

# STRATEGIC PLANNING REPORT

## EUROPEAN SCOUT FOUNDATION

Prepared By

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ESF Strategic Plan Monitor: Martin Meier

## Executive Summary

Strategic Planning Consultant, Joshua Dick, supported by World Scout Bureau Staff, Goran Gjorgjiev, worked with the Board of the European Scout Foundation (ESF) to conduct a comprehensive review of its work and to determine objectives to strive for in its next strategic plan/roadmap. The consultant utilized documentation, conducted a **SWOT analysis** and a planning workshop with the ESF Board as key stakeholder focus groups to develop this strategy document.

Key findings of the review included:

- The foundation has a unique purpose and its well positioned stakeholder for development of Scouting in Europe.
- The foundation can work in conjunction with the World Scout Foundation (aim to fund WOSMs operations and MOs project globally) and scout foundations (supporting the local and national work of MOs).
- The foundation key stakeholders as beneficiaries are the European Scout Region and the National Scout Organisations.
- The foundation supports the development of Scouting in Europe, with a focus on Eastern Europe, including the countries that have joined the European Region of WOSM in 2023.
- National Coordinators structure is seen as opportunity to expand the FOSE.

Key recommendations listed as objectives in the strategic plan are:

- Rebrand and communicate better the services of the foundation to the end beneficiaries.
- Increase the capacity in operations to enable the foundation to serve its purpose more effectively.
- Expand the fund portfolio and increase the foundation capital.
- Increase support in the development of Local Scouting by number of grants and geographic diversity.

Detailed findings, recommendations, and next steps are in the remainder of this report.

## Definition and Purpose of a Strategic Plan

The purpose of strategic planning is to set overall goals for the foundation and develop a viable plan to achieve them. Objectives are determined by the information gathered to discover what is important to the foundation and its beneficiaries.

The Strategic Planning Workshop was organized in Zurich, Switzerland on 19<sup>th</sup> November 2022 with the Board of the European Scout Foundation.

The strategic planning started with defining the mission that offers the foundation a sense of purpose and direction. The foundation’s mission statement describes who it is, what it does and where it wants to go.

### **Mission Statement:**

**“We raise funds and provide resources to support the development of Scouting, primarily through local projects in Europe in line with the European Scout Region.”**

The ESF defined their vision for the future and identified goals and objectives. The process included establishing the sequence in which those goals should be realized so that the foundation can reach its stated vision. The vision statement describes the desired future state of the ESF and its impact within a given time frame.

### **Vision Statement:**

**“By 2030 the ESF contributes to the development and quality growth of Scouting in Europe by supporting at least 40 projects annually with at least 200K CHF with the ambition that every young person has the opportunity to become a Scout.”**

## **ESF STRATEGIC PRIORITIES**

**Build Capital and Raise Money**

**Fund Projects**

**Reputation and branding of the Foundation**

**Increase Operational Capacity and effectiveness**

Once the ESF Board agreed on its mission, vision and priorities, the strategic planning continued with establishing goals under each priority. The ESF board developed SMART goals -- specific, measurable, achievable, realistic, and time-bound and developed actions that the foundation will implement in addressing these goals. A comprehensive plan was developed under each strategic priority.

### **Strategic Priority 1. Build Capital and Raise Money**

**Objective 1:** Achieve an annual net growth rate of FOSE friends by 7%, life friends by 5%, and new friends’ categories, and make a review of the contribution levels by 2025 setting targets for recruitment and retention. We aim to have 10 Reef Knot friends by the end of 2024.

Actions:

Review friend categories and implement required changes.
Strengthen selected national FOSE communities.
Use automated ways of paying.
Define best practices on how to approach potential new FOSE donors and update marketing material.

**Objective 2:** By 2024, fully implement a strategy for a diversity of income in dialogue with the European Scout Region.

Actions:
Build and implement strategy on how to attract legacy, big donors and project funding.
Involve the European Scout Region, as well as other relevant stakeholders, in building and implementing said actions.

**Objective 3:** By 2030, increase the capital of the foundation by 1M CHF.

Actions:
Review foundation investment policy.

## Strategic Priority 2. Fund Projects

**Objective 1:** By 2030, we receive at least 60 applications and fund 40 projects annually.

Actions:
Build good working relations with all ICs and the ESR (ask to have published articles in Scout magazines, being mentioned at national meetings, etc.).
Publish results in media channels (Facebook, Newsletters, Website, LinkedIn, etc.) and increase the reach of these.
Appoint an editor in chief as soon as possible.
Create a project application resource and provide support to applicants.

**Objective 2:** By the end of 2023, a full application decision takes a maximum of 3 months.

Actions:
Make the website and flux system work.
Appoint one project reviewer to, or within, the board and identify a way to a quick decision from the ESR.

**Objective 3:** We maintain 100% response on project reporting.

Actions:
Maintain policy of non-payments to projects in countries with not fully reported projects.

## Strategic Priority 3. Reputation and branding of the Foundation

**Objective 1:** By 2030, we are recognized as an important funding partner for local Scouting in our key target groups.

Actions:
Define key target groups.

Survey opinion within target group at set intervals.
Increase visibility using an attractive social media presence.
Promote project funding opportunities through national partnerships.
Create partnerships with MO's and scout foundations.

**Objective 2:** By 2023, define target groups for our communications and how to measure success.

Actions:
Analyse where our donor base is receiving its information.
Establish communication methods that suit our donor base.
Investigate how potential funding recipients are informed of Foundation possibilities.
Create tutorial on how to apply for project funding.

**Objective 3:** By 2030, donors are eager to keep investing in the ESF.

Actions:
Identify and promote tax deductability.
Develop and promote packages for big donors (but don't leave "regular" donors hanging).
Provide continuous positive feedback to donors about funded projects.
Through a series of physical and online gatherings and social events develop a culture of belonging

## Strategic Priority 4. Increase Operational Capacity and effectiveness (Staff and volunteers)

**Objective 1:** By June 2023, develop and implement an updated organisational structure, including a new working relationship with the ESR.

Actions:
Establish a clear division of tasks within the board and identify tasks to be handled by other volunteers and/or paid staff.
Discontinue email from website to all board members, appoint one single point of contact.
Implement a centralized document system (Google Drive, One Drive or similar).
Create a communications plan, and identify resources needed.
Immediately appoint a person responsible for the website.
Create an annual operating budget.

**Objective 2:** By 2024, engage a director, administrative staff or establish a contract with the WOSM European Support Centre.

Actions:
Create a clear "role description" (admin or non-admin, selling or non-selling...) and establish a business plan with established milestones for income.
Establish immediate administrative/Comms/accounting support (and create a clear to do list).
Appoint an editor in chief as soon as possible.

**Objective 3:** By 2023, increase the number of volunteers in the foundation by 10 persons.

Actions:
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Create an open call for positions identified in the organisational structure (targeted recruiting).

### **Next Steps:**

Consultation phase will follow the development of the draft strategy. The Strategy Report will be shared with the National Coordinators of the ESF and the European Scout Committee as two stakeholders' groups and feedback will be requested.

The Board of the ESF will take into consideration provided inputs and approve the strategy at its next business meeting in 2023.

Martin Meier, Board Member of the ESR, is appointed as Strategic Plan Monitor for the ESF. Smartsheet will be developed by the WSB to support and track process.

The Strategic Plan Report will become a standing item on the ESF Board Agenda meetings and will be provided by the Strategic Plan Monitor

Geneva, 08 December 2022