers which is relevant to the image of our events and encouraged social media use in such contexts to present a positive image of our events and travels.

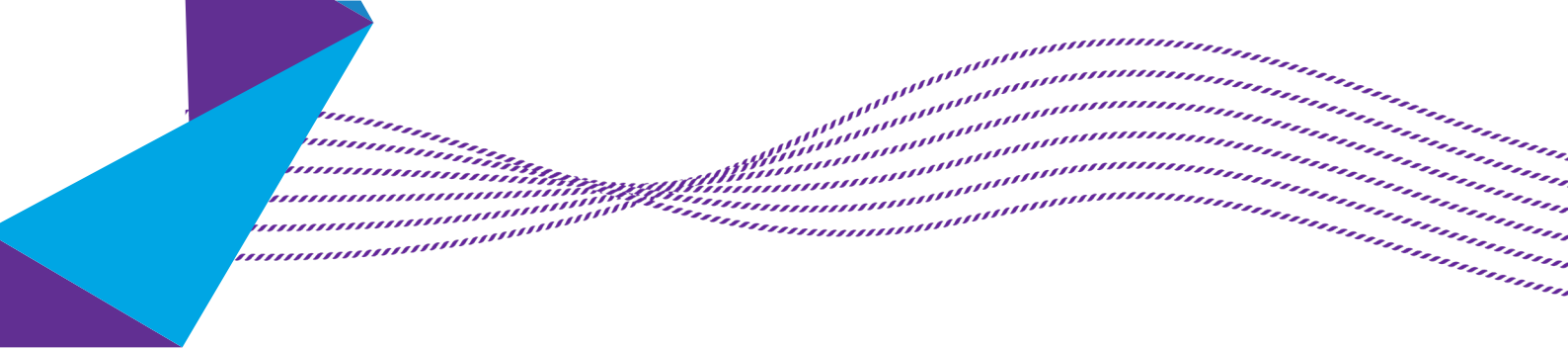
The criteria and examples given in the resolution, like Scouting venues, youth venues etc., were incorporated in venue selection process and we have seen an increase in use of such venues for Committee meetings where fitting.

The visibility of events is assessed as having improved, given the increased training via the Communications strategy. The selection of these youth / Scouting venues is recognised as being valuable visual content generation.

There is a recognition of the gap in assessing whether members feel more comfortable sharing our content in relation to events, as this is an ongoing process – so the Committee would like to issue an open invitation via the Conference and through direct communication to give feed back on the success or otherwise of the resolution's implementation to ensure that actions related to this resolution have progressed well.

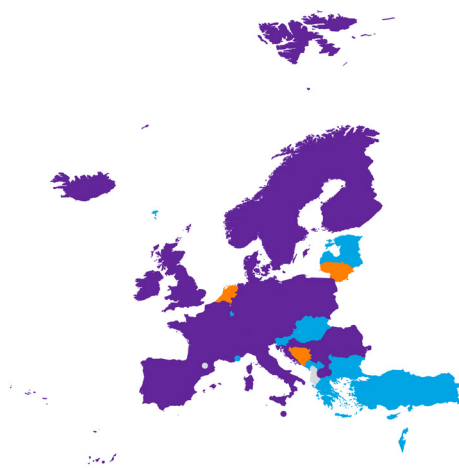
Due to there being fewer events as a result of the COVID-19 pandemic, there were less practical opportunities to put this resolution into practice this Triennium. That said, online events did help with promotion of the message that "Scouting never stops" which resonated in national contexts and the Committee believed it contributed to this narrative.





# Regional Structures

## Coordinating Team and Operational Framework



### Coordinators

Lana Husagić (Bosnia and Herzegovina)

Beatričė Leiputė (Lithuania)

Laura Neijenhuis (The Netherlands)

The complex relationship and interdependence of all actions related to the implementation of the RSP 2019-2022 was overseen by a team comprising of the three Coordinators (Lana Husagić, Laura Neijenhuis, Beatričė Leiputė), a representative of the European Scout Committee (Joaquim Castro de Freitas) and the Deputy Regional Director (Radu Stinghe). The team acted as an interface between the strategic oversight of the Committee and the actions of the volunteers within the Operational Framework. Besides harmonizing and creating synergies between various actions, the Coordinating Team was responsible for mainstreaming the Principles defined in the Plan and monitoring the delivery process of the Plan.

The highlights from the Coordinating Team to be mentioned include a smooth initial and further rounds of volunteer recruitment in the new approach of an open call and ensuring that new volunteers are well onboarded throughout the Triennium. In addition, transitioning teams and working methods into a virtual setting and re-assessing the action plans to better suit the changed environment was a reality for most of the Triennium. In three years the team organized one in-person All Group Meeting as well as five virtual All Group Meetings with different delivery & engagement methods that proved to be rewarding. Despite the circumstances, a number of teams were able to meet for an in-person working meeting once or twice towards the end of the Triennium.

In this Triennium, the Operational Framework was divided into three areas of operation: one comprising teams implementing Strategic Priorities, the second uniting teams working on External Relations and lastly, an area related to all Coordination & Support measures within the framework. In addition, two teams (Finance Support Group and Growth Potential Project) reported directly to the Committee.

Throughout the Triennium, over 100 volunteers from across Europe joined different teams and task forces to contribute to the implementation of the Regional Scout Plan. The main highlights and achievements of all of the teams and the Operational Framework as a whole are highlighted in this report.

# Regional Structures

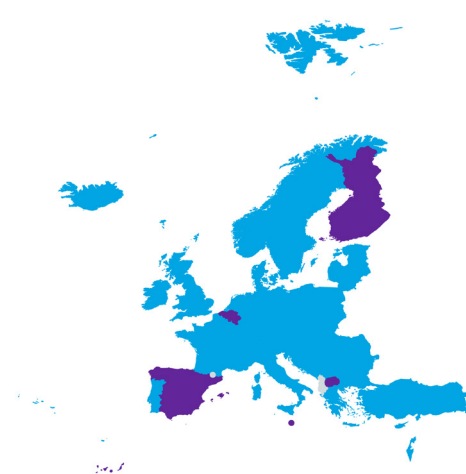
## Monitoring and Evaluation Team

The success of the Regional Plan is measured by the positive changes it brings to the provision of Scouting to young people. The Monitoring and Evaluation team - Jérôme Walmag (Team Lead), Jane Plavevski, Kiiia Huttunen, Marina Polo Gonzalez, Leslie Bonnici, as well as former members Anamaria Heytey and Lara Serafim - aimed to monitor, evaluate and report on the status and success of the joint effort of Regional teams and Member Organisations in achieving the agreed goals set by the Regional Scout Plan.

The team's approach was to seek out information with as human and personal contact as possible. They named it a friendly journalistic approach as opposed to bureaucratic and cold reporting. In the end, 80% of European volunteers considered their approach to be non-bureaucratic, feedback-oriented and accessible. It is worth noticing, however, that this mission was difficult. Team members had to make numerous reminders to regional volunteers or MOs to get information, often very late. The position of the team in the operational framework also did not allow them to fully understand the dynamics of the various teams.

For the monitoring part, their role was to quantify and make public the progress of the teams: for each Committee meeting, they provided a progress index for each of the KPIs of the different teams as well as a colour-coded indication for delays or at-risk KPIs.

For the evaluation part, they produced an online mid-term report which was very well received. The final report is also among the deliverables of the monitoring and evaluation team. For its last task, the team planned an original way to present the evaluation of the Regional Scout Plan to the European Conference.



[Monitoring and Evaluation Regional Scout Plan](#)

[Mid-Term Report 2021](#)

# Regional Structures

## The European Support Centre

Coordinating core operations of the Region, the WSB - Europe Support Centre unites 12 dedicated professionals located in Geneva and Brussels and is organised in four teams:

- Administration, Human Resources and Finance,
- Organisational Development,
- Scouting Development
- Strategic Partnerships

Throughout the Triennium, four long-term volunteers, funded through the European Solidarity Corps programme, also joined our team to support our work and develop professionally.

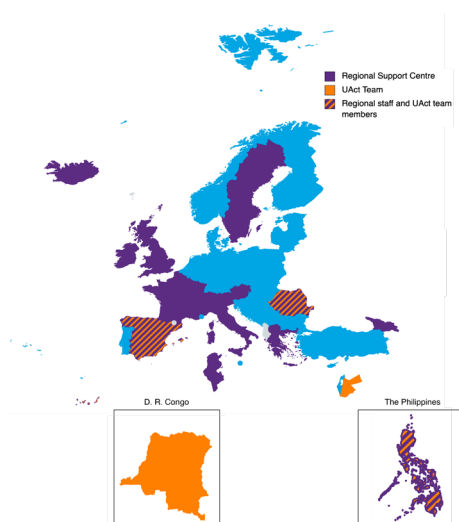
As part of the core functions of the Regional Office, members of staff have delivered direct and indirect support to Member Organizations through the WOSM Services, support to the Operational Framework, set-up to deliver of the objectives of the Regional Scout Plan, and dedicated Regional projects, trainings and events.

Over the Triennium over 150 WOSM Services were requested by the European MOs, annual reach-outs were organised to continuously assess the impact of the COVID-19-19 pandemic, and several online networking events were support to enable peer to peer learning and support.

The fundraising and grant management functions of the Region have contributed to the funding of European Scouting activities by applying to 22 projects from various European donors and programmes and raising over 5 million euros (including 3 million to support the work to address the consequences of the war in Ukraine) for the Region.

The communication, both internal and external, continued increasing its quality and relevance, with the official Facebook page and Twitter account growing with 1'905 and 1'190 followers respectively.

The team has gradually increased and invested in its capacity to institutionalise through documenting and recording for a better and more integrated knowledge management approach.



### Current staff:

Abir Koubaa – Regional Director

Radu Stinghe – Deputy Regional Director

Catriona Graham – Director, Advocacy and Partnerships

Raül Molina – Director, Scouting Development

Goran Gjorgiev – Manager, Organisational Development

Anne-Christine Vogelsang – Manager, Finance HR & Administration

Rupert Schildböck – Manager, Institutional and Constitutional Support

Siân Bagshaw – Manager, Diversity, Culture and Inclusion

Tilemachos Boni – Manager, Grant-Making Processes

Michele Turzi – Officer, Communications and Advocacy

Ibrahim Dervishaj – Finance, Administration and Office Support Executive

Giselle Talampas – Office Support Executive

Rose-Marie Henny - Consultant, Growth

### UAct Team

Raluca Popa - Programme Officer

Concepción Mejías Carrascosa - Project Officer

Farah Sayegh, Communications Officer

William Nsonde - Finance Officer



While there were continued challenges due to COVID-19 including changing working conditions, uncertainty, and cancelled events, the pandemic contributed to a better connection between the staff and members of the leadership of MOs - especially through the yearly reach-out in the first months of the pandemic. Together with volunteers and with the leadership of the Committee, networking platforms for exchange at hardest moments were organized and successfully delivered (ex. the Regional Campfires) and they are embedding this for future practice also. The team promoted and supported organisations with community support activities to ensure sharing of best practices and experiences.

The Triennium has taught the team a series of valuable lessons, namely the crucial importance of wellbeing of all individuals in the teams, the importance of an honest and balanced relationship between staff and volunteers, and accepting that being open and vulnerable is not a sign of weakness.

A special focus was also given to diversity & inclusion. An initiative to learn about biases and personal growth journeys started in 2020 and is now a constant element in the team's focus.

The most recent partnership with UNICEF, supporting the actions and initiatives at regional and national level in response to the humanitarian crisis caused by the the war in Ukraine, is the perfect example of our joint ability to work and coordinate with our key partners and stakeholders.

**Former staff:**

Marguerite Potard – Director for Strategic Partnerships and Communications

Jordan Bajraktarov, Director, Organisational Development

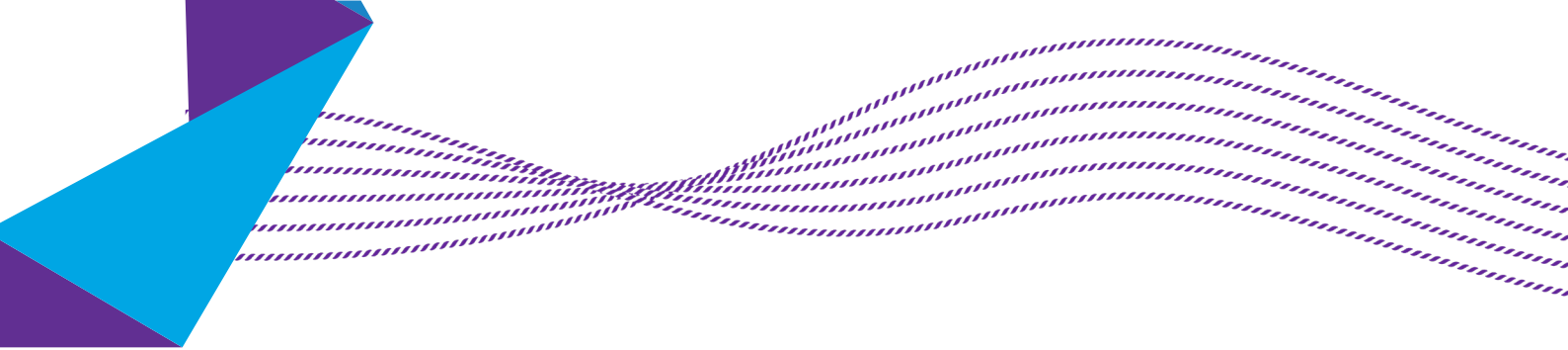
Samia Fitouri – Manager, Communications

Kristina Pitaskaia - Fundraising Manager

Erica Karlsson – Events Management and Fundraising Volunteer

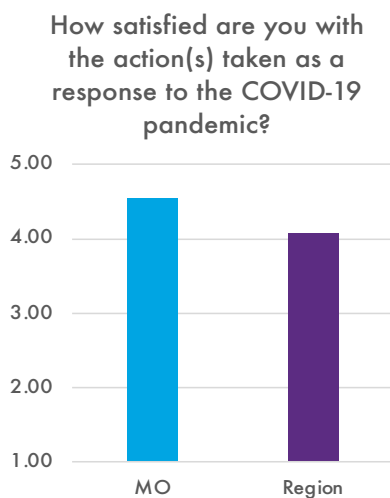
Sunna Líf Þórarinsdóttir - Intern, Events Management and Partnerships

Anamaria Iulia Barta - Intern, External Relations and Communication



# Response to Crisis

## COVID-19 Pandemic



*"Since the beginning of the pandemic crisis until this moment, there has been a very good follow-up done by the office staff. It is in times of crisis that our performance and willingness to deliver more and better are tested. Congratulations for the excellent work in this area!"*

These three years have been marked by turbulent times in which Member Organisations have been able to adapt to setbacks, being resilient, learning along the way and helping their communities through direct action. At the end of the day, this is an example of the values we stand for.

The coronavirus pandemic massively affected Scouting in the last Triennium. Physical meetings, travels and outdoor activities had to be either postponed or canceled. However, Scouting never stops. Many Member Organisations were shifting to online platforms to support their members all over Europe, while others took a step even further to help their communities by taking concrete actions. We have taken this experience in the most positive way possible, we adapted and learned, in order to be better prepared for the future.

The pandemic served also as a clear indicator for shortcomings, and some associations were able to see the challenges in their governance, sustainable growth and funding as a result.

The Region has organised a series of Campfires and other networking and sharing opportunities for Member Organisations, kept close contact with their leadership and developed a series of resources to support Scouting in those difficult times. Specific COVID-19-related objectives and KPIs were added to the Plan and various teams began quickly working on projects and initiatives to address the new circumstances.

We invite you to explore a number of highlights from the projects and initiatives delivered by the MOs in the Annex A.



# Response to Crisis

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## War in Ukraine

**S**olidarity and peace have always been the essence of Scouting. World Scouting, Member Organisations and local groups have joined together in order to help and support the National Scout Association of Ukraine, refugees and the people in need.

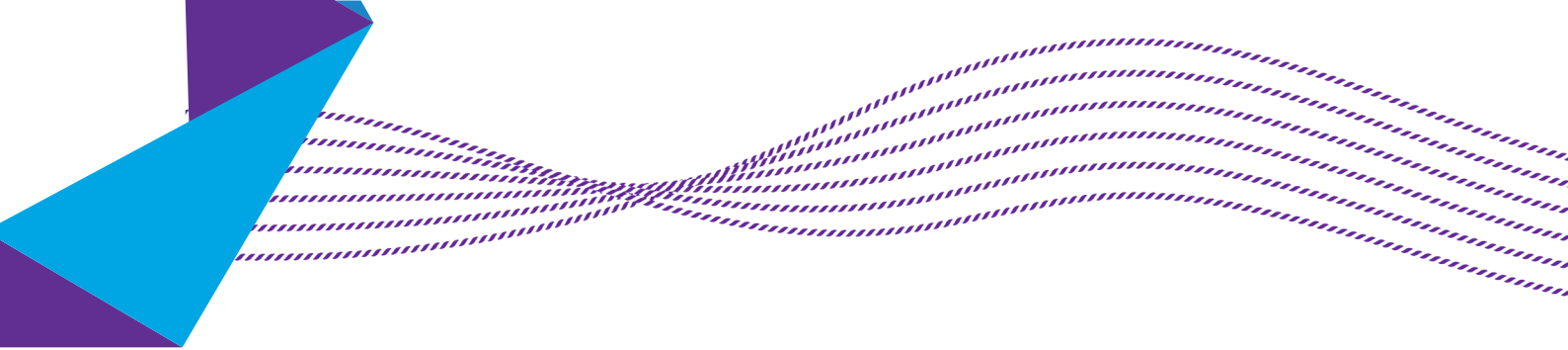
In April 2022, UNICEF and WOSM launched a regional cooperation agreement to provide critical care and support to children and families fleeing the war in Ukraine. More than 4 million people – including more than 2 million children - have crossed from Ukraine into neighbouring countries to escape the escalating violence and destruction, leaving their lives and their possessions behind. 90% of the refugee population are women and children. The partnership will enable both organisations to scale-up their responses to work to ensure those who are most in need of support can receive it.

Joint activities will work to address the urgent needs of refugee women and children in both neighbouring countries - Poland, Hungary, Romania, Moldova, and Slovakia, as well as countries where refugees are continuing their journey, including the Czech Republic, Latvia and Lithuania.

The cooperation agreement, which is set to continue until July 2023, will initially focus on addressing the immediate needs of refugees. Activities will include the provision of critical and life-saving information to women and children after their arrival, relocation, and settlement. In addition, UNICEF will also support the provision of emergency supplies for refugees distributed by Scouts, as well as temporary accommodation. The existing strength of the Scout Movement in the promotion of well-being will be critical in empowering and supporting young people to feel safe and supported in their new communities and equip them with the skills they need to navigate the coming period of their lives.

We invite you to explore the support efforts delivered by a number of MOs in the Region in the Annex B.





# Strategic Priorities

## Diversity and Inclusion

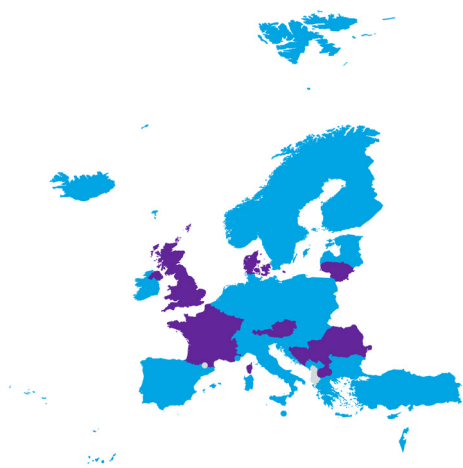
The Diversity & Inclusion Team: Luc Ibis Rubben (Team Lead), Monika Paulauskaite, Jana Canovic, Hamady Mbodj and Marguerite Dutheil managed to achieve all of their main objectives, although due to COVID-19 they had to modify and adapt their work.

They carried out the Gender Equality training of the regional ambassadors for HeforShe and SDG5, produced a Gender Equality recommendation paper, elaborated the D&I self-assessment successfully and reached the target they set, and finally collected good practices for the WOSM Services platform. In addition, during the Triennium they also collaborated on a position paper together with the External Representatives team that is currently being developed.

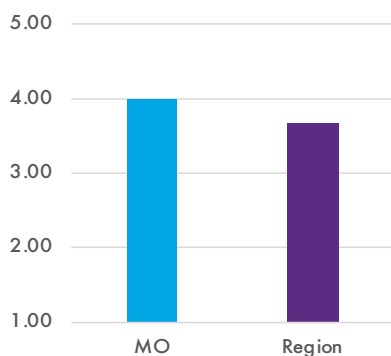
One of the most direct impacts on Member Organisations was the training of trainers in Serbia with participants from the Balkan MOs, as well as Minority and Human Rights training in Kandersteg with 21 participants from 16 MOs. Each of the participants carried out an action plan which will be subsequently monitored.

While COVID-19 postponed several training sessions they planned to deliver, the team used the online opportunities to connect with even more Scouts across the Region and the World, through the Academies, Jota Joti, as well as creating their now well recognized brand of D&I Dinners. One of their greatest achievements has been reacting to the COVID-19 emergency and producing a recommendation paper (reel) on ensuring the inclusive participation of Scouts with different backgrounds in Home Scouting. Given that Scouting shifted to an online environment due to the pandemic, ensuring the inclusion of all our members was vital.

Finally, the team has made a final report with all the actions they have carried out and with future outlook, so that Diversity and Inclusion is treated as a transversal Principle in the new RSP and mainstreamed across Member Organisations and not treated as isolated actions.



How satisfied are you with the action(s) taken to increase the diversity and inclusion?





The Dialogue for Peace (D4P) Team: Maja Kos Jozak (Team Lead), Jon Rasmussen, Oana Mitrut, Anca Burlacu, Graham Coulson, Thomas Ertlthaler and Nikola Unevski continued the long-standing and mutually beneficial partnership with KAICIID, through creative and new methodology that brought the D4P closer to MOs and local level Scouting in the Region.

At the beginning of the Triennium, one D4P Ambassadors Training was delivered for the UK National Inclusion team, one for Nordic associations and one Awareness session for the Scouts for Gender Equality project. Adapting quickly to the online environment, the team then led two online workshops, in collaboration with the D&I Team and led online dialogue café's that became a regular occurrence in many regional and global events throughout the Triennium. Most recently, this included one Dialogue Café on Conflict, creating an important space for the 21 participants representing the European Scout Region, to surface perception and express themselves in light of the war in Ukraine. These experiences have resulted in the first Online Regional Dialogue Ambassador training, launched in May 2022. A series of three self-directed learning modules, coupled with an international Dialogue Buddy, in which they meet regularly throughout the learning journey to reflect, share and consolidate actions to increase a culture of dialogue locally. This first phase of programme currently has reaching 20 participants, representing 10 MOs. One face to face event will be held in September, for these participants, to invest in the future sustainability of Dialogue for Peace locally and action plans to implement the, to-be-launched, Dialogue for Peace Global Challenge.

To support the existing 100 Dialogue Ambassadors and the new 25 Ambassadors, the team operationalized the Dialogue Mento programme, to reach out to more Dialogue Ambassadors and help them deliver D4P content to grassroots level. In addition, the team developed 4 animations in partnership with KAICIID's communications team, which simplify the complex topics addressed through the Dialogue for Peace Programme, making it accessible to Scouts across the Region. During this Triennium, we are proud to have accredited two new Dialogue Trainers and three Dialogue Facilitators. They have already contributed in the design on the new online D4P Programme, Academy 2020 sessions and lead sessions during the World Scout Youth Forum.



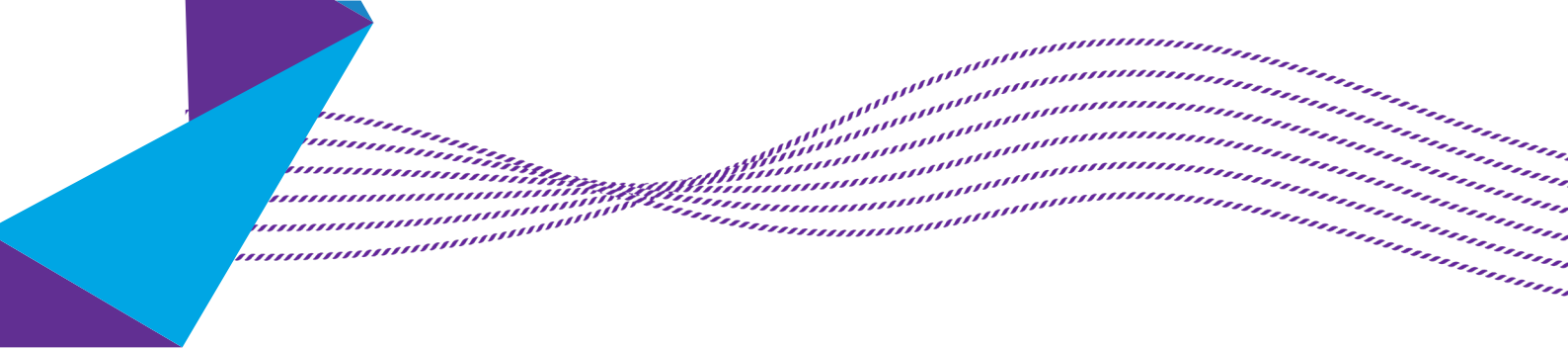
[Recommendation paper on ensuring the inclusion of Scouts with different backgrounds in Home Scouting](#)

[Scouts Unstoppable Journey towards Gender Equality](#)

[The D&I assessment tool The D&I self-assessment allows the Team to monitor data and review the real needs of the MO's](#)

[WOSM services best practices](#)

[WOSM Dialogue for Peace toolbox.](#)



# National Initiatives

## North Macedonia

**A**s a follow-up project from the Region's "Scouts for Gender Equality" project (supported by the Council of Europe and the European Youth Foundation) the participants from the Scout Association of Macedonia developed a national project aimed at raising awareness about gender equality. Concretely, they aimed to increase gender equality especially in rural areas where girls are underrepresented in local units.

The project had differing objectives for different age groups, for the youngest (ages 10 to 15) the main goal was to raise awareness about gender equality. With older youth (aged 16 to 18) there was an added dimension of learning about concrete actions to take to target inequalities and with the eldest (ages 18 and up) they were educated on teaching about gender equality and taking actions to fight inequalities. An overarching aim for all Scout units was to empower girls and women to put themselves forth for leadership positions in local and national level.

As the pandemic forced the team to redesign the implementation plan, the end product ended up being an orange toolbox for social inclusion and gender equality education. The project team received support from Scouts et Guides de France in creating the materials, but ensured that the materials would fit their local realities. Ten boxes containing the following items were created:

- Scouting for all - integrated Scouting programme for social inclusion and gender equality
- Interactive workshop and activities for youth education
- Problem solving scenarios for discussion and learning
- Card game
- Interactive board game
- Self-learning activities

The boxes were then distributed to local Scout groups who participated in the project's capacity building event online. A total of 61 local leaders were trained to implement the activities with the aid of the toolbox, and 10 national volunteers were trained as national actors on gender equality training.

# National Initiatives

## France

**I**n France, more than 3 million young people do not go on vacation. And among them, two million do not even leave on holidays for a weekend. Our goal is to offer these young people breathing spaces. Because we are convinced that a summer camp is a great place to discover Scouting, we have launched this national project: discovery camps, aiming to promote Scouting and diversity, by creating interactions between Scouts and non-Scouts.

### *What's a discovery camp?*

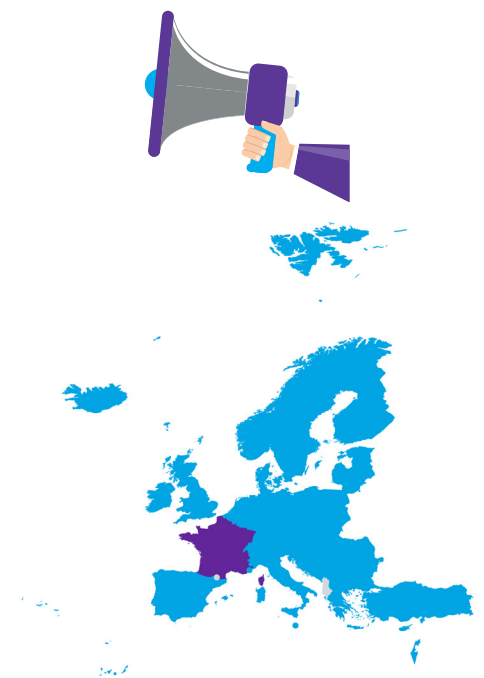
- A camp of three to seven days for a limited number of young people, about 15 per camp, who discover Scouting, life in nature, team life ...
- Scout leaders who are more or less experienced, who want to live a new experience and engage with young people they do not use to meet
- Meetings and games with other Scout groups who are camping nearby
- Partnerships with associations that support families in precarious situations, in particular emergency accommodation centers

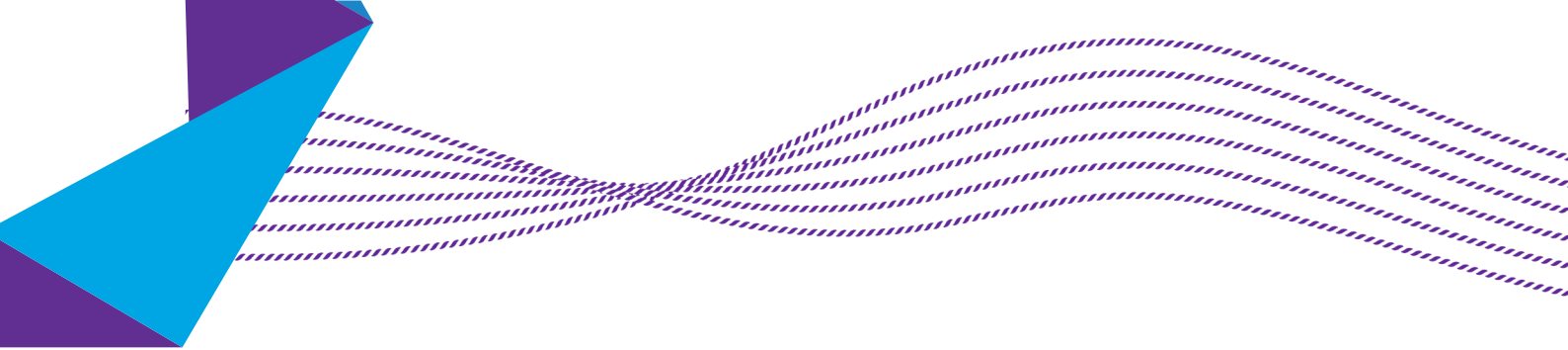
### *A growing project*

We launched these camps two years ago, with about 30 young people. Last summer: more than 150 young people were able to experience a discovery camp. Our goal this summer: welcome more than 350 young people

### *An ongoing process*

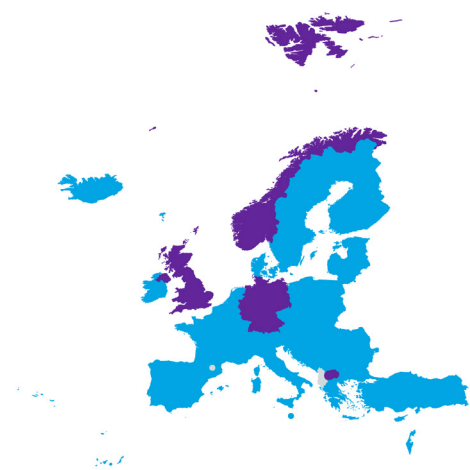
We are using the experiences of previous years to build our training and support programme for leaders. We are strengthening our partnerships with associations that work daily with families and young people. We support local groups who want to organise discovery camps.





# Strategic Priorities

## Impact of Scouting

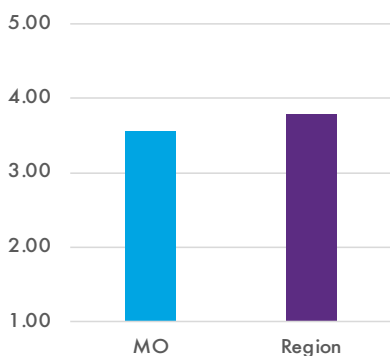


The Impact of Scouting team, Allan Simpson (Team Lead), Venusia Vinciguerra, Ana Kostovska and Dominik Naab, have spent the Triennium delving into how Impact of Scouting can be systematically measured. During this journey they understood the complexity and power of impact measurement, which helped them to adapt their work to a more realistic timeline. Therefore, unlike foreseen in the beginning, with COVID-19 pandemic arising, a major piece of work during this Triennium turned out to be the Home Scouting survey, which was an unforeseen output and a challenge for the team. The Home Scouting research results showed the positive impact online Scouting had on young people, and even more positively seen by the parents of the Scouts.

The team has developed the framework for Impact of Scouting based on Theory of Change, which has been presented in the Academies. Additionally, they have reviewed the existing methodology of WOSM for Impact of Scouting measurement and brainstormed how to improve it. Based on this work and exchanges with the MOs, the team has developed a Societal vs Individual Impact of Scouting paper which positions these two types of impact on our members and societies.

Finally, the greatest achievement was securing a two-year Erasmus+ grant for a joint project with Maynooth University in Ireland aimed at developing a globally applicable methodology on how to measure the Impact of Scouting and volunteering. The project consists of improving the methodology of Impact of Scouting with professional researchers from Maynooth University, running a pilot with five MOs across the Region (ensuring the geographical and size representation), as well as running a pilot with YMCA Europe to ensure its applicability to other volunteering organisations outside of Scouting.

How satisfied are you with the action(s) taken to measure the impact of Scouting?



[Home Scouting Impact Survey Report](#)

[Personal vs Societal Impact of Scouting](#)

[The Theory of Change - Explainer](#)

# National Initiatives

## Belgium

In Belgium, Scouting is very popular and is still growing. But the impact of Scouting has not yet been studied deeply. According to the strategy #Impact set in 2019, Les Scouts decided to launch a large study with the help of an experienced organisation in evaluating activities of the social economy.

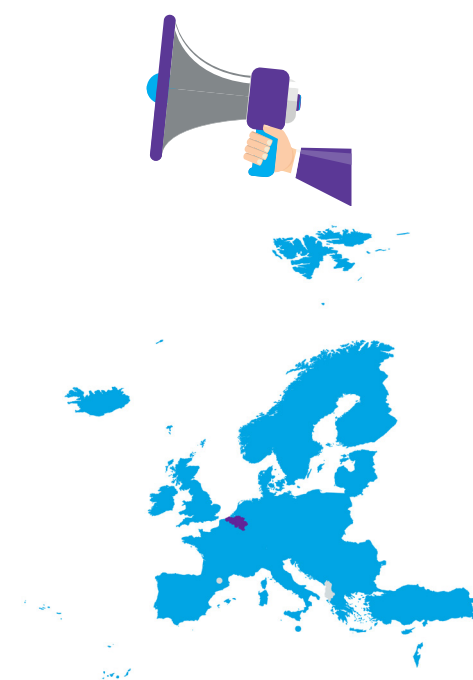
About 40 focus groups were organized for different audiences: young people, parents, Scout Leaders, local and national commissioners of the association. The first question was to define exactly the evaluative question because the notion of impact is really wide. The association established a system of impact ambassadors of the project in each region.

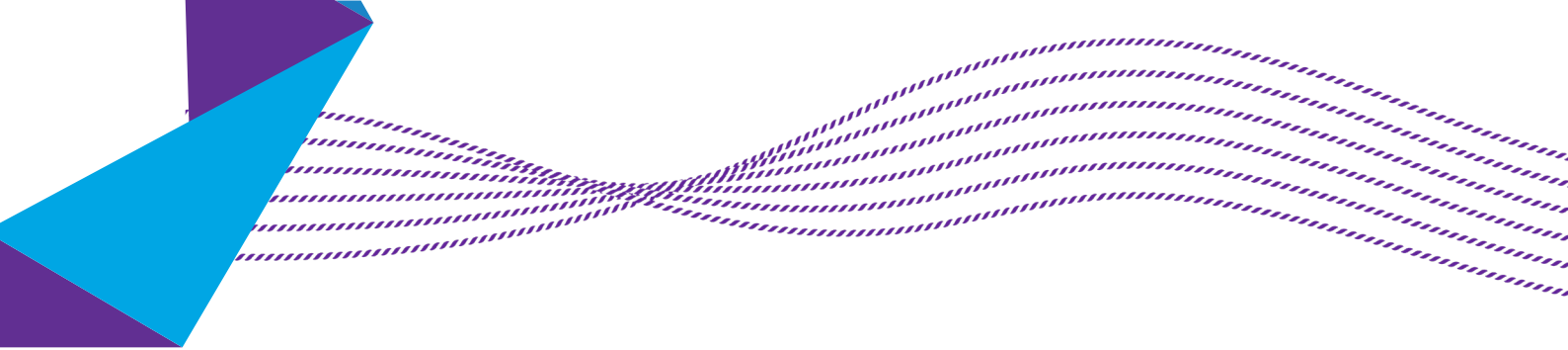
After the analysis of these focus groups was done, the association chose to focus on the transmission of the values of our educational ambition: how important are they for young people? And for their parents? How do they define those values in their own words? How did the movement help them (or not) to develop them? What were the expectations of the parents? Did they think that their children's investment in Scouting could help them in their future career?

The last stage was even more ambitious. Thanks to these focus groups, questionnaires were developed. The main theme was "What kind of citizen and professional does the Scout movement help to develop? In 2021, a large-scale survey of young Scouts and their parents was organized. This survey was accompanied by a massive communication campaign.

The survey has been a great success: 11,300 people accessed the questionnaire and half of them answered the entire questionnaire. Half of the respondents were parents and half were young Scouts. All the results have not yet been examined in detail, but it is very clear that young people develop an important set of values through their Scouting experience and this is also the opinion of their parents. These values will be useful to them in their careers, but that was not the objective of joining the movement.

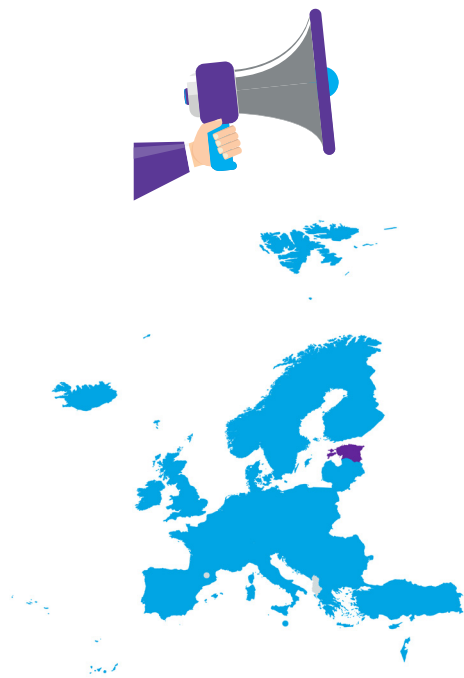
In addition to the scientific results objectively assessing the impact of Scouting, this project has had a real positive influence on the whole association which has taken the time to acknowledge the incredible importance of their mission.





# National Initiatives

## Estonia



*"We learned that Scouting shapes an active attitude to life, promotes and intensifies the formation and stability of social ties, in some cases leading to lifelong friendships and social support networks. Also important is the fact that participation in Scouting develops cooperation and functional interaction with others, encourages contribution to various community activities, broadens the understanding of the world and opens up possibilities for finding one's place and realizing one's potential in future."*

*Kristjan Pomm  
Former Chief Scout, Estonian Scout  
Association*

In September 2020, the University of Tartu released the results of a study that measured how the activities of the Estonian Scout Association influence youth development. The survey found that Scouts and their parents credit Scouting for helping to develop skill sets that align with the current approach to youth development needs and are needed on the future job market: social intelligence, cross-cultural competency, creativity, adaptive ability, cognitive load management and a design mindset. Scouting was found to have a positive influence on self-development, self-efficacy and acquisition of knowledge and skills needed later in life.

As such, the more than century-old Scouting movement appears to be well aligned with the latest views of youth development principles, the Tartu researchers concluded in the study report.

The leader of the research team, University of Tartu Associate Professor of General Sociology Kairi Kasearu, said the new research on youth and adults involved in Scouting provides a valuable contribution to the field. She noted that Scouting was based on longstanding traditions and conveys basic values, which, she said, support youth development and growth in the information society and an environment undergoing constant change.

According to Reelika Ojakivi, head of the Youth Affairs Department at the Estonian Ministry of Education and Research, youth organisations have an important role in getting young people involved in decision-making and empowering youth as active citizens. *"What is particularly gratifying about the findings is that youths' perception of the influence of being a Scout aligns with that of their parents – Scouting develops skills that are beneficial in future, and makes young people more self-confident and happier,"* said Ojakivi. "The likelihood that these youths will help in advancing life at the local level is high."

The question that led to the research was whether the Scouting organisation's methodological approach also fulfills its goal in practice. Kristjan Pomm, the Estonian Scout Association-side study coordinator and a former Chief Scout of Estonian Scout Association, said the findings confirmed that the influence of Scouting on youth development was positive across the board.

# National Initiatives

## Slovenia

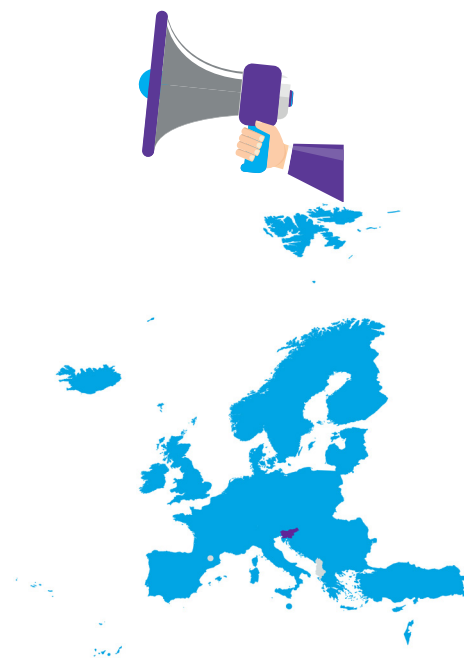
The Scout Association of Slovenia received a national award for outstanding achievements in the youth sector. The award was announced at the Youth Sector National Conference organized by the Office of the Republic of Slovenia for Youth in cooperation with the Youth Council of Slovenia.

When Slovenia entered its first lockdown in March 2020, physical Scouting activities were suspended, and schools closed their doors. The Slovenian Scouts joined efforts to launch the Ropotarnica project to enable thousands of Scouts to continue Scouting from the comfort of their homes.

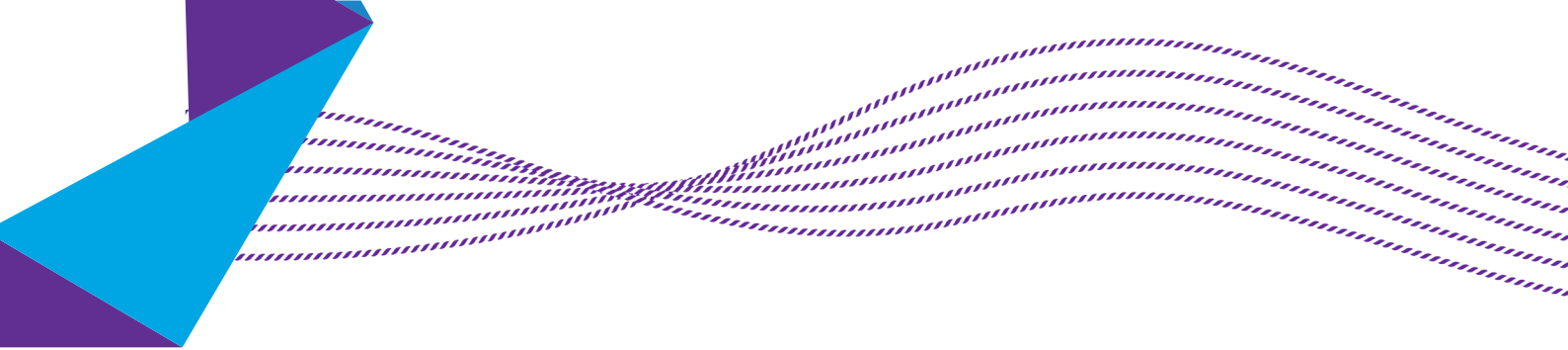
[Ropotarnica is a website](#) that offers a whole range of remote Scouting activities targeting children and teens.

*"The point of Ropotarnica is to bring Scouting to our member's homes."* said Eva Bolha, the chief Scout of the Scout Association of Slovenia. The website has been visited more than 10.000 times and features over 140 different activities. It has succeeded in keeping the Scout unity and spirit alive at times where isolation became the norm. Besides creating weekly content for the website, Scouts in Slovenia have also been volunteering in charity and Civil protection actions. Over 136 Scouts are active in different units of Civil Protection. The unit MOBSTAC helped deploy a mobile hospital during the spring wave of the coronavirus pandemic.

Despite the challenging year of 2020, Scouts in Slovenia have succeeded in keeping the Scout spirit alive, thanks to the impressive dedication of their volunteers and their commitment to supporting their local communities. The national award comes as a great recognition of the significant role they play in Slovenian society.







# Strategic Priorities

## Sustainable Development

### Sustainability Task Force and Sustainable Events Project Team

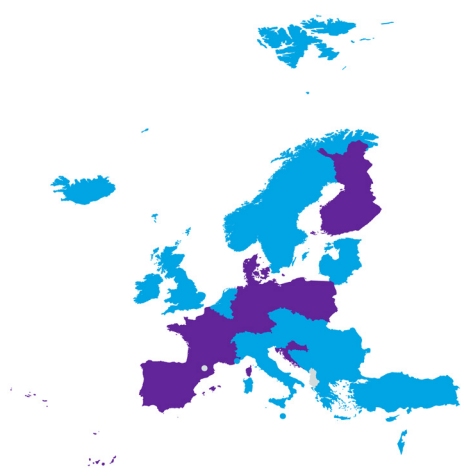
To explore the Sustainability area and propose a way forward, two temporary task forces were appointed in the very beginning of the Triennium: the Sustainability Task Force - Dominik Naab (Team Lead), Caroline Arragon, Joana Bacelar, Margrethe Grønvold Friis and the Sustainable events project team - Jérémy Apert (Team lead), Helen-Marie Kerovec, Katrine Thørring Bastrup. Despite the COVID-19 crisis and the short deadline, both succeeded in producing their report for the European Scout Committee in due time, with a good dynamic and team spirit.

Based on the recommendations provided, the European Scout Committee decided to create two new teams for the second half of the Triennium: the Sustainability Team and the Sustainability Monitoring Team.

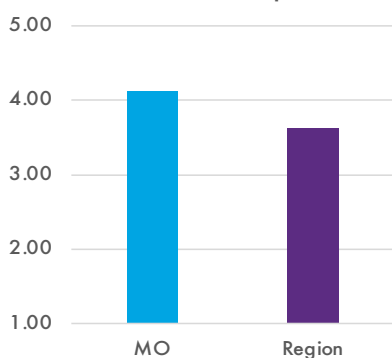
### Sustainability Team

The Sustainability Team – Katrine Thørring Bastrup (Team Lead), Pinja Salhoja, Manuel Ramos de la Rosa, Pedro Cabrita and Aleksander Tadeusz Dominiczak, was created following the recommendation of the first Sustainability Task Force. This Sustainability Team started in the middle of the Triennium but they had huge ambitions in several domains. The team has done an extensive amount of research (internally in WOSM and externally in other NGOs) during the first year to produce different documents for the Committee: a CO2 reduction proposal and compensation policy for the Regional meetings, a Position Paper about the Sustainable Development Goals (SDGs) in joint work with External Representatives and a Committee proposal how to proceed with youth empowerment within the Sustainability aspect

The team was also in charge of advising Regional event organisers on Sustainability Checklist, collecting feedback from regional events on sustainability and improving it based on the feedback. The sustainability team planned to organize a Sustainability Forum, but COVID-19 caused a delay and the first European Scout Sustainability Forum will be run in October 2022 in Denmark.



How satisfied are you with the action(s) leading to an increased attention to sustainable development?



[Sustainable events checklist](#)

[Towards a more sustainable Region](#)



Various additional SDG related materials were or will be made available for MOs through several different methods: toolkits, campfire, forum, Academy and an e-learning training session. The team is also very proud of its amazing Organisational Performance Assessment tool which serves the MOs to assess where they stand as an Organisation with respect to Sustainability.



[Towards Responsible Compensation and Consumption](#)

[Organisational Performance Assessment Tool on Sustainability](#)

Finally, the team has produced Sustainability e-learning for all the Regional Volunteers, which will be a mandatory e-learning as an induction for new volunteers. This way, the ESR will ensure Sustainability is always considered when planning any actions and deliveries in Operational Framework.

## Sustainability Monitoring Task Force

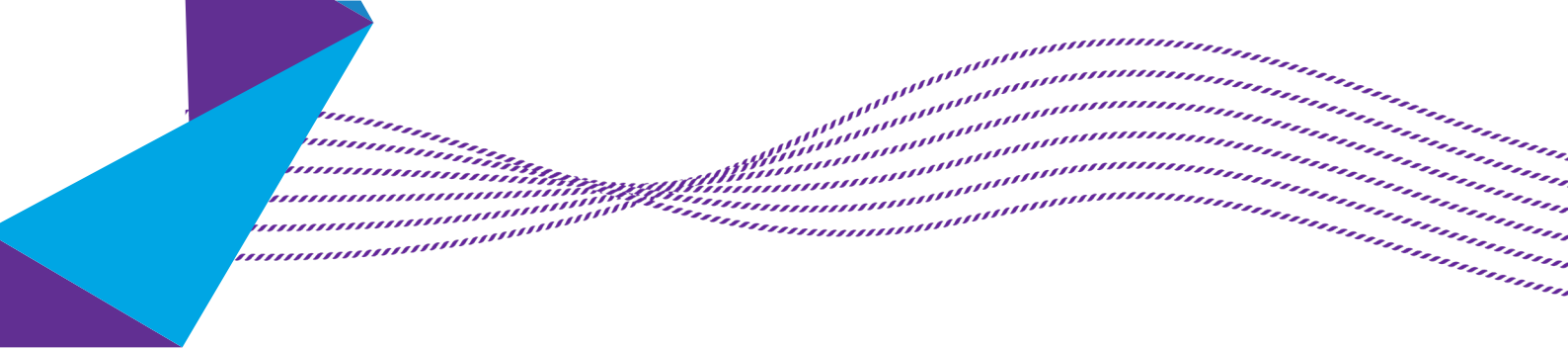
The Sustainability Monitoring Task Force – Alexander Schmidt (Team Lead), Carolina Aguiar dos Reis Mascarenhas and Jaime Penadés Suay was also created following the resolution of the first Sustainability Task Force. This team identified the appropriate measures to quantify the progress of the Region towards sustainability as a holistic concept (ecological, economical and social). To formally validate this task, the team decided to use the 'GRI Standards'. GRI stands for 'Global Reporting Initiative', a non-profit organisation with the mission to create a standardization for measuring companies impact and policies.

At the core of the team's work was the creation of a tool to monitor sustainability in the region. A web has been created for transparency, where everybody will be able to consult the position of the region towards sustainability. Data for the web will be obtained from all the actors in the region to maintain it updated yearly, allowing for an assessment of the progression of the region in this topic. To generate the protocols to obtain the correct data, the team coordinated with the rest of the region through questionnaires, followed by online meetings with representatives of all the other teams including the office.

The launching of the version 1.0 of the Sustainability Monitoring Tool has been delayed and will be available to be presented at the European Conference. The documentation of the tool will be made available for MOs so they can leverage it in their own work.



[Sustainability Monitoring Tool](#)



# National Initiatives

## Greece



Scouts in Greece have partnered with the World Wildlife Fund (WWF) to launch a new program called “Adopt a beach” in order to collect plastic waste from the shores of the country. The cleaning action is part of the citizens science initiative of which the Greek Scouts are a strategic partner.

The program will create an integrated national platform for recording plastic pollution on Greek beaches, a highly efficient approach, as data collection is key in tackling the problem. The main findings will be reflected in an annual report, which will be sent to public services, municipal authorities and research bodies.

The program started as a pilot project in May 2021, with 22 groups of volunteers having already adopted 26 beaches in various parts of Greece, from Thessaloniki to Chania. On average, 925 wastes per 100 meters of coastline have been recorded, at a time when the EU has set a maximum limit of 20 wastes per 100 meters in order to maintain the good environmental condition of the coastline. The recordings also showed that the most common waste on the beaches are cigarettes, plastic caps, straws and baby wipes.

Each team could adopt a specific beach and was trained by WWF Hellas in the process of monitoring and recording waste. The action is planned to be repeated periodically 2 to 4 times a year to create time series and the data from the recordings are registered on the website Adopt a Beach in order to be publicly available to everyone.

As a strategic partner of the “Adopt a Beach” program, the Greek Scouts have actively participated in the collective efforts of mobilizing its members throughout Greece and raising awareness among young people about the problem of plastic pollution.

It is also noted that the program is implemented with the support of the Hellenic Center for Marine Research and the process of recording marine litter is carried out based on the protocol of the European Group for the monitoring of coastal litter pollution.

*The Scouts, as pioneers in environmental protection and as Proud Ambassadors of the SDGs, join their forces with WWF Hellas. Through the innovative, environmental citizen science program we aim for the next two years to collect quantitative and qualitative data on coastal plastic pollution of selected beaches in Greece.”*

*Christoforos Mitromaras  
Chief Commissioner, Scouts of  
Greece*

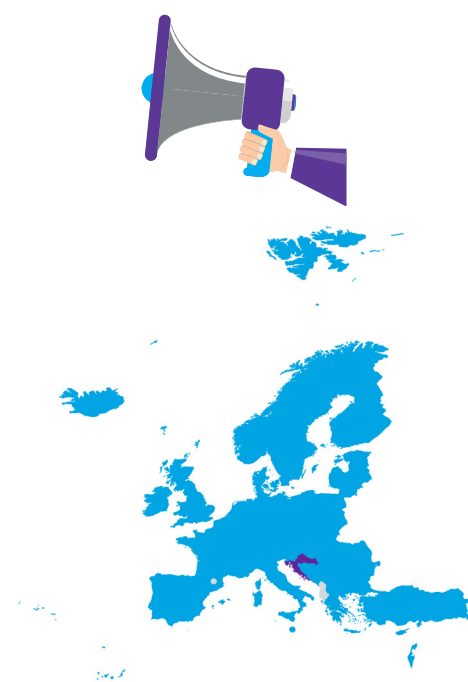
# National Initiatives

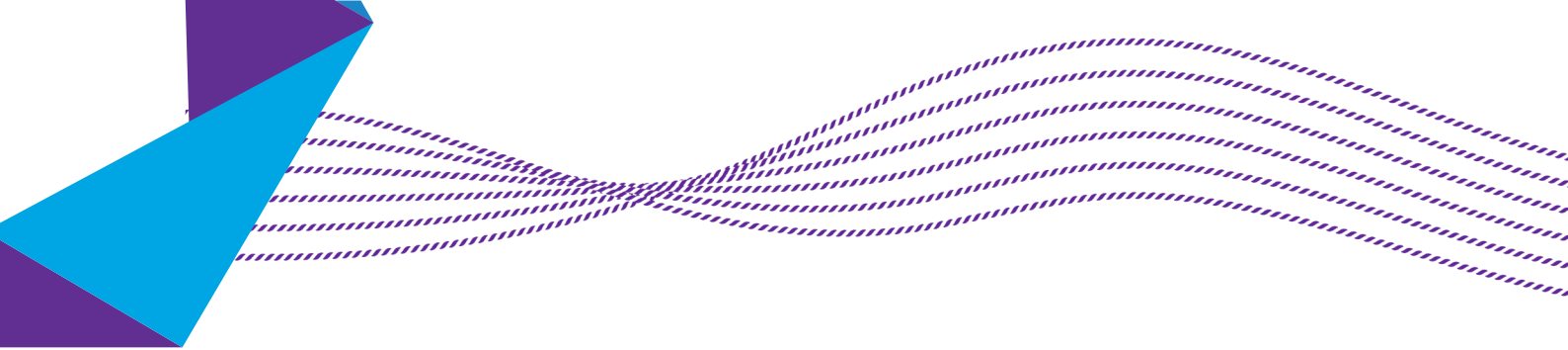
## Croatia

The project of reforestation of areas destroyed by wildfires in Croatian region of Dalmatia, named Boranka (Paint it back), organized by the Scout and Guide Association of Croatia with support of Croatian Forests LTD, Croatian Mountain Rescue Service (HGSS) and Imago agency, is the largest voluntary reforestation activity ever organized in Croatia but it has also become the largest European volunteer project to re-plant trees destroyed by wildfires. The project aims at revitalizing areas destroyed by wildfires with new forests and raising public awareness about the importance of forests, nature preservation, climate change effects and volunteering. More than 5,000 volunteers from all parts of Croatia and abroad have participated. Most of the volunteers were Scouts, followed by students, war veterans, soldiers, hunters, mountaineers, members of different NGOs, sport clubs, Red Cross volunteers, firefighters and so on.

The successor of Boranka - The Šumoborci (Forest Fighters) campaign is a volunteer afforestation programme and a part of the CO2MPENSATING BY PLANTING project, the first Croatian program to neutralize carbon dioxide by planting trees. The project is being implemented by the Croatian Scout and Guide Association, with the support of the HEARTH agency and the Croatian Forests, as an innovative response to the consequences of climate change. This is the first such program in Croatia, but also in the entire region, and is intended for companies, institutions and other organisations, but also for all other stakeholders who want to compensate for CO2 emissions by planting trees and neutralize their own carbon footprint, thus becoming a positive example of environmental and community concern.

As part of the project, in addition to afforestation actions involving Scouts, students and all other interested citizens, educational workshops are held in schools on climate change, the importance of forests and the environment. The first Šumoborci campaign started at the end of last year, when in less than 2 months more than 1,500 Šumoborci volunteers, planted 26,000 new seedlings in locations around Zagreb, Velika Gorica, Ivanić Grad and the island of Čiovo. In addition to afforestation actions, 24 educational workshops were held in primary and secondary schools in cooperation with the Tatavaka Association, Croatian Forests and the Directorate of Civil Protection.





# National Initiatives

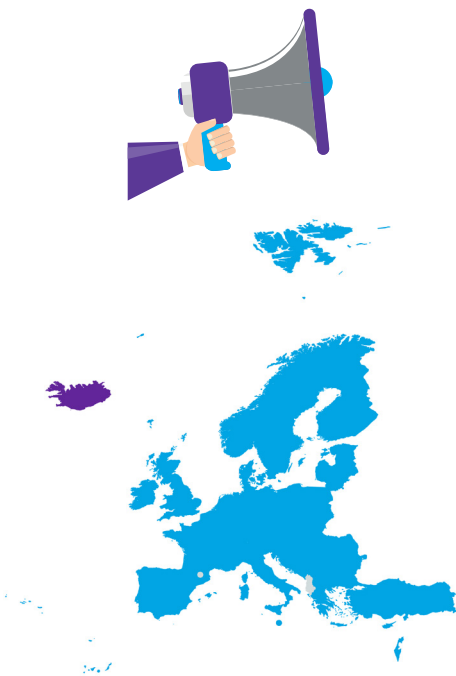
## Iceland

**T**he Green Scouts in Iceland have been working on Sustainability for a long time and have become specialists in the collection of returnable packaging, cans and bottles. They have created a company which is owned by the Association of Icelandic Scouts and has been operating since 1989. The company grew during this time and at the moment has a total staff of 22 people. It is worth noting that the recruitment of the staff is inclusive and 15 of them are people with disability and are in part time employment with support from the government.

Green Scouts have reception centers around the country where everyone can get rid of cans and pass them on as a gift. For the operations the Scouts use small containers and at the moment there are over 140 containers around Reykjavík, most of them in special pits for recycling. The Green Scouts have one return facility where people can get their deposit paid back. Furthermore, their corporate services collect cans from companies and associations and return them as cash payments. The deposit for each item is 16 Icelandic krónas (Isk) and when collected from companies they receive 9 Isk.

All proceedings from the Green Scouts activities go directly to the healthy upbringing and social work of young people under the auspices of Icelandic Scouts across the country. Iceland was the first country in the world to set up a deposit system on a national scale for a wide range of containers. That's why you won't find many empty containers in Icelandic nature.

The total turnover for 2020 was 137 million Isk. Not a bad turnover when you consider that you help the environment at the same time. Sustainability and inclusion at its finest.



# National Initiatives

## United Kingdom

**P**romise to the Planet is a global, youth-led campaign against climate change. It's been co-designed by young people in over 20 countries, with expert support from Scouts UK, WOSM, WWF, the Cabinet Office and the United Nations.

Over the past months, we've seen inspiring stories of environmental action across the globe, from India to the Solomon Islands. There've been over 2,000 projects in 55 countries, totalling a mind blowing: 100,000,000 hours of environmental social action across the globe. This has been contributed to by 12,000 young people in the UK from all four nations.

Young people have been getting hands on planting trees, replacing single use plastic, cleaning our oceans, and much more. They've also been using their voice to raise awareness around the four key themes of Promise to the Planet: recover, reduce, rethink and recycle.

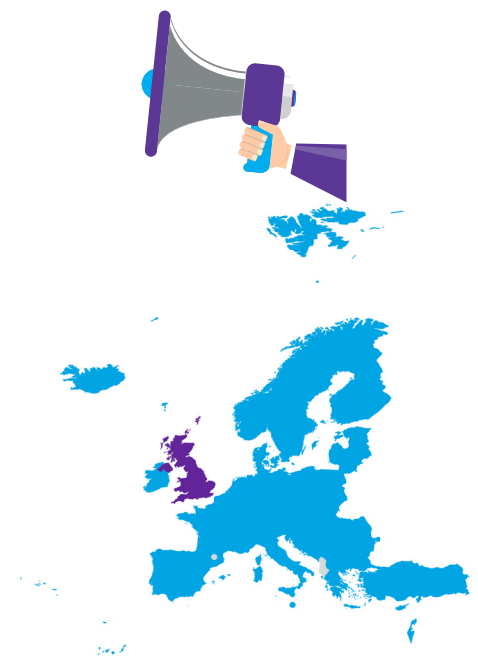
Our attendance at COP26 was a resounding success, with the young people there encouraging leaders to make a #PromiseToThePlanet by adding it to a leaf on our Tree of Promises.

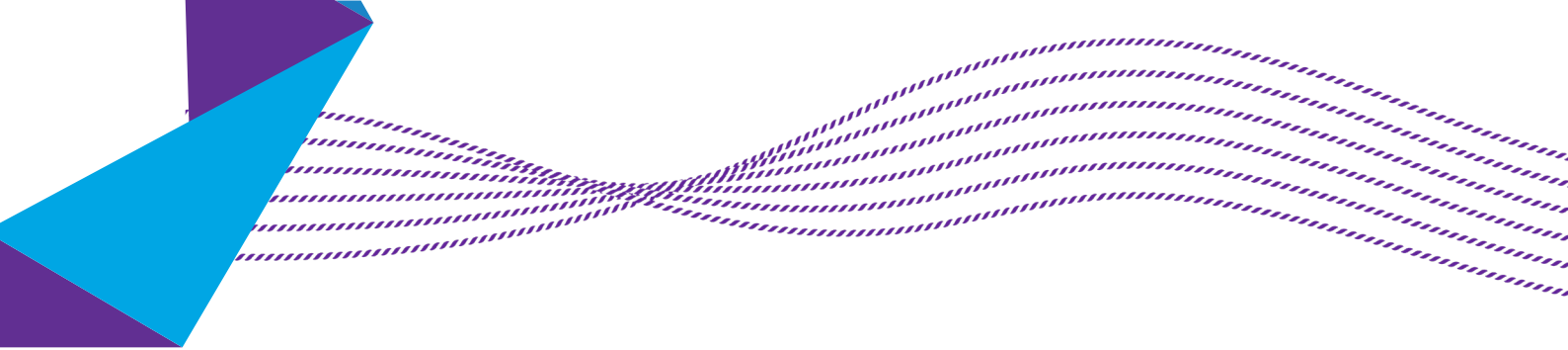
In the run up to COP26, TRH The Duke and Duchess of Cambridge visited a Scout group in Glasgow to take part in our campaign. They did three activities with young people: upcycling, seed bombing and planet-friendly cooking, as well as adding their promise to the Tree of Promises too.

We highlighted to world leaders not only that they must consider their responsibility to young people, but also that young people are ready and willing to play a part in shaping a sustainable future.

Thanks to our young people and everyone who's supported them to get their voices heard.

However, it's important we don't stop here. We must continue to recover, reduce, rethink and recycle – and encourage others to as well, if we're to make a difference and save the planet from catastrophic temperature rises.





# WOSM Services

## WOSM Services Team



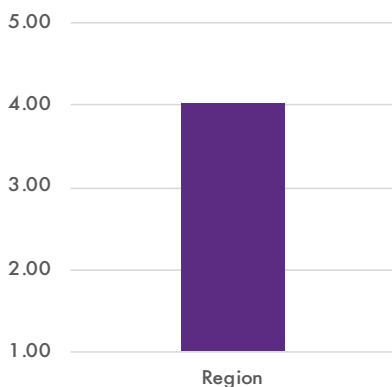
The WOSM Services team Eirik Ulltang Birkeland (Team leader), Monika Woznica, Lisa Pfeiffer and Stefano Casalini set up in this Triennium to support WOSM Services Consultants and improve WOSM Services to all MOs in Europe. One of the main tasks was to meet MOs face-to-face to better understand the needs of the MOs. However due to COVID-19 restrictions made this quite impossible to achieve but the team started to meet on-line and still made good progress and communicated with all stakeholders. Information was gathered through WOSM Services platform, MO survey as well as on-line meetings with Consultants.

Overall, there were 150 services (as of April 2022) this Triennium (including those still ongoing) with the most requested services being in the areas of Good Governance, GSAT and Safe from Harm. In total, 83% of MOs have requested a service since the end of 2019. 42 Consultants from Europe are trained to provide targeted, tailored support to MOs. Towards the end of Triennium, the team organised a social media campaign and promotion material regarding WOSM services on the Region’s Facebook page and WOSM’s website.

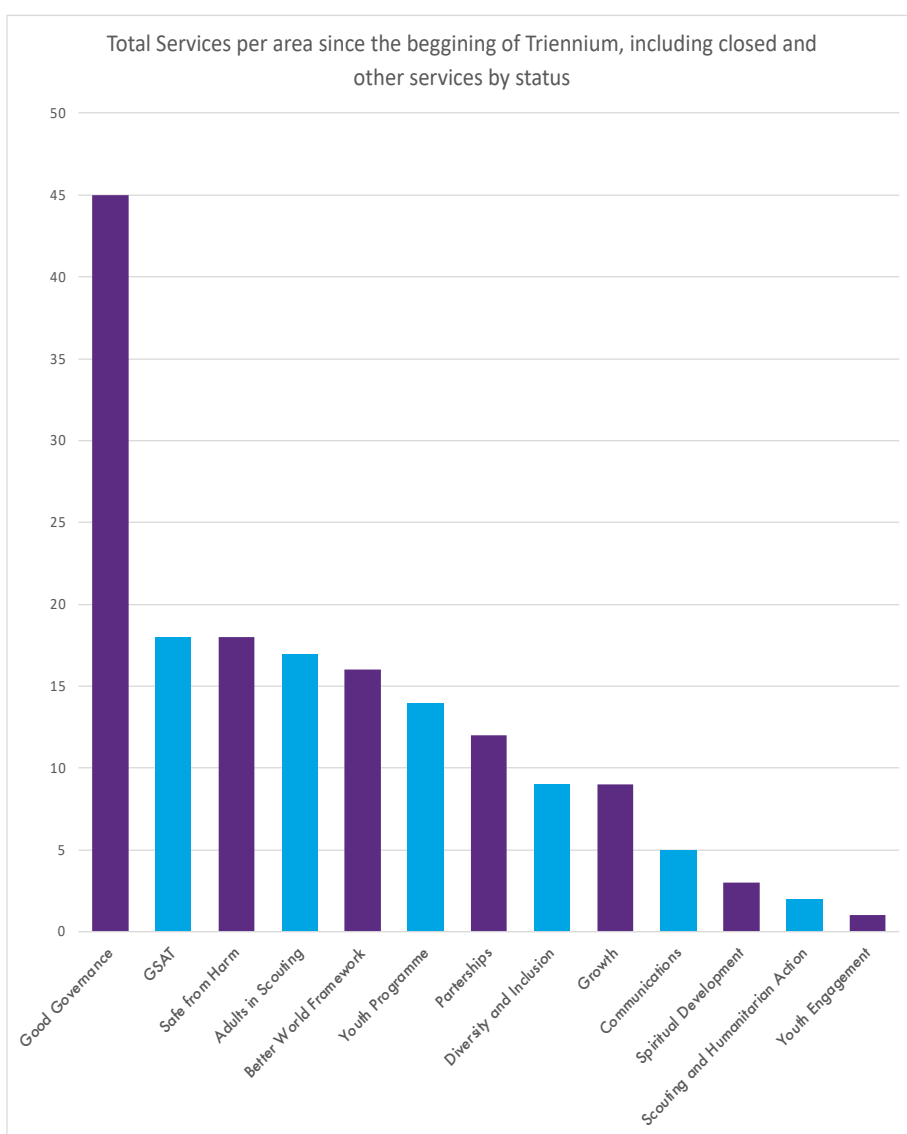
WOSM Services team organised two virtual Consultants gatherings to share updates, learn and discuss further the services provided. A face-to-face meeting with Consultants from Europe was organized in Belgium in May 2022 to upskill, reflect, further learn and discuss the future of services. This gave the team the chance to finally meet most of the Consultants from Europe and provide direct support to the implementation of their role.

The WOSM services team feels proud that although there were traveling restrictions due to COVID-19, they have managed to achieve their goals and have received very good feedback from the Consultants during the gathering in Belgium. WOSM Services will continue to provide tailored, direct support in the future to all MOs in Europe and worldwide.

How do you rate the quality of WOSM Services offered by the Region?



# WOSM Services



## Consultants

Total Consultants

42

Active Consultants

39

Female Consultants

25

Male Consultants

25

## Services per status

Under Review 6

Ongoing 24

Evaluation 24

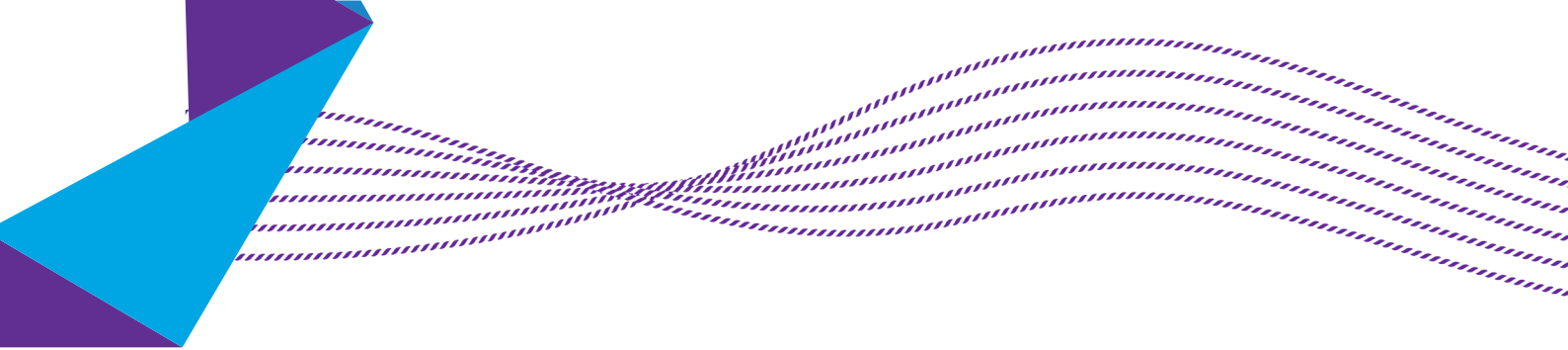
Experience 1

On Hold 11

Closed 84

Cancelled 18

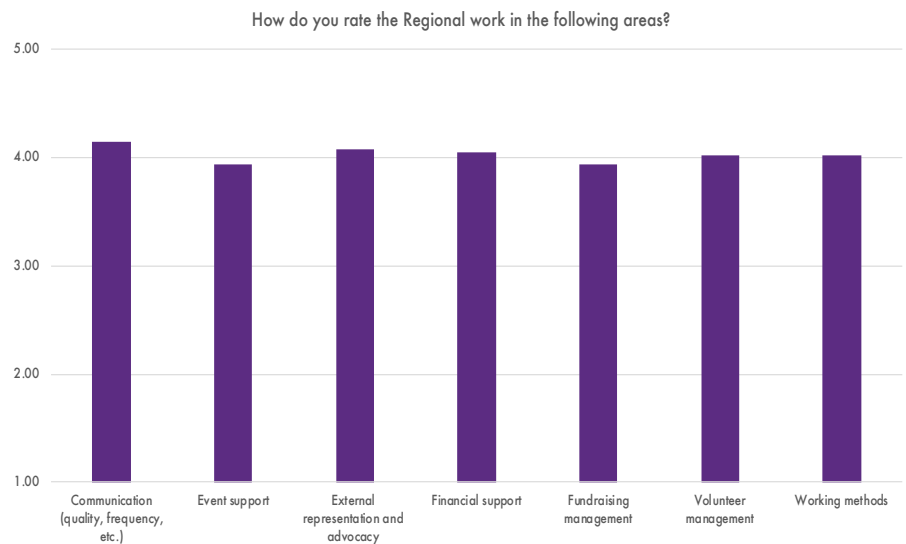




# The Region as a structure

## Satisfaction Survey

The survey which provides the data for all the graphs in this report was run in March 2022 and was filled by representatives of Scout associations from 28 European countries.



## Continuous Improvement Team



The Continuous Improvement Task force - Adrian Farrugia (Team Lead), Melissa Mallada, Erik Adell Hellström and Antti Reinikainen pride themselves in their ability to complete a report back in 2020 which proposed a way forward and focus areas for improvement in the Region. The Task Force looked into the RSP 2019-2022 drafting evaluation and proposed the general framework for the work with the upcoming RSP. This work was then picked up by a new team dedicated to coordinate and implement all actions related to RSP 2022-2025 development. Similarly, the task force has looked into the way we manage volunteers in the Region and consequently, a Volunteer Management team was set up. Several other areas relating to the way the Region engages MOs, manages knowledge and ensures the number of diverse Candidates to run for the ESC were looked into. Although the task force found weekly online meetings challenging, they managed to conduct their work to a high standard.

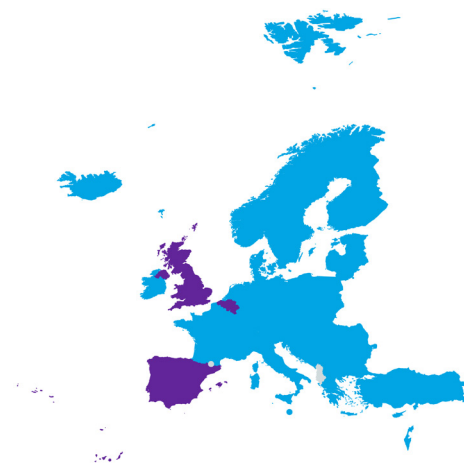


# The Region as a structure

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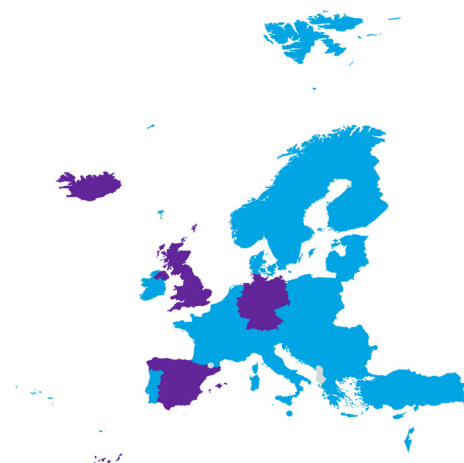
## Volunteer Management Team

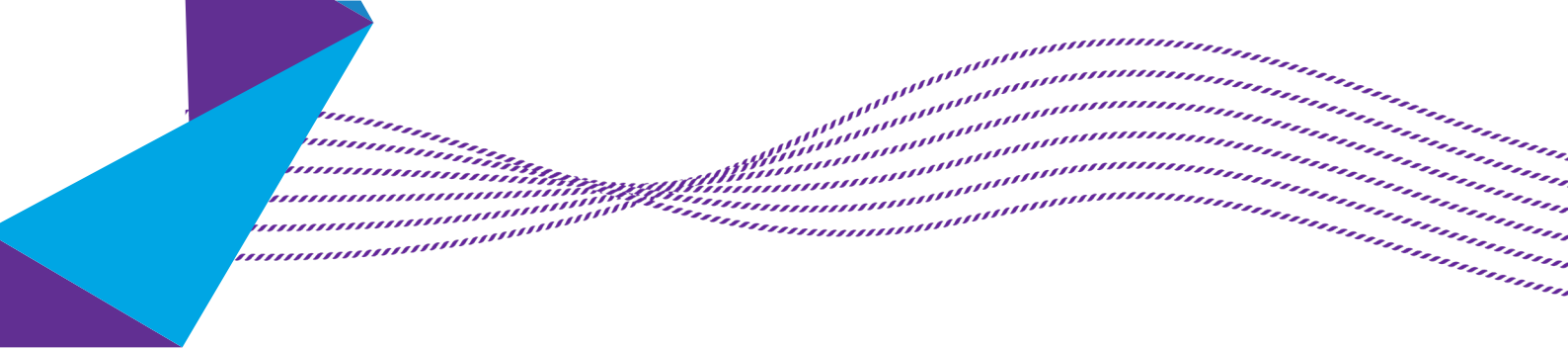
The Volunteer Management team started their journey halfway through the Triennium. Matthew Foster (Team Lead), Ana Vallejo Buitrago, Nuno Jorge Cruz da Silva, and Febe Van de Veire explored the realities of the European Scout Region's volunteer management processes and investigated how to improve them. They developed a volunteer reflection tool, training needs survey, and supported the induction of new teams through an induction pack and a series of onboarding sessions. In addition, support sessions for team leads were initiated. A big task the team tackled was a redesign of the open call process for regional volunteers. The improved process, which will be implemented for the volunteer recruitment of the upcoming Triennium, introduces further inclusivity and diversity to the pool of applicants and evolves the process into specifying the roles and expectations for positions better. As their major achievements the team notes the volunteer reflection tool, which was designed to assist teams in reflecting on their work but also how to improve on it, and the redesigned open call process which has potential for a long-lasting impact on the work of the Region.



## Events Impact Assessment Team

The Events Impact Assessment team - Berglind Lilja Björnsdóttir (Team Lead), Ana Vallejo Buitrago, Rosie Austin and Alexander Schmidt gathered and delivered recommendations to the European Scout Committee on ways to improve the underlying processes of Regional Events. The team has looked into the impact of events hosted in the previous Triennium by organising interviews and a survey of three target audiences: event participants, event organisers, MOs. Most of the recommendations focus around the improvement in the pre- and post- event phase. The team was challenged by the size of their task, but thanks to the dedication and hard work of the whole team, their work was a success.





# The Region as a structure

## Finance Support Group

The Finance Support Group - Thankmar Wagner (Team Lead), Tanja Tutić, Stephanie Kluter, Marcus Fribert Thusgaard, and Siegfried Riediger, were supposed to take on a large number of tasks: from building the budget, documenting it, monitoring it, advising on investments, fundraising, liaising with the foundation, supporting member organisations and managing risks.

Almost all of these tasks were carried out, although many of them were eventually taken over by the office or by one member of the team. The region has a budget, monitor it through understandable pictograms, facts, figures and traffic light system. The financial management system has been significantly reviewed and improved by the Region: the reporting toward the world level is now the standard for all finance reporting and mainly uses consolidated figures (Brussels + Geneva).

The revision of the Investment policy has been delayed : the goal of the revision is to have more sustainable investments. The region wants to be compliant with the new world policy and focus on sustainability.

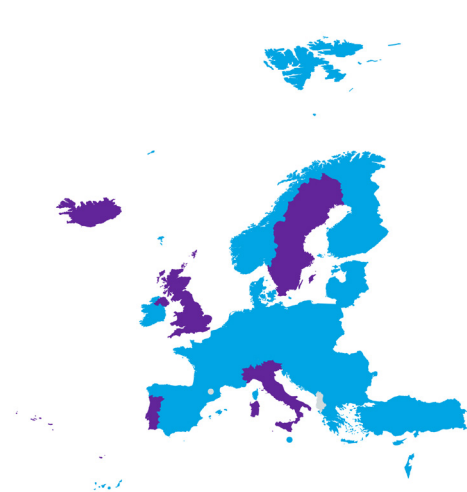
It is worth noting that this team has been very strongly impacted by the pandemic. Outside Scouting, all volunteers are professionals in the finance field and therefore provide the same type of work for Scouting as they do in their daily lives. All finance professionals have had a lot of extra work. And so was it also in Scouting : the Region needed more quickly than expected an overwatch on the exposure to financial risks due to the pandemic. They missed real contact with the other regional teams: their motivation for Scouting also lies in seeing the meaning and impact of these actions on Scouting in the Region

# The Region as a structure

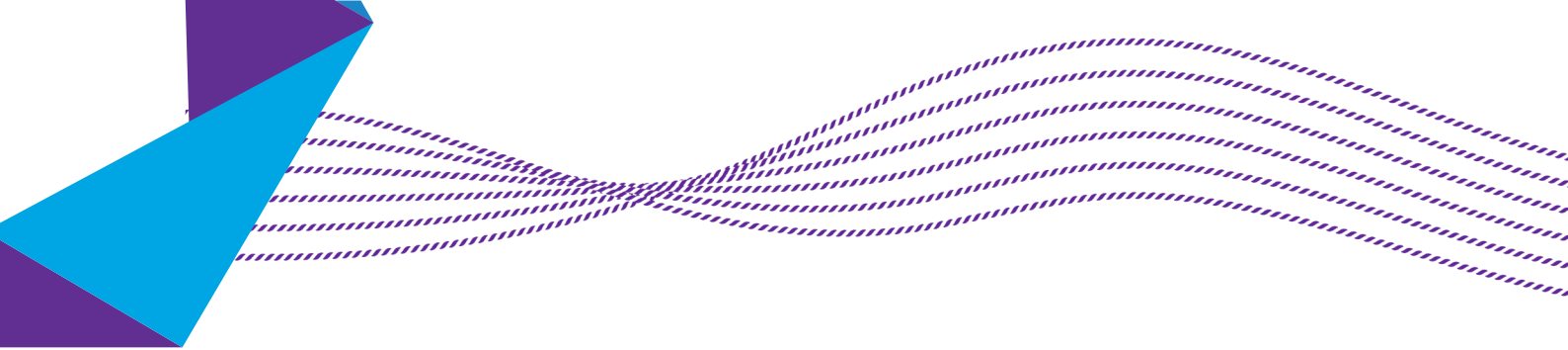
## Candidate Journey Task Force and Candidate Journey Support Group

Two different teams of volunteers were dedicated to support the Candidate journey to the European Scout Committee. The Region understands the need and the importance of selecting nominees who will be able to contribute effectively to the work of the Region, reflecting the diversity of the Region and involving different categories of associations from across the entire Region. Out of the European Region's 40 MOs, 12 have not nominated a candidate since 1998, with an additional 9 having only once nominated a candidate in this period. The first task force - Paolo Fiora, Hulda Sólrún Guðmundsdóttir and Oscar Sundås did an extensive assessment looking into both historical data as well as experiences of elected and non-elected candidates to identify the core areas for improvement. Based on the assessment, a number of recommendations were set up to support the Candidate Journey from the moment of considering such a position up until after the election.

The recommendations were implemented by the second group - Jay Thompson, Hulda Sólrún Guðmundsdóttir and João Armando Gonçalves who kicked-off with an update of the Call for Nominations and a creation of a tool to help Scouts better understand and get acquainted with the different positions available in the Region. The group ran a promotion on the Regional social media, at the IC Forum, organized a Candidate coffee breakout at the Symposium and ran three online sessions for the Candidates. Volunteers remained available to fully confidential conversation or questions to the candidates throughout their journey. With an aim to increase the variety of methods available for candidates to present themselves, video presentations were organized and published on the Conference website. The group believes that such candidate support is the key to further strengthening the role of the European Scout Committee in order to represent the Region and act on its behalf.



[Volunteer Journey Tool](#)



# The Region as a structure

## External Representatives

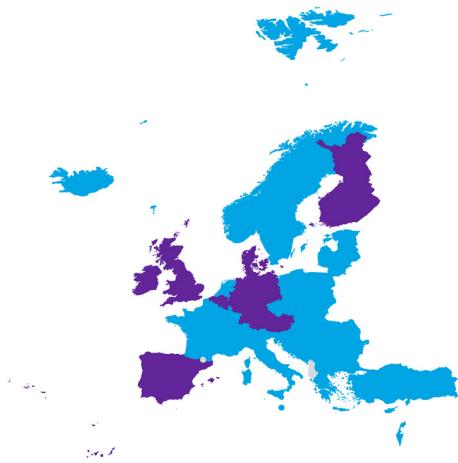
The External Representatives team - Nandesh Patel (Team Lead), Natascha Skjalldgard (Co-Team Lead), Noah Kramer, Reinout Joostens, Sophie Hammerman, Ville Majamaa, Marta Concepcion Mederos, Silja Markula, Ines Reodrigues, Jasper Kurjenniemi, Clara Drammeh and Caillum Hedderman - achieved many substantial results despite the fact that the work throughout this Triennium was challenging as many external representation and advocacy opportunities had changed or were canceled and hence, most events the team would normally attend were canceled or postponed. Nevertheless, the team remained creative and adapted and continued their work in the best possible way.

One of the main achievements of the team was organizing and running two rewarding election campaigns. The team is delighted with the successful election of Silja Markkula as the President of the European Youth Forum and Noah Krammer as a member of the Advisory Council on Youth to the Council of Europe.

A strong, new focus was developed in the way the Region approaches advocacy on strategic priorities. New and continuous partnerships were made with the Ambassadors for the European Climate Pact and the UN Environment Agency's consultation for Europe. A debate with MEPs on the European Green Deal contributed to the Region's efforts in the area of Sustainability. At international level, representatives of the team participated in COP26 which had a very good exposure to promote Scouting.

In addition, throughout these three years the engagement with our external partners and organisations has been continuously pursued. European Youth Forum, Advisory Council of Youth in Council of Europe, Lifelong Learning Platform, EU Youth Dialogue, Center for European Volunteering, are some of the organisations with which they have been working with.

Lastly, to promote Regional advocacy work, the team organized and participated at various webinars, seminars and sessions, including one at the European Youth Event that accumulated over 60k views. In addition, sessions at the Academy, panel discussions on youth & COVID-19 and sessions at the Lifelong Learning Week attracted a broad audience of participants. Finally, External Representatives are developing a number of policy papers which will be consulted on and finalized in the meantime.



[Panel discussion on Youth and COVID-19: Response, Recovery and Resilience \(The Academy 2020\)](#)

[Resilient and Non-formal Learning, Opportunities in Times of Crisis \(Lifelong Learning Week 2020\)](#)

[MEP Niklas Nienaß: Erasmus+ and the European Solidarity Corps? Future in Light of COVID-19](#)



# The Region as a structure

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## Partnerships and Funding

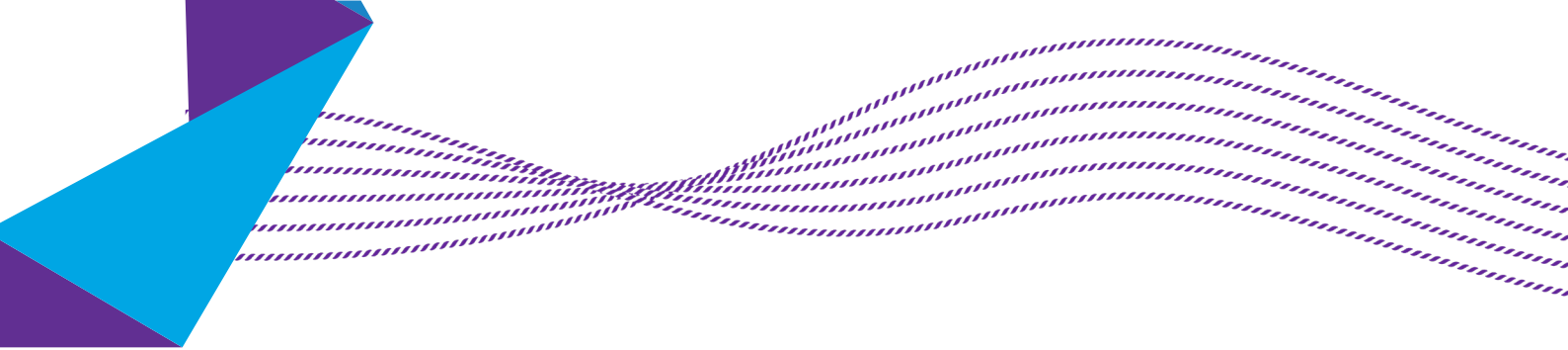
Since the beginning of the Triennium, the funding and partnerships support has been run by the office in Brussels under the External Relations area of operations.

One of the objectives of this area was organizing a Youth Advocate Training. Due to the pandemic, the event was postponed from the original dates in December 2021. It will be held from 8 to 11 September in Brussels, which means that the final stretch will be done after the conference. The Youth Advocate Training team is comprised of Ville Majamaa, Erica Karlsson, Manuel Ramos de la Rosa, Marta Concepción Mederos and Mitchel Eijkemans.

The second objective was about gaining an overview of current resources and successfully applying for new sources of funding. This can be considered as a great success, the office has now a good mapping of the managed grants. In addition, there are now new specific grants for European networks within Erasmus+ program. The WOSM office in Brussels can now directly apply for some grants without having to go through a national organisation.

As a last objective, we wanted to increase the amount of money received from European sources. If we try to compare the actual situation of the Triennium with the previous one we can consider that we have an increase of grants of about 66%, where we expected 25%. This is mainly due to the project UAct approved recently and funded by UNICEF.

Otherwise, we have to take into account that most of the events are generally granted but most of them were canceled or postponed due to COVID-19 restrictions and they were therefore of course not actually funded. This increase of funding is in fact a huge performance if we consider the circumstances : we obtained a grant for every application and missed no opportunities. We also managed to keep a very good balance between the requirements of the donors and the essence of the projects, due to good writing skills and also to a good culture of the donors expectations.



# The Region as a structure

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## Communications

**T**he Communication in the European Scout Region is run by the World Scout Bureau - European Support Center, with support from volunteers (through WOSM Services).

The focus in communication shifted at the start of the pandemic and again at the start of the war in Ukraine in order to share the relevant content and initiatives which were relevant to MO's and external audiences. There is frequent communication with the Teams from the Operational frameworks and relevant stories and outputs are shared in order to highlight their good work. Many more impact stories are shared during this Triennium in order to provide more visibility to the actions and impact that Scouting has on local, national and regional level. Through the Triennium, multiple stories and outputs around the strategic priorities were shared on the communication channels.

Due to the pandemic, the regional Communications Forum also known as Youth Connect was postponed from the original dates in December 2021. It will be held from 26 to 30 October 2022 in Vienna, which means that the final stretch will be done after the conference. The Planning Team for the event is composed of Petr (Permi) Vanek, Lisa Pfeiffer and Andrew Thorp.

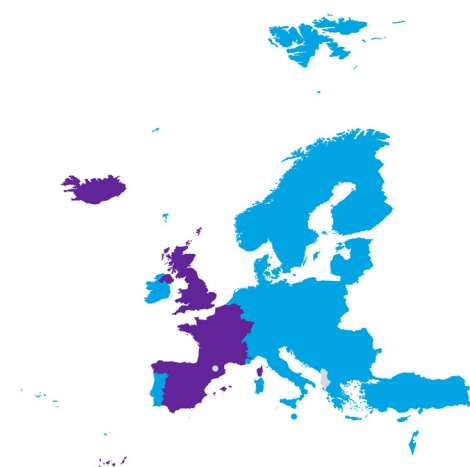
# The Region as a structure

## The Regional Scout Plan 2022-2025 Team

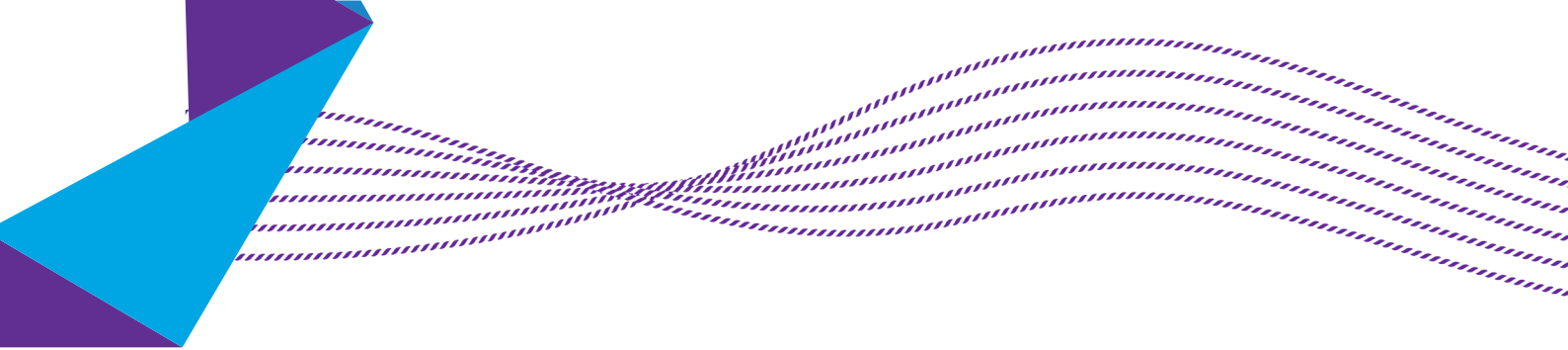
The Regional Scout Plan 2022-2025 Team - Stephen Morton (Team Lead), Berglind Lilja Björnsdóttir, Fabien Michaux, Melissa Mallada and Olivier Mathieu were the ones who dedicated their time and creative energy to facilitate and coordinate the creation of the new Regional Scout Plan 2022-2025.

The creation of the new Regional Scout Plan 2022 - 2025 had the widest, most detailed and transparent process yet, with a total of 38 MO's being involved in the consultation process both online and offline: surveys, focus groups, campfires, events and others. The team is also happy that even if online, the team was able to facilitate a project called "Youth Voices" which was aimed for empowering youth to discuss the future of Scouting in Europe. Through this type of process MO's were actively consulted which, the team believes, resulted in an increased quality of the plan and transparency of the process. Such an approach also encourages MOs to take ownership of the Plan.

As this was one of the most thorough processes for creating a Regional Scout Plan there was a lot of workload on the Team. Some challenges to mention are that the timeline was very dense in some phases of the project, there were some instances, where the Regional Scout Committee had as much time to read the new draft as the Team had time to draft the new version of the RSP. In the future if the process is started earlier (by performing desk research, surveys, interviews, etc.) the team would have more time and could be even more reactive towards external factors and changes along the way. Also, if some of the events were more dispersed during the Triennium (such as IC Forum and Symposium), then there would be more opportunities for active consultations and inputs.







# The Region as a structure

## Messengers of Peace

The MoP Support Fund was established in 2010 for financially supporting Scouts worldwide in implementing MoP projects that fall into one of the following categories: Strengthening capacity or Inspiring Messengers of Peace, as well as special projects (including, but not limited to): Support to youth in (post-)conflict zones, Disaster response and Environment.

The 10-year Core MoP grants came to a close in 2020, when it was substituted with the support of other donors who were keen to support the continuation of the MoP initiative and provide financial resources for Scouting.

In 2021, the Re-energising Scouting Fund was made available for MOs with special focus on supporting efforts by MOs in two specific areas, and will inspire young people to contribute to COVID-19 recovery and response efforts through voluntary service. These two focus areas include:

1. Recovery of membership lost during the pandemic
  - Projects and activities that re-engage young people who stopped participating in Scouting due to the pandemic
  - Projects that strengthen MO governance and structures to promote membership recovery, retention and growth
  - Projects, trainings and activities that attract and engage new adult volunteers
2. Post-pandemic opportunities for Scouting to attract new members and provide community service
  - Projects that establish new Scout groups by reaching out to new communities and markets
  - Recruitment campaigns that attract new members and position Scouting as the go-to educational opportunity for young people

Moreover, several Emergency Grants were distributed as response to different natural and humanitarian disasters taking place in Europe. The Emergency grants have been a strong tool in supporting local communities in times of need and have been very positively perceived and utilised from the MOs concerned.



[List of MoP Heroes](#)



In 2021, the Region nominated 4 young people who have been recognized as MoP Heroes for their extraordinary contribution to community development and local action. They now belong to a community of recognized young people who have actively contributed to transforming their local communities into more peaceful environments.

The Re-Energising Scouting Fund was very positively perceived and utilized by the MOs in Europe, with the overall allocation being fully utilized for 2021. In 2022, an additional amount is available for MOs to apply and support their efforts to recover from the impacts of the pandemic. Thanks to this Fund, a higher number of MOs have now accessed the MoP funds and they have been adequately supported to retain and increase their membership which was affected by the COVID-19 pandemic.

## MoP Regional Decision Committee

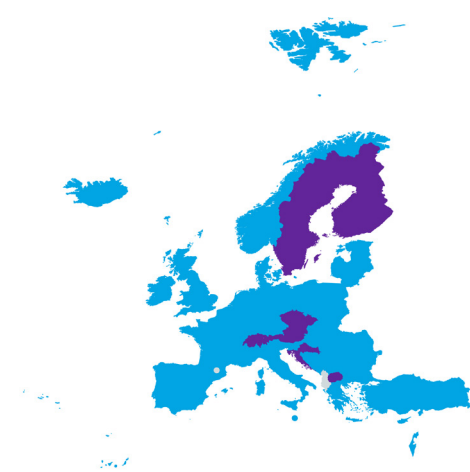
**T**he MoP Regional Decision Committee - Thomas Ertlthaler (Team Leader), Sofia Savonen, Rose-Marie Henny and Vojtěch Brouček were leading the work related to the Messengers of Peace grant implementation in the Region. During the Triennium a total of 28 projects were supported from MoP during the triennium with an allocation of funds of 913'666 US \$. During the Triennium the budget for MoP was not cut and was fully allocated (all years between 2019- 2022).

Several projects related directly to the strategic priorities within the Regional Scout Plan 2019- 2022:

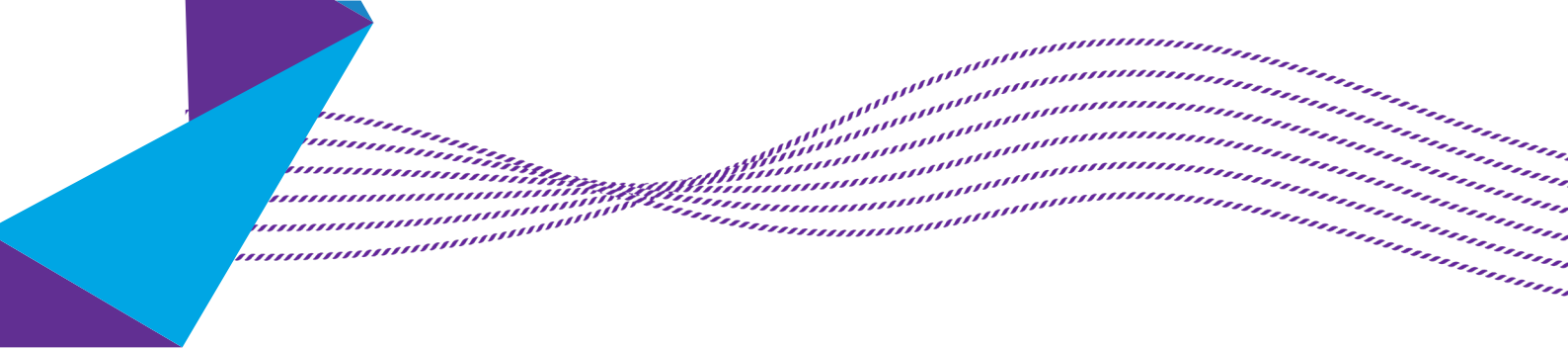
- Sustainability- France: French Scouts for SDGs and Croatia: Rebuilding the MO and helping the community
- Diversity and Inclusion- Regional project: Diversity and inclusion self assessment
- Impact of Scouting- Slovenia: Summer camps for non-Scouts

Because of the situation with the pandemic conducting field visits was difficult, but the Team adapted, conducting a hybrid model with on-site (field) visits and online visits. Another success of the Team was the launch of the Fluxx platform. Despite of its delays in the beginning, now it is fully functioning and is available to MO's for submitting their projects and reports.

The team was renewed at the beginning of 2022, with a hand-over period until the European Scout Conference, and the new members are: Snežana Janković, Erica Karlsson and Željko Roglić (Klodi).



[The Fluxx Platform](#)



# The Region as a structure

## Growth Potential Project

The Growth Potential Project (GPP) is an initiative launched by the European Scout Region in 2019, primarily targeting the MOs in South East Europe but lately opened to all interested MOs. The project is coordinated by a team comprising Rose-Marie Henny, Jordan Bajraktarov, Andrea Demarmels, Pieter Willems, Kevin Camilleri and Erik Adel Hellstrom and has as primary goals the capacity strengthening of the MOs and enabling sustainable growth through coordinated support from the European Scout Region.

Despite the numerous support initiatives of the European Scout Region, the European Scout Foundation (Friends of Scouting in Europe FOSE), and more recently, the Messengers of Peace initiative, several challenges were still apparent in the region. More than 25% of the MOs in the European Scout Region still have a market share below 0,5% of the youth population in their countries. Furthermore, the lack of holistic development and growth strategies puts many MOs at risk of unsustainable projects.

Based on the analysis, we have identified that a new innovative approach is needed, proactively engaging MOs and aligning consultants to provide long-term and holistic support through the Growth Service.

At the beginning of the Triennium, eight new Growth Consultants were trained, building the region's capacity to implement this initiative. The GPP consultants started to work with Croatia, Montenegro, North Macedonia, Romania, and Serbia. At a later stage, Bulgaria and Hungary joined the project. Other MOs are at an early stage to join the project.

A memorandum of understanding is signed between the European Scout Region and MOs, which includes establishing a national GPP team, roles, and responsibilities of the partners, and a strong commitment toward capacity strengthening and sustainable growth.

GSAT has been conducted for Croatia, Hungary, Montenegro, and North Macedonia, followed by elaborating Strategic Plans and Action Plans for Growth. Several induction trainings for newly elected National Board members have been conducted.

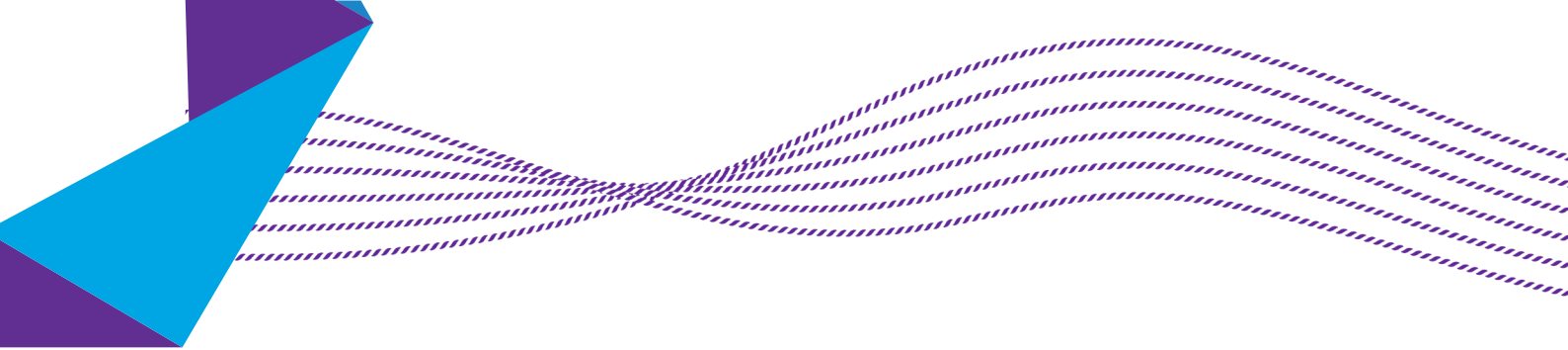


With the support of MoP, several MOs were able to address sustainable growth issues such as dissemination and strengthening the communication with all stakeholders, creating new Scout groups in remote and underrepresented communities, or working specifically on Adults in Scouting.

The collaboration and support between the European Scout Region and the MO have been developed or established in other countries. Confidence building and responding to the needs of MOs are the main priorities.

For involved MOs, the project is very relevant and addresses their needs uniquely and effectively. Some of the key conclusions on the success of the project:

- The tailored and holistic support to each specific country has been crucial for the success of the project and the MO's needs.
- One person for GSAT, Growth and Good Governance, makes it very easy and very aligned. It's been very rewarding, both for the consultants and the MOs.
- In many cases, the developed plan from the project fits well with the general MOs plan; the holistic approach is reasonable and provides long-term support and progress in the MOs.
- The MOs were supported using the Re-Energizing Fund as a tool to fund their growth and recovery plans. This furthermore strengthens the alignment and the support to their project by having their plans supported by consultants and knowledge to develop them and finance to implement them.
- Service is delivered at the pace of the MO capacities; GPP is pulling and not pushing MOs.
- Building Organisational Culture is essential and is long term.



# The Region as a structure

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## Safe from Harm

**D**uring the Triennium this area of Safe from Harm has gained importance and several initiatives and projects have been put in place to ensure our operations and those of our member organisations are up to the standards on safeguarding and child and adult protection.

Some of the main initiatives taken during the Triennium:

**The Safe from Harm in Europe Project:** Large-scale Erasmus+ project aiming to support the development of the Safe from Harm National policies, training materials and e-learning modules of four National Scout Organisations (Croatia, Romania, Slovakia and Slovenia) and one National Scout Association (FNEL – Luxembourg)

**The Safe from Harm Global Initiative:** Under the one-year world plan, some European MOs were targeted in a global initiative to strengthen their Safe from Harm procedures and processes, as well as support their implementation. As a part of a global mapping, we started looking at the situation regarding SfH policies and its implementation in our MOs. This is a process that will be further stressed as the compliance with the new membership criteria will be assessed.

**Safe from Harm Committee Oversight:** A new role within the Committee members was established to take ownership of the oversight of all related safe from Harm actions taken by the region during the Triennium. The job description for the role was developed and the Committee members decided to nominate Julijana Daskalov as the SfH Committee

**Strengthening the pool of Safe from Harm Consultants:** During the pandemic, 5 already existing WOSM Consultants were upskilled in the area of Safe from Harm and became active Safe from Harm Consultants.

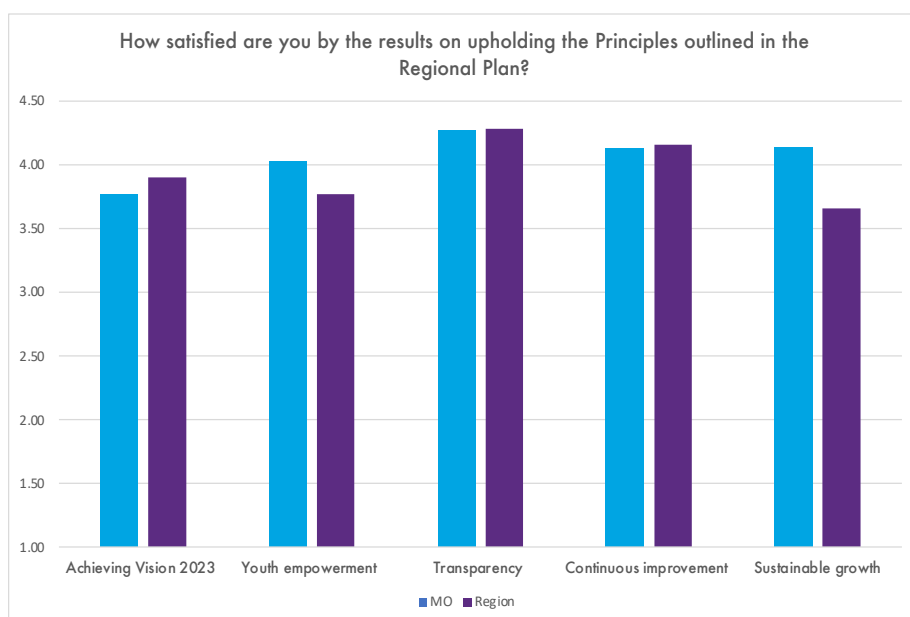
**Support the SfH reported incidents:** The Region has been supporting the MOs that had any issue regarding Safe from Harm, especially in the area of crisis communication.

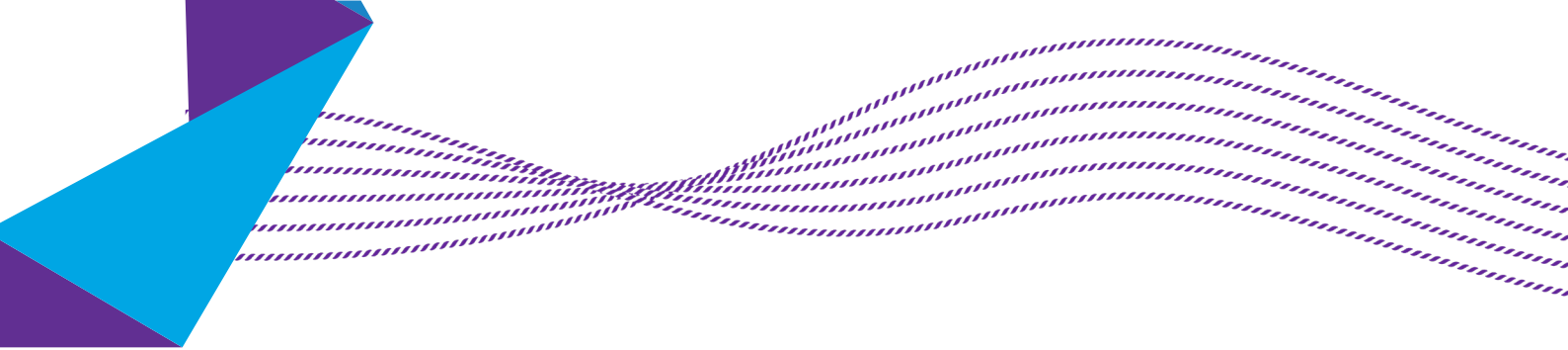
# Guiding Principles

## Satisfaction survey

One of the RSP 2019-2022 chapters outlines the Principles which guide the work of the Region in all its tasks and responsibilities. In many ways, the Principles are as important as the other Chapters as they set a benchmark for the work of the Region. Ensuring the transversality of the Principles as well as mainstreaming them to guide the work across the different areas, teams and task forces, event teams and project groups is an important aspect of the work of the whole Operational Framework and the Region.

Nevertheless, one of the best ways to evaluate the principles is to directly ask the MOs how they feel the Region is guided by these principles. MOs are quite satisfied with themselves in their commitment to these five principles (except for Vision 2023 which is a little lower than 4). MOs believe that the regional structures are mostly guided by the principles of Transparency (4.29), Continuous improvement (4.16) and Vision 2023 (3.90) even more than the MOs themselves. On the other hand, the average score for the way regional structures were guided by Youth Empowerment and Sustainable Growth principles are significantly lower but still at an acceptable level, higher than the neutral position 3.





# Guiding Principles

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## Vision 2023

The Region is putting continuous efforts to go hand in hand with the Vision 2023. This Triennium, the Region put a strong emphasis to improve in measuring the impact that Scouting brings to young people and the communities around them as well as ensuring that more children and youth, coming from diverse backgrounds, are able to embark on a Scouting journey. Projects funded by the MoP programme, UNICEF and other funds continuously aim to improve the impact Scouting has on the local level. Aims to increase the recognition of Scouting as the world's leading educational youth movement were supported by active representation in platforms such as The Lifelong Learning Platform (LLL) and Centre for European Volunteering (CEV).

## Youth Empowerment

Youth Empowerment has always been at the core of Scouting in Europe. A significant number of young people were involved in the teams of the operational framework - 70% of the volunteers involved in the regional teams were under 35 years old, out of which one third were under 26. In addition, Scouting in Europe is represented by a group of External Representatives who are actively involved in different European platforms advocating for youth as well as joining platforms and partnerships in the areas of Strategic Priorities. The Regional Scout Plan consultation included a subproject "Youth Voices" with 14 Scouts 16-22 year old, through whom more than 500 peers - Scouts in Europe contributed to the future of Scouting in Europe. Finally, in 2022, the Region came back with Agora - an event organized by Rovers for Rovers.



# Guiding Principles

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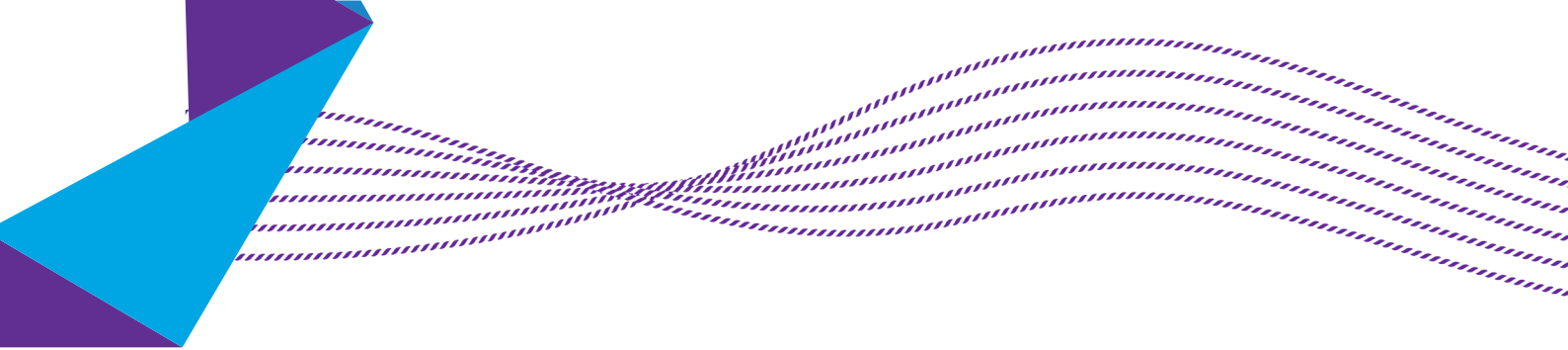
## Transparency

To highlight efforts on transparency, the Regional Scout Plan progress monitoring platform updated quarterly, an online Midterm Report and the present extensive Triennial Report are a substantial effort towards increased transparency. Aside from traditional Circulars, new ways of engaging and informing the MOs such as Records of Decisions made by the Committee, virtual Campfires and reaching out calls have been explored throughout the Triennium.

## Continuous Improvement

Despite the fact that the Region does its best to continuously improve in all its actions, highlights to share are quite wide. The Triennium started with Continuous Improvement and Events Impact Assessment task forces which proposed ways forward in terms of the working methods, ways we manage volunteers and knowledge within the Region. This led to several further projects including increased support to volunteers by providing tools, surveys and knowledge sessions for regional volunteers. A particular focus on the journey of candidates to the next European Scout Committee led to a number of new support actions. The region is also stepping up in its sustainability monitoring, consumption and compensation. Lastly, the Coordinating Team paid extra attention to plan for the hand-over to the next operational framework.





# Guiding Principles

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## Sustainable Growth

The ways of achieving growth are as diverse as our Member Organisations. While many MOs suffered from losing members in a number of districts and age groups in 2020-2021, a small number of MOs grew, even if it is probably too early to draw conclusions about the sustainability of this growth. The 2020 Census data capturing the impact of the first year of the pandemic showed that the Region declined by 9,2% in its membership with 55% of MOs declining, 20% growing and 25% remaining the same membership. This shows the diversity but also the resilience of our Region.

Aside from the pandemic impact, a Growth Potential Project (GPP) has been implemented to support further Growth of Scouting in all the Member Organisations with big growth potential in Europe. Significant efforts are put in further exploring and supporting the development of Scouting in Albania.

Towards the end of the Triennium, the project onboarded even more MOs providing an opportunity to develop sustainable growth strategies and kick-off the growth journey.



# Conclusion

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**B**ack in 2019, the European Scout Region has chosen the theme “Growing Together in Europe” to follow for the next three years. Of course, no one imagined what unprecedented situations we would all face and that in most cases this Triennium growth was not as prominent as we wished for in the first place. The pandemic hit our societies hard and our Scout movement as well. War has also returned to the European continent. Nevertheless, Scouting has adapted at local, national, European and world levels. Scouting never stops and remains ready to face major challenges.

The Plan has been adjusted, but none of the objectives have been abandoned. None of the Principles we decided to adopt were watered down, though, due to the nature of the Triennium it may have been easier to contribute to some of the Principles such as Transparency or Continuous Improvement than others. Overall we feel we made a step forward in all of the Principles, thanks to the resilience and hard work of all the volunteers in the operational framework valiantly supported by a hard-working Support Centre.

We were able to look inwards much more than before. In addition to regular “housekeeping”, the Region has continued to make volunteering evolve by facilitating an Open Call available throughout the Triennium. This raised new challenges in supporting volunteers as they came and went in different timelines but new onboarding support was introduced. Our Regional teams have contributed to the delivery of their respective objectives and, while we had opportunities to spend some time together online, we encourage the next framework to look for even more ways to facilitate horizontal exchange and cooperation between the different teams.

The Committee has also tried new ways of working, such as strengthening strategic oversight and delegating more responsibilities to the Operational Framework as well as Task Forces to suggest ways on how to work in the Triennium. This has contributed to a better understanding on some topics such as Sustainability but, it may have slowed down the work in some cases due to the complexity of the tasks. We have also ventured out and stepped up in looking for new partners and platforms to achieve our goals.

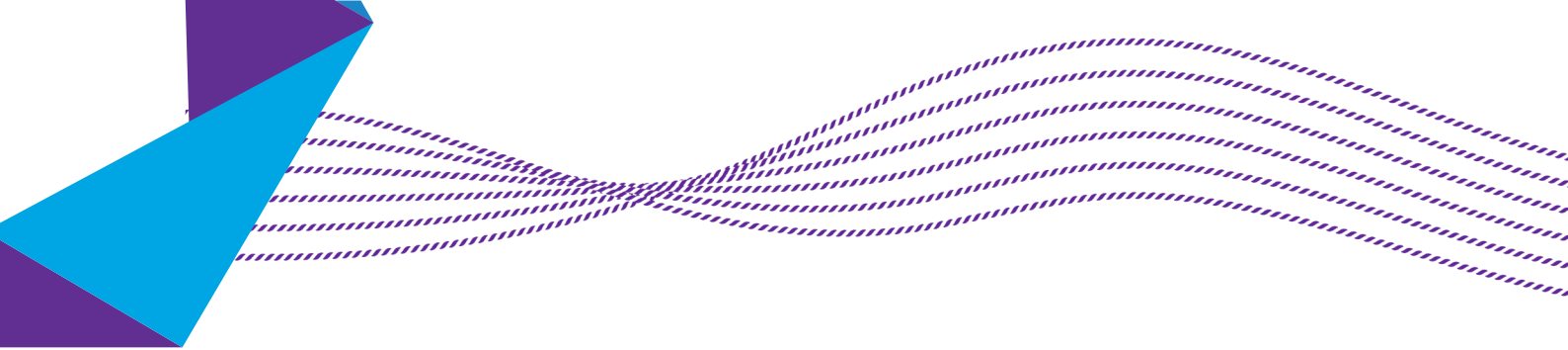
We think we leave the Region a little bit better than we found it. We are very pleased to see that the satisfaction surveys show that the MOs are overall satisfied with the work done and that they also feel they have contributed greatly to the progress of the Plan. While there are always areas for improvement, we are also glad that our volunteers felt supported. We believe that MOs are more than ever “Connected and United” at the beginning of this Conference and ready to take on new challenges. As there are still new pages to write, the legend goes on.



# Annex A - COVID-19 resilience

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# COVID-19 Resilience

## Luxembourg



The Scouts of Luxembourg have launched a help service for people who are at risk or who cannot leave their home. The Luxembourg Scout Federation has been mobilised since the start of the pandemic. As soon as the first measures announced by Xavier Bettel, the Scouts organised themselves to help the vulnerable.

The elderly and the sick are the main beneficiaries of this completely free service, which comprises shopping for groceries, collecting medication from the pharmacy, or taking dogs for a walk.

Raoul Wirion, the FNEL commissioner general, explained they received around 70 calls a day. In terms of dividing the services, adults tend to collect shopping as a car is required for transportation, while young people aged 16 and over can take pets for walks.

The volunteers all adhere to precautionary guidelines and have put hygienic measures in place to avoid contamination. Shopping is left outside homes to avoid physical contact.

For pets, the owners must tie them up outside their homes and the Scouts collect them using their own leashes. The help offered by the Scouts has become more essential as more people are placed in quarantine. To date, no volunteer has fallen ill - proof their precautionary measures are working.

The Scouts now hope to be able to continue their operation "A good deed every day". Anyone can volunteer to provide a little help to others.

# COVID-19 Resilience

## Spain

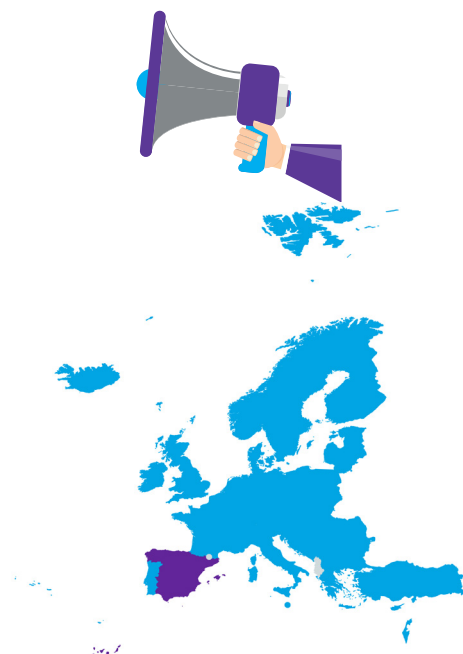
Wanting to help their community during the COVID-19 pandemic, 250 Scouts and their families cooperated with foodbanks in all the regions of Andalucía, Spain. They managed to collect and distribute more than 7100 kg of food, had invaluable conversations with their community, and showed Andalucía that the Scout Movement is present and ready to help.

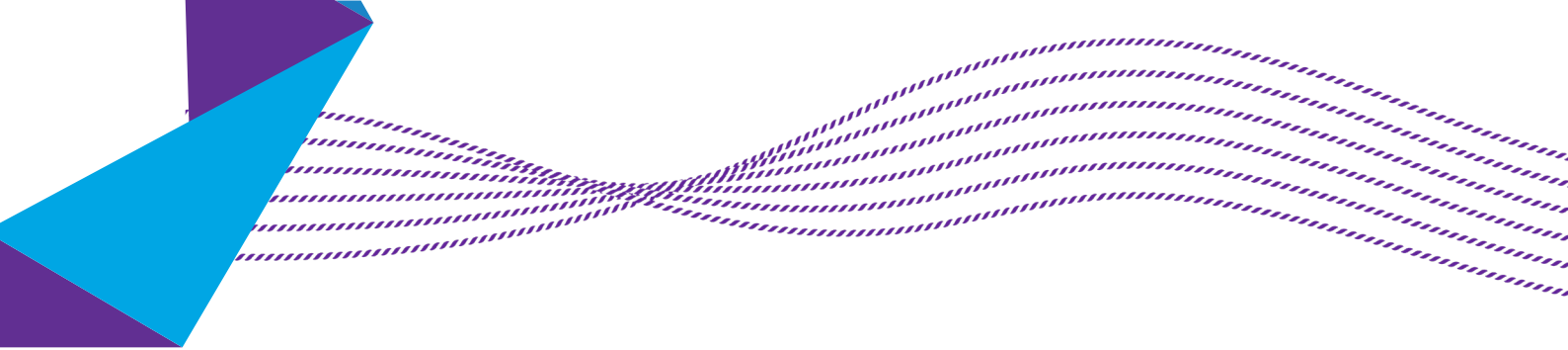
Whilst the campaign was regional, the individual actions were local, with each province doing it differently. Some Scouts put a collection stand by their supermarket, whilst others recruited volunteers to put collection boxes in their neighbourhood. Once the food was collected, Scouts and other volunteers packed and transported the boxes to the food bank, where it was distributed. Scouts also helped with organising and transporting the food to those in need, reaching out to the most vulnerable.

In addition to providing food, the donations points were also the “perfect place to attend non formal conversations about the COVID-19 situation, provide awareness and recommendations, and a marvelous opportunity to connect with the Scout and their families after a long time with just virtual connection”, as put by regional volunteer Cristina Abad Pérez. In some of the cities in the region, the Scout Movement was less known, and the campaign thus became a brilliant way of introducing locals to Scouting. Furthermore, the campaign became a positive experience in how valuable partnerships can be, as the Scouts collaborated with the food banks, but also many other organisations with similar goals to help the community. This cooperation has led to a mutual knowledge of how the different organisations can help each other - also in the future.

Those future campaigns are already in the planning, with Scouts eager to continue helping their community.

As put by Christina, *“It was a very beautiful action in which we restarted our activities, doing what know best: being present in our cities helping others. For sure we are going to be there for other actions!”*





# COVID-19 Resilience

## Turkey

**E**ver since the outbreak of the Coronavirus pandemic, the Turkish Scouts have mobilised their volunteer force to ramp up home face mask production. Scout groups across the country set up their own production lines to supply healthcare providers and frontline essential workers with protective masks and face visors amid a soaring shortage. About 100.000 people have benefited from their actions so far and the number increases by the day. Scouting prepares young people to be resourceful and organised in extraordinary situations. This is done through a rich youth programme that equips them with the needed skills and attitude to take action and serve the community in times of need.

Süheyla Subaşı, head of the Technical Unit at the Turkish Scouting and Guiding Federation tells us: *"We believe in the Scouting values system and the mission of our movement of creating a better world. Now more than ever, we need to step in and support our communities."*

At a first glance, the Scouts' mask production actions appear to be uncoordinated. They started springing up all across towns and villages as mask shortage became to be problematic across the healthcare sector, especially in early March. However, even though a structured project was not set up, all the community-based support actions reflected the same perseverance, determination and selflessness. It has shown the relentless capacity of Scouts to self-organise and bring about timely support to their communities.

Uğur and Talip are two Scout leaders who have made use of the 3D printing technology to produce face visors at a rapid pace. *"We have mobilised schools facilities and youth centres and turned them into production hubs. We managed in a relatively short period of time to cover masks supply gaps and provide masks and face visors at a very symbolic price"* they said. The idea of supporting our local communities filled us with immense joy that made us work even harder, they added Not only did the Turkish Scouts fight against the virus through masks production, but they have also collaborated with the Red Crescent, their historical partner since Scouting appeared in Turkey in 1910. This strategic partnership has boosted the communities' trust in Scouting.

# COVID-19 Resilience

## Czechia

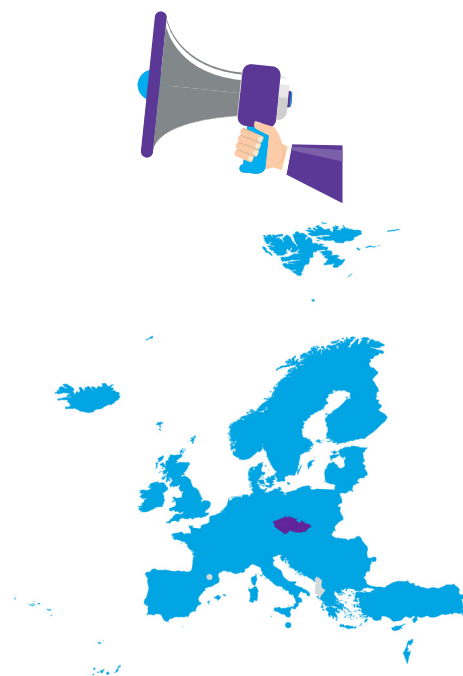
The former first lady and wife of the late Vaclav Havel uses old theater drapes. Boy Scouts work with donated material, while others cut up old T-shirts as Czechs create home-made masks to fight the coronavirus. Even before the government ordered people to wear masks or use something else to cover their mouths and noses when in public from midnight on Wednesday, Czechs had already ramped up their own home production lines. Pictures on social media showed people waiting in line several meters apart in front of fabric stores while former first lady Dagmar Havlova began making masks from theater drapes and discarded linen from a villa she shared with president Havel.

*"We are not enough and we are tired,"* Havlova posted on Facebook. *"We need mainly seamstresses now. If you are from Prague and can work, let us know."*

Like other EU countries, Czechia has shut borders and virtually locked the nation down to try to contain coronavirus contagion. The order to wear masks in public came with the nation of 10.7 million facing a shortage of protective supplies, forcing many Czechs to produce their own following anger that front-line healthcare workers often lacked protective gear. The government - which ordered fabric shops to remain open so people could buy material - has dispatched planes to China to bring back protective equipment.

*"It's a spontaneous reaction to the situation,"* said Pavel Strnad, 32, who posted signs around the neighborhood asking for material he and his family could use to sew masks. *"We are sewing from t-shirts and other fabrics that we have at home."* Many like the Strnads are donating masks to senior citizens or medical professionals after reports that many healthcare facilities and doctors' offices lacked protective gear. .

*"We started when we were asked if we could do something like this and we said only if we did it ourselves,"* said Jiri Robenek, a scout leader from the Moravian region. *"When we have enough to distribute, we deliver them straight to where they are needed."*



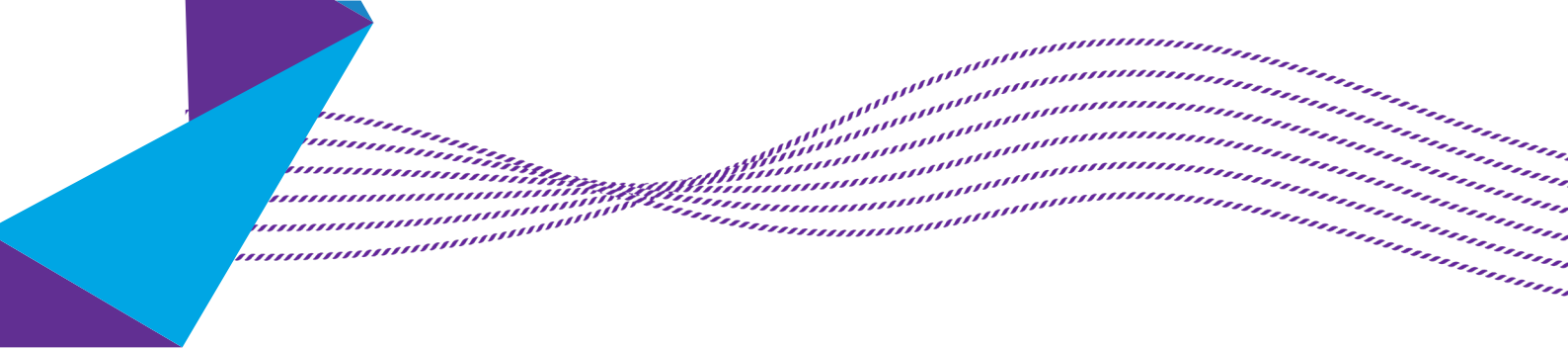




## Annex B - War in Ukraine

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# Scout Emergency Response

## Ukraine



At the time the war started, volunteers from the National Organisation of the Scouts of Ukraine (NOSU) started supporting young people and their communities as a whole. Scout centers in Kyiv and Odessa were used to collect and distribute clothes, shoes, sleeping bags, mats, food and more, including a field kitchen to cook and feed people in need. In some cases, Scout Leaders took shelter together with their Scouts, keeping them safe and content. Scouts of Odessa also organized an online meeting for children to help lift their spirits and entertain them with a special guest musician, Marat Mairovich. Scouts in Ukraine continue to support their local communities and those in need as well as organizing Scout meetings under the circumstances which are hard to comprehend for many.

## Czechia



Scouts in Czechia, despite not having a direct border with Ukraine, have been incredibly organized and responsive to the needs since the beginning of the war. Within four days, Czech Scouts sent 55 vans, two buses and two small trucks of supplies to Ukraine. They also charged and sent hundreds of power banks for the refugees.

Importantly, the Junák – Czech Scouts coordinated all donation drives based on needs requested by Ukrainian partners. They have also shared resources for Scout Leaders, educators and parents, now available on scout.org website in six languages, called “How to talk to children about war.” They also held a popular live session in Czech with partners and child psychologists to help adults gain skills to help children cope with the psychological impacts. Lastly, the recent children only conference addressing the war in Ukraine organized by scouts and Czech Radio was successful in providing space for children to share their perspective and ask questions to other participants, including a Deputy Prime Minister, of the show.

# Scout Emergency Response

## Poland

Since the beginning of the outbreak of the war, Poland has been the recipient country sheltering many refugees from Ukraine looking for safety. Scouts have been on the ground assisting authorities by welcoming refugees and coordinating new arrivals at the border and the main stations. In addition to direct support from Związek Harcerstwa Polskiego (ZHP), individual groups are also taking action locally.

ZHP launched an online platform called "Scouts4Scouts" to connect Ukrainian Scouts and their families fleeing the war with Scouts from all over Poland who can offer them a shelter and a safe place to stay. A social media campaign - "ZHP for Ukraine" was also initiated to provide a safe space for individuals to exchange experiences and inspirational messages.

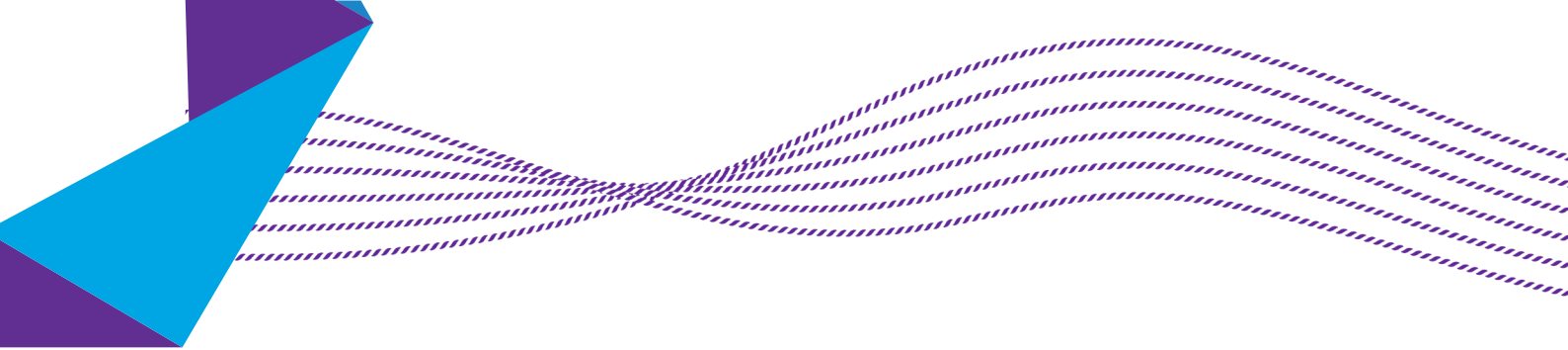
To highlight local initiatives, Scouts in Katowice transformed their Scout Centre into a temporary shelter, setting up cots from wall-to-wall and preparing to help those who need a place to stay after leaving Ukraine. Other groups collected and delivered necessary supplies, including three cars full of food, clothes, blankets, hygiene products and medicines sent to Białystok from Polish Scouts in Goniadz.

## Slovakia

Slovenský skauting are coordinating and preparing Slovak volunteers to provide support in the areas of technical support, funding, communications and programme. They are working at the border crossings of Vyšné Nemecké, Ubl'a and in the refugee camps in Humenné and Vranov nad Topľou.

The Slovakian response by volunteers has also extended across the border into Ukraine, where some Scouts managed to reach a neutral zone in the country to hand over deliveries of medicines, food, water and shelter supplies.





# Scout Emergency Response

## Romania



Romanian Scouts, Cercetasii României, have been at the border to provide assistance, temporary shelter and supplies to those in need similarly to other neighboring countries mobilizing their resources since day 1 of the war. Scouts in Romania coordinated resources and availability of adult volunteers across the country, including available housing, transport, goods, equipment and aid. In addition, they are partnering with local organisations to volunteer to host refugees.

The Scouts in Romania are working at the most transited border crossings in coordination with the local authorities and doing shifts at refugee centers. Additionally, a transportation system has been arranged to take refugees away from the border and provide them with accommodation in various cities across Romania. Scouts in Romania continue to reunite Ukrainians who end up being hosted in different parts of the country and contribute to bringing back families together.



## Lithuania

Scouts of Lietuvos skautija mobilized and called their volunteer initiative "Strong Together" in collaboration with other NGOs and volunteers which started as a response to COVID-19 and continued as a platform uniting citizens willing to provide their time and energy in supporting people in Ukraine. The initiative has organised their volunteers into shifts, during which Lithuanian Scouts have been helping refugees find and reach a volunteer host or shelter as well as other ongoing support measures.

# Scout Emergency Response

## Other countries

### Hungary

Magyar Cserkészszövetség are coordinating with partners to create lists of needed supplies and assist in its collection.

### Estonia

Eesti Skautide Ühing are supporting the International Federation of the Red Cross and Red Crescent Society in the collection of supplies.

### Luxembourg

LGS - Lëtzebuurger Guiden a Scouten & FNEL Scouten A Guiden decided to launch a badge and raise donations to support Scouting in Ukraine and neighbouring countries. During a ceremony students of a local school gave donations to support Scouts Humanitarian Response.

### France

In Strasbourg, dozens of volunteers from Scouts et Guides de France are joining forces with the Civil Protection to help collect the tons of donations directed to Ukraine and neighboring countries in Eastern Europe. Thousands of donations of medical supplies, hygiene products and food sorted, checked and prepared for shipment but also distributed by Scouts to assist the refugees who have already arrived in France.

### Italy

Scouts of CNGEI and AGESCI have teamed up with local organisations and volunteers to organize a humanitarian aid convoy. Medical supplies, food, clothes and other basic necessities have been distributed on the border between Ukraine and Poland and 18 refugees who had fled the conflict have been picked up and brought to Italy to be provided with a safe place.

### The Netherlands

Another great initiative to support the emergency relief efforts of our fellow Scouts in Ukraine, this time promoted by Scouting Nederland. The Scouts for Ukraine badge is available on their store online for orders in Europe, but can also be ordered and shipped in bulk for MOs outside of Europe, and the revenues will be used for humanitarian relief purposes in Ukraine.





# Annex C - KPIs Monitoring





# Strategic Priorities

## Diversity and Inclusion

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
In 2022, 10 MOs will implement the outcomes of the Scouts for Gender Equality project and 25 regional ambassadors will be trained in topics related to HeforShe and SDG5.	15%	75%	100%			The COVID-19 pandemic led to the training being implemented mostly online. 9 MOs participated in the training. D&I team provided support and sessions for the training as well as created Scouts' Unstoppable Journey Towards Achieving Gender Equality material.
Before the end of the Triennium, 1 training on minorities and human rights will be delivered to 10 MO's and 3 crowdcasts on intercultural and inter-religious dialogue targeted to young people will be delivered.	20%	25%	35%	50%	100%	Due to the COVID-19 pandemic and funding being delayed, implementation of training was postponed. The training is implemented May 17-22 in KISC and gathers 21 participants representing 16 MOs. Crowdcasts on intercultural and interreligious dialogue are being prepared together with the Regional Dialogue for Peace team.
By November 2020, a recommendation paper (reel) on ensuring the inclusive participation of Scouts from different backgrounds in Home Scouting will be shared with the Member Organisations (New KPI).	20%	100%				The Recommendations' Paper – Inclusive Participation in Home Scouting was done in time. It collects theory on home learning, best practices from Scouting and other organisations as well as provide recommendations for inclusive Scouting activities implemented online. The Recommendations together with the Home Scouting survey results were presented during various Regional Events.
By the end of the Triennium, 10 individual users per month will be engaged through the Diversity and Inclusion self assessment.	50%	55%	80%	100%		The Diversity and Inclusion self assessment tool developed last Triennium was improved by D&I team both in content and technical set up and reporting. 2.0 version was promoted in all Regional events, both online and offline. Across the last 9 months since the launch of 2.0 version, 394 individuals were engaged through the tool.
Throughout the Triennium, the engagement in the WOSM Diversity and Inclusion Service area will increase with 25% with at least 10 new good practices collected and added to the platform. At least 3 on collecting data and measuring D&I will be shared by December 2021.	5%	15%	40%	60%	100%	Update to following: Since the start of Triennium, there has been a 72% increase in D&I related services: 9 requests in D&I services, 2 in Humanitarian action and 7 in D4P. Additionally, team has uploaded 13 best practices in WOSM services in different D&I related topics - of which 3 in D&I data which is of high strategic importance.

# Strategic Priorities

## Dialogue for Peace

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By the end of Triennium we will engage 15 ambassadors to deliver one activity in their local or regional level, deliver two MO Ambassador trainings, and, through the mentor system, we will have 2 new accredited facilitators, 1 accredited trainer and 2 new volunteers joining the regional team.	35%	50%	55%	80%		Due to COVID-19 impact, D4P trainings in person were canceled and got moved to online environment, where decreased engagement of participants occurred. We have trained 10 ambassadors and one accredited trainer, as well as 2 others in process of accreditation.
By the end of Triennium 100 Scouts participated in Dialogue for Peace online activities, and we will have minimum of 25 downloads or shares of online materials, we will deliver 3 crowdcasts on intercultural and interreligious dialogue targeted to young people and available to adult leaders, and we will increase Dialogue for Peace social media membership by 10% and reach 100 interactions with online content (e.g. crowdcasts and snapshots).	15%	45%	60%	100%		Throughout the triennium, the D4P team engaged over 250 Scouts in activities, including; The Academy 2020 & 2021, 2 Diversity Dinner and a Human Library, 1 Online Ambassadors Gathering, Scouts for Gender Equality project, World Youth Forum and an Online Dialogue Circle – Conflict. 4 Animations were created for social media and helped launch the first Online Dialogue for Peace Ambassadors training in the region. Membership and activity has increased more than 10%.

# Strategic Priorities

## Impact of Scouting

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
Pilot projects implemented in 5 MOs, based on a reviewed methodology built on the existing results of the World Social Impact project, in cooperation with a recognised academic/scientific partner.	22%	33%	33%	63%	80%	The newly established two-year project will consist of further literature review, series of test in three countries (CZ, IRL, BE Les Scouts) and after that, two further pilots to refine the tool will be done with Sweden and North Macedonia.
4 MOs involved in the Impact of Scouting pilot projects receive further recommendations from the Region and the conclusions are captured in a report identifying general trends. At least 3 activities promoting the Impact of Scouting project within MOs are organised.	22%	33%	43%	69%	80%	The Erasmus+ grant for this project was delayed for a year, thus the team didn't achieve the set KPIs but is going to deliver a 2-year project for it.
By October 2021, the first consultants of Impact of Scouting WOSM Service area are trained based on the developed resources and ready to deliver services to MOs.	6%	15%	22%	43%	50%	While the creation of Impact of Scouting WOSM Service was delayed due to Erasmus+ grant delay of 1 year, the team has worked on developing training materials for IoS consultants, once the Service is created.
By August 2021, a report will have been issued summarising the results of a survey and secondary investigations into the Impact of Scouting during the COVID-19 outbreak.	58%	100%				While the KPI itself was completely unforeseen and added at the request of the Committee as a reaction to the pandemic, the result was very fruitful. The survey was distributed in 29 languages and yielded more than 3000 responses across the Region, showing positive impact Home Scouting had on young people and adults in Scouting.

# Strategic Priorities

## Sustainability Task Force

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By August, we will submit to the European Scout Committee a report which will incorporate concrete proposals for actions that will help the MOs and the Region to integrate the Social, Economic and Environmental dimensions of the 17 SDGs in their administration, educational resources and events.	100%					Report submitted to the European Scout Committee and based on it two new Sustainability teams were created to follow up with recommended and prioritised actions.

## Sustainability Task Force

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By the end of March 2020, a checklist for organising sustainable events in the European Scout Region will be created.	100%					The Sustainable Events Checklist was successfully delivered and is used not only in European Scout Region, but also on World level to ensure sustainable events.

# Strategic Priorities

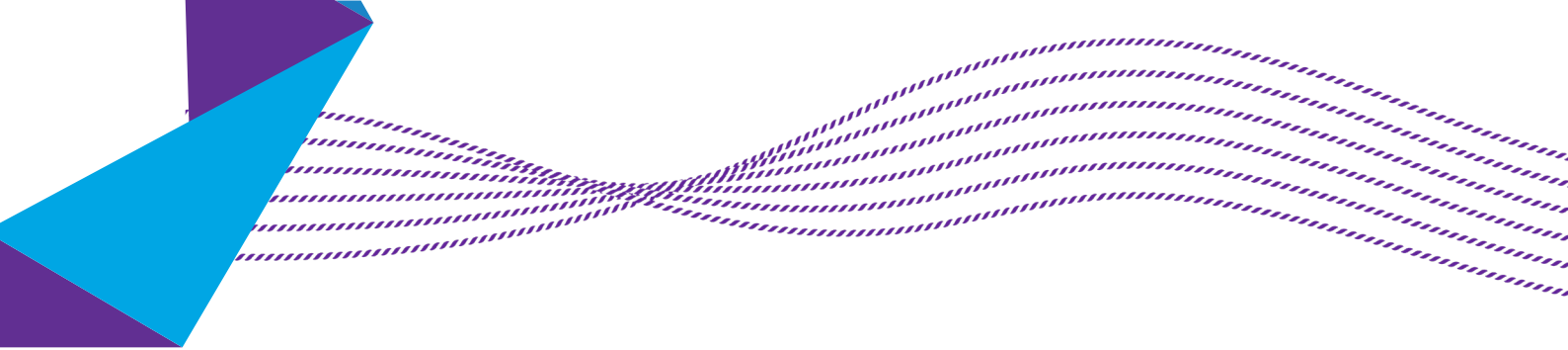
## Sustainability Team

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By the end of the Triennium, a CO2 reduction proposal and compensation policy, a sustainable consumption policy for regional meetings and a Position paper about SDGs and a proposal for a "Youth Council" will be created and ready to be submitted to the European Committee.	15%	25%	35%	100%		Consumption and Compensation Policy for volunteers and staff has been adopted by the European Scout Committee, promoting sustainable choices for future Operational Frameworks. Additionally, jointly with External Representatives, team has developed SDG position paper which is used internally for volunteers on how to talk about sustainability. Finally, after extensive research on "Youth Council" potential, team has proposed to ESC different approach in youth empowerment as reflected in the resolution.
By the end of the Triennium, feedback from at least one regional event that have used the sustainability checklist for events will be collected and at least two teams that are working on sustainability related topics (D&I Team, FSG, WSB, etc...) will have been contacted	20%	50%	80%	90%		The checklist was disseminated to all the planning teams organising Regional events, however, with the cancellation and postponement of many events, there has been very limited opportunity for feedback collection, thus the improvement activity should be continued in next Triennium. Additionally, team has engaged with other Operational Framework teams and FSG in review of their areas in terms of sustainable behaviors and choices.
By the end of 2021, five existing SDG related Youth Programme materials will be made accessible. By the end of the Triennium, an e-learning module for new volunteers and staff will be created and tested. Knowledge and support on sustainability will be provided towards MOs through at least three different methods.	10%	15%	45%	100%		Team has successfully collected best practices which will be made accessible at the first Sustainability Forum, which had to be postponed to October 2022 due to pandemic. Sustainability e-learning for new volunteers has been tested out and ready for launch for new Operational Framework in November.

# Strategic Priorities

## Sustainability Monitoring Task Force

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By December 2021 appropriate measures to quantify the European regions progress towards sustainability have been identified, involving all relevant stakeholders, and processes to obtain according data to feed into the monitoring platform have been proposed.	50%	70%	80%	80%	95%	The team has compiled a comprehensive set of measures using GRI framework, which enables monitoring of progress on sustainability within the Region.
By April 2022 we have a version 1.0 tool to monitor sustainability in the European Region and have tested the tool with the input of 3 working groups over 3 months time	2%	10%	35%	35%	60%	Version 1.0 of the monitoring tool is currently in test-run with number of Operational Framework teams and staff and will be improved by the European Scout Conference.
Produce a report to the conference 2022 that includes the presentation of the sustainability monitoring system, the outcomes of the testing phase and also suggestions on what further steps to take regarding this system.				10%	90%	The report will be available for the European Scout Conference.



# The Region as a structure

## External Representatives

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
Maintain and develop partnerships with external partners by supporting at least one event with MOs and external partners and attending 4 external events that support achievement of the strategic priorities.	30%	50%	70%	80%	100%	A lot has been done to engage with platforms that have a specific focus relevant to the Strategic Priorities. ExReps took part in the UN Environment Assembly's 5th Virtual Regional Consultation for Europe and the Climate Conference COP26 in Glasgow. WOSM Europe pledged as ambassadors for European Climate Pact. The European Scout Region also became candidate members of Generation Climate Europe, however due to a discrepancy with our ambitions we pulled out. Lastly, the teams continued to hold webinars, seminars and sessions at both Regional (the Academy) and External events (European Youth Event with more than 60 thousand views; discussions with MEPs on European Green Deal and Erasmus+ and others).
50 Scouts from diverse backgrounds within the region have participated in a Spokesperson training.	10%	40%	40%	70%	99%	50 Scouts from diverse backgrounds participated in Academy sessions on advocacy, youth policy and international political platform. The Youth Advocate Training will be held from 8 to 11 September 2022, which means that the final stretch will be done after the Conference.
Outputs on the strategic priorities from the other European working groups are collected twice a year and fed into achieving our advocacy goals by promoting them to external partners and European audiences.	5%	35%	50%	70%	99%	Through active communication between the strategic priority teams and the external representatives, this has been ongoing. This culminates into Policy Papers which are being produced in co-production with those teams. These Policy Papers will be presented to the next European Scout Committee for approval to be used in next Triennium.
Promote European frameworks, programmes and policies and their relevance to 10 MOs through events such as the Academy. 75% of MOs are aware of the Regional advocacy work, and 5 MOs engage with the Region in the advocacy of topics relevant to their work through WOSM Services.	5%	25%	40%	60%	80%	Promoting European frameworks programmes and policies is ongoing work that is shared by the External Representatives team and the office. To make MOs aware of the regional advocacy work is harder though, especially with the low number of WOSM services requested. Due to COVID-19 and the lack of events in that timeframe, it was harder to reach MOs without direct contact.

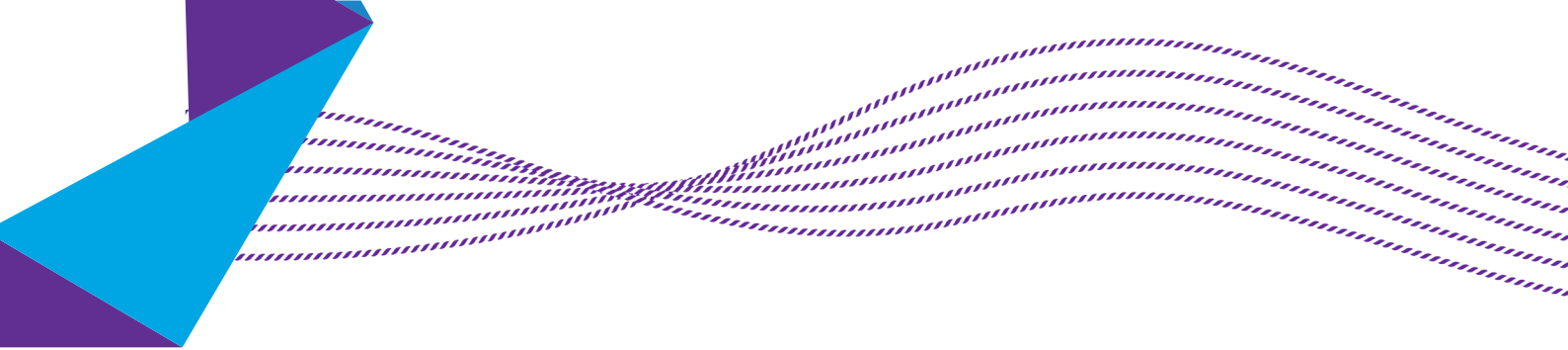


# The Region as a structure

## Communications

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
90% of MOs are opening and reading the official Regional communication.		30%	45%	50%	100%	MO's tend to open communication which is more relevant to them or has a specific purpose. For example, circulars about the European Scout Conference, during the pandemic the news around the Scouting activities in Europe, etc.
At least 3 key outputs are communicated on to MOs and externally per strategic priority area during the Triennium in the form of impact stories.	40%	80%	85%	90%	100%	Focus in communication shifted at the start of the pandemic and again at the start of the war in Ukraine in order to share the relevant content and initiatives which were relevant to MO's and external audiences. There is frequent communication with the Teams from the Operational frameworks and relevant stories and output are shared in order to highlight their good work.
At least 25 MOs take part in the forum and contribute to the improvement of the image of Scouting nationally/ at least 10 services requests in the area of communication are received either directly through the platform or indirectly through regional contacts.	5%	5%	10%	10%	10%	Due to the pandemic, the regional Communications Forum also known as Youth Connect was postponed from the original dates in December 2021. It will be held from 26 to 30 October 2022 in Vienna, which means that the final stretch will be done after the Conference. Even though there was no Regional Communication Forum, there were online Regional Campfires where MO's and members from the Regional could exchange inputs and experiences.





# The Region as a structure

## External Relations and Funding

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
At least 20 MOs take part in the Youth Advocacy Training / At least 10 services requests in the area of external relations are received either directly through the platform or indirectly through regional contacts.	5%	30%	60%	60%		The Youth Advocate Training will be held from 8 to 11 September 2022. The number of request in the area of external relations was low due to a shift in the reality and actual needs of MOs.
Gain overview of current resources and successfully apply for 1 new source of funding.	10%	80%	80%	80%	100%	There is now a internal mapping guide of the available grants and the Region applied to new specific grants for European networks within Erasmus+ Programme.
The new Erasmus report update by the end of the Triennium show a progress of at least 25% of access to funding from European Sources.	25%	33%	50%	50%	100%	The increase is about 65%, mainly due to the grant about helping refugees from Ukraine in partnership with UNICEF.

# The Region as a structure

## MoP Regional Decisions Committee

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By 2021, 3 joint field visits to measure impact of MoP on Scouting in the last Triennium are conducted and a number of field visits based on the concept note of the global final evaluation are realised.	50%	50%	100%			<p>Because of the situation with the pandemic conducting field visits was difficult, but the Team adapted, conducting a hybrid model with on-site (field) visits and online visits.</p> <p>The field visit was conducted in Germany for the growth project- „Wachsen in Sachsen“. Only one member traveled for safety and budget issues. There were 2 more online visits conducted in 2021.</p>
All project management processes are channelled via Fluxx by the end of Q1 in 2021.	10%	50%	65%	80%	100%	<p>The Fluxx platform in spite of its delays in the beginning, now is fully functioning and is available to MO's for submitting their projects and reports. Still facing some bugs, but they are not affecting the experience of the users (front-end development).</p>
Best practices on grant management are shared in at least 1 regional event and feedback on project management cycles is provided to the first 5 projects.	10%	80%	80%	80%	80%	<p>Because of the pandemic situation, the Regional Communication Forum was delayed multiple times and now it will take place after the Regional Scout Conference, no later than the end of 2022.</p>
85% of funding is allocated within calendar year 2021.	5%	10%	100%			<p>During the Triennium the budget for MoP was not cut and was fully allocated (all years between 2019- 2022). Additionally, there was/is a special budget from MoP for pandemic recovery, which is available for MO's.</p>
By 2022, 3 joint field visits to measure impact of MoP on Scouting in post-COVID-19, have happened.	5%	10%	75%	75%	100%	<p>3 MO's were identified where there will be field visits in order to measure impact of MoP on Scouting in Post-COVID-19. They will be conducted until the end of the current Triennium.</p>

# Coordination and Support

## WOSM Services

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By March 2021, the needs and challenges of 75% of the MOs in Europe are identified through a variety of data sources.	40%	60%	70%	75%	90%	77% of MOs were identified through survey and reaching-out calls in 2021 which gave a better understanding of the needs and challenges present.
By the end of the Triennium, 80% of all MOs have requested a WOSM Service.	50%	60%	60%	70%	90%	A social media promotion campaign was launched in Spring 2022 to inform MOs about the impact of services and also promote least requested services. In total, 83% of MOs have requested WOSM services in different areas.
By the end of the Triennium, 75% of the consultants in the Region are satisfied with the management and the coordination of their role.	35%	65%	80%	85%	100%	Two online Consultants Gatherings and an in-person Gathering was organised in May 2022 to upskill and support consultants and provided a platform for exchange and collaboration. 71% of consultants are highly satisfied or satisfied with the management and coordination of their role (response rate 17 consultants).
By the end of the Triennium, we have facilitated interaction between all relevant consultants and all relevant teams. Relevant in this context means consultants in services that are directly linked to regional volunteer teams and teams that are directly linked to WOSM Services.	10%	40%	80%	85%	85%	Regional updates were shared during online and in-person Consultants Gathering and consultants were engaged in the online campfires organised in 2021, however, a new, re-envisioned approach to ensure a two-way collaboration between the Consultants and the operational framework in the region is needed.

# Coordination and Support

## RSP Monitoring and Evaluation

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By the end of the Triennium at least 80% of the regional volunteers, coordinators, committee agree that the delivery of the RSP is being monitored through a non - bureaucratic, feedback driven and accessible approach.	30%	60%	70%	80%	100%	100% of the responding audience agreed that M&E approach was feedback driven, non-bureaucratic and accessible.
By January 2021 and June 2022 we compile reports with relevant qualitative and quantitative data for the MOs with clear recommendations for the Committee.	25%	60%	70%	80%	100%	The midterm and final report available with both qualitative and quantitative evaluation
At the European Scout Conference an inspiring showcase of collected highlights of the Triennium based on the final report will be presented.	10%	20%	30%	50%	80%	A plenary presentation as well as breakout session for the Conference is being prepared.

# Coordination and Support

## Continuous Improvement Task Force

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
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By June 2020, an assessment report with recommendations on the actions and structures needed is submitted to the European Scout Committee.

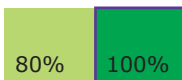


The Task Force analysed the RSP 2019/22 drafting evaluation and proposed the framework for the work with the next RSP. Also the task force has proposed a way forward for volunteer management and consequently, a Volunteer Management team was set up. Several other areas relating to the way the Region engages MOs, manages knowledge and ensures the number of diverse Candidates to run for the ESC were analysed.

## Events Impact Assessment Task Force

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
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By September 2020, 3 key-events from each event category will have their impact measured, with a presentation of the main results published and actionable recommendations delivered to the European Scout Committee.



The team has looked into the impact of events hosted in the previous Triennium by organising interviews and a survey of 3 target audiences: event participants, event organisers, MOs. Most of the recommendations focus around the improvement in the pre- and post- event phase.

# Coordination and Support

## Volunteer Management Team

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By the end of the Triennium, all VM processes will have been reviewed and updated, and necessary processes will have been implemented.	60%	70%	80%	80%	100%	The volunteer reflection tool was updated, annual volunteer satisfaction survey in combination with appraisal / reflection calls. In addition, onboarding sessions were created and training needs survey was launched. The team started to create a training for team leads.
Throughout the Triennium, volunteer recruitment needs will be met and new volunteers will be successfully onboarded through an induction process.	60%	70%	80%	80%	100%	New compiled induction pack that can be used to onboard new teams was created and such sessions were ran more than twice. Open call process was revised for more inclusivity and transparency and will be launched in June 2022.
By the end of the Triennium, the average volunteer satisfaction survey score for each area will be at least 80%.	20%	40%	60%	60%	100%	The volunteer satisfaction index (2022 March) is on average 4 out of 5 and is above 4 in each area of operation. Overall satisfaction rate is exactly 80%.
By the end of the Triennium, all volunteers will have had the opportunity to access leadership development support, additionally to their core role.	0%	0%	30%	30%	75%	Team leads were provided with support and tools on how to work with their team members to think about their next steps. Team leads were expected to discuss next steps and future opportunities with team members, both internally and externally to Scouting, as a part of wrapping up their teams work. Additional several sessions for team leaders only were organised throughout the Triennium.

# Coordination and Support

## RSP 2022-2025 Team

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By May 2022, the final plan will be completed and shared with all MOs for adoption at the European Scout Conference.						
		20%	35%	75%	100%	The Conference RSP 2022-2025 draft was shared with the MOs on the 16 May, 2022.
By the time the RSP is adopted, 75% of the MOs will have been involved in the consultation process.						
		20%	75%	90%	100%	A total of 38 MOs were involved in the consultation process in creating the New Regional Scout Plan 2022- 2025 (125% achievement).

## Candidate Journey Task Force

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
A minimum of 20 people complete the self-assessment, with 80% of them rating the process as being helpful and relevant in their decision-making process.						
			60%	100%		The Volunteer Journey Explorer tool was launched in January 2022 together with the Call for Nominations. Candidates satisfaction will be evaluated after the European Scout Conference.
70% of the NSAs consider the Open Call for the European Scout Committee candidates to be fair and supportive.						
			60%	100%		The support to Candidates is ongoing. MOs satisfaction will be evaluated after the European Scout Conference.

# Reporting to the Committee

## Finance Support Group

KPI	Nov 20	Jun 21	Nov 21	Feb 22	May 22	Comments
By 30 September 2020, the Finance Support Group will have established a monitoring and supporting process for the budget, including documentation pertaining thereto.	50%	50%	60%	60%	100%	Process finalized (including documentation) by the Office.
By the end of the Triennium, the FSG will have written proposals for best practices in finance, investments and fundraising based upon consultation and reconciliation.	10%	20%	40%	40%	60%	Investment policy revised, work is still ongoing, but delayed. While various processes have started, the consultation and reconciliation phase for best practices did not take place.
By Q4/2020, the FSG has in place reporting standards translating the analysis and controls of the budget into understandable language, pictures and figures.	50%	80%	80%	80%	100%	Model in place.
By the end of the Triennium, the FSG has analysed current Investments of the foundation, and has given a recommendation for more sustainable investments and, if necessary, an adjustment of the investment policy.	15%	25%	50%	50%	90%	Still under review and ongoing. Technically closed, but definition of sustainable investments is something to be worked on in the future.
By the end of each year, the FSG will have reviewed the current financial management of the region and propose specific proposals as to how to improve the financial management by new initiatives.	5%	5%	25%	25%	100%	The financial management system has been significantly reviewed and improved by the Regional Director and finance staff in reconciliation with the treasurer.
Continuously, and as the request may be, the Finance Support Group will provide support and guidance for member organisations.	5%	65%	75%	75%	100%	Only two requests received.
By Q4/2020, the Finance Support Group will, in cooperation with the Regional Director, have developed a high-level risk register including a proposal on how to monitor the risks described therein on a regular basis.	100%					Register now updated at every Committee meeting. Was particularly helpful during the pandemic to overwatch the exposure to financial risks of the pandemic.



# Regional Volunteers 2019 - 2022

AUSTRIA	Lisa Pfeiffer Thomas Ertlthaler Noah Kramer Loreta Baumgartner	MALTA	Arian Farrugia Leslie Bonnici Kevin Camilleri Mike Borg
BELGIUM	Febe Van de Veire Fabien Michaux Jérôme Walmag Luc Ibis Rubben Reinout Joostens Pieter Willems Filip de Bock	NETHERLANDS	Laura Neijenhuis Mitchel Eijkemans
BOSNIA - HERZEGOVINA	Maja Jozak Kos Lana Husagić	NORTH MACEDONIA	Jane Plavevski Nikola Unevski Ana Kostovska Jordan Bajraktarov Snežana Janković
CROATIA	Tanja Tutić Željko Roglić	LIECHTENSTEIN	Sophie Hammermann
CZECHIA	Vojtěch Brouček Petr 'Permi' Vaněk	NORWAY	Eirik Ulltang Birkeland Freja Dohrn Ellefsen
DENMARK	Katrine Thørring Bastrup Jon Rasmussen Natascha Skjaldgaard Marcus Fribert Thusgaard	POLAND	Monika Woźnica Agnieszka Siłuszek Aleksander Tadeusz Dominiczak
FINLAND	Pinja Salhoja Sofia Savonen Silja Markula Jasper Kurjenniemi Ville Majamaa Kiiia Huttunen	PORTUGAL	Carolina Aguiar dos Reis Mascarenhas Inês Ferreira Rodrigues Nuno Jorge Cruz Silva João Armando Gonçalves Pedro Luís Nunes Cabrita
FRANCE	Olivier Mathieu Hamady Mbodj Marguerite Dutheil	ROMANIA	Oana Mitruț Anca Burlacu Raluca Popa
GERMANY	Alexander Schmidt Clara Maimuna Wudday Drammeh Stephanie Klüter Siegfried Riediger Dominik Naab	SERBIA	Jana Canović
ICELAND	Hulda Solrun Gudmundsdottir Berglind Lilja Björnsdóttir	SLOVENIA	Eva Bolha
IRELAND	Caoimhe FitzGibbon Caillum Hedderman	SPAIN	Melissa Mallada Marina Polo González Manuel Ramos de la Rosa Jaime Penadés Suay Marta Concepción Mederos Ana Vallejo Buitrago Emilio Verche Borges
ITALY	Stefano Casalini Paolo Fiora Venusia Vinciguerra	SWEDEN	Erica Karlsson Oscar Sundås Erik Adell Hellström
LITHUANIA	Beatričė Leiputė Monika Paulauskaite	SWITZERLAND	Rose-Marie Henny Andrea Demarmels
		UNITED KINGDOM	Rosie Austin Allan Simpson Matthew Foster Graham Coulson Nandesh Patel Stephen Morton



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