

# 2025-04 – Membership development: Strengthening emerging and developing Member Organizations

## Background

The European Scout Region is committed to fostering a sustainable and inclusive growth approach, ensuring that all Member Organizations (MOs) can access the support they need to thrive. While many Member Organizations continue to expand at different paces, smaller and emerging organisations often require assistance establishing strong foundations and navigating their development journey effectively. This resolution aims to reinforce our capacity to support these Member Organizations, ensuring that even the smallest organisations can access essential resources.

A key aspect of this approach is broadening access to initiatives and projects, such as the Growth Potential Project, by making it available to all Member Organizations below a 2% market share. By doing so, we recognise that growth challenges are not exclusive to the most minor organisations but can also affect medium-sized and large Member Organizations seeking to strengthen their membership base. This ensures that support mechanisms are equitably distributed, fostering a sustainable and balanced growth strategy across the Region.

At the same time, we reaffirm that direct educational support focused on developing a fundamental understanding of Scouting among local leaders should remain available on a case-by-case basis as determined by the Region after consultations with the Member Organization. This distinction ensures that resources are allocated effectively while maintaining the flexibility to provide targeted assistance where it has the most significant impact.

## Content Proposal

The 25th European Scout Conference,

*Recognising* that in 2025:

- The Scouting landscape within the European Scout Region has become increasingly diverse, with evolving traditions, backgrounds, and support and resource needs.
- Shifting political realities in European countries and ongoing conflicts in some present unique challenges to individual Member Organizations.
- 55% of Member Organizations (26 out of 47) have under 10,000 members, and 51% have a market share lower than 1% (74% lower than 2%), highlighting the need for targeted support to ensure sustainable development.
- Member Organizations from the European Scout Region have consistently scored lowest in the Growth Potential and Continuous Improvement dimensions in Global Support Assessment Tool assessments over the recent Triennium.
- The number of Member Organizations requesting support has been increasing, reflecting a growing demand for long-term assistance.

*Taking into account:*

- The decision by the World Scout Committee to expand the geographical boundaries of the European Scout Region and the confirmation of membership for 7 new Member Organizations in 2023/24 (an increase of 17,5%).
- The progress made by these new Member Organizations in integrating into the European Scout Region and their active participation in regional activities.
- The impact of support initiatives such as the Nexus Project and the Growth Potential Project (GPP) on strengthening Member Organizations over the years. Nine (9) of the 14 Member Organizations that became part of the GPP are now growing, and seven (7) have more members than before the pandemic.

- The integration roadmap established for some of these Member Organizations, and consultants and the Advisory Group on the new geographical boundaries for Europe who played a key role in this process.

*Acknowledging that:*

- Growth is not always a strategic priority but can result from improvements in other areas of work (membership development strategies, improved recruitment and retention of Adults in Scouting, strengthened image of Scouting in society, improved and updated Youth Programme, etc.).
- Membership development is intrinsically linked to the priorities set in the Regional Scout Plan, which was presented by the European Scout Committee and later approved by the Conference.

**Asks** the European Scout Committee,

- **to ensure continued direct support for Member Organizations** with a market share below 2% through targeted regional initiatives, such as the Growth Potential Project (GPP), expanding its reach to ensure accessibility to those most need it.
- **to increase the capacity of support to Member Organizations** by continuously training new consultants and improving frameworks such as GPP, ensuring it remains responsive to evolving needs and integrates new resources and developments in the region and World Scouting.
- **to provide membership development solutions** adapted to the unique realities of each Member Organization, fostering long-term sustainability and resilience.
- **to continue supporting the strengthening of Member Organizations** in the face of external challenges through implementing the Organisational Resilience Framework within their national contexts and realities.
- **to promote a collaborative environment** where partnerships between Member Organizations add value to direct support efforts, encouraging peer-to-peer learning and shared best practices.

*Proposed by: European Scout Committee*

## Background Information Document

Prepared by the World Scout Bureau Europe Support Centre

<b>Draft Resolution title:</b>	Membership development: Strengthening emerging and developing Member Organizations
<b>Proposed by:</b>	European Scout Committee

### Policy Implications

The adoption of this resolution will require the European Scout Region (ESR) to further institutionalise and expand its support mechanisms, ensuring that Member Organizations (MOs) with fewer resources or lower market share receive structured and sustained assistance. This may necessitate adjustments in funding allocation, development of fundraising proposals, consultant training, and regional resource distribution to accommodate a broader and more diverse range of Member Organizations.

Strengthening partnerships between Member Organizations for mutual support could also lead to policy shifts in how inter-MO cooperation is facilitated and recognised (Networks) within the Region. Furthermore, this resolution reinforces the need for continuous monitoring and evaluation of membership development-related interventions, ensuring that the European Scout Region remains adaptive to changing national and geopolitical contexts while maintaining a sustainable and inclusive approach to development.

### Historical Background

Throughout its history, the European Scout Region has been committed to fostering the growth and resilience of its National Scout Organizations. However, the landscape of Scouting in Europe has evolved significantly, shaped by shifting political contexts, demographic changes, and varying levels of organisational capacity among Member Organizations. While some Member Organizations have experienced stable or rapid membership growth, others—particularly smaller and emerging organisations—have faced persistent challenges in expanding their reach and strengthening their structures.

Recognising these disparities, the European Scout Region has implemented various targeted initiatives to support MOs in their development over the years. In the last two Trienniums, programmes such as the Growth Potential Project (GPP) and the Nexus Project have played a critical role in directly assisting the specific needs of Member Organizations with limited resources. The Organisational Resilience Framework has also been introduced to help MOs navigate external challenges and build sustainable structures for long-term success.

In recent years, the expansion of the geographical boundaries of the European Scout Region—following a decision by the World Scout Committee—has further increased the diversity of Scouting realities within the Region. The integration of seven new Member Organizations in 2023/24, representing a 17.5% increase in regional membership, has underscored the importance of ensuring that support mechanisms remain accessible and adaptable. Moreover, ongoing geopolitical shifts and conflicts in some European countries have placed additional pressures on Member Organizations, making targeted support more crucial than ever. This has reinforced the need for a renewed and expanded commitment to supporting our MOs, ensuring that growth is sustainable and aligned with each organisation's unique context.

This resolution builds on the European Scout Region's longstanding commitment to supporting its diverse membership while adapting to emerging challenges. Refining and expanding existing support mechanisms seeks to create an environment where all Member Organizations—regardless of size or market share—have the resources, guidance, and capacity to develop strong, resilient, and impactful Scouting programmes.

- European Scout Conference Resolutions
  - 2010-R02 - Actions supporting growth through quality
  - 2010-R07 - Tailored Support to NSOs in South East Europe

- 2007-R08 - Actions for membership growth and development
- 2004-R06 - Membership growth and development
- 2001-Rs07 - Cooperation with the Eurasia Scout Region

## Resource Implications

### Human

### Financial

<b>Volunteers:</b> <ul style="list-style-type: none"> <li>• 15 WOSM Consultants and 6 Regional Volunteers on an annual basis.</li> </ul>	<p>Estimated USD 600'000 will be used for the implementation of all the proposed actions.</p> <ul style="list-style-type: none"> <li>• These costs are estimated based on operational costs of the World Scout Bureau and include:</li> <li>• Involvement of Regional Volunteers through projects and working groups,</li> <li>• Planning of dedicated capacity-building initiatives.</li> <li>• Attendance and planning of Regional Events in correlation with the objectives of the RSP, when applicable.</li> <li>• Delivery of WOSM Services.</li> </ul> <p>External Funding: Estimated USD 1,500,000 for full implementation of all the proposed actions through:</p> <ul style="list-style-type: none"> <li>• Investment for external funding.</li> <li>• Contribution to development projects.</li> <li>• Facilitating networking and partnerships.</li> <li>• Direct capacity-building activities.</li> </ul>
<b>Staff:</b> <ul style="list-style-type: none"> <li>• 2 World Scout Bureau staff on respectively 50% and 100% FTE to ensure coordination of the implementation.</li> </ul>	
<b>External Resources:</b> N/A	

