

Document 9



World Scout Youth Involvement Policy

40TH_E WORLD SCOUT
CONFERENCE
CONFÉRENCE MONDIALE
DU SCOUTISME
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SCOUTS
Creating a Better World

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1. INTRODUCTION

The World Scout Youth Involvement Policy provides directions for strengthening and ensuring youth involvement at all levels in the Scout Movement – from unit to world level. The current Policy was adopted in 1993, and hence has been in place for over twenty-one years.

Youth Involvement has been identified as Strategic Priority no 1 for over 12 years in WOSM, and as such, it mandates the World Organization of the Scout Movement to develop necessary tools for strengthening youth involvement. This Policy document is one of those tools.

The reviewed and updated Policy was presented to the World Scout Committee and endorsed in May 2014. Now it is in the hands of the 40th World Scout Conference for adoption.

REVIEW PROCESS ROADMAP

- **September 2011 – January 2014:** collecting data about existing National Scout Organizations' Youth Involvement policies, existing WOSM documents and toolkits for youth involvement, as well as external resources from NSOs through formal and informal connections.
- **January 2014:** First draft of World Scout Youth Involvement Policy prepared and discussed at the Youth for Change Priority Area Working Group meeting held in Istanbul, January 20-23.
- **February - May 2014:** Second draft of the policy document prepared for further review and sent to NSOs and a group of experts for feedback. Feedback received and analysed for further edition. Final draft of the policy document endorsed by the World Scout Committee.
- **August 2014:** Presenting the updated World Scout Youth Involvement Policy to the World Scout Conference for adoption.

MAIN CHANGES BETWEEN THE TWO VERSIONS

The updated version of the policy has used as its basis the previous policy document as well as several WOSM toolkits and documents on youth involvement. The new version contains some important updates when comparing to the previous version, and those are:

- The structure of the document, which now provides a clear explanation of *what* is youth involvement, *why* is it necessary, and *how* it should be ensured and strengthened at all levels in WOSM.
- The clarification of definitions of Youth Participation, Involvement, Engagement and Empowerment.
- Emphasis on the team system and leadership experience as tools at unit level that enable young people to be actively involved in decision-making at that level.
- The incorporation of several elements of the Framework for a Strategy on Youth Involvement in the guidelines provided for youth involvement at all levels in WOSM.
- The introduction of guidelines for youth involvement at the *Community level*.
- Emphasis on the "importance of creating a *collaborative environment*, where both young people and adults share knowledge and skills naturally and harmoniously".
- Providing a timeframe for the Policy consisted of 3 triennia, during which the policy is to be promoted, implemented and constantly evaluated.
- Enabling NSOs and world-level structures in WOSM to enact the policy – as it provides a clearly described set of tools and activities for strengthening youth involvement.

IMPORTANT REMARKS

- The received feedback from NSOs and consultants was very inspiring and provided a significant contribution to creating a clear and easily readable, while at the same time meaningful, document.
- The Policy aims towards ensuring and strengthening Scouting at Unit level, NSO level, as well as Regional and World level.

SPECIAL APPRECIATION

The production of this updated policy has been possible thanks to the work of the Youth for Change Priority Area Working Group:

- João Armando Goncalves, World Scout Committee member, Chair of the Educational Methods Team
- Mari Nakano, World Scout Committee member
- Sarah Rita Kattan, Youth Advisor to the World Scout Committee
- Felipe de Paulo, Youth Advisor to the World Scout Committee
- Mehdi Ben Khelil, Les Scouts Tunisiens
- Nadia Soledad Morrone, Scouts de Argentina
- Carla Simoes, Corpo Nacional de Escutas, Portugal
- Hany Abdulmonem, Youth Programme Director, World Scout Bureau
- Hana Pašić, Project Manager, World Scout Bureau

With the help and support of volunteers and professional all over the world, from east to west and from north to south:

- Educational Methods team (Volunteers and Staff at world and regional levels during the triennium 2011 - 2014)
 - Ireland
 - Interamerican region:
 - Scouts du Canada
 - Paraguay
 - Argentina
 - Doina Postica (Youth Advisor to the World Scout Committee)
 - Marina Rustan (Argentina)
- NSOs that responded with feedback at different stages:
 - Asia Pacific
 - Australia
 - Malaysia
 - European region
 - Belgium
 - Consultant individuals:
 - Dominique Benard (France)
 - Nicolas Tan (Singapore)
 - Leonardo Morales (Costa Rica)
 - Interamerican Youth Network
 - Young Adult Members Group, Asia-Pacific Region
 - Youth Empowerment Priority Group, European Scout Region

2. CONFERENCE RESOLUTION

The following text is proposed by the World Scout Committee to be adopted by the World Scout Conference:

The Conference

- Recognizing the value of involving young people in decision-making for achieving the purpose of Scouting,
- Considering that Scouting is a Movement of young people, supported by adults, with whom healthy partnerships are established,
- Noting the findings and conclusions of the Assessment Report of the World Scout Youth Forum and Youth Advisors System, which concludes that more work needs to be done,
- being aware of the individual and organizational benefits of having young people actively involved at all levels both within the Movement and in the society.
- Believing in the active role that young people can play in creating positive change, inside and outside Scouting,
- Recognizing the importance of providing opportunities for young members to experience leadership roles and develop 21st Century skills:
- Adopts the policy text contained in Conference Document No. (9) as the World Scout Youth Involvement Policy,
- Strongly urges National Scout Organizations to implement the policy at all levels within their own organizations,
- Requests the World Scout Committee to consider all means by which the policy may be implemented within the World Organization at regional and world levels.

3. WORLD SCOUT YOUTH INVOLVEMENT POLICY

DEFINITIONS

For the sake of this Policy, one should consider the following definitions:

Youth

The word 'Youth' in Scouting refers to all boys and girls involved in the Educational Programme within the Movement. The learning experience within Scouting focuses on the young person development; therefore the Youth Programme ends at adulthood (it includes childhood, adolescence, and early adulthood only). The different stages of personal development determine the age sections within Scouting, which may vary according to the cultural differences and contexts in which NSOs operate (although, often, the sections fall within a range between 5 and 26 years of age). The word 'youth' is more generic, whereas we use the term 'young people' when we refer to the membership or the active member Scouts.

Adults, Leaders of Adults, Leaders are mainly volunteers (only in a few cases professional leaders) responsible for supporting/facilitating the development or delivery of the Youth Programme, or supporting others adults, or organization structures.¹

Young Leaders are young people who are developing and delivering the Youth Programme to younger age-sections, or are involved in supporting other adults or organizational structures. In this case "leader" is related to the role they play on behalf of the organization.²

Youth Participation is a process that ensures young people are consulted and given the opportunity to contribute to the decisions that affect their lives.

Youth Involvement is a capacity-building process, based on enabling young people to actively share responsibility with adults for making decisions that affect their lives, and the lives of others in their community.

Youth Engagement is the meaningful participation and sustained involvement of young people in an action in which they use their time, intelligence, talents, skills and abilities for making a positive change in their own and the life of others, which results from strong connections to a particular idea, person, activity, place or outcome.

Youth Empowerment is the attitudinal, structural, and cultural process whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives and the lives of other people, including youth and adults.

Note: Youth involvement, participation, engagement and empowerment can be perceived differently, depending on the context and culture in which they are observed. Annex 2 presents three models for defining these concepts, which are useful in understanding the different approaches to defining these terms.

Youth Programme in Scouting is the totality of the learning opportunities from which young people can benefit (*What*), created to achieve the purpose of Scouting (*Why*) and experienced through the Scout method (*How*).

The Scout Method is a system of progressive self-education through the following interrelated elements: the Scout law and promise³, learning by doing, the team system, symbolic framework, personal progression, nature and adult support.

¹ WOSM Adults in Scouting Policy 2011.

² WOSM Adults in Scouting Policy 2011.

³ The Scout Movement is based on the following principles: Duty to God, Duty to others, Duty to self.

INTRODUCTION

The Basic Principle

Scouting is a Movement of young people, supported by adults; it is not a Movement for young people managed by adults only. Thus, Scouting offers the potential for a learning community of young people and adults, working together in a partnership of enthusiasm and experience.

This basic principle should be reflected both in the Youth Programme of a National Scout Association and in the management structures of the organization.

Policy on Involvement of Young Members in Decision-Making, adopted by Resolution 2/93

Youth involvement in decision-making has been addressed several times in Conference resolutions dating back even to 1969. More specifically, in Resolution 13/69 (see Annex 1) *"the Conference urge[d] member countries to include in their delegations to World Conferences at least one young adult qualified by experience to participate."* This was followed by a series of Resolutions *"recognizing the value of youth participation in decision-making"* (Resolution 15/88, see Annex 1) culminating in an adoption of the *"Policy on Involvement of Young Members in Decision-Making"* (Resolution 2/93, see Annex 1).

After 1993, a series of measures have been taken in order to enhance youth involvement in World level WOSM structures (in particular, the World Scout Youth Forum has been held immediately prior to a World Scout Conference, and a group of 6 Youth Advisors to the World Scout Committee has been elected since 2005). Many WOSM Regions have also adopted and adjusted the concept of a "Youth Forum" and a "Youth Advisors" group.

In 2002, at the 36th World Scout Conference, Youth Involvement has been adopted as WOSM Strategic Priority No 1. This was followed by a couple of resolutions on Youth Involvement (11/05, 14/08, see Annex 1) and a Vision and Strategy for Youth Involvement in Decision-Making adopted in resolution 8/11 (see Annex 1). The Vision statement was adopted as follows:

"Young people are empowered to develop their capacities for making decisions that affect their lives; and engage in decision-making in the groups and institutions in which they are involved, so that they actively contribute to creating a better world."⁴

In addition to the Vision, the World Scout Conference adopted the Framework for the Strategy for Youth Involvement, which sets out the results that will help NSOs to improve the educational opportunities available to young people in Scouting (a detailed description can be found in Annex 3). In 2013, a comprehensive assessment of the state of youth involvement in WOSM was conducted, and its results have shown limited success of the tools currently being used on world level and in WOSM regions. This initiated a strive towards improving our approach to youth involvement in WOSM, and as a starting point, the renewal of our Youth Involvement Policy.

THE PURPOSE OF THIS POLICY

This policy aims at strengthening and ensuring youth involvement at all levels in the Scout Movement by **providing directions** for it in the World Organization of the Scout Movement. At the same time it serves as a reference to National Scout Organizations in the development of their national policies, as well as to WOSM Regions for improving their youth involvement practices.

As Scouting is a Movement of young people supported by adults, and not for young people managed by adults only, this policy emphasizes the importance of creating a collaborative environment, where both young people and adults share knowledge and skills naturally and harmoniously.

⁴ 39th World Scout Conference, Document 14: Youth Involvement in Decision-Making. P. 3.
40th World Scout Conference – Slovenia 2014

4. THE POLICY

A. WHAT IS YOUTH INVOLVEMENT?

Young people are valuable members of our societies; they are active citizens who are contributing to resolving the challenges our communities are facing today. With, contemporary issues demanding intergenerational collaboration for finding solutions, the importance of involving young people in decision-making processes is visible now more than ever before.

Youth Involvement not only provides the **opportunity** and **space** for young people from diverse backgrounds to have a say in issues that affect their lives, but also the lives of others in their communities. It is also **capacity building**: it enables young people to gain adequate skills and knowledge through which they strengthen self-confidence and learn to be responsible members of their societies.

Finally, involving young people in decision-making **motivates** them to be active citizens, and realise the **responsibility** they carry as individuals towards the community as a whole.

In WOSM, youth involvement is observed on three interrelated levels: educational, institutional and community level. Each of these encompasses different objectives for youth involvement, and concentrates on a specific set of benefits young people, adults and their broader communities gain from involving youth in decision-making processes.

B. WHY INVOLVE YOUNG PEOPLE?

There are a number of reasons for involving young people, identified within and outside of Scouting. From Scouting's point of view, the following reasons are particularly relevant for the involvement of young people:

a. Why involve young people in society development

- Young People's Rights, Relevant Representation and the Youth Perspective

Young people have the right to be involved and to have their voice heard in decisions that will affect them, and this is one of their fundamental rights⁵. In youth-focused organizations such as Scouting, involving young people in decision-making ensures better representation and makes it possible to obtain a young person's perspective, which is often different from that of an adult. Additionally, young people are usually those who think "outside of the box" and are able to contribute with new, fresh and creative ideas.

- Development of Relevant Skills and Positive Attitudes for Youth and Adults

Youth involvement enables young people to form higher aspirations, strengthen their capacities and even change attitudes. It can also help them enhance their problem-solving skills, ability to argue critically and engage in constructive dialogue with adults, in order to

⁵ As far as young people are concerned, this right is enshrined in the UN Convention on the Rights of the Child, Article 12.

create a mutually respectful environment. Additionally, it enables them to take initiative (and responsibility for their actions), while strengthening their confidence and openness.⁶ Youth involvement allows adults to perceive young people as key partners/allies in their communities. It also strengthens their commitment and enhances their energy, when witnessing the same devotion in younger generations.⁷

- Fostering responsibility and sustainability

By involving young people, communities are ensuring a sense of social responsibility among them towards sustainable development. Involving young people in decision-making at an early age also helps them develop social competence and creates more inclusive and cohesive communities.

In summary...

A young person's potential for contributing to society is truly enormous, when fostered properly and given enough support and opportunities from within their communities. In partnership, adults and young people can enhance their skills and knowledge, and change attitudes. They can work together towards achieving sustainable development and creating a better life in their communities. These benefits can be reflected on the Scouting context as well, as National Scout Organizations are deeply entrenched in the communities in which they exist, and contribute to their betterment.

b. Why involve young people in decision-making in Scouting

- Education for Life

Involving young people in decision-making is a key element for implementing the mission of Scouting. Through youth involvement, adults support the creation of a safe learning environment, where young people are enabled to become self-fulfilled as individuals and play a constructive role in society.

- A Specific Method

Within a unit, all Scouts can participate in selecting activities, evaluating group life and deciding on common rules. All these activities enforce the importance of youth involvement as a key component of the Scout Method.

- Assisting young people in establishing a value system and developing life skills

By being involved in a process of decision-making, young people can discover the values of working together to achieve common objectives, listening to others and paying attention to other peoples' opinions in order to achieve consensus, sharing skills and efforts in teamwork to share achievements together instead of seeking self-promotion. Youth involvement enhances opportunities for capacity building among both young people and adults, by enabling them to develop life skills such as creative problem-solving, leadership and communication skills.

- Improving organizations' democracy and dynamism

⁶ Youth Participation Guide: Assessment, Planning and Implementation (2008). Family Health International in collaboration with Advocates for Youth, supported by the United Nations Population Fund. Available at: http://www.unfpa.org/webdav/site/global/shared/documents/publications/2008/youth_participation.pdf.

⁷ Ibid.

In many Scout organizations, the proportion of young leaders can often be high, and most of them deliver the Youth Programme at grassroots level. If they, but also other young members, are not involved in a democratic process that allows them to express their views about the needs of young people and the relevance of the Youth Programme, as well as the strategy and the management of the organization, then Scouting is facing a triple danger:

- Without feedback from those working at grassroots level, the national leaders will be unable to design and develop accurate strategies.
 - If deprived of the opportunity to express their views and to be listened to, the young members and young leaders could lose their motivation and soon quit. When the turnover of leaders increases, the quality of the programme deteriorates.
 - Scouting is based on learning by doing. If young people cannot experience decision-making at grassroots level at a younger age, they cannot be expected to “suddenly become responsible, participating adult citizens at the age of 16, 18, or 21 without prior exposure to the skills and responsibilities involved.”⁸
- Enhancing intergenerational dialogue

The Mission of Scouting is better achieved when there is a healthy partnership between young people and adults, which ends up being mutually beneficial if each one has the opportunity to share his/her own strong points. In Scouting, adult leaders have an enabling role; if they want to do it well, they need to engage in constructive dialogue and collaboration with young people.

In summary...

By involving young people in decision-making processes in Scouting, we are not only fulfilling our Mission and respecting the Scout Method, but are also supporting both young people and adults to reach their full capacities and engage in constructive dialogue, in order to contribute to the dynamism and democratic character of their organizations.

c. Challenges to Youth Involvement

The most common challenges, which are known to affect young people’s ability to be involved in adult-owned decision-making, include cultural norms, poverty, disabilities and gender. In addition to these, other institutional barriers can occur:

- **Mismanagement:** Insufficient attention devoted to involving youth often results in a mismanagement of youth resources, and their potential remains untapped.
- **Inappropriate models/tools for youth involvement:** If management structures are not using models/tools appropriate to their particular context and needs of young people, they risk losing the contribution young people can provide to the success of the organization’s work.
- **Lack of skills and training (and resources within the organization):** Lack of skills and adequate training often lead to the exclusion of young people from the decision-making process. Organizations often do not have (or do not designate) the time or resources to training young people to contribute effectively.
- **Lack of information about possibilities for youth involvement:** Miscommunication or lack of clear communication disables young people to actively take part in decision-making processes.
- **Young people’s lack of time and money:** Lack of time due to school and work obligations prevent young people from devoting as much energy as they would like to being involved in programmes/activities. Lack of financial resources is often a primary barrier to initiating youth-led activities.

⁸ Dr Roger Hart, see Annex 2 for more details.

- **Staff turnover and weak adult training:** Fast turnover of staff and volunteers and staff burnout are often key barriers arising from a lack of continuity and follow-up for young people seeking to become more involved in programme activities.
- **Glass ceilings:** Having youth involvement only up to a certain level within an organizational structure prevents young people from fully contributing and feeling responsible for the success of an organization as a whole.

C. HOW TO INVOLVE YOUNG PEOPLE?

This policy presents guidelines for youth involvement on three levels: unit, institutional and community level. It is important to recognize that youth involvement should be observed holistically, and not addressed sequentially – level by level. The levels should not be misunderstood as replacements to one another, on the contrary: they are complementary, and there is a mutually reinforcing relationship between the guidelines for action proposed at each level.

- **Unit level**

Youth involvement is at the very basis of unit-level Scouting. It is deeply rooted in the Scout Method, and is therefore an essential component of implementing the youth programme. The Scout Method provides us with tools that enhance youth involvement and enable young people not only to take active part in decision-making processes at unit level, but also to take on roles and responsibilities at other levels of the Movement and in the broader community.

- **The Team System**

The **team (patrol) system**⁹, as one of the elements of the Scout Method, is not only a way of working in small groups - as it is most often defined - it is actually a system for involving young people in decision-making, throughout all age sections (with different approaches). The team system is truly a powerful tool for youth involvement, and its use should therefore be enforced throughout different age sections (appropriately).

- **The Leadership Experience**

The leadership experience in Scouting allows all members to be able to undertake the *leader's role* depending on the situation, assuming the responsibility to head the process. Likewise, the leader's role is conferred by the others through their confidence. The **leadership role** should be interchangeable among the members of the team, in order to allow all of them to take responsibility and gain the confidence of others.

- **A Representational System**

Within each team and in ways appropriate to their capacities, the youth members organize their life as a group, sharing responsibilities, and decide upon, organize, carry out and evaluate their activities. A **representational system** should ensure that the youth members are also involved in the decision-making processes of the unit as a whole together with the adult leaders.

⁹ **The Patrol System** has a great character-training value if it is used aright. It leads each boy to see that he has some individual responsibility for the good of his Patrol. It leads each Patrol to see that it has definite responsibility for the good of the Troop... Through it the Scouts themselves gradually learn that they have a considerable say in what their Troop does. It is the Patrol system that makes the Troop, and all Scouting for that matter, a real co-operative effort. Robert S. S. Baden-Powell, Aids to Scoutmastership.

- **Institutional level (NSO and WOSM)**

It is very important that young peoples' involvement in decision-making at institutional level is meaningful and transparent, which relies on developing effective working relationships between adults and young people. When different skills and capacities are recognised and valued for their contribution, and both parties respect the other's expertise, the basis exists for a partnership. In order to facilitate the work NSOs and WOSM should undertake to strengthen these partnerships, this policy provides the following guidelines:

For NSOs:

- Youth Programmes should be regularly reviewed in order to ensure that opportunities exist and are promoted to foster and support youth empowerment.
- The NSO should have a functioning National Youth Programme Committee consisting of members with relevant experience and including a proportionate number of young people under 30, with the right to take part in the decision-making process.
- Materials should be developed and provided to support youth empowerment through the renewal of Youth Programme and adult training.
- Tools and processes should be implemented to support personal learning for young people involved in decision-making at all levels.
- Training programs for adults and young people should be developed and implemented to support youth involvement at all levels.
- Information on opportunities for involvement in decision-making and information on decisions made should be promoted to all young people in the constituency.
- Representation of young adults in decision-making bodies of the Association/Organization should be ensured, as well as in delegations at Regional and World Scout Conferences.
- The method for developing a strategic plan for the organisation should include a participative internal process in all levels of the organisation, which allows for youth involvement at all stages of the development and implementation of the plan.
- The NSO should have a system in place to assess youth member satisfaction with the Youth Programme and its implementation and the level of youth involvement in decision-making in the organization. The results of the assessment should be translated into an action plan that is then implemented.

Note:

- NSOs should be prepared to devote the financial and other resources necessary to support their policies and procedures relating to the involvement of young members in decision-making.
- NSOs should approach these guidelines in accordance with their current level of youth involvement and plan on progressing on the different aspects of youth involvement respectively. Chapter 5 of this Policy offers an explanation to how the achievements of NSOs in the field of Youth Involvement will be evaluated.

For WOSM:

- Representation and active involvement of a proportionate number of young people at World Scout Conferences and Regional Conferences, World Scout Committee (and regional) Working groups, task forces and sub-committees and in the World Scout Bureau should be ensured in order to reflect the **basic principle** of the Movement (as referred to in the Introduction section of this Policy).

- Tools, processes, structures, staff and finances should be established in order to support the personal learning for young people involved in decision-making at all levels.
- The presence of young people in external relations teams (young spokespersons) should be ensured.
- WOSM should continue to offer a youth platform where young people can express their views and concerns, and be prepared for entering the realm of world-level decision-making in Scouting.
- WOSM Regions are encouraged to take these guidelines into account when establishing and/or evaluating their practices for youth involvement.

Examples of tools that could be used at institutional level (both NSO and WOSM)– as interim or permanent measures are: Youth Platforms (e.g. Youth Forums), Youth Networks (that can also be virtual), Youth Advisor groups, quota system, job shadowing systems, mentoring system, coaching system, peer education system, limitation of terms of office and the right to vote for younger members. (See Annex 4 for a detailed explanation for each mentioned tool). This is a non-exhaustive list, and NSOs are welcome to develop other tools that would be appropriate for their national context and needs for youth involvement.

- **Community level**

Scouting's commitment to "help build a better world" (community involvement) is an indirect outcome of contributing to the education of youth. Thus, society benefits from the Scout Movement in two different ways: One is the education of young people and the other - their empowerment as responsible and committed citizens.¹⁰

- **Becoming "Active Citizens"**

Scouting contributes to the empowerment of autonomous individuals and the holistic development of active global citizens for the community. Enabling young people for being "Active Citizens"¹¹ (in the present and future) should be seen as one of the end results of our Scouting educational process.

- **Youth Changing Communities**

In order to enable young people within Scouting to take action in their communities, and contribute to positive developments in their societies, Scouting should:

- Identify opportunities, both within Scouting itself and externally, for young people and adult volunteers to be active in society,
- Recognize the educational benefits of participating in community development work,
- Identify the benefits that the community receives from Scouting's contribution,
- Effectively enhance young people's involvement in the community through the youth programme,

¹⁰ WOSM 21st Century Leadership Initiative: *Discussion Paper on Leadership in Scouting (2013)*.

¹¹ The Model of Active Citizens, as described in some literature, who have:

- A strong sense of their own culture and identity
- Knowledge and understanding of their local community
- Project planning, leadership and management skills
- Responsibility towards sustainable development
- Value for, and works effectively with, difference.

From the World Youth Programme Policy Draft, Circular No 32/2013. Available at:

http://www.scout.org/sites/default/files/news_files/C3213_WSYPPolicyDraftInclApp-e.pdf

- Know how to address the external relations aspect of the community development projects, in terms of partnerships, image, communication,
- Understand what should be the role of an adult leader in supporting young people in fostering community development projects,
- Be active in the National Youth Council or its equivalent body (if such exists), as well as local and regional youth councils (where such exist).
- Identify the needs and interests of young people in their community, during the development and review of its Youth Programme.

Possible tools that could enhance possibilities for young people contribute to the positive development of their communities include: opportunities for volunteering, internships, community service and partnership projects with other NGOs (see Annex 4 for more details about each of the tools mentioned).

5. THE WSYI POLICY LIFE-CYCLE

POLICY IMPLEMENTATION AND EVALUATION

The policy implementation will depend greatly on the endeavours undertaken by NSOs, WOSM Regions, and world-level WOSM structures.

This policy sets out an evaluation scheme for its implementation, which will be closely monitored through the accomplishments reached when it comes to the Vision for Youth Involvement and Indicators of success (to be reached by 2020) specified within the Framework for a Strategy on Youth Involvement (see Annex 3).

TIMEFRAME FOR IMPLEMENTATION AND EVALUATION

In a fast moving world, it is clear to the World Organization of the Scout Movement that time framed policies are practical and a necessity. The World Scout Youth Involvement Policy is time-framed as follows:

The life span of the policy (the full period) for adopting, implementing, evaluating and revisiting the policy is 3 triennia. This is divided as follows:

- The first triennium is for adoption and promotion (including updating the policy support material) within the NSOs
- The second triennium is for implementation by NSOs
- The third triennium is for full evaluation and review by the World Organization of the Scout Movement

At the end of each triennium, a **Progress Report will be used** about the work that has been done with respect to the Policy at all levels. At the end of the 3rd triennium, we will have a complete Review Report, which will state the needed changes if any.

COMPLEMENTING OTHER DOCUMENTS

This policy should be considered as a complementary reading with:

- World Scout Youth Programme Policy,
- Adults in Scouting World Policy,
- Regional and National Youth Involvement Policies,
- Communications policies at World, Regional and National level,
- WOSM Vision 2023 and Triennial Plan 2014-2017.

ADDITIONAL READING

This list of important readings presents useful and complementary information on the issues addressed in this policy:

- Constitution of The World Organization of the Scout Movement, January 2011 edition;
- World Scout Youth Programme Policy;
- Adults in Scouting World Policy;
- Youth Involvement Reference Guide, World Scout Bureau Publication, 2003;
- Youth Involvement Toolbox, World Scout Bureau Publication, 2005;
- 39th World Scout Conference, Document 14: Youth Involvement in Decision-Making;
- Concept Paper on Leadership Development in Scouting;
- World Scout Committee Position Paper "Unlocking our Potential".

ANNEXES

ANNEX 1

World Scout Conference Resolutions on Youth Involvement since 1969

Resolution 12/69 (Youth Conferences)

The Conference encourages National Scout Associations and regions to arrange youth conferences and forums in order to increase boy participation in the decision-making process of the Movement.

Resolution 13/69 (Conference, Young Leaders)

The Conference urges member countries to include in their delegations to World Conferences at least one young adult qualified by experience to participate. Member countries should also be encouraged to give every opportunity to duly qualified young leaders to express their views and to participate in the decision-making process in every level of the Scout Associations.

Resolution 15/88 (Young Adults' Participation in Conferences)

The Conference

- recognizing the value of youth participation in decision making
- draws attention to Resolution 13/69 regarding the inclusion of young adults in delegations to World Conferences and strongly urges those National Scout Organizations which have not yet implemented this resolution to do so in preparing for all future Conferences
- recommends to the World Committee to consider ways of increasing the involvement of young delegates and observers in Conference presentations and deliberations.

Resolution 2/93 (Policy on Involvement of Young Members in Decision-Making)

The Conference

- recognizing the fundamental importance, in terms of achieving the purpose of the Scout Movement, of involving young members in decision-making
- considering that Scouting is not only a Movement for young people but also a Movement of young people
- believing that Scouting is a Movement based on democratic principles
- recognizing the value to the individuals concerned and to the Movement as a whole of leadership opportunities for young members
- noting with pleasure the successes achieved by the 4th World Youth Forum in Australia (1990/91) and the 5th World Youth Forum in Switzerland (1992)
- welcoming the World Committee's decision to encourage participation of young delegates in the 33rd World Scout Conference by offering a reduced Conference fee
- encouraged by the results of youth participation in the efforts of the World Scout Environment Network

- adopts the Policy on Involvement of Young Members in Decision-Making
- recognizes this new policy as an important contribution towards further strengthening the implementation of the World Programme Policy adopted by the 32nd World Scout Conference in 1990
- strongly urges National Scout Organizations to implement the policy at all levels within their own associations
- requests the World Committee to consider all means by which the policy may be implemented within the World Organization at regional and world levels.

Resolution 6/02 (Youth Involvement in Decision-Making)

The Conference

- endorses the World Scout Committee's statement on Youth Involvement in Decision-Making contained in Conference Document N° 7, as amended
- urges each National Scout Association to ensure an equitable representation of young men and women under the age of thirty in national decision-making bodies and in the delegations to Regional and World Conferences, and invites each National Association to present its efforts and progress made relating to this issue in its annual report to the World Scout Bureau
- urges the World Scout Committee to give priority to young men and women over older persons in the nomination of members of technical committees and working groups at world level provided they offer the adequate competencies, and requests the Regions to apply the same principle
- calls upon each National Scout Association to act upon the commitments to strengthen youth participation made since 1993, by presenting young male and female candidates with the required profile and competence for election to the World Scout Committee
- urges the Regional Scout Conferences to strongly advocate this course of action
- decides that World Scout Youth Forums be considered as educational opportunities for youth members in the oldest age sections. Their purpose shall be to enable young people to: share their ideas and experiences on current issues affecting young people in different parts of the world; suggest ways of strengthening national youth policies and training young people for world citizenship; and contribute new ideas to the Movement on how to enrich educational programmes for young people over 16
- decides that World Scout Youth Forums should continue to be held immediately prior to World Scout Conferences, and allow more young members to be better prepared for the World Scout Conferences
- decides that World Scout Youth Forums be empowered to make such recommendations they feel appropriate to the World Scout Committee for that Committee's consideration
- urges NSOs to introduce and adopt policies that will allow the involvement of young people in local and national decision-making bodies and develop partnerships between adults and young people
- decides that the World Scout Committee performs an evaluation of the situation of youth involvement in decision-making, after each World Scout Conference.

Resolution 11/05 (World Scout Youth Forum)

The Conference

- referring to Resolution 6/02 on youth participation in decision-making adopted by the 36th World Scout Conference in Thessaloniki in 2002
 - noting with satisfaction the progress achieved in the implementation of Strategic Priority 1 on Youth Involvement, notably through the publication of new educational tools in the field of youth programme, the success of the World Scout Youth Forum including the election of Youth Advisers to the World Scout Committee, and the creation of positions of young Project Officers in the World Scout Bureau
 - pointing out that the Youth Advisers and the World Scout Youth Forum are not the final solutions to meet Strategic Priority 1 on Youth Involvement but are considered as a transitional tool in order to increase youth participation in World Scouting
- requests the World Scout Committee to give serious consideration to the recommendations proposed by the Youth Forum and particularly to the recommendation n° 16 related to the involvement of Youth Advisers in the meetings and work of the World Scout Committee
 - calls on the World Scout Committee, Regional Scout Committees and all National Scout Organizations to expand their efforts consistent with Resolution 6/02 to improve youth involvement and empowerment at all levels, from the local Scout groups to the institutional level in the Movement, and in society itself
 - requests National Scout Organizations, Regional Scout Committees and the World Scout Committee, during the next triennium, to adopt the following objectives in developing a youth involvement strategy:
 - integrate in the educational programmes for adolescents and young adults (15-25 years) the dissemination of life skills aimed at developing the capacity of young people to fully participate in the life of the Scout Movement and in society
 - support the Youth of the World Campaign and integrate the Scouts of the World Award in the programme of the senior age sections
 - include in the training of adults the acquiring of skills to enable them to encourage and foster youth involvement in the decision-making process
 - ensure greater consistency between all levels of our Movement in the field of youth participation, particularly through adapting, at national and regional levels, the youth involvement practical concept implemented at world level
 - consider Youth Forums at all levels as a step to train the future leaders of international Scouting
 - make the best use of the potential of the young people exposed to the above mentioned training experience, notably by including young people in national delegations to Regional and World Conferences and the selection of candidates for election to decision-making bodies; and by entrusting Youth Advisers, and other young volunteers selected in a transparent manner, with significant responsibilities both at Regional and World levels.

Resolution 14/08 (Youth Involvement in Decision-Making)

The Conference

- recalling Strategic Priority No. 1: Youth Involvement
 - reaffirming Recommendation 16 of the 9th World Scout Youth Forum
 - noting that the contributions of both young people and adults are important in successful Scout decision-making
 - considering that equal opportunities constitute an essential part of good governance
 - keeping in mind that expertise is only gained through experience
 - noting with regret that youth involvement in the decision-making of the World Organization of the Scout Movement is still limited
 - further noting that World Scouting is at the moment provided by adults for young people as opposed to by young people and adults for young people
 - recognizing that Youth Advisors are only a temporary and transitory means in the decision-making process
 - welcoming Recommendation B on this question of the 10th World Scout Youth Forum
- encourages National Scout Organizations to nominate young candidates for election to positions of responsibility at all levels
 - recommends to Regional Scout Committees and the World Scout Committee to strive towards the goal of at least a third of sub-committee and task force members being under 30 years old
 - requests the World Scout Committee to facilitate mentoring for young people appointed to positions of responsibility at world level
 - encourages Regional Scout Committees and National Scout Organizations to facilitate mentoring for young people appointed to positions of responsibility at regional and national levels respectively
 - requests the World Scout Committee, in cooperation with the Youth Advisors, to develop a youth involvement Vision and Strategy; this strategy should be considered by the 39th World Scout Conference.

Resolution 8/11 (Youth Involvement in Decision-Making in National Scout Organizations and within WOSM)

The Conference

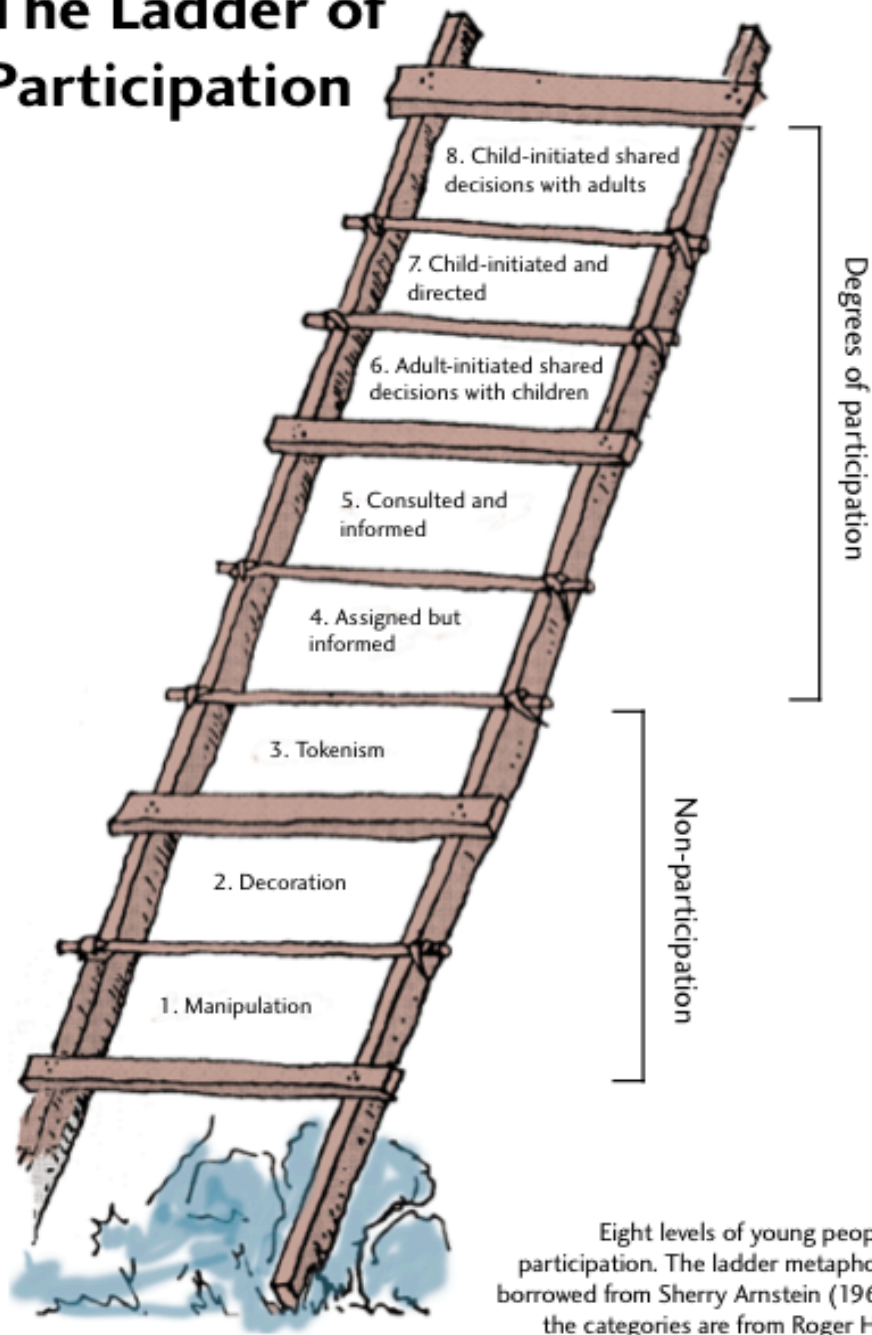
- recognising the importance of involving young people in decision-making as a key part of the Scout Method
- taking note of the several Resolutions adopted on the youth involvement (2/93, 10-13/99, 6/02, 11/05, 14/08) and the need of concrete actions to achieve progress
- recognising that young people are citizens today and that they have a right to be involved in making decisions that affect their lives
- welcoming the progress made in youth involvement through the adoption of the Strategy for Scouting and particularly Strategic Priority 1: Youth Involvement
- recognising that many National Scout Organizations have made good progress in involving young people in decision-making at unit level, at institutional level and within local communities
- desires an end goal where Scouts are not evaluated based on age but on ability and experience, resulting in Scouts of all ages working together to give better Scouting to more young people
- encourages National Scout Organizations to adopt the vision for youth involvement set out in Conference Document No. 14
- encourages National Scout Organizations to create and identify opportunities for young people to be involved in decision-making at unit level, institutionally and in the community
- recommends that each National Scout Organization sets targets for youth involvement so that progress and achievements can be measured
- requests the World Scout Committee to:
 - set targets for youth involvement within the structure of WOSM so that progress and achievements can be measured
 - create an implementation plan for the targets to be reached within the coming triennium
 - report to the next Conference the progress made towards the visions on youth involvement in decision-making within the structure of WOSM and how to continue the process
 - develop tools and share resources and best practices to support youth involvement in National Scout Organizations
 - monitor progress in youth involvement in National Scout Organizations
 - focus on youth involvement in its communications.

ANNEX 2

Examples of models used today for explaining youth participation, involvement, engagement and empowerment

A) The Ladder of Young People's Participation, developed by Roger Hart

The Ladder of Participation



Explanation:

1. **Manipulation:** occurs when adults use young people to promote a cause they feel strongly about, but do not help young people to understand the cause.
2. **Decoration:** young people are often asked to dress in a certain way and perform to support an adult agenda, usually with the aim of prompting an emotional response on the part of adult viewers.

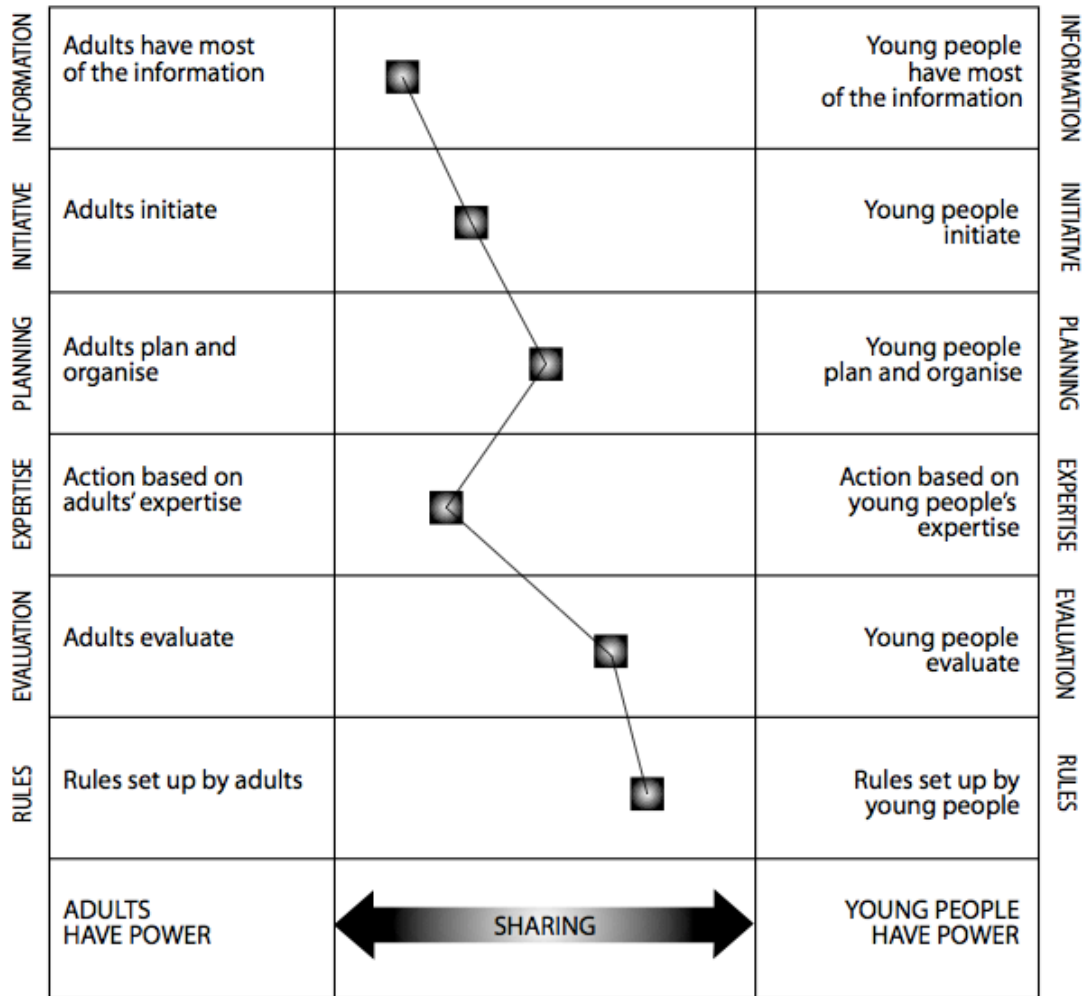
3. **Tokenism:** this is a situation in which young people are asked to speak before conferences of groups of elected representatives, but without learning anything substantive about the issue, determining their own position or consulting with other young people, who, it is claimed, they represent on the part of adult viewers.
4. **Assigned but informed:** This indicates that although the young people's participation is decided for them, they understand the aims of the project, who decided that they should be involved and why.
5. **Consulted and informed:** The project is designed by adults, but young people's opinions are taken seriously in any decision-making.
6. **Adult-initiated projects, decisions shared with youngsters:** Young people have an integral role in making decisions, rather than a consultative status.
7. **Young people-centred and directed projects:** such projects are infrequently seen, because few adults are willing to relinquish complete control to young people. Because of lack of adult involvement, such projects often fail to become a true community concern and remain marginalized.
8. **Young people initiated projects, decisions shared with adults:** adults are involved as facilitators for the goals of the young people, directing them to needed resources, providing support in developing necessary skills, and helping them to evaluate. This type of relationship enhances learning for the young people, builds a sense of community ownership of the project, and provides adults with the opportunity to learn from the enthusiasm and creativity of young people.

B) The Concept of Youth Empowerment, developed by Clare Lardner

This model can be used to compare and assess the different methods of participation and includes some of Hodgson's dimensions of empowerment. It proposes six dimensions of participation and illustrates them on a continuum according to who holds the power. The elements are:

1. **Initiation of the method:** Whose idea was it?
2. **The agenda:** Who decides what is discussed?
3. **Decision-making:** Who makes decisions about how to proceed?
4. **Information:** Who holds the information necessary for decision-making?
5. **Implementation:** Who takes action on decisions?
6. **Structure of participation:** How formal or informal is it; does it replicate the adult structure?

As with the ladder model, there is no single correct way of involving young people, because it depends on the purpose of the proposed exercise, the type of questions being asked, whether it is a one-off activity or an ongoing mechanism, and the degree to which young people and adults want to commit to participation.



C) Adam Fletcher's Spiral of Youth Action

The Youth Action Spiral is designed to show how many types of activities fit together to show that there are many options for youth to change our communities.

Forms of Youth Action

Youth Voice is any expression of any young person anywhere, at any time. This can include expressions that are verbal, written, visual, body language, or actions; expressions that are convenient and inconvenient for adults to listen to; and intentional as well as unintentional expressions. Youth Voice does not require adult approval or acceptance.

Youth Participation is the active attendance of young people in any mode throughout their lives or communities. Youth participation can happen through active decision-making, sports, schools, or faith communities. It can also happen in homes and among friends. Youth participation can be formal or informal; when it's formal, youth may not choose to attend something, but they choose whether to participate. When it's informal, youth choose to join in on something.

Youth Involvement is any strategic effort to bring young people into formal structures. These structures can include governmental, social, institutional, cultural, educational, and other structures throughout society. Youth involvement is generally formal, often including specific roles, education, and outcomes.

Youth Engagement is any sustained connection young people hold towards a particular thing, whether an idea, person, activity, place or outcome. That sustained connection can be social, emotional, educational, spiritual, sentimental, or otherwise as long as its sustained.

Youth Empowerment is the attitudinal, structural, and cultural process whereby young people gain the ability, authority, and agency to make decisions and implement change in their own lives and the lives of other people, including youth and adults.

Youth Leadership is the practice of young people exercising authority over themselves or others, both in informal and formal ways. There is youth leadership beyond the scope of what adults recognize, appreciate, or foster; there is also youth leadership which is guided by adults.

Youth Equality happens when young people are fully equal with adults while they're involved in a given activity. This is a 50/50 split of authority, obligation, and commitment. One of the realities of this is that there isn't recognition for the specific developmental needs or representation opportunities for children and youth.

Youth Equity is the pro-active rebalancing of relationships between youth and adults to allow for appropriately empowered roles between youth and adults. It allows for a 40/60 split of authority, while everyone involved- young people and adults- are recognized for their impact in the activity, and each has ownership of the outcomes.



ANNEX 3

The Framework for a Strategy on Youth Involvement, with indicators of success to be achieved by 2020

The framework for the strategy for Youth Involvement sets out the results which will help NSOs to improve the educational opportunities available to young people in Scouting. These results cover four topics: Policies and Structures, Programme Support, Communications and Attitudes and are set out in a matrix with the three areas of youth involvement; the Unit, the Community and the Institutional level.

The strategy framework is set out below:

Result areas	Unit/Group level	Community level	Institutional level
Policies/Structures	<ul style="list-style-type: none"> The structures, including governing <i>and</i> financial groups, involve young people in decision-making. Structures allow for young people to be fully involved in decision making to ensure young people's views are heard. This includes reviewing ways of operating, time of meetings etc. 	<ul style="list-style-type: none"> Scouting's policies require young people's involvement in other community groups/activities. Community groups acknowledge Scouting members' contributions to their community activities 	<ul style="list-style-type: none"> Young people are involved in all aspects of the development and life of the organisation. Structures, people and finances exist to enable young peoples' involvement in decision-making. Information and management techniques shared change widely to openly within the organisation.

Programme Support	<ul style="list-style-type: none"> • Procedures exist for young people to be actively involved in decision-making in their own advancement in Scouting. • Mechanisms exist for young people to be actively involved in decision-making in the life of their section/group. • Decision-making opportunities for young people are maximised in the life of the section/group. • Support materials on youth empowerment are used in the delivery of the programme. • Leaders are trained to work in partnership with young people and value their capacities for decision-making. • Evaluation tools are used to improve the effectiveness of all aspects of youth involvement. 	<ul style="list-style-type: none"> • Young people are involved in decision-making in other aspects of their community. • Scouting through the youth programme, encourages young peoples' involvement in other community groups/activities. 	<p>WOSM</p> <ul style="list-style-type: none"> • Guidelines exist and promote youth empowerment within the organisation. • NSOs review their Youth Programme and Adult training to ensure guidelines and practices reflect youth empowerment. • Tools and processes are developed to support personal learning for young people involved in decision-making at all levels. <p>NSOs</p> <ul style="list-style-type: none"> • Youth Programmes are reviewed to ensure that opportunities exist and are promoted to foster and support youth empowerment. • Materials are developed and provided to support youth empowerment through the renewal of Youth Programme and adult training. • Tools and processes are implemented to support personal learning for young people involved in decision-making at all levels. • Training programs for adults and young people are developed and implemented to support youth involvement at all levels
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Communication	<ul style="list-style-type: none"> • The role of young people in decision-making is reinforced in communications. • Information on opportunities for involvement in decision-making and information on decisions made is promoted to all young people in the constituency. • Decision makers seek and pay attention to the opinions expressed by children and young people which are outside formal decision-making settings. 	<ul style="list-style-type: none"> • Scouting promotes young people's involvement in NGOs and other community groups/activities. • Scouting seeks opportunities for young people to be involved in NGOs and other community groups/activities. • Information on opportunities for involvement in NGOs and community groups/activities is promoted to all young people in the constituency. • Scouting contributes to local and national initiatives related to young people. 	<ul style="list-style-type: none"> • The role of young people in decision-making should be reinforced in communications. • Information is accessible to specific target audiences through appropriate channels of communication. • Information on opportunities for involvement in decision-making and information on decisions made is promoted to all young people in the constituency.
Attitudes	<ul style="list-style-type: none"> • Young people value and accept the opportunities to be involved in decision-making. • Young people are actively encouraged to be involved in decision-making and they receive support in this role. • The governing groups recognise and value the role of young people in the decision-making processes. 	<ul style="list-style-type: none"> • Young people value and accept the opportunities to be involved in the decision-making in NGOs and community groups/activities. • Scouting values the contribution made by members to other NGOs and community groups. • Society and community groups see Scouting as a reliable partner and promote joint ventures. 	<ul style="list-style-type: none"> • Governing groups recognise and value the opportunity to work in partnership with the total diversity of their constituencies. • Young people are no longer specifically targeted but are members of all governing groups. • Young people value and accept the opportunities to be involved in decision-making within the organization.

ANNEX 4

Description of tools for youth involvement

Youth Platforms/Forums are educational tools that support the process of developing youth involvement in partnership with adults and young members in the oldest age sections. The Platforms/Forums are events that empower and inspire young people through a participatory approach, helping them to develop skills in decision-making that can be used within Scouting and in society. These platforms/forums could take the format of an event (e.g. the World Scout Youth Forum), or of an online communication tool.

Youth Advisors Groups are a widely used model for involving young people in decision-making, with the group typically operating as a sub-group that reports to the main decision-making structure, providing a link between this structure and young people. It is often used in local government and by large organizations, such as not-for-profit and religious bodies, and is widely used in the secondary school system (in some countries) in the form of student councils. The youth advisors groups model holds appeal for young people who are attracted to more formal methods of involvement. Its benefits include providing a youth perspective and the opportunity for participants to develop a range of skills and abilities. Its procedures are likely to be less formal than those normally associated with formal management structures and are therefore more youth-friendly.

A Quota System is a policy of limiting the number of certain group members in a given setting. In Scouting, we talk about quota systems for young people in committees/national boards, working groups, sub-committees, delegations to World and regional conferences.

Mentoring System/Mentorship is a personal development relationship in which a more experienced person helps to guide a less experienced person. A successful mentoring relationship results in large gains for both the mentee and the mentor.

Coaching is an informal relationship between one individual who has greater experience and expertise than another and offers advice and guidance. The results are more tangible because it's based around the learning of a skill or a specific knowledge.

Limitation of terms of office (or term limits) is a statutory limit on the number of terms an individual may serve at a position. In terms of youth involvement, this would be beneficial for opening space for young people to take positions of responsibility (since the adults occupying them will have their number of terms limited).

Giving the **right to vote for younger members** is an opportunity for boards/committees to increase youth involvement by formally acknowledging the right of young members to vote, instead of just being an observer.

Peer education models emphasize young people's skill development by creating roles for young people in educating their peers. They begin with a detailed training program for the young educators and are sustained by ongoing support from adults.

Youth Networks are long-term models of cooperation among young people at a certain level (local, regional, national, international). Their purpose is to ensure constant communication among young people, and to provide input for decision-making structures on the corresponding level.

Community volunteering/community service refers to the volunteers who work to improve community enhancement efforts in the area in which they live. It can take many forms and be fostered within the auspices of different organizations. It can be a group undertaking, or an individual effort, and it can be a long-term or short-term activity/project/programme.

An **internship** is any official or formal programme that provides practical experience for beginners in an occupation, profession or pursuit. It can be beneficial not only for the young individual undertaking it, but also for the organization offering it, since the interns can bring fresh energy, new ideas and different perspectives into the work of the organization.

Job shadowing involves working with another employee who might have a different job in hand, might have something to teach, or can help the person shadowing him or her to learn new aspects related to the job, organization, certain behaviors or competencies. Organizations have been using this as a very effective tool for learning, and some of the most popular uses for this tool are: new job training, career development, developing specific expertise, leadership development.

Partnerships with other NGOs entail work on joint activities/projects/programmes, which enable members of all partner organizations to contribute to these activities in a prior-agreed and coordinated manner.