

# The Strategy for Scouting – action for growth



## A Plan for Educational Methods 2008-2011

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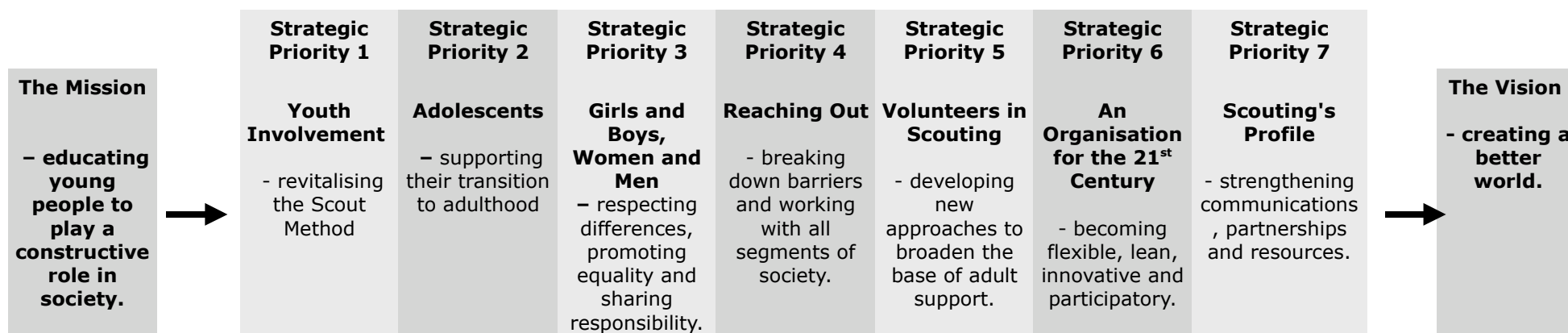
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## 1. Introduction

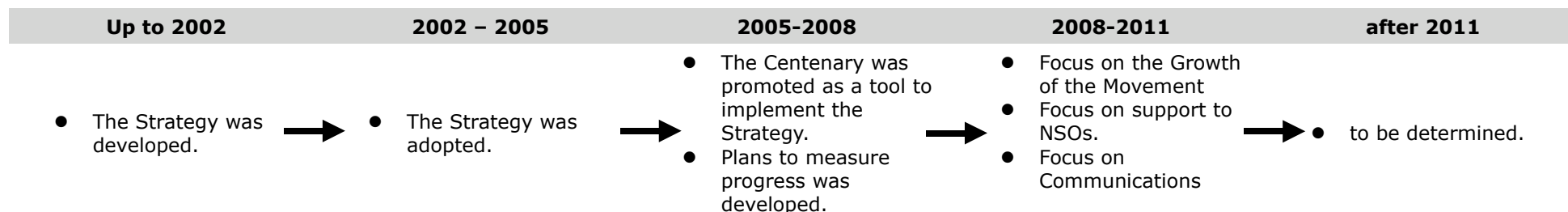
This paper sets out proposals for a way of working for the Educational Methods Committee (EMC) for the triennium 2008-2011. It builds on the framework of the Strategy for Scouting, the proposed strategic focus for this triennium and the work undertaken in recent years to:

- establish the strategy as a framework for development in National Scout Organizations (NSOs)
- develop an integrated planning process for the WSBCO and Regional offices
- develop a triennial plan and yearly operational plans
- develop indicators to measure progress in the Strategy for Scouting.

### 1.1 The Strategy for Scouting



### 1.2 Strategy time-line



### 1.3. Triennium 2008-2011

In the coming triennium, The Chairman of the World Scout Committee is offering the organisation chart presented below. This chart illustrates, in a simple but clear way, what is most important in the world of Scouting and suggests the responsibilities that each component of WOSM has to other associates within the organisation.



This “upside down” organisation chart suggests that the World Scout Committee is responsible to provide the support, resources and motivation necessary for the Regional leadership to get their work done and that the role of the WSB staff team in the Central office is to support the WSC in its role and in turn to provide the support, resources and motivation necessary for the volunteer and professional leadership at Regional level to achieve their goals.

The Chairman is also offering three broad strategic areas or 'drivers of change' as a context for the Movement in this triennium. These three areas are:

- 1: Young People – enhance the growth of the Movement (More Scouting)
- 2: The Regions – improve the support to NSOs to provide better Scouting
- 3: Tell the Story – develop effective communications with all stake-holders

## 1.4 Three strategic areas

- ✓ **1. Young People, enhance the growth of the Movement (More Scouting)** We believe that Scouting is a quality youth programme that supports young people in becoming global citizens locally, nationally and internationally and that all young people in member countries should have access to Scouting.
- ✓ **2. The Regions – improve the support to NSOs to provide better Scouting** We believe that the support to NSOs is best delivered at Regional level. We will therefore work in close co-operation with each Region to strengthen and extend the support they provide.
- ✓ **3. Tell the Story- develop effective communications with all stake-holders.** We believe that effective communications are important to establish networks, share information, facilitate learning and strengthen partnerships, all of which enhance the image of Scouting at all levels.

## 2. The Educational Methods Committee

### 2.1 Background

The EMC was formed following the World Scout Conference in Tunisia (2005) with the aim of bringing together the support and development of Youth Programme and Adults in Scouting at world level to offer a more holistic approach to NSOs. The EMC covers work in the first five strategic priorities: Youth Involvement; Adolescents; Girls and Boys, Women and Men; Reaching Out and Volunteers in Scouting.

The EMC membership was comprised of volunteers with knowledge and expertise from around the world, some of whom had a general remit and some were responsible for chairing task teams to progress specific areas of work as a result of Conference Resolutions and the Strategy for Scouting. The areas of work covered were: Adolescents and Young Adults, Adult Volunteers, Education for All, Environment Education and Spiritual Development.

The EMC and Task Teams were supported by staff from the WSBCO ERD department. Progress has been made in all areas of the work of the Task Teams and some work is still ongoing. It is felt that there now needs to be a stronger focus on supporting NSOs in the areas of Youth Programme and Adult Resources.

### 2.2 The current context

Each NSOs has a responsibility to develop a Youth Programme, based on the fundamental principles of Scouting, that meets the needs of young people in their country. It also has the responsibility to recruit and motivate volunteers to deliver the Youth Programme effectively and support the development of Scouting.

There are also NSOs that are working at the cutting edge, either in relation to Youth Programme development and meeting the needs of young people in their societies or in relation to the management and support of volunteers. These associations are 'setting the trends' for the future, but often sufficient opportunities to share this knowledge and expertise with others and actively support development in other associations are not available.

There are also NSOs that are struggling to provide a quality Youth Programme for young people and have insufficient adults with the necessary skills to support the growth and development of the Movement.

It is also recognised that each of the WOSM Regions has a particularly history, contains very different and diverse Scout populations and has different capacities in relation to the finances and personnel available to support NSOs. It is recognised therefore that the partnership with each Region will be tailored to the individual needs of each Region and the plans for development that the Regional Committees have put in place.

World Scout Youth Events are opportunities for Scouts and leaders from all around the world to come together and share their Scout experiences and values with other members of the Movement. These events however are also an opportunity to share developments in the Youth Programme and offer an opportunity to demonstrate excellence in recruiting and motivating volunteers. It is important that the EMC helps Scouting around the world to use these events for maximum benefit, while recognising that there are many logistical, managerial, financial and safety aspects that are not the responsibility of the EMC.

Building on the proposal to focus on the following three broad strategic areas for the coming triennium: Young People (More Scouting), The Regions (Better Scouting) and Tell the Story (Communications) the EMC plans to work in the following ways to support the growth of the Movement.

### **2.3 The working methods of the Educational Methods Committee**

The EMC has a challenge to build on the many positive initiatives that have been undertaken in recent years, particularly in relation to the developments in Youth Programme and the communications tools that were developed as part of the Centenary of Scouting. There is also much work related to educational methods in the Resolutions agreed at the World Scout Conference in Korea and needs identified by NSOs and Regions.

The EMC is committed to develop open and inclusive ways of working. It will continue to develop networks using electronic communications and will set up processes so that there are shorter time-frames to develop and deliver work with more specific task groups. It will focus on changing incrementally and achieving greater impact. Over the coming year we will focus on identifying needs and working with Regions and NSOs to deliver support to meet their needs.

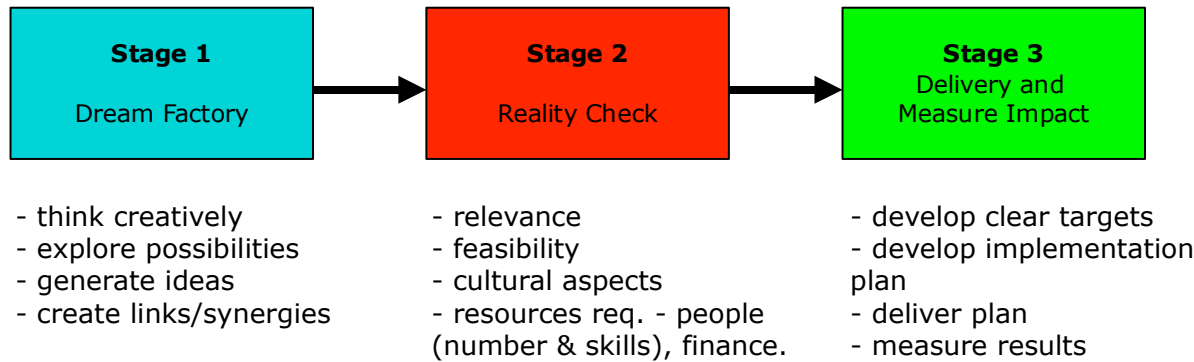
An aim, objectives and a method is outlined below which we believe will enable the EMC to respond quickly to the needs, while building on the work that has been undertaken to date.

**Aim:** to support the delivery of better Scouting to more young people.

#### **Objectives:**

- Focus on needs of NSOs and Regions (recognising that these will be different in different Regions and sub-Regions)
- Build on strengths and good practice – in relation to the content and the individuals involved at national, regional and world levels.
- Provide effective support – taking into account the starting point, the culture, communication and most effective working methods.
- Develop and support learning communities – to help make the learning sustainable and strengthen impact in NSOs.

The process to achieve this will be undertaken in three stages as set out below.



### **Stage 1 – The Dream Factory**

In this stage members of the EMC will take time think creatively about aspects of the work so that a variety of possibilities can be explored and ideas, maybe including new ideas can be developed. It is important that we take time to think so that we can respond appropriately to the challenges that Scouting is facing and find new and exciting possibilities for the future. During this stage we will also explore links and synergies between the work of the Committee and work in Regions and National Scout Organisations, so that we are building on current work and not duplicating efforts.

### **Stage 2 – Reality Check**

During this stage we will critically assess the relevance and feasibility of the ideas generated. There will also be a check on the relevance to appropriateness of the ideas in the different cultures in Scouting. Members of the Educational Methods Committee have been recruited from each of the Regions of WOSM and each member can use his or her networks to obtain feedback on the ideas, as appropriate.

### **Stage 3 – Deliver and Measure Impact**

The final stage is to deliver and measure the impact of the work that is undertaken. To achieve this it is important that there are clear targets for each piece of work, an implementation plan is developed and that results are set, that can be monitored and measured as the work progresses.

It is not envisaged that this process will be lengthy in terms of time-frame but it is important that a clear process for all the work is developed. The approach that has been outlined above has been developed to respond to the needs of the Educational Methods Committee. This process may

provide ideas for Educational Methods Committees at national or regional level but it is important that we do not see this as a prototype. We will be happy to share our process and offer reflections on this way of working as we progress through the triennium.

The following pages set out the approach taken in each of the three strategic areas.

Charts are included which set out the long-term goals and the outputs from the Triennial Plan defined in relation to Youth Programme, Adult Resources, World Youth Events and the Co-ordination of the work in educational methods. This provides a clear link between the strategic approach and the activities in the Triennial Plan. This process will also facilitate the development of 'dashboard indicators' to measure progress in the strategy.

The second chart in each area identifies the 'stage' of each area of work as defined above: Stage 1: Dream Factory, Stage 2: Reality Check and Stage 3: Deliver and Measure Impact.

## **2.4 Membership of the Educational Methods Committee**

The EMC comprises members from the different Regions of WOSM and representatives from the NSOs that have been chosen to host future World Scout Youth Events. The current membership is as follows:

John May (UK), Chairman, Member of the World Scout Committee  
Georges El-Ghorayeb, (Lebanon), Member of the World Scout Committee  
Karin Ahlbäck, (Finland), Youth Advisor to the World Scout Committee  
Alfian Amura (Indonesia)  
Peter Blatch (Australia)  
Mostaff Matesanwa (Zimbabwe)  
Salvador Mendoza (Nicaragua)  
Sandy Weinberg (USA)  
Tamara Shukakidze (Georgia)  
Faouzi Chaouch (Tunisia)  
Pieter Willems (Belgium)  
Representative from the Kenya Scouts Association (World Scout Moot 2010)  
Representative from the Swedish Scout and Guide Council (World Scout Jamboree 2011).

The Chairmen of the Educational Methods Committees at Regional level will have a standing invitation to attend the meetings of the EMC at the cost of the Regions.

This group of people, supported by the staff of the Education, Research and Development Department of the World Scout Bureau, will meet occasionally and communicate regularly to implement the plan for Educational Methods.

### 3. Strategic Area 1: Young People – enhance the Growth of the Movement (More Scouting).

#### 3.1 The Approach

We believe that Scouting is a quality youth programme, supported by volunteers, that helps young people to become global citizens locally, nationally and internationally and that all young people in member countries should have access to Scouting.

We will achieve this by:

- a) Supporting NSOs in extending access to all young people in their country.
- b) Helping NSOs to expand volunteering in their association.
- c) Assisting World Scout Youth Events to be an example of good practice in recruiting and managing volunteers and in providing a quality programme that will retain young people in Scouting.
- d) Establishing the growth of the Movement as a priority in NSOs.

#### **a) Supporting NSOs in extending access to all young people in their country.**

Strategic Priority 4 encourages NSOs to reach out and extend Scouting to all segments of society. Essentially there are two ways of expanding our membership – by expanding within our traditional target group or by reaching out to new segments of the population. Over recent years there has been a focus on reaching out to new segments, particularly in relation to young people with disabilities, children in ethnic minority communities and children in especially difficult circumstances. This support will continue and through the Membership Development Toolkit, NSOs will also be encouraged to take a strategic approach to growth so that Scouting can increase its impact in society. Young people will also be further supported in decision-making.

#### **b) Helping NSOs to expand volunteering in their association.**

Strategic Priority 5: Volunteers in Scouting challenges Scouting to develop new approaches to broaden the base of adult support. The traditional view of volunteering implies the concept of 'giving' where the emphasis is on the volunteers contributing to resources in terms of time, energy, money etc. There is also evidence that people will do something faithfully only when it serves a specific purpose and as long as their core beliefs and value systems are in line with the those of the organisation. Approaches to volunteering also vary from country to country. NSOs will be helped to explore volunteering from their perspective and make plans to extend their base of volunteering to support the growth of Scouting.

#### **c) Assisting World Scout Youth Events to be an example of good practice in recruiting and managing volunteers and in providing a quality programme that will retain young people in Scouting.**

Experience from the Centenary Celebrations showed us that centenary initiatives were a good way of attracting volunteers to Scouting. Experience also showed that unless there is good support and training provided adults do not remain with the Movement for very long. All large events require an adult recruitment campaign and the event should also be an example of good practice in relation to induction, training and support. This learning could be transferred to Scout associations.

#### **d) Establishing the growth of the Movement as a priority in NSOs.**

It is recognised that the growth of the Movement is ultimately the result of delivering high-quality Scouting. The factors affecting the growth of the Movement and the development of associations vary from one country to another, but whatever the situation, offering better Scouting to more young people requires a strategic focus. There has been much development work on this topic in the European Scout Region and a few other associations around the world. We will help NSOs to take the strategic focus necessary and help the Movement to grow.

### 3.2 Chart of long-term goals and Triennial Plan

<b>1. Young People – enhance the growth of the Movement (More Scouting)</b>		
	<b>Triennial Plan</b>	<b>Long-term goals</b>
<b>Youth Programme</b>	1. A vision and strategy on Youth Involvement in decision-making is developed. 2. Guidelines and examples of good practice are produced to support Scouting reaching new segments of society.	Youth involvement in decision-making is revitalised.  NSOs are helped to extend Scouting to all young people in their country.
<b>Adult Resources</b>	3. Support is provided to leaders working with children in new segments of society.	NSOs are helped to expand volunteering in their countr
<b>World Youth Events</b>	4. Regional & World Scout Youth Forums are supported.	World Scout Youth Events present good practice in relation to Youth Programme and Volunteer Management.
<b>Co-ordination of educational methods</b>	5. Examples of good practice, training materials and inputs to seminars are developed to highlight the importance of growth in the Movement. 6. A membership development tool is produced and disseminated to NSOs.	The growth of the Movement is accepted as a priority by NSOs.

### 3.3 Stage of the work in the strategic area: Young People – enhance the growth of the Movement (More Scouting)

(The numbers in brackets relate to the activities in the Yearly Operational Plan, column 1 in the table above.)

Strategic Area	Stage 1 Dream Factory	Stage 2 Reality Check	Stage 3 Delivery and Measure Impact
<b>1. Young People – enhance the growth of the Movement (More Scouting)</b>	<ul style="list-style-type: none"> <li>• How to incorporate 'growth' into all aspects of our work. (5)</li> <li>• Vision and Strategy on Youth Involvement in Decision-Making including support to the Youth Advisors to the World Scout Committee. (1)</li> <li>• Scouting in Schools (5)</li> </ul>	<ul style="list-style-type: none"> <li>• Training to support Scouting for people with special needs and Keeping Scouts Safe from Harm. (3)</li> <li>• Membership tool to help NSOs gather data on membership is finalised. (6)</li> </ul>	<ul style="list-style-type: none"> <li>• Dissemination of the Membership Growth Toolkit. (5)</li> <li>• Translation and dissemination of Guidelines on Scouting for People with special needs and Children in Especially Difficult Circumstances and support to seminars and training courses. (2)</li> <li>• Support to the development and implementations of World and Regional Youth Forums. (4)</li> </ul>

## 4. Strategic Area 2. The Regions, improve the support to NSOs to provide better Scouting

### 4.1 The Approach

We believe that the support to NSOs is best delivered at Regional level. We will therefore work in close co-operation with each Region to strengthen and extend the support they provide.

We will achieve this by:

- a) Supporting NSOs in delivering a quality youth programme that responds to the needs of young people to-day.
- b) Assisting NSOs in being the organisation of choice for adults that choose to volunteer to support the development of young people.
- c) Helping Regions to provide support to world events, run excellent Regional events and support the transfer of learning from these events to NSOs.
- d) Developing a partnership with each Region to provide quality support to their NSOs.

**a) Supporting NSOs in delivering a quality youth programme that responds to the needs of young people to-day.**

Young people will only continue to be members of the Movement as long as the Youth Programme is exciting and relevant and meeting their needs. It is a challenge for many Scout associations to maintain a relevant Youth Programme to continue to attract and retain young people in the Senior Scout and Rover Scout age-ranges. Initiatives such as the Scouts of the World Award and support to environment education, peace education, the production of Guidelines for the Rover Scout Section and spiritual development are designed to support NSOs in the development and delivery of Scouting for the older age-groups. The Renewed Approach to Programme also encourages NSOs to review and renew the complete Youth Programme so that Scouting stays relevant and attractive to young people today. NSOs will be helped to review and update their Youth Programmes to attract and retain young people.

**b) Assisting NSOs in being the organisation of choice for adults that choose to volunteer to support the development of young people.**

Many adults have little 'free' time and have many activities which compete for time and resources. Scouting is no different in most associations. It is important therefore that the adults who are offering their services to Scouting receive good support and feel that their service to the Movement is valued. Too often this is not the case but many associations have developed a good process for supporting their volunteers and the adults that volunteer get added extras, such as recognition for the skills that they develop in their time with the Movement. NSOs will be helped to identify and implement a system to support and value volunteers, which will contribute to the recognition of a decade of volunteering in the UN in 2011.

**c) Helping Regions to provide support to world youth events, run excellent Regional events and support the transfer of learning from these events to NSOs.**

We recognise the value of all NSOs participating in world youth events, as an expression of solidarity and an example of the strength of the Movement. We also recognise that there is much learning from these events and it is important that this learning should be more evident during the event so that the learning can be shared with others after the event. We will work to make sure that the learning from these events is more evident and sustainable.

**d) Developing a partnership with each Region to provide quality support to their NSOs.**

We recognise that each Region in WOSM is different, historically, geographically, culturally, linguistically and has different levels of financial and human resources. We will work with each Regional Committee and Bureau to see how we can support the work of the Region and how the strengths of NSOs in the Region can contribute to the overall development of the Movement.

## 4.2 Chart of long-term goals and Triennial Plan

<b>2. The Regions, improve the support to NSOs to provide better Scouting</b>		
	<b>Triennial Plan</b>	<b>Long-term goals</b>
<b>Youth Programme</b>	<p>1. NSOs are supported in offering a quality programme to young people, particularly in the adolescent/young adult age-ranges.</p> <p>2. The Scouts of the World Award is promoted and its implementation in NSOs is supported.</p> <p>3. Specific areas of youth programme are developed.</p> <p>a. Environment Education</p> <p>b. Peace Education</p> <p>c. Spiritual Development</p>	NSOs are supported in delivering a quality Youth Programme.
<b>Adult Resources</b>	<p>4. NSOs are supported to improve their adult volunteer recruitment, retention and recognition schemes.</p> <p>5. NSOs are supported to enhance the quality of training and the continuous growth of volunteers and professional staff in Scouting.</p>	NSOs are supported to make Scouting the organisation of choice for adults wishing to volunteer to support youth development.
<b>World Youth Events</b>	<p>6. NSOs are supported in the preparation and delivery of World Youth Events.</p> <p>7. A tool is developed for Scouts to measure their green footprint in preparation for the WSJ 2011.</p> <p>8. Guidelines on spiritual development in large events are published and incorporated into the WSJ 2011.</p>	Regions and NSOs are helped to identify and transfer learning from World and Regional Youth Events.
<b>Co-ordination of educational methods</b>	<p>9. Seminars and events are supported in each Region to strengthen the support to NSOs</p>	A partnership is developed with each Region so that quality support can be provided to NSOs.

### 4.3 Stage of the work in the strategic area: The Regions, improve the support to NSOs to provide better Scouting

(The numbers in brackets relate to the activities in the Yearly Operational Plan, column 1 in the table above.)

Strategic Area	Stage 1 Dream Factory	Stage 2 Reality Check	Stage 3 Delivery and Measure Impact
<b>2. The Regions, improve the support to NSOs to provide better Scouting</b>	<ul style="list-style-type: none"> <li>• A model and plan for working with the Regions to support Youth Programme Development and developments in Adult Resources. (9)</li> <li>• Training on life-skills for young people and adults. (1)</li> <li>• Training for adults on an active approach to environment education. (3a)</li> <li>• The development of peace education in Scouting. (3b)</li> <li>• Approach to support World Youth Events. (6)</li> <li>• A discussion on the strategy to support materials related to Adults in Scouting.(5)</li> <li>• If and how to incorporate a focus on the MDGs in our work. (1, 3b)</li> </ul>	<ul style="list-style-type: none"> <li>• SCENES guidelines. (3a)</li> <li>• Guidelines on spiritual development in Scouting. (3c, 8)</li> <li>• A project on dialogue in the Arab Region as a contribution to peace education in Scouting. (3b)</li> <li>• The situation on Volunteering in NSOs is assessed. (4)</li> <li>• The situation in relation to training in NSOs is identified and clarified. (5)</li> <li>• Web tools and projects to develop environment education in Scouting as support to World Events. (7)</li> </ul>	<ul style="list-style-type: none"> <li>• The implementation of the support to the Rover Scout Section. (1)</li> <li>• The implementation of the Scouts of the World Award. (2)</li> <li>• The implementation of the World Scout Environment Programme. (3)</li> <li>• Support to the WSIF and WSIS. (3c)</li> <li>• The development of the U Fund. (3b)</li> </ul>

## 5. Strategic Area 3. Tell the Story - Effective Communications with all stake-holders

### 5.1 The Approach

We believe that effective communications are important to establish networks, share information, facilitate learning and strengthen partnerships.

We will achieve this by:

- a) Establishing and developing networks of volunteers working in the areas of Youth Programme, Adult Resources to share best practices and facilitate learning.
- b) Developing partnerships to support Youth Programme development and the management of volunteers at World Youth Events.
- c) Extending channels of communication to strengthen communications and extend learning opportunities across the Movement.

**a) Establishing and developing networks of volunteers working in the areas of Youth Programme, Adult Resources to share best practices and facilitate learning.**

There are many volunteers and professional staff in NSOs that have the skills and insights to support the development of Scouting. It is important that their ideas can be shared. We will therefore develop networks with a view to supporting the growth and development of the Movement and further develop the World Adult Trainers' Network, the SCENES network and the community spaces at regional level as a resource to the Movement.

We will also continue to build partnerships, for example with the Alliance of Youth CEO's, ILO/IPEC, UNEP, UNICEF, the Alcoa Foundation to provide added financial and programme support to our work. A special programme will be undertaken to celebrate our work with volunteers in the UN Year of the Volunteer +10 in 2011.

**b) Developing partnerships to support Youth Programme development and the management of volunteers at World Youth Events.**

The experiences of recent World Youth Events shows that there are many partners that are keen to support the development and delivery of these events. We will identify and build relationships with partners to support the development of the Youth Programme and the management of volunteers at these events. This will also increase the profile of Scouting.

**c) Extending channels of communication to strengthen communications and extend learning opportunities across the Movement.**

Communications are vital and we will use current channels of communication more strategically and develop new channels of communication to ensure that the community of volunteers that work in the area of educational methods is kept up to date on new developments and has the opportunity to contribute to new developments in Scouting.

## 5.2 Chart of long-term goals and Triennial and Plan

<b>3. Tell the Story - Effective Communications with all stake-holders</b>		
	<b>Triennial Plan</b>	<b>Long-term goals</b>
<b>Youth Programme &amp; Adult Resources</b>	1. The WOSM web-site is developed as:- - a resource centre for people involved in Youth Programme and Adult Resources in Scouting. - a means of sharing projects in NSOs as examples of good practice.  2. A communication network is established and there are regular communications between WSB and the members.  3. WOSM is partnered with organisations and researchers working in areas of the Youth Programme and Adult Resources.  4. JOTI/JOTA receives support to the educational aspects.	A network of volunteers and partners working in Youth Programme is established and supports development in Youth Programme and keeps us up to date in research related to young people.
<b>World Youth Events</b>	5. Partners are encouraged to participate in the delivery of the Programme elements of World and Regional Youth Events.	Partnerships are established and strengthened to support the development of the Movement.
<b>Co-ordination of educational methods</b>	6. Research on aspects of the Youth Programme and Adult Resources are shared with the Movement via the web-site.	Channels of communication are extended and strengthened to enhance learning opportunities.

## 5.3 Stage of the work in the strategic area: Supporting NSOs to improve quality – Better Scouting

(The numbers in brackets relate to the activities in the Yearly Operational Plan, column 1 in the table above.)

<b>Strategic Area</b>	<b>Stage 1 Dream Factory</b>	<b>Stage 2 Reality Check</b>	<b>Stage 3 Delivery and Measure Impact</b>
<b>3. Tell the Story - Effective Communications with all stake-holders</b>	<ul style="list-style-type: none"> <li>Working with volunteers and the scientific community to give added value to Scouting. (3, 6)</li> <li>Developing learning communities. (3)</li> </ul>		<ul style="list-style-type: none"> <li>Web-pages are developed (1, 3)</li> <li>Communication tools are developed and used. (2)</li> <li>Relationships with partners are further developed. (3, 5)</li> <li>JOTA/JOTI is supported. (4)</li> </ul>

## **6. Conclusion**

This triennium offers us the possibility of working in new ways to support the growth of the Movement through improving the quality of Scouting on offer to young people all around the world. To achieve this we will need to enlist the commitment of people who are engaged at many levels in the Movement. We also know that there are many examples of good practice and many areas of need. We are committed to find and share the good practice and support all NSOs in improving the Scouting that they offer to young people.

John May, Chairman, Educational Methods Committee  
Anne Whiteford, Executive Director, Education, Research and Development

14 January 2009