

STRATEGY 2020



DEVELOPING SCOUTING, DEVELOPING YOUTH.

SCOUT ASSOCIATION OF MACEDONIA



The development of this strategy is supported by “Messengers of Peace”

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Scout association of Macedonia

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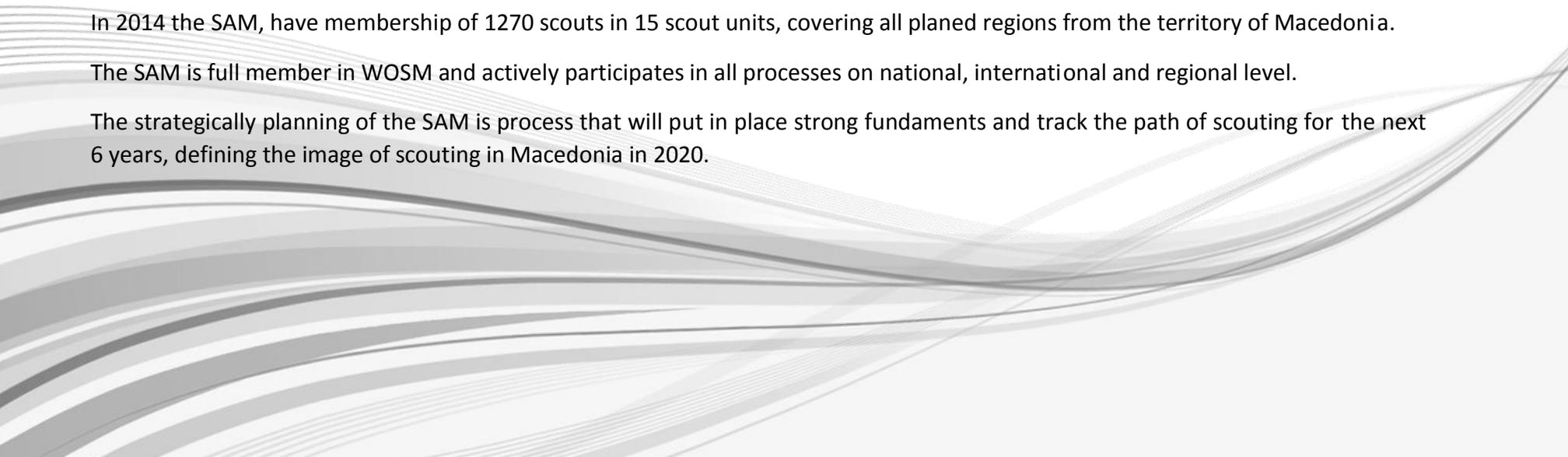
As oldest and biggest youth organization the Scout Association of Macedonia during the past decade has been managing with difficulties with the transition, the fast changing values in the society affecting the young people and had poor development and growth.

In 2014 SAM from one side is more relevant than ever and from other the membership growth is in continues stagnation. In 2014 the SAM have celebrated its 60 years jubilee circling one time cycle of education for more than 40 000 youngsters and character of tents of generations.

In 2014 the SAM, have membership of 1270 scouts in 15 scout units, covering all planed regions from the territory of Macedonia.

The SAM is full member in WOSM and actively participates in all processes on national, international and regional level.

The strategically planning of the SAM is process that will put in place strong fundaments and track the path of scouting for the next 6 years, defining the image of scouting in Macedonia in 2020.



The strategy „Scouting 2020“ will be progressive and developing, will aim towards positioning of SAM as relevant, modern and attractive organization which is recognized by the institutions and the society and offer quality program for its membership.

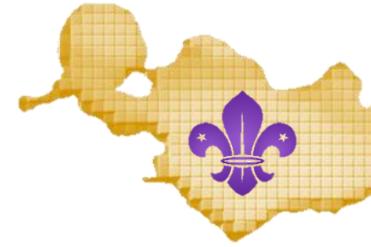
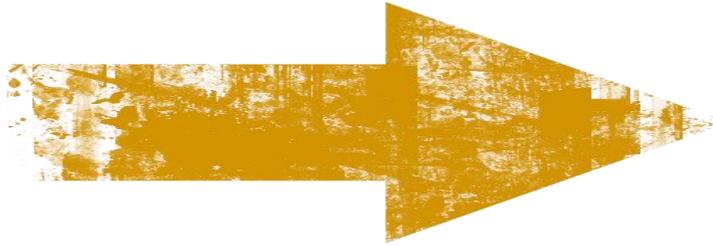
Trough this strategy is articulated the commitment and the energy of the teams and organizational structures of SAM that with joint work have set the pats for the next 6 years.

In the strategy are labored the basic priorities identified in the process of the strategy planning and the detail action plan for the period of 2014 – 2016.

This document is product of several processes and have taken in consideration the: analyze and the challenges of the external factors, the history of scouting in Macedonia, the roll of SAM, the vision, the mission and the long term goals of SAM, the values, the principals and the methods on which is based the work of SAM.

SAM has the knowledge and the power for growth and development. „Strategy 2020“ has to be and will be successful, and we will do it together!





Social context (SAM in the society)

As a youth organization SIM has a long tradition of working with youth. As part of the largest international youth network, the SIM has the ability to draw additional priceless experience working with young people and the educational aspect of the scout organization.

As perhaps the largest youth organization, SIM has a huge responsibility to be involved all spheres of society that affect young people in the Republic Macedonia with special emphasis on improving the non formal education and promoting constructive engagement and social responsibility . Non-formal education conducted by the scout organization in today's modern society needs to address the needs of young people and to encourage their full development through education save and healthy social environment. Taking into consideration the turbulent society and the constant fast changing needs and values of this task would not be easy. To address this challenge requires strong, committed organization that owns modern and attractive quality program motivated and well trained youth leaders and workers.

In 2013 the Association of Scouts of Macedonia conducted research on the needs of young people in which to obtain relevant information on the problems, needs and aspirations of young people in Macedonia.



To meet the challenges identified by the young people in the social context, SAM need to build and set up for the challenge to be the solution to the needs of young people in Macedonia.

Young people accept the civil society and the non-formal education as a great way for progressive organizing in favor of youth, but there is a perception that it is not inclusive to the general population of young people and very small percentage of young people are part of civil society. Therefore, it was repeatedly pointed out that civil society should be more focus on outreach and creating awareness among youth interested instead only function on the basis of time- limited grants and action. Despite the large number of associations in civil society among young still prevails perception that only a small fraction of them actually and measurably continuously working for the interests of young people. According to them , this problem distracting young people from civil society thus creating distrust and alienation , a condition for which young people are particularly concerned and believe that if change will significantly improve opportunities for organizing young people to achieve their goals .

Summing up at the same time the numerous studies of other NGOs additionally we receive defeating and alarming information about the social status of youth.

The young people are passive, apathetic, do not believe that they can change much in the society and half of them see themselves out of Macedonia in the near future.

Summarizing the data it is evident that the work of the scout organization is very relevant. The experiences of the scout organization are very useful in addressing the problems and needs of young people. In the future we still need to work harder at developing of the scout programs and the organization in order that as many young people possible to benefits by the scout movement.





Process of Strategy planning

The process of strategic planning for the strategy Scouting 2020 began in through 2013. In the course of the year, the strategy team organized meetings and activities and consultation process that ended with the establishment of the strategic document. Strategic planning covers the following phases:

- Establishment of Strategic team in the Office of the SIM ;
- Review of the Strategy of SIM 2005 - 2011 , and analyzing the achievements , weaknesses and positive results ;
- Organizing SWOT analysis ;
- Organizing the weekend event - Strategic Planning SIM (Determination of strategic priorities , review the vision and mission of SIM ;
- Visit Scout Unit in Macedonia ;
- Consultation process for commenting on the content of the 2020 Strategy ;
- Consultations with experts in specific segments of the strategy ;
- Finalization of the document ;
- Development of a detailed action plan for the next three years ;

Mission of SAM

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

Vision of SAM

" Scout Association of Macedonia is relevant , attractive and self-sustaining organization that unites young people through modern progressive program that meets the social needs of young people in Macedonia and builds their character based on positive values and Scout principle . "



Target group

The scout organization traditionally for years aims its program and activities to children and young people aged 7 to 29 years. In the coming years SIM will dedicate to this target group covering the period of development of the children in early elementary school, their adolescence and until completion of the education.

Long-term objectives of the scout organization in Macedonia:

- Stable and self-sustaining organization ;
- Organization that offers unique and modern quality program for youth;
- Organization which unites and promote volunteerism and activism ;
- Organization recognized by the state institutions ;
- Leading youth organization in Macedonia ;
- Organization strongly networked with international organizations ;
- Organization that solves problems of young people and care for them ;
- Organization with complete confidence and image quality in general population ;
- Organization which is a leading initiator of positive change in society ;
- Organization which is an essential partner of the government and its agencies in the creation and implementation of youth policies .

Key actions that will achieve strategic objectives:

- Non-formal education for young people through the practice of the Scout method;
- Work and education through interesting and attractive program of activities based in the natural environment that contribute to the intellectual, physical, spiritual and emotional development of each individual;
- Creating an active and constructive youth;

- Promote the organization through reconnaissance "good value " and SIM imposing the society as an organization known for such values .
- Commitment and activation in community development at local and national level;
- Collaboration and partnership with international, regional and national organizations and institutions ;
- Co-operation and joint action with the National Youth Council and its member organizations ;

Values of the Scout Association of Macedonia:

- Good relations;
- Teamwork;
- Trust;
- Transparency and accountability;
- Persistence and dedication;
- Honesty and solidarity;
- Optimism and initiative;



STRATEGIC PRIORITY AREAS

During the preparation of the Strategy Scouting in 2020 were identified and then allocated as strategic priority the following areas:

1.Youth Program

2.Training and Education

3. Development and growth

4. Image and public relations



Strategic Area - Youth Program

The renewal of the youth program of the scout program in Macedonia will be one of the key priorities for the next 6 years. The dynamics of society and the constantly changing trends strongly influence the relevance, attractiveness and justification of activities that we offer as a youth scout organization. For scouting to remain the most numerous youth movement and still be relevant, we need to constantly adjust, evaluate and ask if what we offer is the thing that is necessary for the young people, how to accommodate their needs in the Scout activities and how to be attractive and recruiting scouts, and yet activities to be relevant to the Scout based principle and values and to fully use the Scout method.



The Program by which the scout units are working in R. Macedonia over the course of the strategic planning and the analysis was regarded as outdated, less relevant and not modern for the youth membership. Additionally different approach to its implementation of the program creates gaps and the leaders not fully understand it and implement it accordingly. Guided by several complex needs Scout Association of Macedonia in the next six years will be strongly devoted to recovery and revising its program to modernize the activities offered of the scout organization in Macedonia.

Additionally , in order the leaders who are key individuals in the implementation of the program , to enable full support in the implementation of program activities will be developed manuals, literature , modern labels and accessories that will encourage progressivity in the program through a well designed and packed symbolic framework and attractive challenges for youth will be created. The program will be built in constant consultation with experts that will ensure the preservation and justification in terms of pedagogical approaches and aims to encourage the development of young people through the program in which they participate.

The membership will get modern literature devoted to the program, attractive activities divided by age categories. The program will be recognizable, and brand recognized by all relevant institutions by 2020.

Strategic area - Youth Program

Strategic goal	Strategic tasks
<p>Modernization of the youth program of the SAM</p>	<p>Revising the existing program; Organizing Forum for Program; Organize Forum on Gender Equality; Organize Forum for good practices of CSOs working on non-formal education for young people; Forming teams for making the program activities by category; Revising the system for sills; Pilot implementation and monitoring of the new program; Creating and revising the marks gained levels and skills;</p>
<p>Making publications and materials to support the implementation of the program</p>	<p>Forming a team for preparation of publications; Professional consultation for the preparation of the publications; Meetings to develop publications and tools; Pilot test; Collaboration and consultation with the set;</p>

<p>Introducing Scout Cup</p>	<p>Designing a system for evaluation; Establishment of enforcement; Pilot bunch, with Scout Cup;</p>
<p>Introducing of the new attractive activities at national level</p>	<p>Organizing regular national summer camps for 2 years; Organizing regular national winter camps at 2 years; Introducing traditional 5 day Hike; Introducing traditional two-day hike Vodno - Canyon; Organizing annual forums for debate (Rover); Introducing sea scouts activities - Water month;</p>
<p>Recognizing the youth program by MON</p>	<p>Checking of the existing legislation; Meeting with MON; Steps to certification program;</p>



Strategic Area – Training and education

The constant modernization of all training activities that have the task to enable our members to conduct, devise and support Scouting activity or process is essential segment in the strategy "Scouting 2020" and a key prerequisite for the success of the scout organization in the Macedonia. The analysis have identified several points in the current situation regard to the trainings in that Scout Association of Macedonia. The association will strongly work on them in the next six years:

- The current training system is outdated, it should be updated and expanded review. Training system is fully enclosed and traditional in terms of other civic organizations. Sense of individuality and identity should keep in new and modern training system adapted to meet the needs of the organization and youth; СИМ треба да нуди обуки од најразлични сегменти кои ќе се организираат редовно и со постојан висок квалитет;
- Modernization of symbolism to achieve attractive and modern image and identity that is positively accepted by the society;
- Adaptation and building cohesion in full training of cadres to implement the new program, unification of the trainings and certification of the same;



- Recognition of the trainings in the scout organization from the relevant institutions in the Republic. Macedonia;
- Creating a pool of trainers who will be the part of the commissariate for training of cadres, and additionally offers SIM and outsourcing services;
- By 2020, the Scout Association of Macedonia will have an effective training system with precise detail matrix that will be used for training of scouts getting to level of training or a particular function . Scout Association of Macedonia will organize modern and contemporary training that will equip its members with the skills of the 21st century , will organize trainings that will preserve the tradition , the Scout method and principles . The training will be regularly organized and accessible to all , and certified by the state education system which will have the legitimacy and relevance to young people.

Strategic Area – Training and education

Strategic Goal	Strategy tasks
<p>Updating and revising the training system of SAM</p>	<p>Forming a team to review the training system and complete training commissariat of SAM;</p> <p>Organizing Forum for renewal of the training system of SAM;</p> <p>Reviewing the notes of teams making the guidelines for training models;</p> <p>Making description and objectives for each training pattern in the new training sisitem SAM;</p> <p>Align the training system of SIM with the SAM youth program;</p>
<p>Making publications and materials to support the implementation of trainings</p>	<p>Establishment of guidelines for the preparation and publication;</p> <p>Survey of foreign literature and concepts;</p> <p>Publication of guidelines for organizing the core training of the revised system for training staff of SAM;</p>

<p>Introduce Week of Education and Skills Academy</p>	<p>Building on the concept of organizing several training session in a variety of areas;</p> <p>Building an on-line system to convey interest and reporting of training;</p> <p>Organization of annual weeks of education which will include training that are required by the membership and the required SIM;</p>
<p>Training existing cadres and new cadres on new program SIM, synchronization and adaptation</p>	<p>Organizing training according to the needs of the new program of SIM;</p> <p>Consultation with leaders and determine their familiarization with the new proposed program;</p>
<p>Recognition of training certificates from the system and MON</p>	<p>Survey of existing legislation;</p> <p>Research best practices of National Associations States WOSM;</p> <p>Realizing meeting with MON and MTSP;</p> <p>Lobbying and taking steps toward recognizing the training system and the certificates issued by the SIM;</p> <p>Monitoring efforts for recognition of non-formal educated and involvement in the process.</p>



Strategic Area - Growth and development

Scouting in the Republic of Macedonia 2020 will grow and include over 2000 new young members , scouting will reach all cities in the Republic of Macedonia , a new scout units will be opened in rural areas where scouting will offer education to over 3000 youth . It's clearly identified in the analysis and strategic planning, that the organization is necessary to open up and reach out to young people . Decades of stagnation should be overcome and the association should begin to grow by offering advanced content and attractive opportunities for youth. However for the growth of the scout organization despite the need for modern equipment and quality training modules it needs to strengthen its capacity and to become a self-sustaining organization with a stable financial base and logistics space and facilities that will meet the needs of scouting in R . Macedonia .

Scout Association of Macedonia in the next six years will be strongly devoted to the development of its institutions , achieving financial self-sufficiency , and freedom from dependence of the project work , but also intensify it . For the development, the scout organization needs to create strong collaborations with government, civil society and the international community. By 2020 it will open up new training centers and conducting scouting activities of the organization and the units , and will enhance Scout Center in Ohrid that 2020 will be a resource to achieve sustainability of the organization .

Following the development needs and offering quality service to Scout Units , the number of people professionally engaged in SAM will increase to at least 5 employees to 2020. The office will get a new suitable space and technical support that will enable the most sophisticated operation and support to the scout units and scout activities .

Scout organization will work to define and support its membership by offering programs and support activities for youth , connecting youth with the donor community and building structured dialogue with local authorities on national level , which will position its stances as an important and relevant.

The implementation of specific strategic tasks will form teams that will ensure success in achieving strategic goals in terms of growth and development of the scout organization in the Republic Macedonia .



Strategic area – Growth and development

Strategic Goal	Strategic tasks
Establishing new scout units	<p>Creating a team;</p> <p>Making manual for opening new scout units;</p> <p>Organizing Scout Caravan and focus groups;</p> <p>Visit the intentions scout units;</p> <p>Organizing f Scout clubs in schools (pilot);</p> <p>Networking and encouraging young people to organize in scout units in the districts;</p>
Revising the existing structure of SAM	<p>Exploring good practices;</p> <p>Quotas for representation of young people in the bodies in SAM;</p> <p>Proposed changes to the relevant authorities;</p>

<p>Increasing the number of employees in the office of SAM</p>	<p>Exploring the need for new employees;</p> <p>Systematization of jobs in the office of SIM;</p> <p>Preparation of project applications which will include tasks of classifying jobs;</p> <p>Implementation of the project and employing a person who will coordinate the same project;</p> <p>Revision and reorganization of working time obligations and the Director of LLC Scout to achieve greater effectiveness in the work;</p>
<p>Completion of the Bureau of SIM</p>	<p>Publishing open call;</p> <p>recruitment;</p> <p>Call for external collaborators and volunteers;</p> <p>Organizing team building;</p>
<p>Modernizing the management in the scout centers</p>	<p>Establishment of a working group;</p> <p>Making business and development strategy;</p>

<p>New office for SAM and equipping with logistical and technical equipment</p>	<p>Identifying possible spatial solutions;</p> <p>Lobbying for getting space and edit it;</p> <p>Making the project application for grant administration;</p> <p>Developing a contingency plan for rental of office space and raising funds for the same;</p>
<p>Strengthening the Support to the local scout units</p>	<p>Creating a web platform for the promotion of youth and scout units initiatives and projects and connecting them with the donor community;</p> <p>Supporting youth scout initiatives;</p> <p>Connecting scout units from R. Macedonia with scout units of foreign countries in order to promote cooperation and collecting donations in equipment.</p>

Scout center Ohrid	Designing website for the center; Editing Center in Scout spirit; Promotion of volunteer opportunities at the center; Scout program offering excursions to educational institutions; Systematization of jobs and restructuring them in volunteer work for scouts from Macedonia; Offer to scout program in SCO; Organizing an international camp that runs during the summer and special offer scouts;
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<p>Cooperation and action on an international level</p>	<p>Organizing meeting of the seniors within the South - Eastern Europe</p> <p>Hosting a meeting of the European Scout Committee;</p> <p>Nomination of Representative of SAM in elections for members of the European Scout Committee;</p> <p>Nomination of a representative of SAM in the elections for the Youth Advisor to the World Scout Committee;</p> <p>Organizing European Scout event in Macedonia;</p>
<p>Cooperation and action at the national level</p>	<p>Organizing structured dialogue at local and national level with youth, and specify local - national stakeholders;</p> <p>Dedication and support the work of the National Youth Council of Macedonia and participation in it;</p> <p>Realizing partnership with the Agency for Youth and Sports and relevant institutions;</p>

Strategic Area - Image and Public Relations

Scouting in the Republic of Macedonia is still insufficiently known to the general public , especially for the youth. The image that the public has for scouting are quite different and mixed perceptions .

A good reputation is the prerequisite for recognition and positive acceptance of scout organization . The visual appearance of one side and the way you present scouting in R . Macedonia and the choice of channels through which it is carried out is very important element for the development of scouting .

Over the next 6 years scout organization will be substantially devoted to improve its image in society through modernization and creating a positive and modern branding that easily reaches young people which will attract to the organization . Additionally through the brand, parents , partners and institutions will see the scout organization in the right light as a national youth organization that is modern and unites thousands of young people through nonformal education .



The rebranding of SAM will affect many common practices and habits , uniforms , way of communicating with the public , labeling , promotion etc. Through the new visual approach scout organization will be pushed to its modern and attractive appearance .

To achieve specific strategic tasks teams will be built and trained , specific activities will be organized that will bring scouting and impose a public message professionally built .

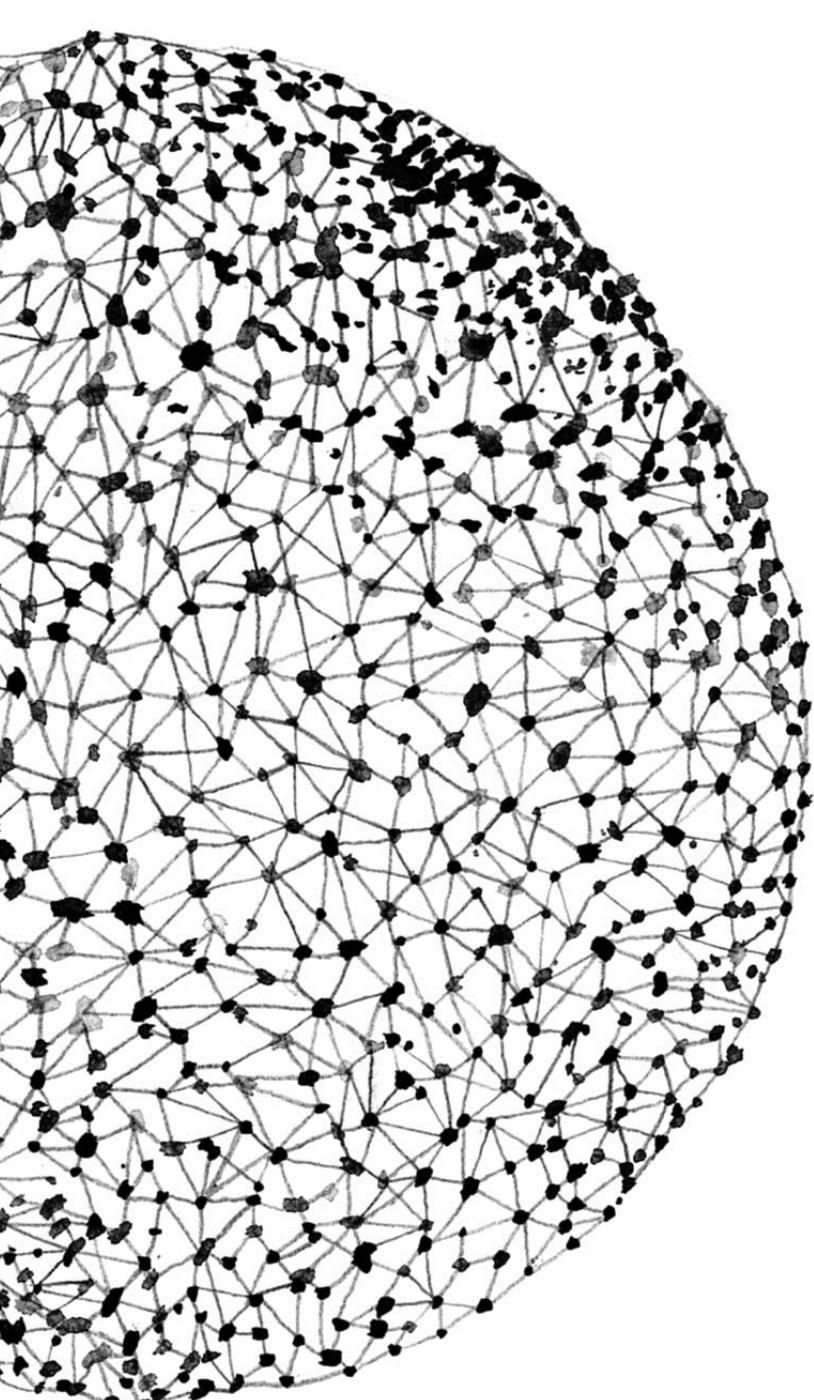
By 2020 scout organization will be recognized by the general public in the Republic of Macedonia, especially for the young as attractive and modern organization that is challenging to be member .



Strategic Area - Image and Public Relations

Strategic Goals	Strategic tasks
Rebranding of SAM	<p>Revise current image and brand;</p> <p>Introducing new segments in accordance with the new program;</p> <p>Design and branding the new uniform;</p> <p>Official branding partner;</p> <p>Opening the on-line store;</p>
Promotion of SAM	<p>Making communication strategy;</p> <p>Naming the PR person;</p> <p>Making promotional videos;</p> <p>Organizing Scout flash mobs;</p> <p>Scout show on national television;</p> <p>Scout section on radio;</p>

	<p>Organizing Scout Caravan;</p> <p>Organizing Scout Festival;</p> <p>Promotion in schools;</p> <p>Organize open day;</p>
Literature	<p>Publication of a monthly newsletter;</p> <p>Translation of foreign literature;</p> <p>Collection of Scout stories;</p>



ACTION PLAN FOR IMPLEMENTING OF THE STRATEGY

Action plan for work of the Governing Board of SAM to achieving of the strategic priorities

Events	Time	Responsible	Resource	Source of resource	Success indicator
Decision for increasing the age category for Rovers in accordance with a nationwide strategy for youth	June 2014	Secretary general of SAM President of SAM	Technical support	SAM-Provided	Accepted proposal and verification of Assembly SAM
Decision for seasonal work for scouts volunteers in ICO-SCO	April - May	President of SAM Director of SCO	/	/	Accepted proposal and established system for implementing the same one
Proposal decisions on statutory changes- Introduction way and criteria for selection of members for regulation mandating quotas for young	May – August 2014	President of SAM	Technical support	SAM-Provided	Accepted proposal and promulgated a new status assembly for SAM
Revise regulations of SAM	May – August 2014	President of SAM	Technical support	SAM-Provided	Number of revised regulations
Introduction and distribution of thematic chores for the members of the board of SAM	September 2014	President of SAM	Technical support	SAM-Provided	Certain duties of members – thematically visited to their development
Revision of payment systems in SAM fee - individual payments per member	June 2015	President of SAM	Technical support	SAM-Provided	New system for paying the individual fee in SAM

Events	Time	Responsible	Resource	Source of resource	Success indicator
Development of strategies for the development of SCO	October 2014 – February 2015	President of SAM Director of Izvidnik DOOEL	Technical support Arranging professionals	СИМ – канцеларија Partners and volunteers	Approved strategy and action plan
Organizing a meetings for veterans in Southeast Europe	February 2016	President of SAM Head of bureau	Financials Team for implementation	Fee for participants Bureau of SAM	Number of participants Prepared documents and policies

Action plan of the office of SAM for achieving the strategic priorities

Events	Time	Responsible	Resource	Source of resource	Success indicator
Creating Web sites for the scout centers	May 2014	Secretary general of SAM Director of SCO	Professionals and finance	Budget of SAM Izvidnik DOOEL	Created and updated Web site
Forming a team for support and development of new scout units	September 2014	Secretary general of SAM Head of bureau	Human resource	Recruitment through an open call	Number of members recruited in the team Number of meetings of the team
Creating a strategy fir communication	December 2014	Secretary general of SAM International commissioner Head of bureau Representative of governing board of SAM	Human resource Professional support	Teams of SAM Partner organizations Professionals involved	Effective strategy for communications implemented in work of every organ of SAM Created training for the governance

Events	Time	Responsible	Resource	Source of resource	Success indicator
Introduction of a scout cup – creating the concept and pilot implementation (Pilot year)	September 2014 – December 2014 March 2015 – October 2015	Secretary general of SAM Head of bureau Program commissioner PR commissioner	Finance Professional support Team and production for implementation	Project working Donations and sponsorships Partners	Introduction of pilot model, accepted of the scout units and the members
Opening of the Online scout shop	March 2015	Secretary general of SAM Head of bureau	Finance Finance for equipment and materials Professional support	Partners Izvidnik DOOEL	Open and effective online scout shop with at least 20 products
New training center	March 2015	Secretary general of SAM	Finance Equipment	Project application SAM Scout units Partners	Opened new training center of SAM

Events	Time	Responsible	Resource	Source of resource	Success indicator
New offices of SAM	March-June 2015	Secretary general	Finance Equipment	Project application SAM Scout units Partners	Opened new office of SAM
Campaign for opening new scout units	September – December 2015	Secretary general Team growth and development Head of bureau	Finance Human resource	Project application Scout units Partners Teams of SAM	Number of new opened scout units
Meeting with Ministry of education and science	March 2016	Secretary general Head of bureau	/	/	Recognized certification and program
Campaign for opening new scout units	September – December 2016	Secretary general Team growth and development Head of bureau	Finance Human resource	Project application Scout units Partners Teams of SAM	Number of new opened scout units

Action plan for work of the bureau of SAM to achieve the strategic priorities

Events	Time	Responsible	Resource	Source of resource	Success indicator
Forum for youth program	May 2014	Program commissioner	Financed from MoP project	Project working	Presence of young people from all scout units and drafted program
Renewing program	June 2014 to July 2015	Program commissioner Office of SAM	Financed from MoP project	Project working	Made 8 publications and implemented program for 8 scout units
Support for rover activities targeted for local development	May 2014 – November 2014	Chief of bureau	Financed from MoP project	Project working	Number of applications from rovers and number of local made projects
Forum for gender equality	May 2014	Program commissioner	Implementation team Finance assets	Team of bureau Budget of SAM	Presence of representatives of the scout units Document policies and recommendations - decisions

Events	Time	Responsible	Resource	Source of resource	Success indicator
Training for writing projects	March 2013	Secretary general of SAM	Finance and team for implementation	Project application MoP Team of SAM's Office	Number of participants and raised initiatives
Completion of the teams of the Bureau of SAM	May 2014	Chief of Bureau	Human resource	Recruitment and inclusion of existing staff	Formed teams and number of members
Modernizing the system and skills	July 2014 – September 2014	Commissioner of bureau of SAM	Human resource and finance assets	Program team Finance allocated for MoP Project application	Formed new system of skills and solutions proposals
Survival training	August 2014	Program team, training team and chief of bureau	Finance assets Professional support and implementation team	Registration fee of participants Army of Republic of Macedonia Program team	Number of trained participants
Setting mechanism for international volunteering in SCO	September 2014	International commissioner	/	/	Set platform and information

Events	Time	Responsible	Resource	Source of resource	Success indicator
Organizing the first traditional activity – debate (Rover scouts of SAM)	November 2014	Chief of bureau Program commissioner	Team training Space	Team of bureau and office od SAM Partners	Number of participants Draft decisions and policy documents
Organizing the first traditional camp – scout promise	May 2015	Program commissioner	Finance assets Implementation team	Registration fee of participants Program team of bureau	Number of participants who made the scout promise and participated in activities
Publication of a monthly newsletter	September 2014	PR commissioner	Technical support and team for development	SAM secured, PR team	Published monthly newsletter, number of pages

Events	Time	Responsible	Resource	Source of resource	Success indicator
Organizing modernized model of National scout competition and pilot Olympic games of the next Scout cup	October 2014	Chief of bureau Secretary general	Finance Implementation team	Office of SAM Project work Sponsorship Registration fee of participants Team of office and bureau Professionals involved	Number of teams participating Number of media that will transport the event Number of views on the social networks Number of views on the video channels
Commercialization of brand	October – December 2014	PR commissioner	Technical support, implementation team, professional support	SAM secured, PR team, partners	Established new brand
Training for communication	November 2014	Training commissioner	Finance assets Professional support Organizing team	Registration fee of participants Project work Partners	Number of participants

Events	Time	Responsible	Resource	Source of resource	Success indicator
Preparation for contingent for the World Scout Jamboree and participating on the same	January – July 2015	International commissioner Secretary general	Registration fee of participants SAM Finance	SAM	Number of attending people
First traditional humanitarian event	February 2015	Program commissioner (rover scouts)	Human resource	Scout units	Number of attending young people in the humanitarian event
Scout ball tournament	March 2015	Program commissioner	Organization team Finance assets	Registration fee of participants Program team	Number of teams
Making and offering a program for education in nature	February - march 2015	Chief of bureau Program commissioner	Human resource Technical support	Bureau teams SAM	Made program Number of realized offers
Rebranding of the scout uniforms	March 2015	Chief of bureau	Professional support	SAM Partners	Approved new model of the scout uniforms

Events	Time	Responsible	Resource	Source of resource	Success indicator
Scout skills academy (Alpinism, rafting, orientation)	June 2015	Training commissioner	Expert team Finance Equipment	Army of Republic of Macedonia Registration fee Project application	Number of trained scouts
Review the training system	April 2015	Training commissioner Chief of bureau	Finance Organization team	Project application	Number of participants New elected training system with a detailed matrix
Traditional hike Vodno-Matka	April 2015	Program commissioner (scouts)	Expert team Finance Equipment	Army of Republic of Macedonia SAM Registration fee of participants	Number of participants
Support for rover activities targeted to local development	May 2015– November 2015	Chief of bureau	Finance from MoP project	Project working	Number of applications from rover scouts and number of conducted local projects
Education weak – training for leaders and instructors	June 2015	Training commissioner	Organization team Finance	Project application Registration fee of participants	Number of participants Certified staff

Events	Time	Responsible	Resource	Source of resource	Success indicator
Organizing a counseling for leaders	June 2015	Training commissioner	Organization team Finance for travel costs	Project application Teams of bureau	Number of visits in the scout units Present leaders at the counseling
Training and networking for new scout units	June – September 2015	Chief of bureau Secretary general Development and growth team	Finance Human resource	Project application Teams of bureau Partners	Opened new scout units
Challenge 300	July – August 2015	Program commissioner	Expert team Finance Equipment	Army of Republic of Macedonia SAM Registration fee of participants	Number of participants
Summer camp	July – August 2015	Program commissioner	Finance Organization team	Registration fee of participants	Number of participants
Printing 8 publications for implementing of the program	August - September 2015	Chief of bureau Program commissioner Secretary general	Finance	Project application	Published 8 publications in number of copies that satisfy the needs of the scout units

Events	Time	Responsible	Resource	Source of resource	Success indicator
Monitoring and implementing of the program	From September 2015	Program commissioner Chief of bureau	Monitoring team Finance for travel costs	Program team SAM	Number of visits Number of scout groups who implement the program
Making promo videos	August - September 2015	PR commissioner	Implementation team Finance Equipment	Teams of the bureau Project application	Number of made videos Public appearance Number of views
Educational week – training for leaders and instructors	October 2015	Training commissioner	Organization team Finance	Project application Registration fee of participants	Number of participants Certificated staff
Scout caravan and parade	September - October 2015	Chief of bureau Program commissioner Development team	Finance Implementation team	Project application Teams of the bureau	Number of visited cities Number of focus groups Number of media that are showing the event
Organizing the traditional event – Debate (trends in WOSM)	November 2015	Chief of bureau Program commissioner	Support team Space	Bureau team and office of SAM Partners	Number of participants Draft decisions and policy documents

Events	Time	Responsible	Resource	Source of resource	Success indicator
Organizing modernized model of National scout competition and pilot Olympic games of the next Scout cup	October 2015	Chief of bureau Secretary general	Finance Implementation team	Office of SAM Project work Sponsorship Registration fee of participants Teams from office and bureau Professional support	Number of teams that participated Number of media that will show the event Number of views on the social networks Number of views of the video channels
Official brand partner	November - December 2015	PR commissioner	Human resource	Bureau of SAM	Presented brand partner implemented in the brands of SAM
Scout ball tournament	March 2016	Program commissioner	Organization team Finance assets	Registration fee of participants Program team	Number of teams
Support for rover scout activities targeted to local development	May - November 2016	Chief of bureau	Finance	Project application	Number of applications of rover scouts and number of realized local projects
Winter camp (skills)	January - February 2016	Program commissioner	Finance Implementing team	Program team Registration fee	Number of participants

Events	Time	Responsible	Resource	Source of resource	Success indicator
Scout festival	March 2016	Chief of bureau Secretary general	Finance Implementation team	Project application Sponsorship SAM Bureau teams	Organized festival Number of stands Attendance Media coverage
Traditional humanitarian event	February 2016	Program commissioner (rover scouts)	Human resource	Scout units	Number of attending young people Organized humanitarian events
Traditional hike Vodno-Matka	April 2016	Program commissioner (scouts)	Expert team Finance Equipment	Army of Republic of Macedonia SAM Registration fee of participants	Number of participants
Organizing the traditional camp – scout promise	May 2016	Program commissioner	Finance assets Implementation team	Registration fee of participants Program team of bureau	Number of participants who made the scout promise and participated in activities
Support for the rover scout activities targeted to local development	May - November 2016	Chief of bureau	Finance from MoP project	Project working	Number of applications from rover scouts and number of conducted local projects

Events	Time	Responsible	Resource	Source of resource	Success indicator
Challenge 300	July – August 2016	Program commissioner	Expert team Finance Equipment	Army of Republic of Macedonia SAM Registration fee of participants	Number of participants
Summer camp	July – August 2016	Program commissioner	Finance Organization team	Registration fee of participants	Number of participants
Preparing a candidate for European comity	June - July 2016	International commissioner President of SAM Chief of bureau	Finance Team	SAM Bureau of SAM	Number of votes
Education week – Training for leaders and instructors	September - October 2016	Training commissioner	Organization team Finance	Project application Registration fee of participants	Number of participants Certified staff
Training and networking to new scout units	June - September 2016	Chief of bureau Secretary general Team for growth and development	Finance Human resource	Project application Bureau teams Partners	Opened new scout units

Events	Time	Responsible	Resource	Source of resource	Success indicator
Scout skills academy (Alpinism, rafting, orientation)	August 2016	Training commissioner	Expert team Finance Equipment	Army of Republic of Macedonia Registration fee Project application	Number of trained scouts
Organizing traditional event – Debate (scout brand)	November 2016	Chief of bureau Program commissioner	Development team Space	Bureau team and office of SAM Partners	Number of participants Draft decisions and policy documents
Winter camp (skills)	January - February 2017	Program commissioner	Finance Implementing team	Program team Registration fee	Number of participants

