



World Organization of the Scout Movement
Organisation Mondiale du Mouvement Scout

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REGIONAL SCOUT PLAN
2004-2007

DOCUMENT 5a

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REGIONAL SCOUT PLAN 2004-2007

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Introduction

At the previous European Scout Conference in July 2001, in Prague, delegates adopted the 2001-2007 Regional Scout Plan that has driven all action over the last three years. The growth and development of Scouting in Europe has been – and still is – a major challenge in terms of all of the Region's future projects and action.

The 2004-2007 Regional Scout Plan is an update of the previous plan. In order to update it, several factors had to be taken into account:

- the adoption of "A Strategy for Scouting" in July 2002 by the World Scout Conference;
- the results of interviews conducted with all national Scout associations (NSAs) during the Strategy and Development Symposium (March 2003, Italy);
- the results of workshops on the seven strategic priorities during the symposium, and the 3rd Youth Programme and Adult Resources Forum (May 2003, Slovenia);
- the analysis of requests made by NSAs during various regional events or field visits conducted by members of the European Scout Committee or by the staff of the European Scout Office.

The European Scout Region represents an area composed of 40 countries with very broad diversity in terms of culture, history, society, ways of life and the manner in which Scouting is practised. Hence, each country has its specific needs. This is why the Regional Scout Plan and its implementation are primarily orientated towards direct support to NSAs.

Over the next three years, Scouting in Europe must meet numerous challenges at both national and regional levels. The challenges are listed below.

- To support NSAs in their efforts to develop their national strategies so as to grow – both in terms of quality and in terms of the quantity of members.
- To offer attractive, high-quality educational proposals and youth programmes that respond to the needs of adolescents.
- To improve youth participation in the decision-making process within NSAs and in society in general.
- To establish lean and more flexible structures.
- To propose innovative working methods in order to optimise all of the European Region's resources.
- To support efforts to present a positive image of the Movement to the public, governments and institutions.
- To truly prepare for the Centenary of Scouting and beyond.

In order to reach the goals and objectives of our plan, the European Region would like to provide direct support through training workshops, specific assistance in the development of national strategies, opportunities for networking among associations that wish to exchange and capitalize on experiences and through creating a volunteer team of experts in the field of strategy. The Conference will be invited to debate and approve the 2004-2007 Regional Scout Plan.

The upcoming triennium will also involve preparing the celebration of the Scout Movement's centenary and to define "post-2007" by developing a new regional Scout plan for the European Region. It will be an eventful period, but this should not make us lose sight of the fact that all of the projects undertaken will be to ensure that an ever-growing number of boys and girls enjoy the fun and challenge of Scouting.

An Organization for the 21st Century

Introduction

"An Organization for the 21st Century – becoming flexible, lean, innovative and participatory" is a strategic priority adopted by the 36th World Scout Conference in Thessaloniki.

This priority area aims at assisting the European Scout Region, including national Scout associations (NSAs) to adopt a strategic approach to developing and reviewing their management, structures and systems so as to be sensitive to the changing needs of society and to respond quickly and effectively. It also aims to ensure that Scouting is open to all segments of society.

In Europe, this priority could be the key factor in the growth and development strategy at all levels of Scouting. This is why we will use every opportunity to assist NSAs in developing this priority.

A. Strategy and Growth

Aim

To contribute to the growth and development of Scouting through supporting NSAs with the process of reviewing or developing their national strategic plans.

Objectives

- To promote tools concerning the strategic planning and management process.
- To support the integration of the World Scout Strategy within NSAs.
- To propose and support a coaching programme on national strategy development in several associations.
- To capitalize on all good practices in order to offer networking opportunities to NSAs.

Aim

To develop the Regional Strategic Plan for Europe based on the World Scout Strategy and the needs of the European Scout Region.

Objectives

- To design and use a participatory approach for the development of the next regional strategic plan (2007/2013).
- To propose the new strategic plan to the European Scout Conference in 2007 for adoption.

Proposed action and support

- Provide regular opportunities to evaluate the work of NSAs in Europe (interview, assessment and follow-up).
- Offer workshops or training modules on a strategic planning process at the request of NSAs (2 per year).
- Offer direct support and an accompanying process to NSAs.
- Organize a European Scout symposium on this topic after the World Scout Conference in 2005 (tentatively in February 2006).
- Create a system for collecting, selecting and adapting examples of good practice from national Scout associations on all strategic priorities. Make a database of these examples available on the website (2004).

Proposed action and support

- Make use of questionnaires (internal analysis).
- Provide an analysis of the social trends in Europe in relation to young people, adults, social behaviour, etc., for the next 10 years (key challenges for Scouting and non-formal education).

B. Management

Aim

To support the sustainable development of NSAs by recognizing different management training requirements according to the needs of the associations and individuals concerned.

Objectives

- To provide a training course in basic management skills for leaders working at national level in NSAs.
- To determine and provide support to NSAs according to the particular needs of each association;
- To analyse the training needs of top volunteers and professionals and find ways of assisting associations to meet those needs.

Proposed action and support

- Organise the European Management Seminar annually.
- Organise field visits in order to support NSAs in their efforts to develop their associations.
- Integrate management workshops within the 4th Youth Programme and Adult Resources Forum and the 3rd European Scout Symposium (2006).

C. Structures and Systems

Aim

To promote structures and systems for NSAs to become flexible, lean, innovative and participatory.

Objectives

- To develop and introduce a "learning organization" concept adapted to Scouting in Europe, based on Scouting's values and educational philosophy.
- To equip and enable associations to analyse the advantages and disadvantages of their current structures and develop and implement new, appropriate ones.
- To assist NSAs in developing sustainable partnerships for mutual and regional benefit.

Proposed action and support

- Organize seminars and events.
- Work with associations in developing and/or reviewing their own organization's plan, structures and systems.
- Assist NSAs to introduce the "learning organization" concept in their structures and systems.

D. Reaching Out

Aim

To ensure that Scouting breaks down barriers and works with all segments of society.

Objectives

- To identify and respond to the needs of young people, adults and society where Scouting is not currently having an impact.
- To promote an approach aimed at attracting segments of society that are not usually part of Scouting.
- To cooperate with international organizations and other NGOs working in this field.

Proposed action and support

- Disseminate the WOSM concept paper written on "Reaching Out".
- Support the Overture Network and post all reports on the Region's website.
- Offer a seminar on this topic (2004).

E. European Scout Centenary Fund

Aim

To enable NSAs to carry out new and innovative projects to enrich programmes that contribute to their strategy and growth.

Objectives

- To continue with the European Scout Centenary Fund and use the experiences from the projects to enrich the work of all European Scout associations.
- To ensure that a substantial sum is available each year from the Fund for European Scouting (FES) for the European Scout Centenary Fund.
- To support NSAs in finding other means of direct financial support for innovative projects.

Proposed action and support

- Maintain the Centenary Fund until 2007 and adjust the conditions of grant eligibility as necessary, in accordance with the priorities of the Region.
- Ensure an annual budget allocation of at least US\$ 250,000 for Centenary Fund project grants.
- Study alternative sources of funds, should the amount budgeted not be sufficient to cover all the outstanding projects.
- Continue to select the Centenary Fund projects according to objective criteria.
- Perform an audit and an evaluation of the impact on growth and development, programme and the financial aspects of the projects that benefited from a grant.
- Create an exhibition and a publication for the 2007 event, including the most successful projects in terms of long-term impact on NSAs, including membership.
- Provide training and support in the field of fundraising.

F. Scouting's Centenary (2007)

Aim

To promote and support Scouting's centenary in each national Scout association.

Objectives

- To be actively involved in the various events that will be held in (and prior to) 2007, particularly in Europe.
- To propose innovative projects to celebrate this anniversary in different countries within the European Scout Region (Gifts for Peace, sunrise ceremony, national and regional centenary events).
- To demonstrate that, for a century, Scouting has contributed to the development of civil society at local, national and international level.
- To implement the cooperation agreement between The Scout Association (UK) and the European Scout Region through the project entitled *"To Help Scouting Attract and Retain More Young People"*.¹

Proposed action and support

- Promote the centenary amongst NSAs and encourage them to prepare national projects to celebrate the event.
- Collect all initiatives from NSAs and create a network.
- Provide materials to help NSAs organize regional centenary events on the theme of peace ("Peace Train", "Cities of Peace in Europe", etc.).
- Make use of the European Scout Jamboree in 2005 and the World Scout Jamboree in 2007 to implement the objectives of the project of cooperation between The Scout Association (UK) and the European Scout Region.
- Conduct the final evaluation of this project to assess impact and achievements at all levels.

¹ This project has four objectives: to develop youth participation in decision-making; to increase opportunities for young people to take responsibilities in civil society; to take the GDV further as a concept at events and at local level; to help NSAs develop their own plans for 2007 regarding programme and image.

Young People and Youth Programme

Introduction

In view of the results of the World Scout Conference in Thessaloniki and the European Scout Symposium on Strategy and Growth in Riva del Garda (Italy), it is obvious that, in terms of youth programme, the main concerns for NSAs in Europe are the issues of youth involvement and adolescents.

The mission of Scouting is to make young people able to contribute to the development of society and not only to contribute to the development of Scouting.

Therefore, we should take into account three main aspects of youth involvement: the educational aspects, the institutional aspects and the societal aspects.

For the next triennium, the strategic priority "Adolescents" will focus on the issue of attracting and retaining more adolescents, as well as on reviewing the youth programme so as to respond better to adolescents' needs and expectations – and thus support membership development in this age group.

A. Implementation of the Youth Programme Policy

Aim

To continue to support the implementation of the Youth Programme Policy in Europe.

Objectives

- To help associations to implement the policy by providing good quality events in the field of youth programme, direct support to associations upon request and a platform to share experiences in this field.
- To continue working with other relevant NGOs, institutions, bodies involved in the formal sector of education, etc., to further develop youth programmes in Europe.
- To strengthen cooperation with Kandersteg International Scout Centre so that it can contribute to work in the field of programme development and act as a research centre for adolescents.
- To support NSAs in helping young people to become involved in decision-making processes at all levels, within and outside the Movement (within their association's democratic structures and in the local community).

Proposed action and support

- Hold the 4th Regional Youth Programme and Adult Resources Forum.
- Continue to organize the subregional workshops on the basis of requests.
- Make Kandersteg International Scout Centre a *Scouts of the World* and a *Euro - Steps* centre (2005).

B. Renewed Approach to Programme

Aim

To apply RAP to the older age sections in order to help NSAs identify factors that may be contributing to falling membership among adolescents and strengthen weak areas of their programmes.

Objectives

To provide guidelines on good practice, examples from different associations, outlines of training modules for adult leaders and regular opportunities for the exchange of ideas and educational materials at regional and subregional events as well as via the Internet.

Proposed action and support

Adapt or make use of existing tools to help NSAs to analyse the needs of young people in today's society and apply RAP to the older age sections (2005).

C. Europe for You!

Aim

To promote intercultural awareness among young people of different cultures and faiths, the international dimension in Scouting and the sense of belonging to a world movement.

Objectives

- To continue to develop the *Europe For You!* programme for young people aged 16-22 and improve it, based on feedback from the participants and in partnership with Scout centres and NSAs.
- To extend the *European Scout Voluntary Programme* to other types of projects as well as Scout centres to further strengthen links between Europe and other Scout regions.
- To encourage networking between *Scout and Guide centre managers* to disseminate and test new ideas on improving programmes for adolescents.
- To develop a framework of an attractive and relevant project for young people aged 16-22.

Proposed action and support

- Make use of the European Scout Jamboree, which will be held in 2005.
- Continue to update *EuroSteps* and *Where to Stay in Europe* yearly in the interactive database on the website.
- Continue to update the *European Scout Voluntary Programme* on an annual basis on the website and further develop it to include other projects.
- Produce tools to promote and support the implementation of *Europe for You!* at all levels and ensure that relevant and timely information reaches even more young people directly.
- Cooperate with the World Scout Bureau in promoting and developing the *Scouts of the World* project and play an active role in the «youth involvement» and «adolescents» workstreams.
- Produce the *“Rover Leader’s Resource Kit”* – a theoretical and practical tool that encompasses the elements of youth involvement, based, among other things, on an evaluation of *RoverWay* (2005).

D. Lands of Adventure

Aim

The *Lands of Adventure* programme for young people aged 11-16 will provide inspiration, guidelines and examples of good practice for NSAs in order to help them develop their programme and relevant tools.

Objectives

- To collect, exchange and develop Scout section programmes and examples of best practice and to share them throughout the European Scout Region.
- To further develop and improve *Lands of Adventure*.

Proposed action and support

- Make use of the European Scout Jamboree in 2005.
- Promote and support the "*Scout Leader's Handbook*".
- Produce tools to promote and support the implementation of *Lands of Adventure* at all levels.
- Promote Kandersteg International Scout Centre as a unique opportunity for Scouts to experience the international dimension of Scouting through the permanent mini-Jamboree.

E. The Great Family

Aim

The Great Family programme for children aged 7-11 will provide inspiration and ideas to Cub Scout leaders and strengthen the international dimension of Cub Scout programmes.

Objectives

To collect and exchange Cub Scout section programmes and examples of best practice, and to share them throughout the European Scout Region.

Proposed action and support

Make use of the best practices database on the Region's website.

F. Scouting within Society

Aim

To define Scouting's specific role in society at local, national as well as international levels, especially as a means of encouraging youth participation.

Objectives

- To work with NSAs to clarify the role of Scouting in society and to develop programmes and activities to validate this.
- To support NSAs in reinforcing the Scout Method as a means of applying the concept of youth participation within the Movement.
- To support NSAs in encouraging youth involvement within their democratic decision-making structures.

Proposed action and support

- Adapt or make use of existing tools to help NSAs to understand the role that young people can play in today's society.
- Provide information on the results of similar research studies on the website (2005).

G. Equal Opportunities, Girls and Boys, Women and Men in Scouting

Aim

To ensure that Scouting respects differences, shares responsibility and promotes equality between girls and boys, women and men.

Objectives

- To promote an approach to gender equality that addresses both youth programme and structural management dimensions using the results of the study *“Doing Gender in Scouting”* by Harriet Bjerrum Nielsen.
- To contribute to the production of tools for NSAs, in cooperation with the world level, to analyse their structures and programme from a gender perspective.
- To promote the results of work on gender on the website.

Proposed action and support

- Collect and provide tools on gender mainstreaming in Scouting in cooperation with the world level.
- Take part in the World Scout network on this priority.
- Offer direct support to NSAs to help them assess their current situation and plan improvements

The Adults We Need

Introduction

Now more than ever, we encourage everyone to value, nurture and manage the relationship between adults and Scouting so that we can recruit and retain the adults we need. Building on the successful and fruitful work of the past three years, the European Scout Region continues to be fully committed to the challenging aims and objectives, outlined below.

Scouting has a great number of very committed adults, but many more are needed. With the support of the Adult Resources Policy, we therefore need to attract, recruit and retain more adults in Scouting. These adults need to be trained to fully identify with the values of Scouting and to share them with young people. We are convinced that the successful delivery of the Regional Plan will play a large part in helping us manage the challenges and enable us to provide better Scouting for more young people.

The Plan involves a focus on supporting both professionals and volunteers, by providing:

- greater opportunities for increased and more effective networking;
- better training schemes and the development of useful tools;
- opportunities to attend international Scout events and play a role in the development of NSAs.

The next step is to redefine the concept of volunteering as applied to Scouting and review policies and practices to help NSAs.

A. Implementation of the Adult Resources Policy

Aim

To support the implementation of the Adult Resources Policy in a way that takes account of the new trends in Europe concerning volunteering.

Objectives

- To create a network of associations that will collect and exchange examples of good practice related to this priority.
- To play an active role in reviewing the Adult Resources Policy at world level.

Aim

To strengthen the capacity-building of adult resources, in order to manage the growth and development of NSAs.

Objectives

- To help NSAs to integrate the new needs of young people and new trends in volunteering in their training schemes.

Proposed action and support

- Prepare guidelines for running this network and support its work.
- Develop the volunteers' resource pool.
- Support the trainers' exchange scheme.
- Make use of the 4th Regional Youth Programme and Adult Resources Forum.
- Use the WOSM study to measure the effectiveness of the Adults in Scouting Policy and its impact on new groups of volunteers.
- Make use of existing tools related to the Adults in Scouting Policy.

- To provide assistance to NSAs in developing or reviewing their training schemes.
- To promote the concept of life-long learning and the confirmation of what has been acquired.
- To work with NSAs to help them obtain official recognition of their training system and volunteer practice from their national formal educational system.

Proposed action and support

- Create and support a task force on legislation in this area (a post-graduate student may be interested in leading the process of collecting and analysing the information).
- Create and support a task force to support the official recognition of training systems and volunteer practice in formal educational systems.
- Prepare a training module on how to design a training scheme in an association.
- Provide direct assistance to associations upon request.

B. Volunteers in Scouting

Aim

To enable associations to identify and respond to ongoing and changing trends in volunteering.

Objectives

- To analyse the trends affecting the way adult volunteers commit themselves to youth work.
- To offer our experiences in volunteering to our partners in the non-formal education sector so that we can contribute to enhancing the value of volunteering.
- To follow developments in legislation at both national and European level in the field of youth work and advise associations on how to manage the legislation in practice.

Proposed action and support

- Prepare a tool to help associations with their analysis.
- Compile the results and prepare a report on the analysis of trends concerning volunteer commitment in Europe.
- Produce tools for associations based on the findings of this analysis to help them to recruit and retain committed and capable adult leaders.
- To use Kandersteg International Scout Centre as a place in which to experiment and disseminate new ideas and practices.

Scouting's Profile

Introduction

This priority area involves three inter-related subjects that are necessary for the growth and development of Scouting in Europe:

- communications (both internal and external);
- partnerships with other organizations, youth platforms and other Scout regions, etc.;
- resources at all levels (financial and otherwise).

Raising Scouting's profile involves strengthening communication, partnerships and resources at all levels.

A. Communications

A1. Internal Communication

Aim

To develop and implement the Region's internal communication plan so as to respond to changing conditions, including:

- the content of the various media used;
- the roles of different bodies and individuals;
- working methods and procedures.

Objectives

- To support the world and regional strategies.
- To improve the regional communications system in order to achieve a quick and flexible flow of information.
- To integrate the new visual identity in all the Region's publications.
- To improve the exchange of knowledge and information between associations.
- To co-ordinate activities with the external communications plan.
- To evaluate the effectiveness and impact of communication methods used in the Region.
- To promote the use of the Region's website to its fullest extent as a principal means of communication.

Aim

To support national Scout associations in the development and implementation of their internal communication strategy.

Proposed action and support

- Maintain and update the Region's website.
- Establish an Internet-based resource centre that is widely available to associations;
- Provide Europak online.
- Publish Euro.Scout.Info monthly.
- Publish Euro.Scout.Docs on topics of relevance to the Movement in Europe.
- Develop new working methods (e.g.: mailing lists, online meetings/conferences, on-line communities).

Proposed action and support

- Provide internal communications workshops for associations.
- Publish tools for internal communications.
- Provide guidelines on internal communications.
- Publicize good practices.

Objectives

- To offer tools and methods that support communications within associations.
- To offer advice, training, assessment and internal consultancy.
- To provide examples of good practice in communications.

A2. External Relations and Communication

Aim

To implement an external relations strategy for the European Scout Region, in cooperation with national Scout associations, in order to develop the image of the Movement and to develop a public relations policy for use with institutions, the media and other public and private partners.

Objectives

- To support NSAs in analysing their public image and corporate identity by better equipping them with the necessary tools.
- To cooperate with NSAs in defining an image policy through a strategic plan.
- To support NSAs in implementing their strategic plan on image policy.
- To define and implement a public relations strategy for the European Scout Region in order to ensure that its role is better known and is more visible, and to improve the overall image of the Movement.
- To promote within NSAs the concept that each Scout is the bearer of the image of Scouting, through the sense of belonging to an international movement.

Proposed action and support

- Prepare regional workshops on the three areas of Scouting's Profile: communications, partnerships, resources.
- Develop specific training modules to be used at regional events and at national level;
- Coordinate ad hoc expert support to NSAs.
- Develop a series of concise publications related to Scouting's Profile.
- Define a PR strategy related to the Centenary of Scouting.
- Coordinate a regional campaign on Scouting's image aimed at NSAs and Scouts themselves (every Scout is a vector of the Movement's image).

B. Partnerships

B1. Scouting within Civil Society

Aim

To clarify Scouting's specific role within civil society at local, national and international level by following the terms of its mission statement.

Objectives

- To promote within NSAs the concept that the Scout Movement is a non-governmental organization that is able to contribute to

Proposed action and support

- Produce a publication similar to "Scouting is...", related to the role of Scouting within society.
- Organize regional seminars and workshops on "The Mission of Scouting and Involvement in Society".
- Develop training modules adapted from the seminar and workshop on "The Mission of Scouting and Involvement in Society".

the development of civil society at local, national and international level.

- To evaluate and clarify the European Scout Region's relationships in light of the Movement's mission and the social issues identified by WOSM and by the European Scout Conference;
- To stimulate better and new contacts between the leadership of NSAs and other NGOs through co-operation.
- To develop means of identifying public and private partners who share the Movement's values and objectives.
- To organise concerted action as a pressure group in order to influence policy-making on issues regarding youth.
- To create partnerships to support programmes and projects endorsed in the Regional Action Plan.

Aim

To promote the role of Scouting as an actor in local development.

Objectives

To enable them to manage the process of local development in Scouting.

Proposed action and support

- Support NSAs in creating local development projects in line with the Movement's mission.
- Develop a publication on how to create and monitor local development projects.

B2. Cooperation with Other Regions

Aim

To develop and implement co-operation with other Scout regions based on unity, reciprocal recognition and the promotion of the humanization of globalization.

Objectives

- To pursue cooperation agreements with other Scout regions based on policy approved by the World Scout Conference, on reciprocity and on the transferability of experiences.
- To support the development of youth exchanges, decentralised cooperation, and the creation and adaptation of educational tools in cooperation with the other Scout regions.
- To raise the appropriate resources, conjointly, to support this co-operation.

Proposed action and support

- Support European and African NSAs in launching joint projects within the ACP/EU decentralised cooperation framework.
- Support Eurasia NSAs in creating and monitoring projects.
- Support European and Arab NSAs in developing joint activities.

C. Resources

C1. The European Scout Foundation

Aim

To support the European Scout Region through fundraising, workshops, and other activities of the European Scout Foundation.

Objectives

- To increase the membership of *Friends of Scouting in Europe* so as to ensure as many ambassadors for European Scouting as possible.
- To increase the support given to innovative projects at local level.
- To provide targeted support to NSAs through workshops on financial matters.
- To develop the capital of the European Scout Foundation, so that the interest of this capital can serve the European Scout Region.
- To actively contribute to implementing the fundraising strategy of the European Scout Region.

Proposed action and support

- Promote *Friends of Scouting in Europe*
- Promote the annual meeting of *Friends of Scouting*.
- Identify at least 50 good local Scout projects in eastern Europe, to present to potential donors;
 - Organize at least one targeted workshop on financial matters each year (fundraising, financial management or establishing a fundraising strategy at national level).
- Update the promotional leaflet for the European Scout Foundation in 2004, and regularly update the European Scout Foundation's web page.
- Maintain the database of small projects in need of funding.

C2. European Fundraising

Aim

To implement the Region's fundraising strategy by developing the European Scout Foundation and increasing co-funding from European institutions in order to give optimum support to the work of the European Scout Region.

Objectives

- To locate adequate resources through partnerships to support programmes and projects endorsed in the Regional Action Plan.
- To enable NSAs to identify and successfully apply for co-funding from new sources.

Proposed action and support

- Support NSAs in using the EU Youth Programme.
- Support NSAs, through training modules, in using a methodological approach to developing projects and related fundraising.

The Mission and Vision of Scouting

The Mission of Scouting

(adopted by 35th World Scout Conference, Durban, South Africa, 1999)

The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society

This is achieved by:

- involving them throughout their formative years in a non-formal educational process;
- using a specific method that makes each individual the principal agent of his or her development as a self-reliant, supportive, responsible and committed person;
- assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

The Vision of Scouting

As a global Movement, making a real contribution to creating a better world...

We see **Scouting** entering its second century as an influential, value-based, educational Movement focussed on achieving its mission, involving young people working together to develop their full potential, supported by adults who are willing and able to carry out their educational role.

We see **Scouting** worldwide as attracting and retaining more and more young people (especially adolescents) of both genders and coming from broader segments of society.

We see **Scouting** as attractive to adults, women and men in all cultures – a Movement through which they can make a significant contribution to society by working with young people.

We see **Scouting** as a dynamic, innovative Movement with adequate resources, simple structures and democratic decision-making processes where organization, management and communication are effective at all levels.