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REGIONAL SCOUT PLAN 2022-2025 WITH KPIS AND ACTION PLANS
EUROPEAN SCOUT COMMITTEE

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This document presents the Regional Scout Plan 2022-2025 as adopted by the 24th European Scout Conference in Rotterdam, the Netherlands, in July 2022. In December 2022 the European Scout Committee apointed the Operational Framework responsible for implementation of this plan. All Groups Meeting of the Operational Framework was organised in January 2023 where the teams of the teams of the Operational Framework responsible for implementation of this plan developed their Key Performance Indicators (KPIs) and Actions Plan.

This document presents the consolidated version of the Regional Scout Plan with Key Performance Indicators and Actions Plan. More detailed information on the process of the development of the Regional Scout Plan 2022-2025 can be found in Annex 1 of this document.

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FOREWORD

Dear friends in Scouting,

It's been six months since we met in Rotterdam. During the 24th European Scout Conference, Member Organizations voted to adopt the draft objectives of the Regional Scout Plan alongside several important Conference Resolutions and Amendments to the Constitution of the European Scout Region. Since then, the European Scout Committee together with the coordinators and staff has been working hard to define how we will operationalise the Regional Scout Plan in this triennium and translate the Conference decisions into tangible outcomes and impact.

Today we are delighted to present to you the Regional Scout Plan 2022-25 "Strong. Innovative. Green." We thank all the MOs for their active contribution throughout the plan development and are looking forward to the implementation where we invite you to participate with the same enthusiasm.

The Regional Scout Plan (RSP) is guided by our Mission of Scouting and reflects the European Scout Region's active contribution to achieve the World Triennial Plan, while simultaneously setting a strategic direction for the Region as a whole.

The RSP includes five Guiding Principles that we expect all regional work to be built upon; as well as the strategic priorities and 27 objectives that will establish the framework for the next three years.

The plan puts forward an innovative set of objectives and targets, including elevated support for organizational resilience, stronger compliance and support around child and youth safeguarding, taking action to address the climate crisis and developing a climate impact strategy for the Region, widening our influence by working closely with partners and strengthening youth engagement at all levels of Scouting. Perhaps most critically, the plan also outlines a path towards membership development and support of adult volunteers.

We look forward to this exciting journey ahead and working with our Members Organizations to deliver on this ambitious plan together with your trusted guidance and support.

Yours in Scouting,

Matthias Gerth,
Chairperson, European Scout Committee

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Guiding Principles

The RSP guiding principles set a standard for behaviour and attitudes within our organization. Guiding principles are in place to shape our organizational culture and our operating environment. Our guiding principles are important because they can help in decision-making and daily operations. Though many aspects of the Region may change over time, our guiding principles continue to prioritize the important values our organization embodies. Guiding principles are the "DNA of the Region," so to speak. These principles have thus influenced the writing and have influenced the content and prioritization of the objectives. They can also be obviously visible or simply constitute a state of mind expected in the way actions will be implemented to achieve the objectives of the plan.

The Strategic Priorities are the key areas of work that have been determined to be essential in the fulfilment of the Vision and Mission of Scouting in a European context and need to be focused on during the next three years.

After analysis of the data gathered and careful consideration of the situation in the Region, the Guiding Principles have evolved only slightly since the previous RSP and have been recognised as:

CONTINUOUS IMPROVEMENT:

The principle of continuous improvement is an essential part of the WOSM Global Support Assessment Tool Quality Standard (GSAT), and the work of the Region is similarly guided by this principle. Ensuring continuous improvement of the actions, events and processes delivered by the Region is key to good governance and capacity building and goes hand in hand with the aspect of managing and supporting the regional volunteers in delivering their work throughout the triennium. The RSP has been developed with the principle of continuous improvement throughout.

DIVERSITY & INCLUSION:

Considerable progress has been made in relation to Diversity and Inclusion over the last three RSPs, and as we have matured in this area of work it has become ingrained in who we are. In the next three years, the Region will have the chance to reach out to people from more diverse backgrounds. This RSP moves Diversity & Inclusion from a specific project, to being the responsibility of all.

YOUTH EMPOWERMENT

As a Region, we are committed to empowering young people to create a better world. We also recognize intergenerational dialogue as an essential element in the dynamic of Scout education and as being key to achieving genuine youth empowerment. As a result of this we can see younger national leaders and young people taking part in decision making processes across all levels of Scouting.

TRANSPARENCY

We must ensure that the work of the Region is open and transparent. The Region will become a space where information flows freely, is easily found, and allows all of those involved to learn from each other, promoting participation and knowledge-sharing. The Region will ensure that information leading to any relevant action or event is made easily available, clearly located, and communicated in a timely manner.

UNITY

We will continue improving the joint work and alignment with the WOSM Strategy for Scouting. This will be achieved by continuing to work on the synergies between the working structures at World and European levels to ensure the most effective methodologies are in place. This RSP adopts the World Triennial Plan and where appropriate transforms it to meet a European perspective.

OUR M&E APPROACH

The Regional Scout Plan 2022-2025 contains 27 objectives across 3 strategic priority areas. To monitor progress over the triennium, we have established a number of key performance indicators (KPIs). These KPIs help keep the focus on progress in each area of the Regional Scout Plan.

The development of the key performance indicators and the key actions of the teams was coordinated by the Monitoring and Evaluation team (for the KPIs) and the Coordination team (for the Action Plans) and took place over the months of December 2022 and January 2023.

"The key performance indicators (KPIs) refer to measurable values that shows the organisation's progress towards achieving our strategic objectives. We use these KPIs to track the objectives of the World Triennial Plan and monitoring whether they are on track, behind, ahead of schedule, or have been achieved."

The KPI measurement system has been recently improved on recommendations by the Monitoring and Evaluation team to better serve the needs of the Regional Plan. In the 2022-2025 triennium we will monitor our progress using two sets of indicators:

- One **Output KPI for each objective from the Regional Scout Plan**, focused on the outputs and aiming to measure the direct results from the work of the teams.

- One **Outcome KPI for each team**, outcome focused aiming to measure the impact of the work of the teams.

Teams that do not own objectives from the Regional Scout Plan developed up to 3 objectives and appropriately KPIs, enabling us to also monitor and support the progress of the teams that are addressing the interventions inspired by the conference resolutions.

The framework was approved by the Coordination Team and an induction was organised for the team leads. Consequently, 90-minute session was facilitated on the All-Groups Meeting (AGM) in Kandersteg, Switzerland from 19 to 21st January 2023 enabling teams to develop their draft KPIs and Actions. The Monitoring and Evaluation team supported the teams after the AGM to improve their KPIs and by 8th February all teams submitted their revised KPIs.

The OF teams will start the implementation of the actions and the M&E Team will start supporting the teams to monitor and evaluate their progress.

The main sources of measurement will be existing sources of data such as WOSM Services, NSO Data Portal, GSAT and census data. When necessary, other sources of data, for example NSO surveys, will be used starting with the first baseline survey in March 2023.

Reporting to the European Scout Committee and to MOs

The Monitoring and Evaluation Team will apply two methodologies in supporting the teams to monitor and evaluate their work:

1. Support through project management tools and a holistic M&E Organisational Culture

The teams are onboarded and will be supported to use Smartsheet as a tool for the management of their work. This will be one of the tools serving to the M&E Culture of the organisation where teams will regularly update their progress through their actions and task, targeting the set Key Performance Indicators.

A dashboard is developed, enabling interactive overview, and monitoring of the progress of the regional scout plan implementation. The progress is shared and assessable by all teams through transparent dashboards. The European Scout Committee will receive consolidated reports and updates at all their business meetings.

2. Positive Investigative Journalism

Quarterly the M&E team will organise reflection sessions with each team from the operational framework. These meetings will aim to capture the qualitative aspects from the work of the teams and capture the impact and the stories behind.

On the following pages you can find the approved KPIs and the key Teams Actions which highlight the commitment made by the 24th European Scout Conference.

Olivier Mathieu
Monitoring & Evaluation Team lead

STRATEGIC PRIORITIES
ORGANISATIONAL RESILIENCE

It is understood that Covid-19 in particular, has had an impact on all of us. In some instances, or during some time, it has affected the way we do Scouting; in others it has changed the view we have of the world and what is important to us. Regardless of our experiences, there are learnings to be had that can make our organizations stronger and better prepared for any challenges that might arise. Securing our futures by providing opportunities for all to participate in Scouting enables us to contribute towards SDG Goal 10 (Reduced Inequalities). It may not immediately seem like it, but being an example of transparency, inclusiveness, and participation at all levels of the decision-making process is one way Scouting contributes to fulfilling SDG - Goal 16 (Peace, Justice, and Strong Institutions).

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Aim: To keep momentum to achieve the growth targets of the WOSM Vision 2023 and beyond, it is important to strengthen organizations to be more resilient. Building on the knowledge gained from the Covid-19 pandemic will make us better prepared to face existing and future crises. We will identify how we can welcome new populations into Scouting to achieve sustainable and fair growth.

1.1 Membership development

Objectives	Key Performance Indicators	Key Actions
1.1.1. Support MOs efforts to recover from the pandemic and other damaging events to achieve successful growth and leverage the opportunities created.	KPI 1: By 2025, 60% of MOs have developed learning reviews and shared the acquired knowledge with other MOs.	A1: Develop Self-Assessment Tool to Conduct a review of Scouting membership during the pandemic identifying and sharing lessons learned. A2: Promote and strengthen the WOSM Service in growth, to obtain tailored support. A3: Facilitate an exchange (including dedicated growth exchanges and at events such as Academy) on the best practices, opportunities and barriers related to growth, including strategies employed to overcome the challenges of the pandemic.
1.1.2. Promote sustainable membership development and growth of MOs by building and implementing all-encompassing strategies with long-term approaches to growth	KPI 2:60% of the MOs in Europe developed a Growth Plan by 2025.	A1: Support MOs in development and implementation of growth strategies. Actively assist MOs without current growth strategies to develop them informed by best practices. A2: Organise Growth Event and facilitate sharing best practices and development of MO growth action plans. A3: Support membership development strategy development and implementation via Growth Potential Project, GSAT and other existing/new mechanisms.
1.1.3. Support MOs to recruit and retain more youth members and adults from under-represented communities, including by leveraging data insights	KPI 3: At least 20% of the MOs in Europe have grown at least 10% as a result of increasing representation from underrepresented communities by 2025.	A1: Facilitate an exchange on the best practices in relation to maximising opportunities by linking with existing and new communities. A2: Develop projects and events to improve retention, especially in the event of major crises that have an impact on Scouting activities. A3: Facilitate training and best practice sharing opportunities at appropiate events. A4: Enable the inclusive growth in local communities in a culturally appropriate manner. A5: Encourage and support the collection of relative Diversity & Inclusion data collection based on benchmark standards and external sources (i.e., Government, other NGOs etc.) to inform action planning.
Outcome KPI: The membership of the ESR will grow 10% by the end of 2025.		

1.2 Organisational Development

Objectives	Key Performance Indicators	Key Actions
1.2.1 Ensure MOs thrive in shifting realities, supporting organizational resilience through change, crisis, and risk management	KPI 1: 60% of MOs have an active resilience management policy (risk, crisis, change) by 2025.	A1: Develop a Regional Guidance & Matrix on Organisational Resilience and support MOs in onboarding and implementing it in a timely manner to prevent negative impacts on Scouting. A2: Plan and organise a Regional Forum on Organisational Resilience to address matters related to resilience, change, crisis, and risk management and aiming at initiating a lasting, self-organised Regional Organisational Resilience Network. A3: Use existing regional events and networks to support onboarding of Organisational Resilience across the Member Organizations in the European Region and potentially other Regions within WOSM.
1.2.2 Strengthen the Region's capacity to prepare and respond effectively to emerging threats.	KPI 2: Before the end of the triennium, the ESR will have conducted a crisis exercise for the committee, bureau, and operational framework.	A1: Identify external and internal best practice to inform understanding of worldwide organisational resilience strategies and use learnings to update procedures for region and regional events A2: Conceptualise, plan, and run at least one "crisis exercise" to simulate crisis management for members of the Committee, regional volunteers, and staff.
1.2.3 Support MOs to diversify their income sources and to identify the appropriate economic mode that allows them to fulfil their mission	KPI 3: 60% of MOs have an income diversification strategy and action plan by 2025.	A1: Develop a Regional Guidance on Income Diversification and support MOs in onboarding and implementing it. A2: Support the development and delivery of training and support services on income diversification within existing service offers related to Financial Management. A3: Support publicity and knowledge transfer to MOs about public project fund acquisition, in particular through opportunities available from European entities such as the Council of Europe or the European Union.
1.2.4 Strengthen MOs capacity to use internal and external data in their decision-making process	KPI 4: The European Region produces a Toolkit on use of internal and external data in decision-making processes by June 2024.	A1: Promote the use of adequate membership management systems by MOs to develop insights for decision making. A2: Promote the use of external area-specific data (for example: diversity and inclusion, population statistics, youth market share etc.) in recruitment, retention, and other projects. A3: Contribute to the development and launching of a best practice toolkit on data-based work.
1.2.5 Strengthen cooperation and explore potential partnerships with other Regions, building on the strengths and learning needs of the Region and its MOs	KPI 5:The European Region engages with at least three other WOSM Regions to share best practices in the area of Organisational Resilience by the end of the triennium.	A1: Actively invite representatives from other Regions of WOSM to events organised during the Triennium in the area of Organisational Resilience. A2: Include other Regions of WOSM in research and analysis work. A3: Identify suitable events held by other Regions of WOSM in the area of Organisational Resilience and consider attending these.
Outcome KPI: 80% of MOs have implemented proactive measures on organisational resilience by 2025.		

1.3 Safe from Harm

Objectives	Key Actions
1.3.1 Support MOs in the compliance process with the new Safe from Harm membership requirement and develop mechanisms to ensure it.	A1: Through WOSM Services and proactive engagements, support MOs to conduct Safe from Harm compliance assessment and address any potential areas of noncompliance.
1.3.2 Raise awareness of the necessity of organisational review, build the Regions capacity to support MOs in running these processes and encourage MOs in that respect.	A1: Promoting and supporting Safe from Harm compliance among MOs in the Region. A2: Consider offering networking opportunities for MOs to further promote Safe from Harm compliance.
1.3.3 Support MOs in appropriately responding to Safe from Harm cases; ensuring those affected are the top priority.	Through WOSM Services and proactive engagements, support MOs in capacity building to appropiately responding to Safe from Harm cases.
KPI 100% of MOs are engaged with requirements of Safe from Harm compliance by the end of the triennium.	

EDUCATIONALS METHODS

In order to position Scouting as the leading educational movement in modern society, not only do we need to be able to deliver a quality Youth Programme that responds to the ever-changing needs of the world we live in today; we also need to care for the volunteers and find ways to provide a fulfilling experience in Scouting in order to ensure Quality Education (SDG 4) and by finding creative, innovative and efficient solutions, whilst ensuring they are accessible by all (SDG Goal 10 Reduced Inequalities). By working to Maintain the Good Health and Wellbeing (SDG 3) of our members we are contributing to the SDGs.

Aim: To strengthen the Region's core business, we need to identify and develop good and innovative practices in educational methods to address new and emerging challenges. This could be achieved by programme delivery and supporting adults in Scouting to face modern social issues. This will include building on existing good practices in addressing issues such as growing mental health challenges and the opportunities offered by digitalization.

2.1 Youth Programme

Objectives	Key Performance Indicators	Key Actions
2.1.1 Promote digitalization as a development opportunity for youth members and to complement Scouting activities	KPI 1: Deliver sessions or presentation promoting digitalization at 7 physical or digital events during the triennium.	A1: Gather information and ideas regarding digitalization in youth outside of scouting context. A2: Gather information and identify best practices from MOs on digitalisation. A3: Data Consolidation of the gathered information and best practices. A4: Participate in regional event. A5: Pilot innovating tools and concepts for digitalisation created from the data consolidation. A6: Launch findings.
2.1.2 Support MOs to equip youth members with competencies to address misinformation and develop critical thinking	KPI 2: The actions and tools of the region, targeting misinformation and critical thinking have reached 45% of MOs and engaged them in campaign.	A1: Research misinformation and critical thinking in youth and young adults in resources, organisations, and studies outside of scouting. A2: Gather MOs experiences working with misinformation and critical thinking within youth programme. A3: Pilot and evaluate relevant parts and challenges from the world scout initiative on modern skills and competencies. A4: Present findings to region and MOs. A5: Create a campaign strengthening youth understanding of and resilience to misinformation in the democratic and civil structures.
2.1.3 Strengthening the MOs' capacity to empower young people's agency for peace by implementing peace educational resources and offering training opportunities.	To be developed by the Peace Education Team	To be developed by the Peace Education Team
2.1.4 Support MOs to ensure access to and/ or adapt the delivery of Scouting for underserved and underrepresented groups.	KPI 4:The produced tool on programme adaptability has reached 45% of MOs. and 3 MOs participate in a pilot test.	A1: Research MOs experiences reaching new groups and adapting programme to their setting. A2: Create a toolkit from MOs to adapt their programme to underrepresented groups depending on previous findings. A3: Deliver sessions on finding and toolkit during regional events. A4: Launch resources to help MOs adapt programme for underrepresented groups.
2.1.5 Promote and support the adaptation and integration of various elements of the Better World Framework, Earth Tribe, Scouts for SDGs and other relevant topics, chosen with the involvement of MOs, into youth programmes	KPI 5: Deliver 6 promotional activities on Better World Framework, WOSM initiatives and other relevant resources.	A1: Mapping MOs use of WOSM initiatives, Better World Framework, etc. A2: Communicate with WOSM consultants within suitable areas for input and support. A3: Co-operate with Earth tribe project to promote the initiative. A4: Use MO mapping to make informed decisions in communicating and promoting WOSMs initiatives in the region.
Outcome KPI: 55% of MOs are strengthened in facing modern social and digital issues by innovative solutions.		

2.2 Adults in Scouting

Objectives	Key Performance Indicators	Key Actions
2.2.1 Identify and share new and flexible ways of volunteering to better reflect the lives of adults in modern society, maintaining their motivation and engagement	KPI 1: By 2025 75% of NSAs engage in sharing new and flexible ways of volunteering.	A1: Identify other NGOs (and MOs) for similar challenges and potential answers. A2: Provide a platform and sharing of examples to maximise the potential of 'new to Scouts' Adults in Scouting. A3: Share new post pandemic approaches including the need for more volunteers to fill roles and to reduce the demand on their time. A4: Identify the positive points that keep leaders motivated to volunteer for local level (proximity, concreteness, visible impact, etc.).
2.2.2 Enable MOs and the Region* to engage adult volunteers reflective of their communities. *Implemented by the Volunteer Management Team	KPI 2: By 2025 3 pilot projects are in progress in different NSOs addressing ways to make volunteering more reflective of their society *KPI 3: By the end of 2024 produce a report on the analysis of open call applications and selected regional volunteers focusing on the diversity of successful candidates and propose improvement to the selection process to increase it by the end of the triennium.	A1: Identify and, if necessary, develop resources to support and encourage recruitment of volunteers from underrepresented communities. A2: Connect with external bodies who are already conducting research on volunteering. A3: Connect with other NGOs who have similar or different volunteering models and approaches. A3: Establish pilot projects in 3 MOs. A4: Innovate how we engage typically underrepresented populations for Regional Volunteering Roles

Outcome KPI: By 2025 60% of MOs are actively pursuing or started to implement strategic change to their volunteering approach to be more flexible and inclusive.

2.3 Mental Health and Wellbeing

Objectives	Key Performance Indicators	Key Actions
2.3.1 Actively promote good mental health, wellbeing and resilience of adults and youth members in an ever-changing environment	KPI 1: By the end of the triennium, we will engage 20 MO's through 5 educational events and / or individual support to MO's to increase on knowledge, skills and attitudes for mental health & wellbeing	A1: Collect best practices by WOSM and NSOs. A2: Create checklist for in-person events with valuable resources and well-being plan document. A3: Develop a framework for Listening ears. A4: To create programme for understanding self. A5: Support events with implementing Listening ears framework and well-being checklist & delivering events about understanding self-programme A6: Map mental health and well-being existing capacities within the Scout Method. A7: Cooperating with relevant OF teams (where agreed) to support implementation of mental health and well-being in regional practices. A8: Establish synergies with other OF teams.
2.3.2 Strengthen the online safety of young people and manage a level of self-assurance that respects one self and others.	KPI 2: Implement a 12-month calendar of online events, campaigns and resources that engage MO leaders and young people in the transversal topics outlined in the objective	A1: Create and implement a rolling 12-month plan of events, media campaigns, communications etc. A2: Support events with implementing Listening Ear framework and online well-being checklist A3: Create checklist for online events with valuable resources

Outcome KPI: 50% percent of European region MOs are implementing more mental health and wellbeing practices.

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ENVIRONMENTAL SUSTAINABILITY

Every day we witness the impact of climate change and other environmental harms, either by being affected by it directly, or from a distance. It is not just something we all have a responsibility to act on, but it is a major concern for young people. By focusing on building our competencies to educate and change our behaviours in relation to the environment we can make a positive impression on our contribution to SDG Goals 12 (Responsible Consumption & Production), 13 (Climate Action), 14 (Life below Water) & 15 (Life on Land).

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Aim: The Region will consider the impact of its actions on the planet and explore how we can contribute to environmental sustainability through building on our educational content, advocacy and changing behaviours. It is important to note the need to evaluate and adapt our activities and operations for a greater respect of our common good.

3.1 Environmental education

Objectives	Key Performance Indicators	Key Actions
3.1.1 Strengthen the Region's* and MOs competencies in relation to environmental sustainability	KPI 1: By the end of Triennium we will have offered 3 opportunities for 6 MO's to network and exchange in order to better adapt their programme in the area of environmental sustainability education.	A1: Offer guidance and support for workshops at Regional Events for young people and adults with a common theme of environmental sustainability. A2: Provide tools at Regional Events for young people and adults with a common theme of environmental sustainability. A3: Open new and existing communication channels for MOs on sustainability.
*Implemented by the Sustainability team	*KPI 2: Creating a strategy by November 2023 that minimises the harmful environmental impact of events and begins to implement measures to achieve climate neutrality in regional operations by 2030 at the latest.	*A4: Create position papers on relevant subjects to be shared with MOs.
3.1.2 Empower Youth members to function as advocates for environmental sustainability in their MOs and amongst other young people.	KPI 2: By the end of the Triennium we will have trained at least 100 young people to broaden their understanding and support them to take action in the area of environmental sustainability.	A1: Offer guidance and support for workshops at Regional Events for young people and adults with a common theme of environmental sustainability. A2: Provide tools at Regional Events for young people and adults with a common theme of environmental sustainability. A3: Open new and existing communication channels for young people on sustainability. A4: Provide opportunity for young people to challenge their individual perspective and perspective of communities.
3.1.3 Support MOs with competences in adapting to the consequences of climate change that affect or will affect scout activities in the Region.	KPI 3: By the end of the Triennium we will have provided 3 opportunities for 6 MOs to network and share their strategies to mitigate the consequences of climate change.	A1: Support and give guidance on how to incorporate climate change adaptation education at Regional Events.
Outcome KPI: During the Triennium we will train and support 6 MOs and 1000 young people to broaden their perspective and take actions in the area of environmental sustainability within their local community.		

3.2 Strategic Partnership

Objectives	Key Performance Indicators	Key Actions
3.2.1. Develop and support partnerships with science and academic partners to promote understanding in relation to environmental sustainability issues	KPI 1: At 7 Regional Events during the Triennium, we will provide space for external partners in the area of science and academia to share new and innovative insights in the area of sustainable development with young people and MOs.	A1: Encourage Regional Events to create spaces and opportunities to enable external partners to share their expertise in Environmental sustainability.

A2: Encourage young people to utilize local external partners within their local projects.

A3.1: Collaborate with Ex Reps to map out the relevant Earth Tribe external partners.

A3.2: Encourage the other area of operations to develop mutual and meaningful external partnerships with science and academia in environmental sustainability field. |
| 3.2.2 Maximize the opportunities offered by partners to increase awareness, understanding and action amongst our membership to reduce our harmful impact on the planet. | KPI 2: At 7 Regional Events and the following local projects delivered by young people, we will make use of the relevant tools and resources created through partnerships. | A1: Make sure space is available to utilise existing networks at Regional Events.

A2: Utilize tools and resources created with existing partners at Regional Events. |
| **Outcome KPI: During the Triennium we will train and support 6 MOs and 1000 young people to broaden their perspective and take actions in the area of environmental sustainability within their local community. *SAME AS 3.1 AREA** | | |

3.3 Environmentally Sustainable Region

Objectives	Key Actions
3.3.1 Minimise the harmful environmental impact of events.	A1: Promote the monitoring and measuring of the environmental impact of events (Regional, national, etc.) using the sustainable events checklist.

A2: Start the use of responsible consumption and compensation policy in the European Scout Region.

A3: Pilot and promote the use of the Organizational Performance Self-Assessment Tool focused on sustainability.

A4: Ensure the Region is proactive and is a role model in the organisation of sustainable events and operations. |
| 3.3.2 Begin to implement measures to achieve climate neutrality in regional operations by 2030 at the latest. | A1: Conduct Climate Impact Assessments of activities and travel.

A2: Use the Regional Sustainability Monitoring Tool to identify and track the areas of concern as well as the impact of the measures taken.

A3: Use the lessons learned during the pandemic to maximise use of online meetings where this is a realistic and effective alternative to in-person meeting.

A4: To produce a Sustainability Strategy to enable the ESC to take informed decisions towards our Region's carbon neutrality by 2030. |
| **Outcome KPI: Creating a strategy by November 2023 that minimizes the harmful environmental impact of events and begins to implement measures to achieve climate neutrality in regional operations by 2030 at the latest.** | |

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OPERATIONAL FRAMEWORK 2022-2025

To deliver on the ambitious objectives set out in the Regional Scout Plan, the ESC has established an Operational Framework comprised of different teams.

The Operational Framework (OF) of the European Region represents the structure for our volunteers collaborating to oversee and implement our Regional Scout Plan 2022-2025 (RSP).

In this triennial cycle, the Operational Framework is largely grouped into three key Areas of Operation (AoO):

• Organisation

• Innovation

• Education

These areas are supported and overseen by the "C-Team" or Coordination Team which involves three volunteer Coordinators, one attached to each area, two members of the European Scout Committee, and three staff members from the World Scout Bureau - Europe Support Centre.

Operational Framework 2022-2025
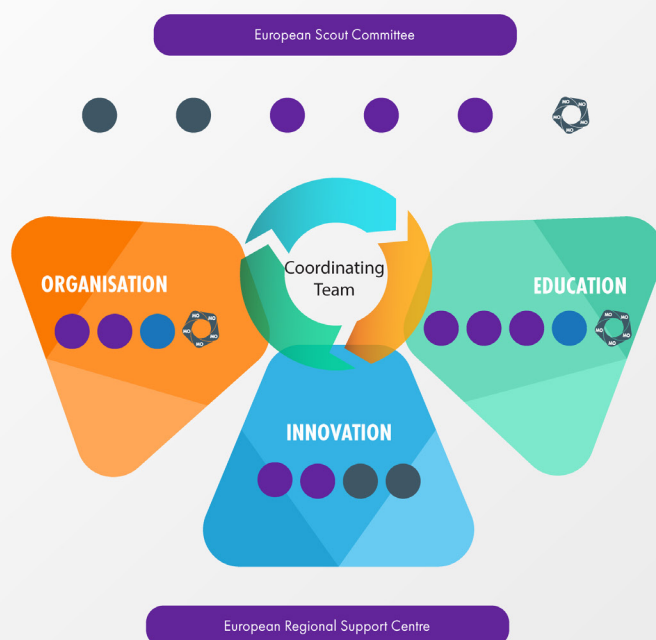
Allan Simpson (UK),
Organisation AoO

Monika Woźnica (Poland),
Education AoO

Máire Fitzgerald (Ireland),
Innovation AoO

Organisation AoO is made up of three closely linked teams that have a set of ambitious objectives and matching actions. Members of the teams are enthused to deliver these actions and support the sustainable growth of the region. The plans developed will not only seek to identify collaborations between the teams in the AoO, but also across the OF.

Membership Development embeds our guiding principles in its consideration of how to expand our tools to enable membership growth in the region. The team is setting an ambition for how it builds upon the existing tools and mechanisms that we have in the region, to support MOs accelerate growth ambitions. Alongside this, the Organisational Development team have a broad ranging set of objectives that will stretch and challenge our understanding and implementation of organisational resilience, both at a regional level and within MOs. Finally, the Impact of Scouting team continues to lead the way on behalf of the region and world level in defining a robust approach and building the core skills for impact measurement in WOSM.

Thanks to the contributions from MOs in the preparation of the RSP and the embracing of the objectives by the teams in setting their action plans, I am looking forward to seeing the AoO help the region meet its RSP objectives.

Education area of operation is covering four main sections of the RSP - Youth Programme with the emphasis on environmental education, Adults in Scouting and Mental Health aspects concentrated on broadening awareness.

Each area will take strong turn on finding new ways of approaching known topics. Both qualitative research and targeted delivering.

By the end of triennium, youth programme area will offer proposals on innovative, up to date (incl. digital) methods of delivering the programme to youth; adults' section will show refreshed approach to volunteering.

Earth Tribe team will advocate and skill young people in environmental education throughout regional events. Support for mental health implementation will be offered through examples and practical tools by mental health team.

Further developments in the education area will focus on peace awareness following the international agenda. Along main areas of interest, all teams will work strongly with our Diversity and Inclusion principal, specifically on the methods of including the underrepresented communities (both among youth and adults) in the scouting movement

The Innovation area of operations brings together three teams: The Continuous improvement team, the Youth Empowerment team, and the Joint Follow Up Task Force.

The work of the team in the Innovation area of operations will address the resolutions from the 24th European Scout Conference and will bring innovations in addressing our organisation's ambitions for youth empowerment, joint work, and continuous improvement.

The Youth Empowerment team guided by the Conference resolution will work on a regional action plan for Youth Empowerment and create a regional framework for implementing the WOSM Youth Engagement Strategy.

The Joint Follow-Up Task Force is working to improve existing joint working methods, in collaboration with WAGGGS, and will support the European Scout Committee in defining methods for, and monitoring the implementation of the Joint Action Plan.

The Continuous Improvement team will support the Committee and Operational Framework, ensuring the capacity to adjust and respond to any unexpected challenges, simultaneously building knowledge and challenging how we operate – pushing us to consider how to do it better.

I'm looking forward to supporting this area of operations and I'm excited for all outcomes that will be delivered through this journey.

These teams are made up of ESC members, volunteers recruited through the Regional open call and WSB staff, and will work jointly towards delivering 2022-2025 OPERATIONAL FRAMEWORK on the objectives for the triennium.

The Open Call was finalised by reaching the deadline for the 2nd phase (team identification). Out of the 302 volunteers in the Regional Pool endorsed by their respective associations, 212 have expressed an interest in one of the teams. More than 100 volunteers were finally appointed to be part of the current Operational Framework.

Outside these three key areas there are a number of additional structures directly reporting to the European Scout Committee.

These are:

- Sustainable Region Team
- Monitoring and Evaluation Team
- Volunteer Management Team
- External Representatives Team
- Peace Education Team
- Youth Representatives Network
- RSP 2025-2028 Taskforce
- Candidate Journey Taskforce

Directly supported by the World Scout Bureau - Europe Support Centre are:

- Consultants Teams working on Safe from Harm Compliance and on Crisis Response
- Regional Decision Committee

Together, all these teams will work to ensure a strong regional impact over the coming three years!

Youth Empowerment Team / Conference Resolution 24ESC-02 (2022) Youth Involvement

Objectives	Key Performance Indicators	Key Actions
Develop and implement a Regional Action Plan for Youth Empowerment in the European Scout Region	KPI 1: Young people from 60% of European NSOs have been actively involved in the development of the regional action plan for Youth Empowerment which will be in the implementation phase by 2025.	A1: Conduct a situational analysis, considering internal and external resources and best practices. A2: Develop the Regional Action Plan A3: Implement the Regional Action Plan
Create a regional framework for the implementation of the WOSM Youth Engagement Strategy	KPI 2: 50% of the European NSOs engaged in the creation of the regional framework for the implementation of the WOSM Youth Engagement Strategy by 2025.	A1: Monitor developments at Regional and World levels. A2: Understand the response of MOs in the European Scout Region to the WOSM Youth Engagement Strategy. A3: Develop regional framework for the implementation of the WOSM Youth Engagement Strategy in the European Scout Region.
Outcome KPI: 20% increase of young delegates and candidates to the 25th European Scout Conference compared to the 24th European Scout Conference.		

Joint Work Follow-Up Task Force / Conference Resolution 24ESC-04(2022) Facilitating international exchange in Scouting and Guiding

Objectives	Key Performance Indicators	Key Actions
Improve existing joint working methods, in collaboration with WAGGGS	KPI 1: by Q1 2024, a set of recommendations regarding Joint working methods will be ready.	A1: Conduct a Stakeholder consultation & SWOT Analysis. A2: Develop a concept paper on innovating working methods. A3: Summit on Joint Work with WAGGGS.
Support the ESC in defining methods for, and monitoring of the implementation of the Joint Action Plan	KPI 2: by Q3 2023, a Monitoring & Evaluation framework is set for Joint Work.	A1: Define the framework for the follow-up of the Joint Action Plan. A2: Define the processes and procedures to monitor the implementation of the Joint Action Plan and its reporting to the Committees and the MOs. A3: Develop KPIs for successfully achieving the actions in the Joint Action Plan.
Outcome KPI: By the end of 2025, the European Scout Region will be equipped with at least 2 relevant tools for Joint Work with WAGGGS		

Peace Education Team / Conference Resolution 24ESC-E01 (2022) Humanitarian Crisis in Europe

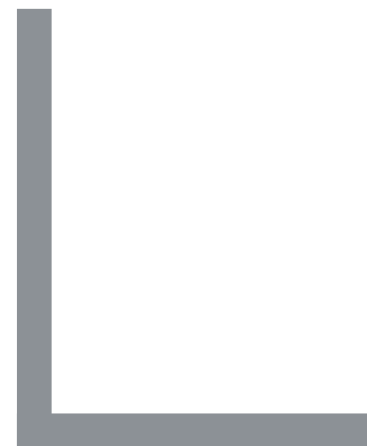| Objectives	Key Performance Indicators
Strengthening the MOs' capacity to empower young people's agency for peace by implementing peace educational resources and offering training opportunities	KPI 1: By the end of the triennium, 15 MOs will be engaged in educational training events, to increase knowledge, skills and attitudes for Peace Education topics, and 5 MOs will implement individually new educational components in their MOs' structures
Strengthening MOs capacity to monitor and increase their humanitarian preparedness by building and reaffirming partnerships with humanitarian/ civil organisations.	KPI 2: By the end of the triennium, 4 UAct MOs will have established long term national partnerships with humanitarian organisations and 25% of MOs across the Region will be equipped to leveraging existing or new partnerships to support preparedness and crisis management.
Promoting a culture of peace by supporting MOs to integrate and consolidate humanitarian preparedness, Safe from Harm and active inclusion in their organisational structures and approach.	KPI 3: By the end of the triennium, 4 MOs will collaborate in pairs in development and implementation of educational and organisational practices for reaching-out to underrepresented or at-risk groups and enforcing their Safe from Harm policy to promote a culture of peace between MOs within ESR, and at least 10 MOs across the Region will improve their practices related to promoting a culture of peace within their organisation
Outcome KPI: By the end of 2025, the European Scout Region will be equipped with at least 2 relevant tools for Joint Work with WAGGGS	

Additional structures directly reporting to the European Scout Committee

Volunteer Management

Objectives	Key Performance Indicators	Key Actions
Enable the Region to engage adult volunteers reflective of their communities.	KPI 1: By the end of 2024 produce a report on the analysis of open call applications and selected regional volunteers focusing on the diversity of successful candidates and propose improvement to the selection process to increase it by the end of the triennium.	A1: Innovate how we engage typically underrepresented populations for Regional Volunteering Roles. A2: A2: Analyse the applicants, surveys and practises from the previous open calls. A3: Prepare guidelines for the selection process for the C-team and TLs to further improve the diversity of the successful candidates.
Monitor the Regional volunteers' motivation and satisfaction and, if required, propose corrective measures to the C-Team and support their implementation.	KPI 3: The average satisfaction level of Regional Volunteers is at least 85 % by the end of triennium.	A1: Develop a standardised satisfaction survey for regional volunteers and implement its usage on a regular basis. A2: Monitor volunteers' motivation and satisfaction on a regular basis, propose corrective measures and support their implementation.
Improve the Volunteer Lifecycle reviewing and improving existing VM materials, developing a standardised Performance Review System and designing an onboarding and exit processes.	KPI 4: At least 80 % of Regional Volunteers have undergone a performance management at least once during the triennium.	A1: Review existing VM materials and connect them to the volunteers' life cycle. A2: Develop and implement a standardized Performance Review System for regional volunteers. A3: Further develop the onboarding process for regional volunteers and implement changes. A4: Develop an existing process for regional volunteers and implement it by the end of the triennium.
Outcome KPI: In 2025 the European Regional Volunteers followed the full Adults in Scouting lifecycle enabling them to stay satisfied and motivated in delivering the Regional Scout Plan.		

Regional Decision Committee

Objectives	Key Performance Indicators
Supporting NSOs by granting projects which contribute to their development in the key areas of WOSM and NSO priorities	KPI 1: Review and process 80% of applications and reports within 3 months
Monitor the projects and offer appropriate support during the reviewing and follow up process	KPI 2: 80% of the beneficiaries are satisfied or very satisfied with the process.
Uphold transparency and increase awareness of the RDC work through continuous communication with NSOs, WOSM Europe region and in collaboration with the global MoP team	KPI 3: The RDC is accessible and available to give evidence-based answer to any worry or question.

Impact of Scouting

Objectives	Key Performance Indicators	Key Actions
Develop and pilot impact measurement toolkit and create prototype of Impact of Scouting Service through the MIYO (Measuring Impact of Youth Organisations) Project in partnership with Academic Partners and other youth organisations	KPI 1: By April 2024, we will have delivered a prototype of Impact of Scouting Service with trained 20 consultants on Impact measurement toolkit.	A1: Development of the Impact measurement toolkit. A2: Pilot tests with five NSOs. A3: Development of the prototype of Impact of Scouting Service.
Ensure further promotion of Impact of Scouting Service.	KPI 2: 5 different promotional methods of Impact of Scouting Service will have been used by the end of Triennium.	A1: Improvement of Impact of Scouting Service. A2: Dissemination and promotion of Impact of Scouting Service.
Explore way forward for Impact of Scouting Services, reflecting on community and institutional impact.	KPI 3: By the end of Triennium, we will have delivered a Recommendation Paper on way forward to develop further Impact of Scouting Service.	A1: Community Impact studies methodology development.
Outcome KPI: At least 20% of MOs have measured their Impact of Scouting in 2022-2025 Triennium.		

External Representatives Team

Objectives	Key Performance Indicators	Key Actions
Secure effective engagement and represent the interests of Scouting in the democratic changemaking of Europe Engage Scouts and represent the interests of Scouting in the democratic changemaking of Europe	KPI 1: Develop a Scout call to action in the framework of the European Elections 2024 together with representatives from at least 9 NSO's/NSA's from across the Region.	
Ensure quality external representation that supports the positive image of Scouting and promotes the interests of Scouting	KPI 2: Develop an external relations strategy by Spring 2024 to support prioritization of our advocacy goals and ensure continuity in our external relations across individuals	A1: Hold a leading role in representing non formal education. A2: Develop an advocacy strategy that focuses on key priorities of Scouting. A3: Make use of the policy papers while representing externally.
Enhance internal cooperation and communication flow within the European Scout Region that enables well-informed representation	KPI 3: Cooperate with at least two Operational Framework teams per year to engage in an external setting relevant to our shared scope of work	A1: Support NSO/As in their advocacy to apply European frameworks, programmes and policies in their work. A2: Ensure continuous development and improvement of the Position Papers.
Outcome KPI: Support an improved policy environment for Scouting by improving the image of Scouting in Europe with external stakeholders in line with our values, principles, and strategic priorities.		

Monitoring and evaluation

Objectives	Key Performance Indicators	Key Actions
Monitor the delivery of the Regional Scout Plan	KPI 1: 100% of the teams in the OF and objectives are covered in the monitoring process by March 2023	A1: Train TLs before the AGM A2: Accompany the teams during and after the AGM in building their KPIs A3: Set up an operational monitoring tool, including a part accessible to all NSOs from the internet.
Provide a midterm report to be published in February 2024 and a final term report to be published in June 2025, using innovative and creative ways of deliver	KPI 2: Produce the mid-term and final report on time.	A1: Implement a journalistic approach to monitoring the activities of each team. A2: Identify the most appropriate and innovative ways to share the reports. A3: Produce and publish the mid-term and final report. A4: Present the final report at the 2025 conference.
Support the operational framework teams in reflecting on the projected impact of their actions in the deployment of the RSP and take care of the organisational M&E culture and its implementation across all governance and executive levels of the organisation.	KPI 3:80% from the teams of the OF are satisfied with the support from the M&E Team.	A1: Organise the team for a personalised follow-up of each team with a dedicated referent. A2: Take advantage of the meetings with the teams to accompany them in the analysis of their progress and the reflection on the relevance of the impact of their actions. A3: Offer regular information/training sessions on the M&E culture (campfire, keynote, etc.).
Outcome KPI: At the end of the triennium, 80% of the teams feel that they have fully incorporated the M&E approach into their project management process.		

ANNEX 1: BACKGROUND ON DEVELOPING THE REGIONAL SCOUT PLAN

1

The first draft of the Regional Scout Plan 2022-2025 has been developed following the data gathering and consultations carried out throughout 2021. This has involved collecting and analysing information from Region publications and reports, then a PESTEL assessment ahead of consultations with MOs through a survey and meetings during the World Scout Conference, staff and regional volunteers, and through the Youth Voices Programme. It also includes an exercise to align the Regional Scout Plan with the recently approved World Triennial Plan.

2

The views expressed by the ICs in the Member Organizations' consultations were considered and collated to identify priorities. These were then compared with the views of staff, region volunteers and youth voices to enhance any elements. Finally, initial ideas on strategic priorities were 'tested' with ICs during focus groups.

3

After the release of the first draft on November 30th, 2021, the European Region held a Campfire where the draft was presented, and participants had a chance to exchange their first impressions on the content of the RSP. After this, MOs were given the opportunity to give input on the Strategic Priorities themselves and suggest objectives to address them through the Focus Groups set in January 2022.

4

In addition, several meetings were held with volunteers and staff of the region to provide additional information on the different projects and working groups from the RSP 2019-2022. Following these consultations, no major changes to the structure, guiding principles or Strategic Priorities were required.

5

The European Scout Symposium was organised from 18 to 20 March 2022. More than 100 representatives from MOs contributed to the development of the objectives of the Regional Scout Plan through interactive work and resulted in delivering the second draft of the Regional Scout Plan.

6

The Regional Scout Plan was available to delegations 3 months before the 24th European Scout Conference. Each MOs was able to provide amendments to the proposed objectives of the Regional Scout Plan.

7

The 24th European Scout Conference provided spaces for delegates to discuss the proposed objectives and suggest potential actions. 11 Amendments was proposed to the Regional Scout Plan objectives. MOs voted on each of the amendments and then approved the Regional Scout Plan.

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