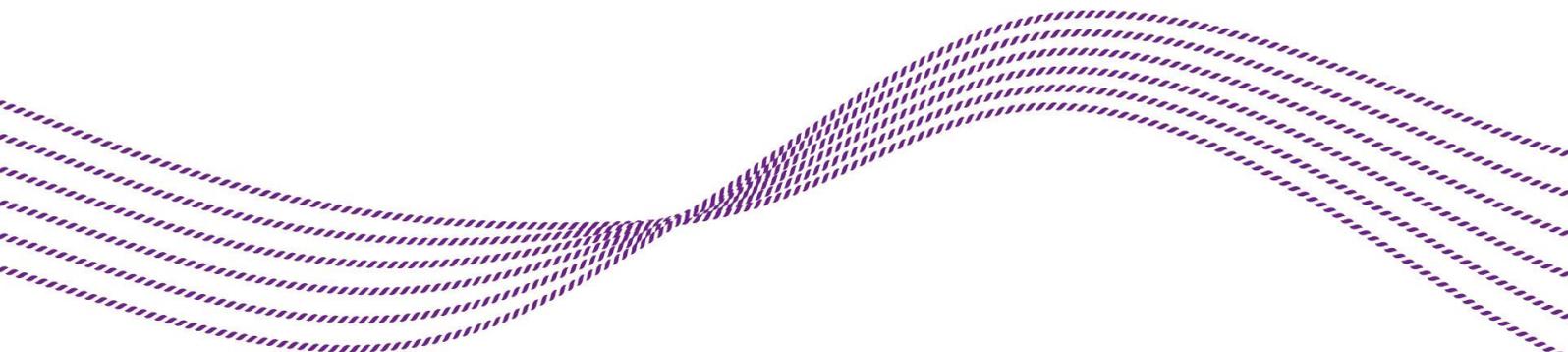




EURASIA SCOUT REGION

STRATEGIC PLAN AND ACTIONS FOR
2016-2019



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WORLD ORGANIZATION OF THE SCOUT MOVEMENT

Mission

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.

Vision 2023

By 2023 Scouting will be the world's leading educational youth movement, enabling 100 million young people to be active citizens creating positive change in their communities and in the world based on shared values.

Strategic Priorities

"Youth Engagement"

Scouting should give young people the opportunity to develop the skills and knowledge, empowering them to take an active part in the Movement and in their communities. Involvement, recognition and intergenerational exchange are key in providing a framework for our youth members.

Educational Methods

The Youth Programme should provide a non-formal learning environment, strengthening the capacity of young people to face the challenges of tomorrow. Scouting should attract, train and retain quality adult volunteers to deliver the Youth Programme.

Diversity and Inclusion

Scouting should reflect the societies in which it exists and actively work to welcome all individuals without distinction. This diversity should not only be reflected in the membership, but also the methods and programmes used within the Movement.

Social Impact

Every Scout should be involved in community service and share their experiences to inspire others. Through activities and projects, Scouts contribute to their communities and become leaders of positive change.

Communication and External Relations

Scouting's profile should accurately portray what we do and why we do it, reflecting our shared values. By using the most impactful methods of communication, and engaging in strategically relevant partnerships, Scouting should be recognised as the world's leading youth movement.

Governance

The governance of WOSM should be transparent, accountable, efficient and clearly linked to its overall strategy, and focused on achieving the mission and vision of the Movement. The roles and responsibilities of the different levels in the organisation should be clearly defined and understood, ensuring a customer-focused approach. In doing so, we ensure high synergy across all levels of WOSM with a high "return on investment"

EURASIA SCOUT REGION

25 Years with the World Organization of the Scout Movement

A Path of Contradictions

Revival of Scouting in the territory of the present-day Eurasia Scout Region coincided with very important processes taking place in the World Organization of the Scout Movement. These processes were related to the fact that the World Scout Movement was conducting a lot of research work after the world had experienced a global crisis of education systems in the 1960s-1970s. The fundamental nature of the global crisis was that humanity realized that there would be no sufficient financial resources in any of the states for the development of education in the ever-changing world, no matter what economical potential they possessed. The way out of the crisis lay through the recognition of the diversity of education modes and their equitable development with concentration of all resources involved. Thus, it laid a foundation for the development of an education, which was subsequently, according UNESCO's International Standard Classification of Education, named as non-formal education

Studies conducted by the World Organization of the Scout Movement initially in the 1970s and then in the 1990-s and early 2000s dealt, first and foremost, with the meaning of Scouting mission and the system of self-education commonly known across the world as the Scout Method. The Scout Movement began to explicitly self-identify itself as non-formal education for young people. Based on contemporary paradigms of education, a deeper comprehension was drawn about a unique progressive scheme for youth development lying in the basis of national scout educational programmes, which for the purpose of their identification among the multitude of educational programmes in the world, were named Youth Programmes of the Scout Movement. The Scout Method got its visualization – an ostensive model, which sought to reflect both inextricable relationship of elements of the Method and dynamism of the whole system. Scouting acquired a real image of a modern innovative educational movement not only for young people, but of young people themselves. Mission and Strategy were adopted for Scouting.

And at this very stage, the Eurasia Scout Region, after it had been established in the late 1990s, found itself in a loop of contradictions, the essence of which was as follows. The basic dynamics to proactive development of the Scout Movement in countries that only recently gained independence was created not by modern approaches adopted by the World Scout Movement, but by ideas that were inherent in Scouting at the beginning of the 20th century, when it had been not yet fully formalized. At this, the ideas themselves were a serious reconsideration of the concept embedded by Robert Baden-Powell in Scouting, but which, as a rule, was set out in texts in Russian. It came out that Scouting in the Eurasia Scout Region began to revive or re-start its way based on ideas about Scouting formed in a very different era, while the entire Scout Movement was changing into a modern dynamic movement of non-formal education for young people.

Very soon it became clear that images of Scouting from the beginning of the 20th century could engage only some small part of initiative adult leaders, but in no way a large number of young people who began their walk in life in today's high-tech and dynamic world.

And here again, but quite from another side, there manifested itself a rather weak level of "immersion" of people, who were reviving or starting Scouting in the Eurasia Scout Region, in the essential basics of Scouting. Consequently, ideas emerged to support the dynamics in the development of the Movement in the Region by controversial approaches and tools, which were not at all inherent to the development of education systems, what was Scouting in essence, but which were meant to promote different trendy youth subcultures among young people. These approaches and tools, which seemingly were very original, began to appear in the 1990s-2000s in some countries where national scout organizations - members of WOSM had a long history of developing Scouting but then found themselves in a protracted crisis of ideas due to the loss of interest from youth to previously "boring" and not dynamic Scouting practiced by them.

Thus, the loop of contradictions tightened up itself: initially accepted controversial ideas about Scouting that had led to the decline in the revival of the Scout Movement in the Region, led to no lesser controversial approaches, when attempts were made to revive it.

Finally, by the mid-2000s, many national scout organizations - members of the Scout Region of Eurasia got in a deep systemic crisis of their development, what dramatically resulted in the catastrophic decline of interest to Scouting in the countries of the Region.

A Path of Search

A persistent search for ways out of the systemic crisis of reviving Scouting in the Eurasia Scout Region began in 2009. First of all it was necessary to solve the pressing question of adopting a strategy of the Eurasia Scout Region fully complying with provisions of WOSM Strategy. Just at that time the Eurasia Scout Region requested the World Scout Bureau to provide global support in developing a strategy for Scouting corresponding to present trends. Experience of having global support in the elaboration of a strategic plan for the Eurasia Scout Region was very successful in 2009-2010. It was a kind of testing of a global support programme, which turned now in one of the most important activities of both the World Scout Committee and the World Scout Bureau.

Strategic priorities and a strategic plan, adopted at the 4th Eurasia Regional Scout Conference (2010, Batumi, Georgia), were aimed specifically at identifying and comprehending the entire depth of large-scale problems occurring in activities of both NSOs and constitutional bodies of the Region.

It was found that the main problem in the development of Scouting lay in the weak conception of essential characteristics of Scouting among most of leaders' teams in national scout organizations.

The large-scale problem was causing a range of institutional problems. A way out of the systemic problems lay in resolving the following issues:

- 1) What should a national scout organization manage?
- 2) What can and should be an organizational structure of an NSO?
- 3) What is the role of adults in Scouting and how young people are involved in decision-making?

4) How should the communication at different levels of NSOs be built? How should the communication of NSOs with other organizations and different levels of WOSM be built?

This whole block of problems became an essential part of the study that formed a basis to work out the Strategic Plan and Actions of the Eurasia Scout Region for 2013-2016, which was adopted by the 5th Conference of the Eurasia Scout Region (2013, Kyiv, Ukraine).

The Strategic Plan for 2013-2016 was formed as a serious challenge for the Eurasia Scout Region and, in the first place, for the Eurasia Scout Committee to exert maximum possible efforts towards what was defined in the paper – to commence a PATH TO A BREAKTHROUGH. Resolutions adopted by the 40th World Scout Conference (2014, Ljubljana, Slovenia) gave confidence in the correctness of the chosen path. Newly adopted World Scout Youth Programme Policy and World Scout Youth Involvement Policy along with already existing World Adults in Scouting Policy give a very clear understanding of requirements and rules that must be adopted by national scout organizations to achieve the Mission of Scouting and ensure the consistent movement in implementing the Strategy for Scouting and achieving Vision 2023.

As a result of discussions at the working sessions of the 5th Eurasia Regional Scout Conference, a design and analytical approach was adopted as a basis for the preparation and conduct of activities included in the list of the Strategic Action Plan for 2013-2016, and it has been consistently implemented throughout the three-year period. The approach allows to get an objective and clear understanding of the causes of systemic failures in organizations, because of which they are not able to develop themselves. Presently one can say that all reasons that prevented the Eurasia Scout Region in the previous 25 years to make a worthy contribution to the development of Scouting in the Region itself and at the global level have been identified. These reasons are the main challenges for the Eurasia Scout Region.

Challenges for the Eurasia Scout Region

Challenge:

Scouting - education for life on the basis of values

Scouting, having commenced at the beginning of the 20th century as a fascinating educational game based on romantic images attractive to boys and girls, has been steadily increasing its power and strength, particularly because cognitive and educational interests of young people remain always sustainable, even though they vary at different times. The Scout Movement has successfully overcome and experienced a lot of hypotheses and theories about what is attractive to children and young people. At all times it has been and remains to be an educational movement based on the values and interests of young people in their physical, intellectual, emotional, social and spiritual development.

The global problem of the Eurasia Scout Region is that mental models of Scouting that do not correspond to educational systems have almost an absolute dominance in leaders' teams of national scout organizations. Most of adult leaders tend to bring in the environment of children and young people a kind of a subculture, to which they themselves are committed. This may be amateur tourism, environmental or charity events, flash mobs, concerts and entertaining activity or something else, but it does not constitute education and it is not Scouting.

One hundred and nine years of Scouting's development have unfolded in most countries best practices of how youth can be engage. All these practices are associated with only one understanding of Scouting as a movement of non-formal education for young people in accordance with the purpose, principles and method conceived by its Founder - Robert Baden-Powell.

Successful implementation, in the first place, of **Strategic Priority "Youth Engagement"** must respond to this challenge.

Challenge:

Management of an NSO must be aimed at the successful implementation of Youth Programme. The NSO should not and cannot govern scout groups.

The World Scout Policy (requirements) "Youth Programme" has clearly determined "... Youth Programme is the central element of Scouting, the vehicle through which the purpose of Scouting is achieved. Without the Youth Programme there is no Scouting. Given the above, all other functions in an NSO merely support the implementation of the Youth Programme; for example, management structures, adult training, communication teams, financial resources. <...> all adults in Scouting should work together to implement an effective Youth Programme."

Educational programme management in the Scout Movement has clear characteristics that do not involve management of structures, which directly implement the programme.

This is due to the voluntary nature of participation of adult leaders in the Movement. In the Scout Movement best practices clearly show that the relationship of an NSO, which owns the rights to the educational programme with organizations and groups that have voluntarily taken the initiative to implement the programme are built on the basis of licensing agreements.

An in-depth analysis conducted in 2013-2016 on constitutional relations in the NSOs - members of the Eurasia Scout Region has concluded that organizational structures of the national scout organizations were built on principles of a rigid hierarchy of bureaucratic management, but not on principles of youth programme management. This is due to the fact that the significance of youth programmes to provide for the successful development of the Scout Movement was actually flattened in the Eurasia Scout Region for many years. In 1991-2008 only one training on the youth programme was held for adult leaders in the Region (Workshop "Scout Section Programme", Krasnokamenka, 2003). Eventually, all activities in NSOs, as a matter of fact, boiled down to a few unsystematic events throughout a year. In such a situation, structures were not set up in most NSOs to develop educational methods for the effective promotion of Scouting in their countries.

To remedy the current situation, it is necessary to reorient the purpose of national scout organizations. There is a need in carrying out an advanced set of measures to adopt the educational Mission of Scouting in NSOs. To do this, it is necessary to change the mental model of perception of what lies in the notion of "Scouting" in leaders' teams of NSOs. Therefore, **Strategic Priority "Educational Methods"** remains a long-term focus in activities of the Scout Region of Eurasia.

Challenge:

There may not and should not be authoritarian decisions in the Scout Movement.

The Scout Movement is a voluntary non-political educational movement for young people (*Article I, Chapter I, WOSM Constitution*). The notion "voluntary" is critical in this fragment of the definition of the Scout Movement. It means that the most important direction in NSO management is the involvement - the recruitment of adult women and men in Scouting. By using all means available in Scouting, NSOs should build strategies on convincing adults to unite themselves voluntarily on the basis of their free will for achieving the purpose and Mission of Scouting. A scout organization is not only a system, which is open for relationships and communication, but it also takes a proactive stance with regard to the involvement of many new adult volunteers, who are capable of fulfilling the role or function that suits them the most.

In this connection, it is vital for the scout organization to develop all opportunities available from volunteers. It is the responsibility of each member of leaders' teams in NSOs to take care that the volunteers at all levels of youth programme implementation would progress in their personality development by obtaining clearly defined positions, training, and participation in various programmes and projects.

The scout organization cannot be a closed club for a few "dedicated" individuals, in which the only correct decisions are taken by most "dedicated" ones.

As it is evidenced by twenty five years of experience of national scout organizations in the Eurasia Scout Region and by results of regular monitoring of NSOs through mandatory annual reporting to the World Scout Committee, actually in all NSOs there is a strong authoritarian influence of leaders who either have been at the beginning of the revival or birth of Scouting in their countries in the early 1990s or have come in leadership teams in times of the complete decline of NSOs in the mid - late 2000s. In every possible way these leaders sustain the closed nature of NSOs by failing to take any decisions bound for voluntary organizations and aimed at broad involvement of adult volunteers in the development of the Scout Movement.

Implementation of **Strategic Priority "Governance"** will enable all NSOs - members of the Eurasia Scout Region to adopt and apply the management principles adopted in Scouting.

Challenge:

NSOs should not be socially oriented organizations. NSOs should have well-developed educational programs aimed at forming competencies of its members for social service to their communities.

Robert Baden-Powell defined a deep educational essence of Scouting, and at the same time he clearly outlined what does not constitute Scouting:

- “• it is not a charity organisation for people in society to run for the benefit of the poor children;
- it is not a school having a definite curriculum and standards of achievement;
- it is not a brigade of officers and privates for drilling manliness into boys and girls;
- it is not a show where surface results are gained through payment as merit badges, medals, etc.;

These all come from without, whereas the Scout training all comes from within.”

(Robert Baden-Powell, *Aids To Scoutmastership*, 1919 edition)

In accordance with the Strategic Plan of the Eurasia Scout Region for 2013-2016, the Eurasia Support Centre of the World Scout Bureau conducted a study of the development of the Scout Movement. The study was based on provisions of NSOs' constitutions (charters), NSOs' annual reporting to the World Scout Committee, as well as on regular monitoring of NSOs' publications at scout.org resource. Publications placed by NSOs and active adult Scout leaders in social networks were constantly analyzed to verify the correctness of the study.

With a high degree of probability, results of the study allow to draw the following conclusion: In their essence, the national scout organizations in the Eurasia Scout Region are organizations-recipients that receive grants to implement a variety of social projects and programmes implemented by public authorities, commercial and non-profit organizations in their respective countries. Moreover, the legal and institutional form of an NSO is selected specifically for the possibility of obtaining grants and funding from state budgets. So, grants that make possible the functioning of organization's bodies is a priority for a NSO, but educational activities in the framework of the Youth programme are treated as of secondary significance.

First and foremost, Strategic Priority **"Social Impact: To Reach Everyone"** is focused on the promotion and advancement of Scouting in local communities by involving adults and young people in educational programmes aimed at the formation of both competencies to provide service and the desire to create improvements in the social environment where scouts live.

Challenge:

Activities of all bodies in national scout organizations in the Eurasia Scout Region should be open and transparent.

Three years since the 5th Eurasia Regional Scout Conference displayed a high degree of the closed nature of national scout organizations not only in external partnerships, but even in the World Organization of the Scout Movement.

Closedness for external partners. This is manifested in two aspects. Firstly, it is manifested in the fact that the provisions of the Strategic Plan and Actions for 2013-2016 aimed at interaction with external partners remained unfulfilled. It happened due to only one reason: NSOs have almost no external partners in their countries, they cannot and do not know how to negotiate on large projects and programmes to be implemented in the territories of their countries. Secondly, NSOs - members of the Eurasia Scout Region are very passive in presenting publicly their actions and participation in Programme "Messengers of Peace" at scout.org resource, what gives a direct evidence of rather poor contacts of scout groups with external partners at the local level.

Closedness in the World Scouting. It is typical that NSOs provide rather discrepant information in the course of the annual reporting to the World Scout Committee. This discrepancy manifests itself in the following: first, NSOs report on constant replacements of commissioners in charge of certain areas of activities despite that there were no changes in the composition of NSOs in the accountable period; second, almost always reports contain very little factual information on NSO activities; and third, reports are delivered at the very last moment, being drawn in a hurry, what requires on part of the World Scout Bureau to clarify constantly the data that have been provided.

It deserves a special attention at the level of the Scout Region of Eurasia that there is a high degree of risk in the manifestation of conflicts of interest in activities of the Eurasia Scout Region Committee. There are individuals in the Committee's composition, who for a long time or during all three years combined their elected office in the Committee with the tenure of executive positions in NSO's bodies or exercised control of NSO's activities as a third party through financial or authoritarian leverage.

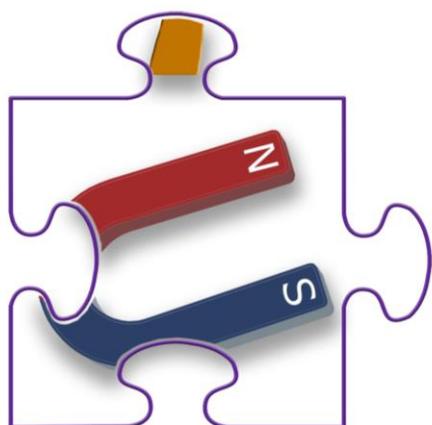
Starting with resolutions of the 4th Eurasia Regional Scout Conference in 2010, a particular attention was paid to issues of communication in Scouting and establishment of external relations in the Eurasia Scout Region. Yet this time, an independent, long-term priority is singled out -- **Strategic Priority "Communication and External Relations"** -- the implementation of which should make it possible to overcome the closed nature of NSOs on the basis of both educational proposals, well-developed and clearly worded by NSOs, and proposals of NSOs on partnership and cooperation to all stakeholders.

A path towards Achieving Mission of Scouting and WOSM Strategy and Vision 2023

Vision 2022

By 2022 Scouting will be the leading non-formal educational movement of young in the Eurasia Scout Region, offering an opportunity to all young people in countries, where National Scout Organizations operate, to be active citizens who create positive changes in their local and national communities, in the Region and the world based on shared values.

Strategic Priorities 2016-2022



"Youth Engagement"

The strategic priority sets long-term goals, on the basis of which NSOs are encouraged as follows:

- 1. To adopt National Scout Youth programme Policies on regulating all issues related to the development of non-formal education for young people on the basis of values, as it is customary in the World Organization of the Scout Movement;*
- 2. To make dedicated effort for young people, who are NSO members to become a real scout image in accordance with the values of the Scout Movement;*
- 3. To provide for the collaboration of adults and young members as an ongoing "dialogue of generations" in building a better world, adopting common mental models of Scouting as an innovative non-formal education movement.*

OBJECTIVE 1-FY

To develop and adopt a strategic plan of the Eurasia Committee with key performance indicators for 2016-2019 to promote Strategic Priority "Youth Engagement" in the Eurasia Scout Region and NSOs.

OBJECTIVE 2-FY

To form a strategic volunteer group "Youth Engagement" in the Eurasia Scout Region based on principles of a volunteer contract with mutual obligations of the parties.

OBJECTIVE 3-FY

To form a complete package of regulatory documents institutionalizing and explaining the status of the Eurasia Scout Youth Forum.

OBJECTIVE 4-FY

To carry out consistently actions on platforms of the Excelscout and the Eurasia Scout Youth Forum based on elements of the Scout Method which are key to the development of the youth initiative: the progressive opening (a symbolic basis), involvement, assumption of responsibility, trust and abilities of both to cooperate and to lead.

OBJECTIVE 5-FY

To promote consistently success stories of young NSO members (participants of youth programmes and young Scout leaders) at scout.org resource.

OBJECTIVE 6-FY

To conduct a study (self-assessment) on apprehensions of young people - members of NSOs in the Eurasia Scout Region about their roles and powers in NSOs.

OBJECTIVE 7-FY

To conduct discussion platforms on the development of Scouting in each NSO of the Eurasia Scout Region with the organizational participation of youth advisors from the Eurasia Scout Committee and with the participation of representatives of different generations in Scouting.

Action Plan of the Eurasia Scout Region for 2017-2019 on Achieving Strategic Priority "Youth Engagement"

Actions	2017	2018	2019
1. To elaborate and adopt key performance indicators of Strategic Priority "Youth Engagement"	Q2		
2. To form a strategic volunteer group "Youth Engagement" based on principles of a volunteer contract with mutual obligations of the parties.	Q1		
3. To provide support in organizing meetings of the working group "Youth Engagement" according to the time schedule approved by the ESR (<i>Eurasia Scout Region</i>) Committee.	Throughout the year	Throughout the year	Throughout the year
4. To adopt a complete package of regulatory documents institutionalizing and explaining the status of the Eurasia Scout Youth Forum.		Q2	
5. Excelscout. Topic "Progressive opening (a symbolic basis in Scouting)"	X		
6. Excelscout. Topic "Involvement and assumption of responsibility"		X	
7. Excelscout. Topic "Trust, abilities both to cooperate and to lead"			X
8. To send regularly requests to NSOs to provide information (according to an elaborated form) on success stories of young NSO members with an objective to promote them at scout.org resource	Quarterly	Quarterly	Quarterly
9. To conduct an online survey of young people - members of NSOs in the Eurasia Scout Region about their roles and powers in NSOs by using self-assessment tools developed by Group "Youth Engagement".		Q2	
10. To publish results of self-assessment of young people - members of NSOs in the Eurasia Scout Region about their roles and powers in NSOs.			Q1
11. To organize a joint training for youth advisers of the ESR Committee and ESR trainers on preparing discussion platforms in NSOs "Development of Scouting through Intergenerational Dialogue"	Q4		
12. To provide organizational support in running NSO discussion platforms on the development of the Scout Movement with the participation of representatives of different generations in Scouting		According to NSO plans	According to NSO plans



Educational Methods

The strategic priority sets long-term goals, on the basis of which NSOs are encouraged as follows:

- 1. To make the area of educational methods a strategic priority in own development and to include representatives of partner organizations and public education in working groups on the development and updating of youth programmes;*
- 2. To adopt National Adults in Scouting Policies to regulate all issues of relations with adults engaged in Scouting, including binding agreements with mutual obligations of the parties;*
- 3. To start the development of national courses for adult training based on the Wood Badge Concept and standard requirements (guidelines for national scout organizations) to the level and content of training of adult Scout leaders - volunteers in the Eurasia Scout Region;*
- 4. To adopt plans on active participation in educational events in respective countries for disseminating information and promoting the development of non-formal education of young people.*

OBJECTIVE 1-EM

To develop and adopt a strategic plan of the Eurasia Committee for 2016-2019 with key performance indicators to promote Strategic Priority "Educational Methods" in the Eurasia Scout Region and NSOs.

OBJECTIVE 2-EM

To form a strategic volunteer group "Educational methods" in the Eurasia Scout Region based on principles of a volunteer contract with mutual obligations of the parties.

OBJECTIVE 3-EM

To develop and publish a methodological package on educational methods in Scouting in Russian for public access.

OBJECTIVE 4-EM

To conduct a training on the use of World Adults in Scouting Policy in NSOs for commissioners on adult resources, who have concluded fixed-term contracts (including volunteer ones) with NSOs.

OBJECTIVE 5-EM

To make a consistent effort to increase the team of trainers of the Eurasia Scout Region and to provide for in-depth training of its members.

OBJECTIVE 6-EM

To make a consistent effort on introducing "Standard Requirements to Levels and Content of Training for Adult Scout Leaders - Volunteers in the Eurasia Scout Region" in practice of member NSOs of the Eurasia Scout Region.

OBJECTIVE 7-EM

To provide targeted global support to national systems of training and education of adult scout leaders by training teams of trainers in NSOs based on requests from NSOs and with the involvement of trainers of the Eurasia Scout Region.

OBJECTIVE 8-EM

To organize and conduct a Eurasia scout educational forum in 2017 to address urgent issues on the development of youth non-formal education delivered by the World Scout Movement.

Action Plan of the Eurasia Scout Region for 2017-2019 on Achieving Strategic Priority "Educational Methods"

Actions	2017	2018	2019
1. To elaborate and adopt key performance indicators for Strategic Priority "Educational Methods."	Q2		
2. To form a strategic volunteer group "Educational methods" based on principles of a volunteer contract with mutual obligations of the parties.	Q1		
3. To provide support in organizing meetings of the working group "Educational Methods" according to the time schedule approved by the ESR (<i>Eurasia Scout Region</i>) Committee.	Throughout the year	Throughout the year	Throughout the year
4. To publish a methodological package on educational methods in Scouting in Russian at scout.org resource.		Q4	
5. To conduct a regional workshop for commissioners on adult resources with a focus on the development and introduction of National Adults in Scouting Policies. Additional requirements: Executive bodies of NSOs have adopted action plans on the introduction and implementation of National Adults in Scouting Policies.		Q3	
6. To elaborate and adopt both regulations on a team of trainers and functional requirements to trainers of the Eurasia Scout Region.	Q2		
7. To conduct a workshop for ESR (<i>Eurasia Scout Region</i>) trainers on the development of youth programmes (programmes for non-formal education of youth in Scouting).	Q4		
8. To carry out consultations on introducing "Standard Requirements to Levels and Content of Training for Adult Scout Leaders - Volunteers in the Eurasia Scout Region" in practice of NSOs for commissioners on NSO adult resources.	According to NSO plans	According to NSO plans	According to NSO plans
9. To set up and maintain a data base of national trainers (with indication of their specialization).	Q4		
10. To approve regulations on the certification of training courses for adult scout leaders at the level of the Eurasia Scout Region.		Q1	
11. To conduct a Eurasia scout educational forum "The Role of Non-Formal Education in the Development of Personalities of Young People."	X		
12. To carry out monitoring of general conditions of non-formal education in countries of the Scout Region of Eurasia (jointly with NSOs).		Q3	

13. To form a list of relevant issues and topics for discussion at a second Eurasia scout educational forum (based on results of monitoring of general conditions of non-formal education).			Q1
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"Social Impact: To Reach Everyone"

The strategic priority sets long-term goals, on the basis of which NSOs are encouraged as follows:

- 1. To focus on the development of educational modules based on youth programmes which would form competencies for social service and which would presuppose engagement in social service activities as assessment tools in progressive development;*
- 2. Make every effort to formulate and present on a large scale educational proposals to various public and social institutions in respective countries, target groups in national and local communities of respective countries, families and young people; to develop cooperation with public and social institutions as key customers of non-formal education in Scouting on the basis of explicit educational proposals.*

OBJECTIVE 1-SETRE

To develop and adopt a strategic plan of the Eurasia Committee for 2016-2019 with key performance indicators to promote Strategic Priority "Social Impact: To Reach Everyone" in the Eurasia Scout Region and NSOs.

OBJECTIVE 2-SETRE

To form a strategic volunteer group "Social Impact: To Reach Everyone" in the Eurasia Scout Region based on principles of a volunteer contract with mutual obligations of the parties.

OBJECTIVE 3-SETRE

To develop and carry out a broad information campaign in the Eurasia Scout Region on the purpose and content of Global Programme "Messengers of Peace", its possibilities for achieving Vision 2022 of the Eurasia Scout Region (with the achievement of 100 per cent coverage of NSO members) in collaboration with NSO coordinators on Global Programme "Messengers of Peace,

OBJECTIVE 4-SETRE

To develop guidelines for directing the social development of young people on the basis of NSO youth programmes, including the ability to build communication and cooperation with resident missions of WOSM general partners (e.g. U.N., UNICEF, ICRC and others) in collaboration with Strategic Group "Educational Methods" and the team of trainers of the Eurasia Scout Region, based on WOSM materials.

OBJECTIVE 5-SETRE

To develop and disseminate a set of materials "Approaches and Standard Requirements to the Formulation of NSO Educational Proposals for Key Stakeholders: Young People, Families, Public and Local Authorities, Businesses and Non-Profit Organizations, Social Institutions, etc." in collaboration with Strategic Group "Educational Methods" and the team of trainers of the Eurasia Scout Region, based on WOSM materials.

Action Plan of the Eurasia Scout Region for 2017-2019 on Achieving Strategic Priority "Social Efficiency: To Reach Everyone"

Actions	2017	2018	2019
1. To elaborate and adopt key performance indicators for Strategic Priority "Social Impact: To Reach Everyone."	Q2		
2. To form a strategic volunteer group "Social Impact: To Reach Everyone" based on principles of a volunteer contract with mutual obligations of the parties.	Q1		
3. To provide support in organizing meetings of the working group "Social Impact: To Reach Everyone" according to the time schedule approved by the ESR (<i>Eurasia Scout Region</i>) Committee.	Throughout the year	Throughout the year	Throughout the year
4. To conduct regional workshops (in clusters of three countries) for coordinators on youth programmes and Global Programme "Messengers of Peace" on the dialogue, purpose and content of Global Programme "Messengers of Peace", its possibilities for achieving Vision 2022 and the Strategy of the Eurasia Scout Region.	Throughout the year	Throughout the year	
5. To conduct a Eurasia jamboree on topics developed by World Scout Programme "Messengers of Peace" and Project "Dialogue about Peace."		X	
6. To publish in Russian and place at scout.org resource a methodological package on directing the social development of young people based on NSO youth programmes.		Q1	
7. To conduct a regional workshop on introducing methodological guidelines for directing the social development of young people based on NSO youth programmes.		Q3	
8. To publish in Russian and place at scout.org resource a methodological package "Approaches and Standard Requirements to the Formulation of NSO Educational Proposals for Key Stakeholders: Young People, Families, Public and Local Authorities, Businesses and Non-Profit Organizations, Social Institutions, etc."		Q4	



Governance

The strategic priority sets long-term goals, on the basis of which NSOs are encouraged as follows:

- 1. To develop national strategies aimed at achieving WOSM Strategy and Vision 2023;*
- 2. To constitutionalize a system of NSO bodies aimed at managing youth programmes;*
- 3. To apply actively WOSM best practices on concluding licensing agreements (contracts) with initiative groups (organizations) for the implementation of youth programmes;*
- 4. To make an effort to prevent the undivided authority, authoritarianism, or hidden influence of third parties on NSO constitutional (chartered) bodies and to expand the participation of young members of NSOs in decision-making processes;*
- 5. To be open in the decision-making and transparent in the conduct of financial and economic activities, to practice regularly external audits and to publish annual reports on activities with the disclosure of information about budgets;*
- 6. To adopt national policies on the prevention of conflicts of interest in NSO constitutional (chartered) bodies;*
- 7. To make dedicated effort on explaining the essential characteristics of Scouting and principles of institutional building in the Scout Movement to members of leadership teams engaged in governance at different levels of NSOs.*

OBJECTIVE 1-G

To develop and adopt a strategic plan of the Eurasia Committee for 2016-2019 with key performance indicators to promote Strategic Priority "Governance" in the Eurasia Scout Region and NSOs.

OBJECTIVE 2-G

To form a strategic volunteer group "Governance" in the Eurasia Scout Region based on principles of a volunteer contract with mutual obligations of the parties.

OBJECTIVE 3-G

To monitor national strategies of NSOs on their compliance with Strategy and Vision 2023 WOSM.

OBJECTIVE 4-G

Constitutional bodies of the Eurasia Scout Region shall work consistently with NSOs to achieve the synchronic sequence in the conduct of world, regional and national conferences.

OBJECTIVE 5-G

Constitutional bodies of the Eurasia Scout Region shall work consistently to define in NSO constitutions a clear separation of powers (functions) between governing (higher) and executive bodies for effective implementation of youth programmes.

OBJECTIVE 6-G

Constitutional bodies of the Eurasia Scout Region shall persistently put into practice procedures of annual financial reporting both in the Eurasia Scout Region and NSOs, including independent audits at national and regional levels.

OBJECTIVE 7-G

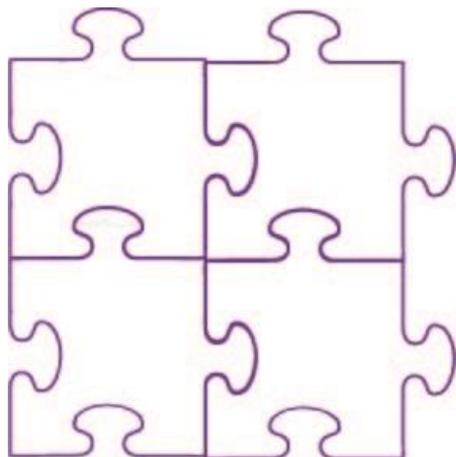
To develop and adopt the text of a statement on public obligation of Eurasia Committee members to the Eurasia Scout Region, defining, inter alia, a measure of responsibility concerning NSO expectations and key features for assessing the work efficiency of Committee members.

OBJECTIVE 8-G

To provide utmost global support to NSO teams of leaders, upon requests from NSOs, in respect of understanding and acceptance of the essential characteristics of Scouting and principles of institutional building in the Scout Movement.

Action Plan of the Eurasia Scout Region for 2017-2019 on Achieving Strategic Priority "Governance"

Actions	2017	2018	2019
1. To elaborate and adopt key performance indicators for Strategic Priority "Governance."	Q2		
2. To form a strategic volunteer group "Governance" based on principles of a volunteer contract with mutual obligations of the parties.	Q1		
3. To provide support in organizing meetings of the working group "Governance" according to the time schedule approved by the ESR (<i>Eurasia Scout Region</i>) Committee.	Throughout the year	Throughout the year	Throughout the year
4. To adopt a single monitoring form for compliance of national strategies with Regional and World Strategies.	Q4		
5. Monitoring survey of compliance of NSO national strategies with WOSM Strategy and Vision 2023.		Q2	
6. Regional workshop on strategic planning for strategic volunteer groups set up in NSOs.		Q4	
7. To make effort in the Eurasia Scout Region on achieving the synchronic sequence in the conduct of world, regional and national conferences.	Throughout the year	Throughout the year	Throughout the year
8. To make effort on defining in NSO constitutions a separation and clear assignment of powers and functions between NSO governing and executive bodies for effective implementation of youth programmes, with the global support of the World Scout Bureau and in collaboration with the Constitutional Committee of the World Scout Committee.	According to NSO plans	According to NSO plans	According to NSO plans
9. To develop evaluation tools for annual financial reporting - a form of regional financial audit as Eurasia Global support to NSOs.	Q4		
10. To organize evaluation procedures of annual financial reporting - regional financial audit of WOSM support to NSOs.		According to plans of ESC/WSB	According to plans of ESC/WSB
11. To approve the text of a statement on public obligation of Eurasia Committee members to the Eurasia Scout Region.	Q1		
12. To provide global support to NSO teams of leaders in respect of understanding and acceptance of the essential characteristics of Scouting and principles of institutional building in the Scout Movement.	Upon NSO requests	Upon NSO requests	Upon NSO requests



Communication and External Relations

The strategic priority sets long-term goals, on the basis of which as follows:

- 1. The Committee of the Scout Region of Eurasia shall finalize and adopt a regional media strategy on the promotion of Scouting in the Region, including in-depth information about the Scout Movement, current events in the Region, activities of Region's constitutional bodies, etc.*
- 2. The Committee of the Scout Region of Eurasia shall organize the development and adoption of a strategy on the development of external relations in the Eurasia Scout Region;*

NSOs are encouraged as follows:

- 3. To develop and adopt in a priority order national media strategies to promote Scouting in their countries;*
- 4. To avoid failure to comply with requirements of WOSM Constitution on timely reporting;*
- 5. To report regularly to the WSB Eurasia Support Centre, as it is defined by WOSM regulations, on communication with WOSM officials and its bodies at all levels, NSOs or other organizations on any actions or events related to scout activities within WOSM;*
- 6. To keep constantly to regulations on communication established in the Eurasia Scout Region.*

OBJECTIVE 1-CER

To develop and adopt a strategic plan of the Eurasia Committee for 2016-2019 with key performance indicators to promote Strategic Priority "Communication and External Relations" in the Eurasia Scout Region and NSOs.

OBJECTIVE 2-CER

To form a strategic volunteer group "Communication and External Relations" in the Eurasia Scout Region based on principles of a volunteer contract with mutual obligations of the parties.

OBJECTIVE 3-CER

To organize the development of a Eurasia scout policy "Image of Scouting" setting out NSO common principles on the promotion of the Scout Movement in their respective countries on the basis of common values of Scouting and WOSM official materials. To present for consideration Eurasia Scout Policy "Image of Scouting" at the 8th Eurasia Scout Conference (2019).

OBJECTIVE 4-CER

To develop the electronic layout of a booklet common for Eurasia Scout Region NSOs to represent the Scout Movement in their respective countries.

OBJECTIVE 5-CER

To organize the development and adoption of common rules for work on on-line platforms for NSOs, constitutional bodies of the Eurasia Scout Region and various groups established by the Eurasia Scout Region.

OBJECTIVE 6-CER

To develop a training program and to conduct a training for NSO commissioners on communication, who have concluded fixed-term contracts (including volunteer ones) with NSOs, on the use of principles of the Media Strategy of the Eurasia Scout Region for their introduction in NSO media strategies in collaboration with the team of trainers of the Eurasia Scout Region.

OBJECTIVE 7-CER

To organize the development and adoption of a Eurasia scout policy on communication setting out common requirements to national strategies and policies on communication.

OBJECTIVE 8-CER

To provide for regular publication of meeting minutes of the Eurasia Scout Region Committee.

OBJECTIVE 9-CER

To organize the development and adoption of regional regulations on public reports of constitutional bodies and groups established by the Scout Region of Eurasia.

OBJECTIVE 10-CER

To develop and adopt in a priority order an action plan on establishing partnerships with resident missions of WOSM general partners (U.N., UNICEF, ICRC and others) in the Eurasia Scout Region to collaborate in the development of youth non-formal education.

Action Plan of the Eurasia Scout Region for 2017-2019 on Achieving Strategic Priority "Communication and External Relations"

Actions	2017	2018	2019
1. To develop and adopt key performance indicators for Strategic Priority "Communication and External Relations."	Q2		
2. To form a strategic volunteer group "Communication and External Relations" based on principles of a volunteer contract with mutual obligations of the parties.	Q1		
3. To provide support in organizing meetings of the working group "Communication and External Relations" according to the time schedule approved by the ESR (<i>Eurasia Scout Region</i>) Committee.	Throughout the year	Throughout the year	Throughout the year
4. To elaborate and adopt a draft of Eurasia Scout Policy "Image of Scouting."		Q4	
5. To publish methodological guidelines for NSOs to register the WOSM brand in countries of the Eurasia Scout Region.	Q4		
6. To adopt a draft of a Eurasia scout media strategy.		Q4	
7. To develop a training programme for NSO commissioners on communication and media strategies.			Q1
8. To conduct a regional workshop for NSO commissioners on communication, who have concluded fixed-term contracts (including volunteer ones) with NSOs, on the use of principles of the Media Strategy of the Eurasia Scout Region for their introduction in NSO media strategies. Additional requirements: Executive bodies of NSOs have adopted action plans on the development, introduction and implementation of national media strategies.			Q2
9. To develop and adopt a draft of Eurasia scout policy on internal communication setting out common requirements to national strategies and policies on communication in the Eurasia Scout Region.		Q2	
10. To make regular publications of meeting minutes of the Eurasia Scout Region Committee.	Throughout the year	Throughout the year	Throughout the year
11. To adopt regional regulations on public reports of constitutional bodies of the Eurasia Scout Region.	Q1		
12. To place regularly public reports of the Committee of the Eurasia Scout Region and WSB Eurasia Support Centre at scout.org resource.	Q1	Q1	Q1
13. To adopt an action plan on establishing partnerships with resident missions of WOSM general partners (U.N., UNICEF, ICRC and others) in the Eurasia Scout Region.		Q2	