



## Provision of consultancy / global support in the European Scout Region

### 1. The concept of tailored-made consultancy (referred to as "global support")

The concept of tailored-made consultancy acknowledges that the NSOs/NSAs in the European Scout Region have diverse needs and strengths. Uniform, standardized support would therefore not be an optimal approach, or might only serve to stimulate specific actions. Instead, the Region should target its support actions to match the specific needs of each National Scout Organization (NSO) and/or National Scout Association (NSA).

This is a more labour-intensive manner to provide support, but also more effective. It is therefore worth investing the time and effort to support each organization and association in a tailor-made manner and to follow through with appropriate next steps.

As a general rule, NSOs/NSAs requesting support will be asked to complete a self-assessment. At present this is achieved using the Needs & Strengths Analysis. When Global Support Assessment Tool (GSAT) becomes available that shall be used instead. This assessment will be used by the Committee Contact person, and anyone else involved in providing support, as a basis for determining the most appropriate response to the needs of the NSO/NSA.

### 2. Multiple ways to identify needs

The need for consultancy can be identified through multiple channels:

An NSO/NSA may (1) request support. A support request may be addressed to the regional office, to the Committee Contact or to members of the relevant Project Group / Core Group directly.

Secondly, (2) the Region can identify a support need on the basis of a questionnaire, arising problem situation, or analysis of the development needs, typically following a contact with the NSO/NSA.

No matter the channel through which the need has been identified, the coordination of consultancy is done by the Organisational Development Core Group (ODCG). All identified needs should be referred to the Director for Organisational Development (Director). The Director will enter the request on the Global Support Database and will work with the Coordinator of the ODCG, and/or his delegate, to identify a suitable response and to ensure that is acted upon. S/He manages overlapping requests, timing of actions, and use of resources. The Coordinator together with the relevant Committee Contact authorizes consultancy to the NSO/NSA before any actions can be undertaken (the Committee Contact has the final responsibility to give or refuse the start of any GS). In the subsequent execution of the consultancy, the Coordinator and the Committee Contact shall be cc:ed in all correspondence with the NSO/NSA.

This process shall be carefully evaluated and if needed adapted if a new global support database will be established. It might be the case that new roles, new links and new roles arise out of a new system of recording and tracking global support requests.

### **3. Multiple forms of support**

Consultancy is to be understood widely. It can involve multiple ways of support, e.g.:

- Visit by a (volunteer) expert (who could be regional consultant, or an experienced fellow NSO/NSA, or an external expert). Expert visit may be a stand-alone visit or may be combined with a visit by the Committee Contact.
- Sending of information, documentation or link.
- Repeated skype / telephone conferences.
- Counselling, advice on a particular subject.
- Guidance to funding sources and applications.
- Matchmaking between potential partner organizations.
- Participation at a regional event / seminar, if necessary with financial support.

Consultancy can be used to address:

- Specific one-off needs (e.g. need for a particular visit or event support). In this case, the support can be considered done when the action has been carried out and a report has been sent in, including ideas for the further development of the NSO/NSA and/or tracking the (long-term) impact of the support.
- A long-term need (programmatic approach). This will require multiple contacts over time, working along a timeline. The first step of the support will be considered done when the relevant development goals have been agreed and a process of further steps of consulting has been designed. The support will be considered finished when all of the agreed actions have been carried out and a report has been sent in, including ideas for the further development of the NSO/NSA and/or tracking the (long-term) impact of the support.

Multi-country situations: a support action may involve several countries (e.g. training course for SEE countries). In this case, several Committee Contacts would be involved. However, in order to establish an efficient way of work, the Committee may appoint only one member to follow the consultancy. Here again, the coordination of the support is done by the ODCG.

### **4. Multiple people to deliver consultancy**

The actual delivery of the support may be carried out by different actors, depending on whose responsibility the question is or who otherwise is most suitable to carry out the support. The 'consultants' may come from these sources:

#### 1. Consultancy Pool

It is important to use the expertise available in the Consultancy Pool. The Consultancy Pool is particularly suitable for Expert Visits and following up with NSOs/NSAs on a particular topic. Coordinators of each project / core group should be aware of relevant expertise in the Consultancy Pool from their area of competence.

#### 2. Project Groups / Core Groups

There is no specific group in charge of delivering the support. Instead, all groups are in charge of delivering support in their respective area of competence. However, considering the workload of group members, it is recommendable to use Consultancy Pool whenever possible.

### 3. Staff

Staff members may deliver support in their respective areas of expertise. In particular, the office should manage sending of information and documentation. Also if no volunteers are available, staff members could be requested to deliver support in the form of visits. However, considering the workload of staff, it is recommendable to use Consultancy Pool whenever possible.

### 4. Other NSOs/NSAs

If another NSO/NSA has considerable experience or a best practice in a particular field, the Region may request the resource NSO/NSA to deliver the consultancy to the supported NSO/NSA. However, if this way of delivery applies, the NSO/NSA offering the support shall be properly briefed and they may be accompanied by the Country Contact, a designated staff member or a member of the relevant Project Group / Core Group.

Anyone providing any form of tailored support should ensure the relevant staff member (where there is one assigned) is fully involved and informed of all initiatives and outcomes, cc on relevant emails would be an example of how this may be achieved. Relevant milestones are also to be reported to the Director for Organizational Development (for updating the database) and the Committee Contact person(s). The latter shall always be involved when important decisions have to be taken.

## **5. Internal formalities**

Consultancy requests are managed with a minimum of formality. A sample request form is attached to this document. Use of the form is not compulsory, requests can be sent by email and should follow the format set out in the form.

All actors aim to achieve a very short response time back to NSO/NSA (i.e. within days of the request being identified). In the event there is a delay in identifying the best delivery method, a holding reply to the NSO/NSA should be sent. The Coordinator of the project / core group with the respective area of knowledge and competence should ensure that a reply is sent, and if necessary sends it him/herself.

All requests for support will be tracked. The Committee Contact should notify the Director for Organisation Development of any requests or proposals for support, and should forward the email requesting the support if one exists.

Before committing to visits to the country requesting support, some aspects should be documented by the NSO/NSA or by the Coordinator/Committee Contact. In particular the following should be documented; Objectives (SMART) of the support, expected outcomes and impact, how those effects will be measured or evaluated, outline action plan. This data should be sent to the Director for Organizational Development who will retain a copy. This approach should ensure that the purpose of any expenditure is clear and it should also provide a basis for determining the effectiveness of our support initiatives.

Each consultant should provide an update on the consultancy on a regular basis (about once a month); they should send this updated to the Director for Organization Development, the Committee Contact and any relevant staff member. Any consultant is clearly informed in advance about this and any other of his/her duties in the context of global support. The Director for Organizational Development will record this regular information on the Global Support database and will report to each meeting of the European Scout Committee (ESC) and the ODCG about all Global Support engagements. As we are in a volunteering environment, we are well aware of the fact that monthly reporting is sometimes difficult to provide. However, as it is crucial to have a current overview of all engagements at any time, the Director for Organizational Development together with the ODCG will be sometimes (e.g. in preparation of meetings of the ESC and ODCG) involved in actively collecting reports from consultants.

## **6. Budgetary issues**

Costs of consultancy are grouped in a separate budget line. The costs of global support missions are not to be charged on the budget of a project/core group, but from this common budget line.

For missions, the Region should preferably pay the flight costs, while the NSO/NSA covers the local costs as a form of hospitality. If this would be an obstacle for the NSO/NSA, the Region may cover the local costs as well.

## **7. Reporting**

After the delivery of the support, the consultant sends his/her report to (1) Committee Contact (2) Coordinator of the ODCG and/or his delegate (3) Respective Project Group / Core Group Coordinator (if applicable and if not ODCG) (4) The Director for Organizational Development, who centrally collects reports, and publishes them on the appropriate website(s) and database. There is not a compulsory format of delivering the report, but there is a standard form that can be used if it is fitting the concrete case (see Annex to this document). The language of any report in the environment of global support is English. However, there are some important information that have to be shared as part of any report:

- Name of the NSO/NSA, name of the consultant, name of the people involved within the NSO/NSA;
- Areas of work and topics involved in the support;
- Timeline of the delivered support, including concrete actions and dates as well as people involved;
- Description/summary of concrete outcomes and quality-assessment by the consultant;
- Expected impacts in the future and concrete follow-up-proposal (tracking impact, etc.);
- 3-5 most important lessons learned to be taken into account in further global support missions;
- Assessment by the consultant, if the example could serve as best practice within the European Scout Region;
- Budget and financial report;
- Any report should include any material that has been developed as part of the support.

The consultant should write a short news-piece to EuroScoutInfo.com, or agree the piece to be written by others. This spreading of information is important in order to encourage others to use the support possibilities. In case of a sensitive situation, the publication of the news-piece can be omitted.

## **Annexes**

ANNEX 1: GS request form

ANNEX 2: GS report form