



Annex A: Background Document to the Regional Scout Plan 2025 - 2028

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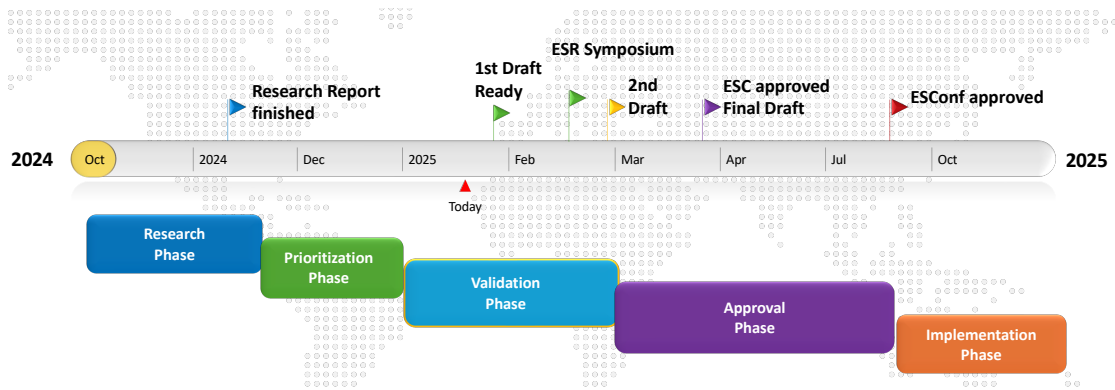
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THE PROCESS OF DEVELOPMENT



The development of the Regional Scout Plan (RSP) 2025–2028 involves a collaborative and phased approach, including consultations, feedback collection, workshops, and validation processes with stakeholders across the region. For a detailed timeline and process description, please refer to the [Padlet timeline](#).



The foundation for the development of the Regional Scout Plan for the period 2025–2028 lies in the [World Strategy for Scouting \(2024-2033\)](#). This strategic alignment ensures that the Regional Plan contributes meaningfully to the broader objectives of the global movement.

The development process begins with the [WOSM Planning Framework](#), which serves as a structured methodology for identifying and addressing regional priorities. The initial step involved examining the comprehensive library of objectives outlined within the framework. Member Organisations (MOs) were then invited to actively participate in the process by prioritising the objectives that they believe should be addressed in the Regional Scout Plan.

WOSM Strategy for Scouting and The WOSM Planning Framework



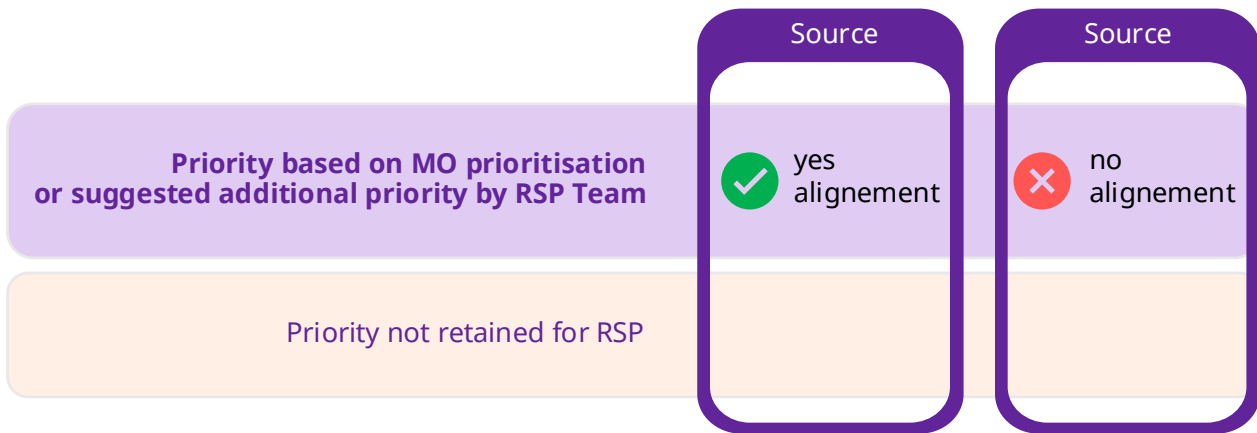
RESULTS FROM THE PRIORITISATION FROM MOs AND ANALYSIS

This chapter presents the results of the prioritisation process carried out with MOs, the Operational Framework (OF), and the subsequent analysis of their inputs. Through an inclusive and data-driven approach, the region has gathered insights into the key areas of focus that reflect the needs, challenges, and aspirations of MOs.

The findings from this process serve as the foundation for shaping the Regional Scout Plan, ensuring alignment with the realities of MOs while fostering a collective vision for the movement's growth and impact. The analysis highlights trends, common priorities, and areas requiring strategic attention, providing valuable direction for the next steps in regional support and development



Document Legend



Key findings

~~Text Example~~ – Objective Text change proposed

Text Example – Objective Text removal proposed

Prioritisation points: The reference to prioritisation points refers to the Members Organisations voting on the proposed objectives from the WOSM Triennial Plan Framework. Each Members Organisation scaled the priority to address each objective under the priorities. Depending on the position on the scale each objective accounted points from their rank position. The highest rated objective accordingly was ranked 1st and accounted 1 point. The lowest in the scale will account 4 or 5 points. Accumulatively, the objectives with lowest accumulated points are the one with then highest priority.



1. Innovate education

	World Plan	GSAT findings	Curent RSP	MO feedback	OF feedback
1.1 Through the Scout Movement young people will be able to enjoy more innovative, flexible, relevant and attractive youth programmes which leverage technology to offer more transformative and competencybased learning experiences.	✓	✓	✓	✓	✓
1.2 The Scout Movement will transform its approach to peace education to meet today's changing realities, empowering young people to create peace in their communities, celebrate diversity and contribute to a culture of inclusivity.	✓	✗	✓	✓	✗
1.3 Young people in the Scout Movement have developed better competencies to minimize environmental impact, promote sustainable living models and become changemakers for environmental sustainability	✓	✗	✓	✗	✗
1.4 The Scout Movement will be the world's leading provider of youth leadership development, ensuring young people can shape their realities.	✓	✗	✗	✗	✓
1.5 Competencies developed by young people through the Scout Movement will be better recognised as relevant and transferable to the outside world.	✗	✓	✗	✓	✓



In the first strategic priority of the Strategy for Scouting, MOs prioritised Objectives 1.2 and 1.5. In addition, Objective 1.5 was highly emphasised during the consultation with the young people as objective they look forward to being implemented.

The analysis showed that the third-ranked objective, 1.1, was only 5 points behind (158 compared to 163).

Additionally, comments received from MOs clearly indicated a strong request to continue work related to the content of Objective 1.1. This feedback confirms that Objective 1.1 is also a core priority for the next World Triennial Plan. Therefore, the RSP team recommends including Objective 1.1 as the third objective in the RSP for the 2025–2028 period.

2. Strengthen diversity and inclusion

	World Plan	GSAT findings	Current RSP	MO feedback	OF feedback
2.1 The Scout Movement has identified and actively reduced barriers to allow more young people and adults to experience Scouting and participate at all levels.	✓	✓	✗	✓	✓
2.2 The Scout Movement will be more flexible and inclusive, reaching all communities, everywhere.	✓	✗	✓	✓	✓
2.3 The Scout Movement has increased gender representation in Scouting towards equitable membership, participation and decision-making.	✗	✗	✗	✓	✗
2.4 The Scout Movement has transformed its approach to embedding a culture of diversity, across all of its levels.	✗	✗	✗	✗	✗

In the second priority of the Strategy for Scouting, MOs have very clearly emphasised Objectives 2.1 and 2.2. Building on the practice to address this area as guiding principle, considering the recommendations from the European Scout Committee (ESC) and the findings from the analysis (including objectives already covered by the World Triennial Plan and feedback from MOs about continuing with the current methods in this area), the RSP team recommends that these objectives should not be included in the RSP 2025–2028 period. Instead, **this area should be addressed as a guiding principle: Diversity and Inclusion.** In addition, the recommendation is supported by the establishment of Area of Work (Operationalisation of the World Triennial Plan) on global level that will provide significant focus addressing the area.

The goals of this Area of Work are:

1. **Provide Tailored Support:** Assist National Scout Organisations (NSOs) in expanding into new communities by offering updated programmes, access to inclusion-focused training, and a deeper understanding of the seven key ingredients for growth.
2. **Leverage Insights from the 2024 World Diversity and Inclusion Survey:** Use survey findings to identify barriers and opportunities for NSOs, developing support networks and services that proactively address these challenges.
3. **Reach Marginalised Communities:** Enable NSOs to engage with new communities by recruiting volunteers and young people from marginalised and underrepresented groups through impactful advocacy and communication campaigns.



3. Guarantee safeguarding and wellbeing

	World Plan	GSAT findings	Curent RSP	MO feedback	OF feedback
3.1 The Scout Movement will be a global leader in safeguarding and wellbeing, creating a culture that ensures a safe environment for its members and the community.	✗	✗	✗	✓	✓
3.2 The Scout Movement has established the necessary measures, mechanisms, and capacities to ensure every member is safe across all of its levels.	✓	✓	✓	✓	✓
3.3 Young people and adults will be empowered to be leaders on well-being receive support to ensure their to be leaders on well-being throughout their volunteering experience in the Scout Movement and their communities	✓	✗	✓	✗	✗
3.4 Young people and adults will be empowered to be leaders on Safeguarding in the Scout Movement and their communities.	✗	✗	✗	✗	✗



In the third priority of the Strategy for Scouting, MOs have clearly emphasised Objectives 3.1 and 3.2. The RSP team analysed the responses from MOs in greater detail and identified a strong preference for Objective 3.1 over Objective 3.3, with a notable difference of 31 points. This highlights a divergence from the ambitions outlined in the World Triennial Plan and reflects a desire for the Europe Scout Region (ESR) to lead in safeguarding efforts. Accordingly, the RSP team proposes that Objectives 3.1 and 3.2 be included in the RSP 2025–2028.

Furthermore, through the Youth Focus Group Consultations, a clear priority was raised to address the support of volunteers in mental health and wellbeing. As result the RSP Team proposes to amend the objective 3.3 as a Regional Specific Objective, with focus on support to volunteers and young people, aligned with the current maturity on this topic.

4. Value volunteering

	World Plan	GSAT findings	Curent RSP	MO feedback	OF feedback
4.1 The Scout Movement will have increased the number of new volunteers involved in the movement and retention of existing volunteers to provide quality programmes to more young people.	✗	✓	✗	✓	✓
4.2 The Scout Movement has adopted flexible and inclusive volunteer frameworks which increase participation and volunteering opportunities across all levels.	✓	✓	✓	✗	✓
4.3 The Scout Movement will be proactive in attracting and retaining volunteers with diverse backgrounds and competencies.	✓	✗	✗	✗	✓
4.4 The Scout Movement will transform volunteering to advance future collaborations with academia and partners and enabled to measure the collective impact.	✗	✗	✗	✗	✗
4.5 There will be increased recognition of volunteer Scouting competencies as vital and valuable inside the Scout Movement and transferable to the outside world.	✗	✓	✗	✓	✗



In the fourth priority of the Strategy for Scouting, MOs prioritised Objectives 4.1 and 4.5. This was the only priority where European MOs did not prioritise any objectives included in the World Triennial Plan. The analysis revealed that the third-ranked objective, 4.2, was only 2 points behind 4.5 (150 compared to 152). Furthermore, comments received from MOs indicated a clear request to continue work related to the content of Objective 4.2. This feedback confirms that Objective 4.2 is also a core priority for the next World Triennial Plan. Therefore, the RSP team recommended to include Objective 4.2 as the second objective in the RSP 2025–2028.

The analysis shown that the nature of the objective 4.5 is close to the objective 1.5. (focused on all young people). Following the recommendations from the Operational Framework to not overload the plan and to implement an incremental approach across the 3 trienniums, the RSP team recommends that 4.5 could be built on top of 1.5 in the next triennium. Furthermore, removing this objective provides room to focus more on 1.5 which was a strong priority for the young people in the consultation process. The RSP Team accordingly propose not to address this objective in the next 3 years and consider it as objective for one of the future trienniums to ensure continuation and continuous improvement.

5. A fit for purpose organisation

	World Plan	GSAT findings	Curent RSP	MO feedback	OF feedback
5.1 The Scout Movement has transformed its Governance Structures, organisation models, and decision-making, ensuring its ability to provide quality and relevant Scouting for the future.	✗	✓	✗	✗	✓
5.2 The Scout Movement has increased the financial sustainability on all levels through responsible approaches to generate diverse income streams and ensure efficient resource and financial management.	✓	✓	✓	✓	✓
5.3 The Scout Movement will be prepared for the impact of climate change on our organisations and implement regional climate sustainability strategy and actions across all operations.	✓	✗	✗	✗	✓
5.4 The Scout Movement's governing and operational bodies have increased diverse representation at all levels.	✗	✗	✗	✗	✗
5.5 World Regional Scout Events are accessible for each member and have enhanced their organisational frameworks, accountability, and risk management, and operational processes, ensuring positive and safe learning experiences for participants. to create safe, inclusive, and enriching experiences. They prioritize sustainability and ensure coseffective participation, giving everyone a fair chance to take part.	✗	✓	✗	✓	✗



In the fifth priority of the Strategy for Scouting, MOs prioritised Objectives 5.2 and 5.5. A deeper discussion and analysis of the responses regarding Objective 5.5 was conducted, taking into account the nature of the objective (World Event) and the fact that it is already addressed in the World Triennial Plan. Based on the narrative feedback from MOs, the RSP team concluded that there is a clear desire to address this objective within the context of the European Scout Region. Accordingly, the team proposes to move forward with the objective with amendment of the wording from "World" to "Regional."

Furthermore, based on the narrative feedback from MOs, the RSP team identified a strong recommendation to continue work on climate sustainability actions related to Objective 5.3. On top of this, during the youth consultations, it was underlined the necessity to address the sustainability and safety aspect of the regional events. Furthermore, regarding inclusivity, it was requested to keep in mind the cost impact on the participation of the youth and equal and fair representation of each and every MOs in the region.

Despite Objective 5.3 being ranked behind 5.5 and 5.1 by 43 (22) points, the RSP team proposes that it be considered as the third objective in the RSP 2025–2028. Based on the recommendations by the Operational Framework and the European Scout Committee and the analysis that at the moment there is an active strategy and road map in place, the RSP team propose the 5.3 objective forward amended as regional specific objective.

6. An adaptable organisation

	World Plan	GSAT findings	Curent RSP	MO feedback	OF feedback
6.1 The Scout Movement has built its research capacities and embedded effective mechanisms across the organisation to measure the impact of Scouting and allow for data-informed decision making.	✓	✓	✗	✓	✓
6.2 The Scout Movement will be more proactive in anticipating and adapting to overcome internal and external challenges.	✓	✓	✓	✓	✓
6.3 The Scout Movement has leveraged digital opportunities to optimise the organisational processes and approaches for stronger impact.	✗	✗	✓	✗	✗
6.4 The Scout Movement will be a connected and agile organization, strategically using our collective experiences and practices to drive impactful outcomes.	✗	✗	✗	✓	✓



In the sixth priority of the Strategy for Scouting, MOs prioritised Objectives 6.2 and 6.4. The RSP Team analysed the nature of the prioritised objectives and cross-referenced the narrative recommendations from MOs. No interrelations were found for Objective 6.4, while encouragements were linked to continuing work on organisational resilience connected to Objective 6.2. This objective is also addressed by the World Triennial Plan.

Taking into account the recommendations from the ESC to limit the number of priorities address in the next 3 years and the findings from the analysis, the RSP team recommends that these objectives should **not be proposed in the RSP 2025–2028**.

7. An influential organisation

	World Plan	GSAT findings	Curent RSP	MO feedback	OF feedback
7.1 The Scout Movement enhanced its external visibility on the value of Scouting's transformative impact for individuals and communities.	✓	✗	✗	✗	✗
7.2. The Scout Movement will have developed stronger strategic partnerships to increase the impact and be recognized as valuable actors in addressing the needs of both the membership and wider communities	✗	✗	✗	✗	✓
7.3 The Scout Movement has empowered children and young people to become agents of change in decision-making and advocacy, in and outside of Scouting.	✗	✗	✗	✓	✓
7.4 The Scout Movement will be a leading advocate on contemporary issues for young people as a key influencer in shaping societal change and education.	✓	✗	✗	✓	✗



In the seventh priority of the Strategy for Scouting, MOs prioritised Objectives 7.3 and 7.4. In this priority, the MOs prioritised complementary objectives, one of which is already addressed in the World Triennial Plan. Additionally, the RSP Team analysed the nature of the prioritised objectives and cross-referenced the narrative recommendations from MOs. No interrelations were found.

Considering the recommendations from the ESC, the OF and the findings from the analysis, the RSP team recommends that these objectives not be included in the RSP 2025–2028 period. Instead, **this area should be continued to be addressed as a guiding principle: Youth Empowerment.**



Member Organisation Inputs in Narrative Form

This chapter provides a qualitative synthesis of the inputs received from MOs, capturing their perspectives, priorities, and experiences in a narrative format. By translating the narrative survey responses into a cohesive storyline, this section aims to highlight the diverse realities faced by MOs while identifying common themes that shape the regional scouting landscape. This approach ensures that MO voices are authentically represented and facilitates a deeper understanding of the motivations, challenges, and aspirations driving their engagement with the Regional Scout Plan.

Areas that MOs recommends we should **START** to address in the period from 2025 to 2028.

1. Economic Sustainability (6 MOs contributions)
 - Reduce regional event fees to eliminate economic barriers for all.
 - Restructure fee categories within the region to make events and activities more affordable and equitable across MOs.
 - Prioritise channeling funds directly to MOs.
 - Address economic disparities between MOs to ensure inclusivity.
 - Emphasise both environmental and economic sustainability in decision-making processes and events.
2. Diversity and Inclusion (3 MOs contributions)
 - Promote diversity and inclusivity in all regional activities and events.
 - Value volunteering as a key contribution to Scouting efforts.
 - Enhance the integration of new MOs into the region to foster collaboration.
3. Education (2 MOs contributions)
 - Advance digital transformation in education.
 - Focus on transferable experiences that MOs can adapt to their contexts.
4. Youth Participation (2 MOs contributions)
 - Create more opportunities for youth participation in regional events.
 - Strengthen youth engagement through innovative platforms and initiatives.
5. Technology and Innovation (2 MOs contributions)
 - Develop digital competencies, including the integration of artificial intelligence (AI).
 - Explore opportunities for digital transformation and innovation in Scouting practices.
6. Mental Health and Well-Being (1 MOs contributions)
 - Prioritise mental health and overall well-being in all events and activities.
7. Event Management and Safety (2 MOs contributions)
 - Conduct thorough risk assessments, resilience planning, and contingency measures for all events.
 - Shift away from expensive conference centers to more accessible and affordable venues.
8. Networking and Collaboration (1 MOs contributions)
 - Strengthen networking teams and ensure activities are tailored to the realities of all MOs, engaging more people in collaborative efforts.
9. Scouting Roots and Values (2 MOs contributions)
 - Reconnect with the core principles of Scouting in European events.
 - Promote a peaceful and inclusive world through Scouting activities.

10. New Focus Areas for 2025–2028 (2 MOs contributions)

- Foster digital transformation and innovation as a key strategic area.
- Develop stronger advocacy for peace and inclusion across the region.

Areas from the current Regional Scout Plan MOs recommends we should STOP to address in the period from 2025 to 2028?

- Pandemic Recovery (3 MOs contributions)
 - Support MOs' efforts to recover from the pandemic and other damaging events, ensuring they can achieve successful growth and leverage emerging opportunities.
 - Address challenges caused by COVID-19, emphasising resilience and adaptability.
 - Explore crisis management strategies to support MOs post-pandemic.
- Growth/Membership Development (3 MOs contributions)
 - Focus on membership development to foster growth across the region.
 - Address challenges related to volunteer shortages, which directly impact capacity for expansion.
 - Leverage opportunities created by recovery efforts to support sustainable growth.
 - Use data-driven approaches to support membership development and assess needs across MOs.
- Digitalisation (3 MOs contributions)
 - Promote digitalisation within intergenerational organisations, including updates for young leaders.
 - Incorporate digital transformation thoughtfully while maintaining balance with traditional Scouting values.
 - Use data and digital tools to support membership development and strategic planning.
- Youth Programme (1 MOs contributions); Ensure the youth program of Scouting does not overly rely on digital tools, preserving the essence of outdoor and community-focused activities.
- Camping and Outdoor Activities (1 MOs contributions): Reinforce the importance of camping and outdoor Scouting activities as key elements of the program.

Objectives from the current Regional Scout Plan MOS recommend **CONTINUING to address** in the period from 2025 to 2028.

1. Environmental Sustainability (7 MOs contributions)
 - Commit to achieving climate neutrality by 2030.
 - Focus on environmental sustainability in all organisational activities and strategies.
 - Prioritise the implementation of an environmentally sustainable region.
 - Support Member Organisations (MOs) in adopting sustainable practices that align with their mission.
 - Strengthen sustainability efforts alongside youth empowerment and education.
 - Integrate sustainability with retention strategies to ensure long-term resilience.
2. Membership Development (6 MOs contributions)
 - Support MOs to recruit and retain more youth members and adults, particularly from under-represented communities.
 - Diversify income sources for MOs to ensure financial sustainability.
 - Continue focusing on strong organisational structures and membership growth.
 - Leverage data to identify and address membership development needs.
3. Diversity and Inclusion (4 MOs contributions)
 - Promote diversity and inclusion across all activities, ensuring greater youth engagement.
 - Empower young people's agency for peace by offering tailored resources and training.
 - Focus on retention and inclusion through innovative approaches.
4. Adults in Scouting (4 MOs contributions)
 - Maintain motivation and engagement of volunteers by creating meaningful roles.
 - Strengthen training programs for scout leaders to develop essential skills for modern challenges.
 - Retain adult volunteers by providing appealing opportunities and support systems.
5. Organisational Resilience (3 MOs contributions)
 - Strengthen organisational resilience to adapt to challenges and ensure long-term growth.
 - Support MOs in building resilient structures capable of withstanding external pressures.

6. Safe from Harm (3 MOs contributions)

- Ensure Safe from Harm (SFH) principles are embedded in all activities and policies.
- Expand efforts to create safe environments for youth and adults in Scouting.

7. Youth Empowerment (3 MOs contributions)

- Strengthen the capacity of MOs to empower youth agency for peace and leadership.
- Enhance youth engagement through innovative educational methods and advocacy.

8. Educational Methods and Innovation (3 MOs contributions)

- Focus on critical thinking and innovative approaches in youth programmes.
- Provide peace education resources and strengthen their integration into programmes.
- Use education as a tool for growth and empowerment.

9. Leadership Development (2 MOs contributions)

- Strengthen leadership training programs to address current challenges and build resilient leaders.

10. Mental Health Work (1 MOs contributions)

- Collaborate on mental health initiatives to improve overall well-being across the organisation.

11. Joint Work (1 MOs contributions)

- Collaborate with WAGGGS on initiatives to provide joint opportunities for collaboration.

ANALYSIS OF EXTERNAL TRENDS

Following the recommendation of the ESC, the RSP team focused on the insights from the [previous analysis conducted](#) for the development of the Strategy for Scouting and the gap identification for key trends. The conclusions drawn from the Mega Trends analysis were organised using the PESTLE framework, a widely used tool for assessing external trends. The ESC staff assisted in analysing key trends and evaluated them based on their impact and relevance to the RSC. These findings were used to cross-reference the objectives from the Planning Framework and to identify areas that may not be covered, which could potentially be addressed through future region-specific objectives.

From all trends,

- 0 Trends were identified as relevant/critical to be addressed in the RSP and **not covered by any objective from the WOSM Planning framework.**
- 14 Trends were identified as relevant/critical to be addressed in the RSP and **connected to an objective that is already prioritised by MOs.**
- 2 Trends were identified as relevant/critical to be addressed in the RSP and are **connected to an objective that is not prioritised by MOs/**
- 11 Trends were identified as not relevant/critical to be addressed in the RSP and are indirectly addressed.

The following document contains the complete report and highlights the identified trends:

Legend

Trends identified as not relevant/critical to be addressed in the RSP and are indirectly addressed.	Trends identified as relevant/critical to be addressed in the RSP and connected to an objective that is already prioritised by MOs
Trends identified as relevant/critical to be addressed in the RSP and not covered by any objective from the WOSM Planning framework.	Trends identified as relevant/critical to be addressed in the RSP and connected to an objective that is not prioritised by MOs



Political	Economic	Social
<p>EU Policies and Strategies</p> <ul style="list-style-type: none"> - European Union's Youth Strategy 2019-2027 emphasises active citizenship, equality, and inclusion, which aligns with Scouting's goals. Opportunities exist for collaboration and funding in these areas. - Increasing focus on civic engagement and climate action provides avenues for Scouting to influence policymaking. 	<p>Funding Landscape</p> <ul style="list-style-type: none"> - Access to EU structural funds, Erasmus+ programs, and Horizon Europe projects offers financial opportunities, though competition is high. - Economic disparities across Europe lead to unequal financial capabilities among Member Organisations (MOs). 	<p>Youth Engagement Trends</p> <ul style="list-style-type: none"> - Traditional organisations like Scouting face competition from new, informal youth movements or online communities. - However, interest in experiential learning, mental health awareness, and outdoor activities presents opportunities for Scouting.
<p>Geopolitical Tensions</p> <ul style="list-style-type: none"> - Ongoing tensions, such as those in Ukraine, challenge cross-border cooperation and affect Scouts in conflict zones. - Political instability in neighbouring regions might create migration flows, offering opportunities for Scouts to support integration initiatives. 	<p>Global Economic Trends</p> <ul style="list-style-type: none"> - Inflation and economic uncertainty might reduce families' ability to afford participation fees. - Economic recovery post-COVID-19 varies across the region, influencing donations and sponsorships. 	<p>Diversity and Inclusion</p> <ul style="list-style-type: none"> - Increasing focus on gender equality, LGBTQ+ inclusion, and accessibility provides a chance to modernise Scouting programs and attract underrepresented groups. - Challenges include addressing implicit biases within some communities and ensuring

		representation at all levels.
Government Attitudes Toward Youth Work <ul style="list-style-type: none"> - Some governments may reduce support for non-profits due to fiscal constraints or differing priorities. - Rising nationalism in parts of Europe could limit the emphasis on inclusive, international programs like Scouting. 	Employment and Volunteering <ul style="list-style-type: none"> - Economic pressures could limit the availability of adult volunteers who are balancing work and family commitments. - Conversely, periods of high youth unemployment may increase engagement in volunteer-based programs for skill-building. 	Demographic Shifts <ul style="list-style-type: none"> - Declining birth rates in parts of Europe reduce the youth population, especially in rural areas. - Migration trends bring diverse cultural groups into Scouting, necessitating adaptable programs and leadership training.
Partnerships and Advocacy <ul style="list-style-type: none"> - Stronger alliances with institutions like the Council of Europe or UNESCO can bolster Scouting's influence in policymaking. - Advocacy for youth engagement in democratic processes aligns with Scouting's goals, providing opportunities for visibility. 	Cost Management <ul style="list-style-type: none"> - Rising operational costs for events, travel, and facilities due to inflation could challenge affordability. 	Changing Family Dynamics <ul style="list-style-type: none"> - Dual-working parents and single-parent households require flexible scheduling for Scouting programs. - Increased attention to mental health issues among youth offers opportunities to integrate supportive programming.

		Post-COVID-19 Behavioural Changes <ul style="list-style-type: none"> - Renewed interest in outdoor activities post-pandemic supports Scouting's outdoor-centric programming. - Hybrid event models combining in-person and virtual elements cater to varying comfort levels and accessibility needs.
Technological	Legal	Environmental
Digital Transformation <ul style="list-style-type: none"> - Expanding online platforms for training, events, and community building can enhance engagement and reduce barriers to participation. - Digital badges and gamification tools could modernise program delivery. 	Regulatory Variations <ul style="list-style-type: none"> - Diverse national laws governing non-profits, youth work, and child safeguarding create complexities for a pan-European organisation. 	Sustainability Efforts <ul style="list-style-type: none"> - Increasing awareness of environmental issues aligns with Scouting's ethos, but there is a need to reduce the carbon footprint of events and activities. - Emphasis on sustainability could attract environmentally conscious youth and partners.
Technology Disparities <ul style="list-style-type: none"> - Some MOs may struggle with limited access to digital tools or internet infrastructure, creating inequality within the region. 	Data Protection Compliance <ul style="list-style-type: none"> - The General Data Protection Regulation (GDPR) imposes strict requirements on handling personal data, especially for minors. 	Climate Change Impact <ul style="list-style-type: none"> - Extreme weather events may disrupt outdoor activities, requiring contingency plans and adaptable programming.

<p>Cybersecurity</p> <ul style="list-style-type: none"> - With increasing digital engagement, securing platforms and member data becomes critical to maintaining trust. 	<p>Volunteer Management</p> <ul style="list-style-type: none"> - Legal frameworks around volunteering vary, impacting recruitment, retention, and recognition of adult leaders. 	<p>Education and Advocacy</p> <ul style="list-style-type: none"> - Scouting's focus on environmental education positions it as a leader in youth-driven climate action campaigns.
<p>Emerging Technologies</p> <ul style="list-style-type: none"> - Augmented Reality (AR) and Virtual Reality (VR) could offer innovative educational experiences. - Artificial Intelligence (AI) might support personalised learning experiences or efficient administration. 	<p>Child Protection and Safeguarding</p> <ul style="list-style-type: none"> - Strengthened child protection laws require ongoing training and policies to ensure compliance and prevent risks. 	<p>Resource Management</p> <ul style="list-style-type: none"> - Ensuring sustainable use of natural and financial resources within the organisation supports long-term viability.
<p>Digital Skills Development</p> <ul style="list-style-type: none"> - Providing digital literacy training for leaders and youth ensures broader technological adoption within the movement. 	<p>Intellectual Property</p> <ul style="list-style-type: none"> - Managing brand usage and copyright across different countries requires clear policies and legal oversight. 	

Data Insight: The Global Support Assessment Tool (GSAT)

The Global Support Assessment Tool (GSAT), launched in 2014, is a capacity-strengthening tool and quality standard designed to help National Scout Organisations (NSOs) align with international best practices in good governance and quality Scouting. It allows NSOs to assess their compliance with Scouting's highest standards, identify strengths, and pinpoint areas for improvement. GSAT evaluates progress across ten key areas, including institutional requirements, financial management, youth programs, and growth potential, fostering continuous development and excellence in Scouting.

European GSAT Averages/ Table 1: GSAT averages Scores (2012 to 2024)					
SYNTHESIS OF TEST RESULTS	GSAT Audit N=16	WOSM Assessment N=22	Average N=38	Self- Assessment N=3	Total Average N=41
D01: NSO - WOSM INSTITUTIONAL REQUIREMENTS	88.28%	83.69%	85.98%	81.33%	84.43%
D02: GOVERNANCE FRAMEWORK (CONSTITUTION, GENERAL ASSEMBLY AND NATIONAL BOARD)	78.53%	70.58%	74.55%	71.91%	73.67%
D03: STRATEGIC FRAMEWORK	74.01%	65.29%	69.65%	66.80%	68.70%
D04: INTEGRITY MANAGEMENT	60.31%	49.68%	55.00%	43.52%	51.17%
D05: COMMUNICATION, ADVOCACY AND PUBLIC IMAGE	87.53%	80.49%	84.01%	80.86%	82.96%
D06: ADULTS IN SCOUTING	82.32%	74.49%	78.40%	54.70%	70.50%
D07: RESOURCES ALLOCATION AND FINANCIAL CONTROLS	79.55%	82.09%	80.82%	81.57%	81.07%
D08: YOUTH PROGRAMME	86.35%	70.17%	78.26%	77.50%	78.01%
D09: GROWTH POTENTIAL	57.71%	60.56%	59.13%	55.56%	57.94%
D10: CONTINUOUS IMPROVEMENT	50.08%	54.46%	52.27%	43.21%	49.25%
Final Result	74.47%	69.15%	71.81%	65.70%	69.77%

We use the findings from the GSAT results to contextualise the status of National Scout Organisations (NSOs) in specific areas, enabling us to identify their needs and provide tailored support. Below is an overview of the average results per dimension:

European GSAT Averages			
SYNTHESIS OF TEST RESULTS	WOSM Assessment N=8	Self assessment N=2	Total Average N=10
D01: NSO - WOSM INSTITUTIONAL REQUIREMENTS	87.78%	73.85%	80.82%
D02: GOVERNANCE FRAMEWORK (CONSTITUTION, GENERAL ASSEMBLY AND NATIONAL BOARD)	73.28%	75.82%	74.55%
D03: STRATEGIC FRAMEWORK	67.43%	61.31%	64.37%
D04: INTEGRITY MANAGEMENT	63.37%	56.95%	60.16%
D05: COMMUNICATION, ADVOCACY AND PUBLIC IMAGE	84.78%	86.11%	85.45%
D06: ADULTS IN SCOUTING	72.44%	51.28%	61.86%
D07: RESOURCES ALLOCATION AND FINANCIAL CONTROLS	77.30%	82.96%	80.13%
D08: YOUTH PROGRAMME	76.15%	72.50%	74.33%
D09: GROWTH POTENTIAL	61.67%	43.34%	52.51%
D10: CONTINUOUS IMPROVEMENT	63.19%	50.00%	56.60%
Final Result	72.74%	65.41%	69.08%

Table 2: GSAT averages Scores (2021 to 2024)

The observation of the results shows that our NSOs struggle in the areas of Integrity Management and Continuous Improvement. In addition, the dimension of Growth Potential has seen a drop in the average in the last 3 years.



In the area of **Strategic Framework**, the weakest performance is observed in criterion 310: *The NSO undertakes an identification and evaluation of its management risks (e.g., financial, conflicts of interest, operational, funding, succession planning, reputational, etc.). The results of this process are documented, regularly updated (annually), and acted upon by the National Board when appropriate.*

- The average compliance for this criterion is 38%.
- This criterion aligns with Objective 6.2 of the WOSM Planning Framework: *The Scout Movement will be more proactive in anticipating and adapting to overcome internal and external challenges.*
- Given this alignment, it may be worthwhile to consider prioritising this objective in future planning.

In the area of **Adults in Scouting**, the weakest performance is observed in criterions:

- 604: The NSO has defined and implemented an appraisal system to annually evaluate all adult positions (professional staff and volunteers). Results of this process are recorded and acted upon. The average compliance for this criterion is 52%.
- 601: The NSO has an Adults in Scouting policy. It describes the procedures for all phases and steps in the adult life cycle, including recruitment, appointment, induction, monitoring, evaluation and retirement (for all key positions at all levels of the organisation). This policy is based on the “World Adults in Scouting Policy” and is regularly reviewed. The average compliance for this criterion is 42%.
- These criteria align with Objective 4.1; 4.2: and 4.5 of the WOSM Planning Framework.
- Since all objectives are already prioritised, no additional actions are suggested for future planning.



In the area of **Integrity Management**, the weakest performance is observed in criterion:

- 406: *The NSO has evaluated the ethical standing of its partners (external or internal) entrusted with fundraising activities (e.g., Scout Shop, Scout Foundation, etc.). The results of this evaluation are documented, regularly reviewed, and acted upon.*
- The average compliance for this criterion is 40%.
- This criterion indirectly aligns with Objective 5.2 of the WOSM Planning Framework: *The Scout Movement has increased financial sustainability at all levels through responsible approaches to generating diverse income streams and ensuring efficient resource and financial management.*
- Since this objective is already prioritised, no additional actions are suggested for future planning.

In the area of **Growth Potential**, the weakest performance is observed in criterion 905: The NSO has defined an approach to targeting and cultivating potential new "National Board" members from a non-scouting background. This approach is focused on the specific skills relevant to the challenges faced by the organisation. As an outcome of this, the "National Board" includes member(s) from a non-scouting background. The average compliance for this criterion is 20%. This criterion aligns with two objectives:

- Objective 5.1 of the WOSM Planning Framework: The Scout Movement has transformed its Governance Structures, organisation models, and decision-making, ensuring its ability to provide quality and relevant Scouting for the future.
- Objective 5.4 The Scout Movement's governing and operational bodies have increased diverse representation at all levels.
- Given this alignment, it may be worthwhile to consider prioritising this objective in future planning.



In the area of **Continuous Improvement**, the weakest performance is observed in criterion 1007 and 1008.

- 1007: The NSO has defined and implemented a system to assess the satisfaction of both its professional staff and volunteers, at least once over the past three years. Results are recorded and acted upon. The average compliance for this criterion is 30%.
- 1008: The NSO has defined and implemented a system to assess the satisfaction of its youth member at least once over the past three years. Results are recorded and acted upon. The average compliance for this criterion is 27%.
- No links with proposed objectives were observed. Given the poor performance in this area, it may be worthwhile to consider addressing this area as part of Objective 1.1 in future planning.

At this stage, no actions are proposed based on the analysis. However, the findings can serve as a valuable reference for future stages of plan development.

ANALYSIS ON THE REGIONAL SCOUT PLAN 2022 – 2025

An analysis was conducted to assess the alignment and potential continuity or interaction between the 31 objectives of the WOSM Planning Framework and the 27 objectives of the current RSP.

The analysis identified 11 direct and 2 indirect interactions and connections between objectives, indicating a 41% direct alignment. Details of the identified links and the status of the implementation of these objectives are provided below.

Innovate education

In the first strategic priority, direct links with the current RSP were identified for three objectives:

- The Objectives 1.1 of the WOSM Planning Framework is directly linked with the Objective 2.1.1 from the ongoing RSP: Support Member Organisations in the compliance process with the new Safe from Harm membership requirement and develop mechanisms to ensure it.
 - *KPI: Deliver sessions or presentation promoting 39% digitalisation at seven physical or digital events during the Triennium.*
 - **Progress in the Midterm Report: 39%*
- The Objective 1.2 of the WOSM Planning Framework is directly linked with the Objective 2.1.3 from the ongoing RSP: Strengthening the Member Organisations' capacity to empower young people's agency for peace by implementing peace educational resources and offering training.
 - *KPI: By the end of the triennium, volunteers of 55% of MOs strengthen their capacity to actively promote a culture of peace and to empower young people's agency for peace.*

**Progress in the Midterm Report: 0%*

- The Objective 1.3 of the WOSM Planning Framework is directly linked with the Objective 3.1.2 from the ongoing RSP: Empower Youth members to function as advocates for environmental sustainability in their Member Organisations and amongst other young people.

- *KPI: 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*

**Progress in the Midterm Report: 64%*

Strengthen diversity and inclusion

In the second strategic priority, direct links with the current Regional Scout Plan (RSP) were identified for one objective:

- The Objectives 2.2 of the WOSM Planning Framework is directly linked with two objectives from the ongoing RSP:
- Objective 1.1.3: Support Member Organisations to recruit and 23% retain more youth members and adults from underrepresented communities, including by leveraging data insights.

KPI: At least 20% of the Member Organisations in Europe have grown at least 10% as a result of increasing representation from underrepresented communities by 2025.

**Progress in the Midterm Report: 23%*

- Objective 2.1.4: Support Member Organisations to ensure access to and/or adapt the delivery of Scouting for underserved and underrepresented groups.

KPI: The produced tool on programme adaptability has 59% reached 45% of Member Organisations and three Member Organisations participate in a pilot test.

**Progress in the Midterm Report: 59%*

Guarantee safeguarding and wellbeing

In the third strategic priority, direct links with the current Regional Scout Plan (RSP) were identified for two objectives:

- The Objectives 3.2 of the WOSM Planning Framework is directly linked with the Objective 1.3.1 from the ongoing RSP: Support Member Organisations in the compliance process with the new Safe from Harm membership requirement and develop mechanisms to ensure it. **Progress in the Midterm Report: 43%*

- The Objective 3.3 of the WOSM Planning Framework is directly linked with the Objective 2.3.1 from the ongoing RSP: Actively promote good mental health, well-being and resilience of adults and youth members in an everchanging environment.

KPI: By the end of the Triennium, we will engage 20 Member Organisations through five educational events and/or individual support to Member Organisations to increase knowledge, skills and attitudes on mental health & well-being.

**Progress in the Midterm Report: 73%*

Value volunteering

In the fourth strategic priority, direct links with the current Regional Scout Plan (RSP) were identified for one objective:

- The Objectives 4.2 of the WOSM Planning Framework is directly linked with the Objective 2.2.1 from the ongoing RSP: 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: By 2025 75% of National Scout Associations engage in sharing new and flexible ways of volunteering.*

**Progress in the Midterm Report: 44%*

A fit for purpose organisation

In the fifth strategic priority, direct links with the current Regional Scout Plan (RSP) were identified for two objectives:

- The Objectives 5.2 of the WOSM Planning Framework is directly linked with the Objective 1.2.3 from the ongoing RSP: Support Member Organisations to diversify their income sources and to identify the appropriate economic mode that allows them to fulfil their mission.
 - *KPI: 60% of Member Organisations have an 10% income diversification strategy and action plan by 2025.*

**Progress in the Midterm Report: 10%*

- The Objective 5.3 of the WOSM Planning Framework is directly linked with the Objective 3.1.1 from the ongoing RSP: Strengthen the Region's and Member Organisations competencies in relation to environmental sustainability.
 - *KPI: 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.*

**Progress in the Midterm Report: 100%*

An adaptable organisation

In the sixth strategic priority, direct links with the current Regional Scout Plan (RSP) were identified for two objectives:

- The Objectives 6.2 of the WOSM Planning Framework is directly linked with the Objective 1.2.1 from the ongoing RSP: Ensure Member Organisations thrive in shifting realities, supporting organisational resilience through change, crisis, and risk management.
 - *KPI: 60% of Member Organisations have 85% an active resilience management policy (risk, crisis, change) by 2025.*

**Progress in the Midterm Report: 85%*

- The Objective 6.3 of the WOSM Planning Framework is directly linked with the Objective 2.1.1 from the ongoing RSP: Promote digitalisation as a development opportunity for youth members and to complement scouting activities.
 - *KPI: Deliver sessions or presentation promoting 39% digitalisation at seven physical or digital events during the Triennium.*

**Progress in the Midterm Report: 39%*

An influential organisation

In the seventh strategic priority, direct links with the current Regional Scout Plan (RSP) were not identified. However, an indirect link was established between Objective 7.2 of the WOSM Planning Framework and Objective 3.2.1 of the ongoing RSP: "Develop and

support partnerships with science and academic partners to promote understanding of environmental sustainability issues."

- *KPI: At seven regional events during the Triennium, we will provide space for external partners in science and academia to share new and innovative insights into sustainable development with young people and Member Organisations.*

**Progress in the Midterm Report: 50%*

Furthermore, an indirect link can also be observed with Objective 7.3 of the WOSM Planning Framework and the Youth Empowerment Team / Conference Resolution 24ESC-02 (2022) on Youth Involvement: "Develop and implement a Regional Action Plan for Youth Empowerment in the European Scout Region."

- *KPI: Young people from 60% of European National Scout 50% Organisations have been actively involved in the development of the regional action plan for Youth Empowerment which will be in the implementation phase by 2025.*

**Progress in the Midterm Report: 20%*

OPERATIONAL FRAMEWORK CONSULTATIONS

The Operational Framework (OF) of the European Region provides the structure for our volunteers who collaborate to oversee and implement our Regional Scout Plan (RSP) 2022-2025. As such, the OF serves as a key stakeholder consulted during the development of the next Regional Scout Plan, ensuring continuity between the two plans and incorporating lessons learned.

The OF will contribute to the development of the next plan in two stages:

1. **Prioritisation of Proposed Objectives:** Volunteers will evaluate and prioritise objectives from the library of objectives.
2. **Recommendations for transition:** Volunteers will suggest which areas of the current RSP should be stopped, started, or continued in the next RSP, providing links and recommendations for aligning with the objectives of the new plan.

In the first stage, the eight team leaders participated in the prioritisation exercise, with the results reflected in the analysis chapter. The findings indicate strong alignment between the perspectives of Member Organisations (MOs) and those of the OF, with no significant discrepancies noted.

The second stage of engagement took place during the All Groups Meeting at the end of January 2025. The OF teams in their full capacity participated in a STOP-CONTINUE-START exercise and in providing comments on the proposed objectives. The exercise demonstrated that no critical area is left behind from the perspective of the current operational framework. Few objectives proposed with the RSP are seen as critical for continuation of the work of the current OF.



Key bridges between the current and the next RSP

- Continue to work on Membership Development and build on the Growth Potential Project success by integrating the work in addressing the proposed objective 4.1 in the next RSP.
- Continue and priorities the work on measuring the impact of scouting by integrating findings in addressing the proposed objective 1.5 in the 2024-2027 RSP.
- Develop meaningful partnership in environmental sustainability by addressing the proposed objective 5.3 in the next RSP.
- Use and promote the safer scouting pack on events as common practice and continue to build the capacities of our member organisations in the area of mental health and wellbeing in addressing the proposed objectives 3.2 (and 5.5 for the Region) in the next RSP.

Proposals for the next Operational Framework

- Find an innovative way not to overload MOs with individual requests from different teams.
- Continue the practice of promoting monitoring and evaluation culture, but innovate with a simpler and more friendly platform,
- Keep a realistic number of objectives and avoid changes across their implementation.
- Avoid spreading topics between teams to avoid duplicate initiatives.

Focus group with young people

Young adults from the MOs were invited to take part in a focus group to gather their views on the RSP draft.

They were asked to reflect on 4 themes:

- How is this relevant for you as a young person?
- What are the strengths of this section of the plan?
- What are the gaps or areas for improvement?
- How can this area be more relevant or impactful for young people?



1. Innovate Education

They reacted overwhelmingly positive to the external recognition of skills, emphasising the alignment with employer's needs and the positive impact it would have on them. They suggested further developing support for the development of advocacy skills, so that they themselves could be actors in this external recognition. Innovation with the inclusion of digital was seen as both an opportunity and a risk—while useful, it should be approached with moderation.

2. Guarantee Safeguarding and Wellbeing

The objectives were well-received but considered broader than those in other areas. Participants stressed the need for both young people and adult volunteers to be educated on safeguarding and wellbeing. They highlighted the importance of cultural sensitivity, especially in international events, advocating for policies that respect different cultural norms without judgment. Changing cultural attitudes was seen as a long-term process rather than just enforcing rules.

3. Value Volunteering

They emphasised the need for a better mental health support. Mental health among young leaders was a key concern, with many feeling that the subject is a growing issue, with many examples all around them. They suggested focusing on retaining existing volunteers rather than just recruiting new ones, as well as providing structured ways for volunteers to ease off before putting themselves at risk of burnout.

4. A Fit-for-Purpose Organisation

Ensuring fair participation at regional events was a major concern, with suggestions to cap attendance per country to allow broader inclusion. They also highlighted the gap between external perceptions of a country and internal realities, including differences between rural and urban areas. They strongly supported objectives related to sustainability and leaving a positive impact, insisting on the need to integrate climate change education into Scouting programs.

NEXT STEPS

The symposium will provide a collaborative space for member organisations to engage in detailed discussions, amendments, and further refinement of the proposal, culminating in the creation of the second draft.

To ensure continued engagement and deeper reflection, pre-engagement webinars will be organised leading up to the conference, offering opportunities to familiarise participants with the proposal and solicit feedback.

At the 25th European Scout Conference in July 2025, the proposal will undergo its final round of amendments and discussions before being voted on as the regional triennial plan for the period 2025-2028.

February 2025