



YOUTH ENGAGEMENT IN DECISION-MAKING WSC REPORT

SEPTEMBER 2023



SCOUTS
Creating a Better World

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Executive Summary

Over time there has been a significant shift in the Scout Movement's culture regarding expectations and opportunities for young people to be engaged at various levels within WOSM structures and in their communities.

The recognition that the engagement of young people in decision-making is a fundamental right and a core of the Scout Method, has led to the promotion of intergenerational spaces for dialogue that have had a profound impact on the dynamics of conversations, working methods and the results achieved. Young people have been instrumental in keeping the Movement and their communities vibrant, while inspiring others to think differently, innovate and to value positive intergenerational partnerships.

In the past decade, there have been significant advancements in youth engagement at National, Regional, and World levels. World Scouting, in particular, has made a commitment to prioritise work on youth engagement by adopting a nine-year strategy focused on this important area.

At the World Scout Conference in 2021, this commitment was reaffirmed by;

- [Conference Resolution 2021-05](#) "Youth Engagement Strategy" was approved to provide the main goals and objectives of the Youth Engagement Strategy outlined in Conference Document 10 and the review of the World Scout Youth Involvement Policy.
- [Conference Resolution 2021-07](#) "Youth Advisor System and Youth Involvement in Decision-Making" which requested the submission of this report and led to the establishment of the Youth Engagement in Decision-Making Task Force (Task Force).

Following this commitment of the Conference, a Task Force on Youth Engagement in Decision Making consulted a wide range of stakeholders to gather inputs and insights on how to address the challenges facing youth engagement in WOSM's decision-making processes. These stakeholders included National Scout Organizations (NSOs), former delegates of the World Scout Youth Forums and World Scout Conferences, former and current Youth Advisors to the World Scout Committee, former and current members of the World Scout Committee, and the Educational Methods team of the World Scout Bureau.

The inputs and insights were gathered through a combination of the **Youth Engagement Survey** ([Annex 1](#)), which reached 46% of NSOs, and 18 **Focus Groups** ([Annex 2](#)) to ensure a blend of quantitative and qualitative inputs.

At the March 2023 World Scout Committee (WSC) Meeting, the recommendations to overcome barriers to youth engagement in decision-making proposed by the Task Force were approved, and the WSC requested the World Scout Bureau (WSB) to integrate them in the work of relevant operational bodies.

The six recommendations approved were as follows:

- To change the narrative to support a mindset shift across the Movement
- To assess the satisfaction of intergenerational leadership on a qualitative level
- To integrate a youth leadership focus within its operational structures
- To increase the visibility of opportunities for youth engagement in decision-making through powerful communications
- To develop a capacity-building framework on youth in leadership
- To prioritise youth leadership in decision making in existing funding portfolios

Furthermore, as a result of a multi-stakeholders consultation process and further discussions based on the Task Force recommendations, the World Scout Committee approved five alternative measures to replace the current Youth Advisor system at the World level, as presented below:

- To create a training programme for potential World Scout Committee candidates
- To encourage NSOs to nominate candidates below the age of 30 to the World Scout Committee
- To implement a second deadline to promote diverse nominations of candidates to the World Scout Committee
- To create a mentorship programme between World Scout Committee members
- To implement a continuous monitoring process with NSOs to ensure the representation of young people on the World Scout Committee

Consequently, taking into account that the Youth Advisor system was considered a transitional measure for youth engagement in decision-making and not ideal for holistic and sustainable youth engagement in the WSC, the intention expressed through Conference Resolution 2021-07 for its discontinuation, and the new alternative measures put in place, the WSC decided to discontinue the World Youth Advisor System as of the 2024-2027 Triennium.

In conclusion and based on the positive progress in this area that has been achieved, the World Scout Committee sees the Scout Movement championing youth leadership as the next step in the youth engagement process, improving the qualitative approach to monitoring and measuring youth engagement, re-evaluating the under-30 criteria used to assess youth engagement and valuing and nurturing intergenerational leadership within WOSM.



Introduction

In line with Conference Resolution 2021-07 the World Scout Committee was requested to:

- present a report identifying institutional, structural and cultural barriers to meaningful youth participation in WOSM's decision-making processes, as well as opportunities and recommendations to overcome these barriers;
- propose potential alternative measures to replace the current Youth Advisor system and to ensure the representation, as well as effective and meaningful participation, of young people in the World Scout Committee;
- consult on this with, amongst other stakeholders, Member Organizations, young members, subject matter experts on youth participation and former Youth Advisors;
- deliver the conclusions to the Member Organizations by the end of October 2023 to allow adequate time for the membership to consider any organisational or constitutional changes;

This report reflects the findings of the research process, related conclusions and decisions taken by the World Scout Committee between March and September 2023, based on the recommendations of the Youth Engagement in Decision-Making Task Force (Task Force).

This intergenerational Task Force was composed by three members of the World Scout Committee, two Youth Advisors and seven volunteers from five of the six Regions, ensuring a diverse range of perspectives and enriched discussions:

- ❖ Juan Reig – Task Force - Co-Lead (WSC)
- ❖ Melissa Wilm Senna Pinto – Task Force - Co-Lead (WSC-YA)
- ❖ Carla Simões – Lead Staff Support (WSB)
- ❖ Callum Kaye – Member (United Kingdom)
- ❖ David Yen-Cheng Lai – Member (Scouts of China)
- ❖ Ilka Essig – Member (Germany)
- ❖ Jemima Nartey – Member (Ghana)
- ❖ Mohamed Ali Khalid – Member (India)
- ❖ Nika Gorovska – Member (WSC)
- ❖ Nour Elhouda Mahmoudi – Member (Algeria)
- ❖ Omar Lugo Aguirre – Member (Mexico)
- ❖ Sarah Rita Kattan – Member (WSC)
- ❖ Yoobinnara "Lisa" Kim – Member (WSC-YA)
- ❖ Linda Rainbow - Staff Support (WSB)

The Task Force develop its work between March 2022 and February 2023 to address two significant objectives:

- Firstly, to identify institutional, structural and cultural barriers to meaningful youth participation in WOSM's decision-making processes, as well as opportunities and recommendations to overcome these barriers;
- Secondly, to propose potential alternative measures to replace the current Youth Advisor system and to ensure the representation, as well as effective and meaningful participation, of young people in the World Scout Committee.

The conclusions and recommendations of the Task Force informed the debate within the World Scout Committee and underpin the decisions taken to strengthen the meaningful engagement of young people in decision-making and to achieve a movement-wide mindset towards youth leadership.

Breakdown of the report

This report is organized into four main sections:

Section 1 - Background to youth engagement

Provides a background and contextual overview of the evolution of youth engagement in WOSM in recent years to inform the different recommendations approved by the World Scout Committee. Additionally, this section sheds light on the importance of the Youth Engagement Strategy and Strategy for Scouting as guiding frameworks, which sets the stage for the subsequent sections of the report.

Section 2 - Methodologies used for data collection and findings

Provides an overview of the research methodologies and data collection techniques that were used by the Task Force. It highlights the various sources of information that were tapped into, including surveys and focus group discussions. It explains the rationale for using each technique and highlights the strengths and limitations of each approach.

Section 3 - Barriers and recommendations for youth engagement in decision-making

Provides a more detailed explanation of the six recommendations to overcome the barriers that prevent young people from engaging meaningfully in decision-making processes within the Scout Movement.

Section 4 - Alternatives to the Youth Advisor system

Provides a more detailed explanation of the five alternative measures to the current World Youth Advisor system, while ensuring meaningful youth representation.

Annexes

To append the information to this report, 2 annexes were included:

- [Annex 1 - Youth Engagement in Decision-Making Survey](#)
- [Annex 2 - Report on Focus Group Youth Engagement in Decision-Making within WOSM](#)

Note on terminology

In this report, you will see the terms youth participation, youth involvement, youth engagement and youth leadership coexist.

Based on the World Scout Youth Involvement Policy:

- **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 Involvement was used up until the 2014-2017 Triennium, when it was changed to Youth Engagement as one of WOSM's Strategic Priorities for Vision 2023.

Across the content, youth participation and youth involvement are used primarily in the context of the Conference Resolution 2011-08. On the other hand, youth engagement is used in the report within the context of both Conference Resolutions 2021-05 and 2021-07.

Youth Leadership reflects the vision and mindset that the World Scout Committee has envisioned to create a more inclusive environment where young people can lead decision-making processes and represent their voices in a meaningful and effective way within an intergenerational context.



1. Background on youth engagement

1.1. Where have we come from in terms of youth engagement

The [Youth Involvement Strategy Final Report \(2011-2021\)](#) published in August 2021, provides a comprehensive overview of the progress made in the area of youth engagement. This report highlights the evolution of youth engagement as one of Scouting's six key Strategic Priorities and offers a detailed analysis of the achievements made during the 10 year period, illustrating how the Movement has advanced towards its goal of better representation of young people under the age of 30.

According to the report, the Scout Movement has taken significant steps to establish an inclusive environment that actively engages young people in decision-making processes. However, the report acknowledges that the Movement still faces challenges and reinforces the importance of this area in achieving Scouting's Vision 2023.

1.2. Increasing Youth Engagement after 2021

Although significant progress has been made over the past decade, more work is still needed to achieve this objective. Drawing from the data collected over the past 10 years, the following recommendations were proposed in the Youth Involvement Strategy report:

1. Cement every decision, from the educational to the institutional aspect, in the principle that Scouting is a Movement of young people, supported by adults, in order to eliminate the gap between what is written in the World Policies and what is implemented at all levels.
2. Support NSAs and NSOs to review and update their Youth Programme to fully implement the WSYI Policy in their programmes, structures, processes and training.
3. Invest in more opportunities to empower young people with leadership skills that will allow them to develop youth-led projects in their communities
4. Increase the number of young people as delegates of Regional and World Conferences, by having NSAs and NSOs prioritising youth involvement in their own delegations

5. Increase the number of young people in the decision bodies at Regional and World level, by having NSAs and NSOs supporting candidates under 30.
6. Continue to involve young people in the workstreams, task forces at National, Regional and World level
7. Have NSAs and NSOs prioritise youth involvement in their own national boards.
8. Apply the concept of temporary and transitory measures whenever necessary to increase youth engagement, while establishing clear evaluation criteria and timeline to achieve a desirable permanent solution.
9. Increase the opportunities to empower young people to represent Scouting externally.
10. Increase youth-friendly channels of communication and open forums where young people can discuss and share ideas in all topics related with the future of the Movement.

All actions approved by the World Scout Committee to enhance youth engagement in decision making will directly contribute to the achievement of recommendations 1, 3, 4, 5, and 8.

1.3. Connection with the Youth Engagement Strategy

As presented in [Conference Document 10](#), and in order to “achieve sustainable youth engagement, broader attitudinal changes will be required, coupled with a revitalised approach to increasing the holistic development of young people. This can be done by ensuring that all young people engaged in Scouting are offered a wide range of educational and capacity building opportunities. The aim being a situation where young people are among those best suited and qualified to be involved in all roles within the Scout Movement.”

As such, the Youth Engagement Strategy will provide the means to facilitate the structural and attitudinal changes required to prioritise effective youth engagement that should become every person’s and every NSO’s priority.

With this in mind, the Task Force incorporated the third main goal of the Youth Engagement Strategy into their discussions and reflections and ultimately adopted the new benchmark of having a minimum of 40% youth representation in decision-making bodies:

3 - To increase youth engagement by including more young people in decision-making bodies at all levels of Scouting.

- *3.4 To increase the benchmark for ensuring a representation of at least 40% of young people in the different decision-making bodies at National, Regional and World levels of WOSM and operational frameworks and support their full engagement.*

Similarly, some of the recommendations adopted, such as promoting intergenerational dialogue, providing training and support for young people, establishing feedback mechanisms to monitor progress, will also contribute to achieving the other objectives defined in the Youth Engagement Strategy.

1.4. A vision for the future and connection with the Strategy for Scouting

Based on the research process that was conducted involving several stakeholders and with a clear idea of the progress made so far, the World Scout Committee has identified the following areas as the most important to consider for the further development and inclusion in the Strategy for Scouting and the review of the World Scout Youth Involvement Policy:

- Building on the progress that has been made in the last decade to move from youth participation to youth engagement, the WSC sees promoting **youth leadership as the next step** for the Scout Movement to strive towards. This vision highlights the importance of empowering young people to take on leadership roles and play an active role in shaping the future of the Movement.

- Currently, the monitoring and measuring of youth engagement is mostly rooted in quantitative terms, either in the GSAT criteria, the Triennial Plan KPIs or the youth engagement self-assessment tool, and a shift is needed to **incorporate a qualitative approach** that can significantly contribute to propel youth engagement to the next level.
- Likewise, the criterion used to evaluate youth engagement at all WOSM's levels was individuals **under the age of 30**, which encompassed both young people in the last age section and young leaders. However, the WSC believes that a more in-depth analysis of the rationale behind this decision is necessary to ensure that the objective of youth engagement in decision-making in the Movement is fully realised.
- During the research process, various stakeholders expressed a common sentiment regarding the importance of **intergenerational leadership within WOSM**. They emphasised the need to value and nurture this aspect of leadership in Scouting, which they viewed as one of the most significant and meaningful areas for improvement within the Movement. The stakeholders recognised that intergenerational leadership involves encouraging collaboration and mutual learning between people of different ages and experience levels, and that it can lead to more effective decision-making and a stronger sense of community. As such, there was a general consensus that promoting and supporting intergenerational leadership should be a key component of the Youth Engagement Strategy going forward.



2. Methodologies used for data collection and findings

2.1. Youth engagement survey

Introduction

National Scout Organizations (NSOs) and National Scout Associations (NSAs) were invited to share their insights and perspectives on the barriers of youth engagement in decision-making through a survey. The information collected through the survey and presented in the [Survey Report \(Annex 1\)](#) was used to aid the Task Force in outlining strategies to overcome the challenges faced regarding youth participation in decision-making processes. The survey was completed by NSO leadership, including International Commissioners and Youth Programme Commissioners.

The survey focused on understanding the barriers to youth participation in decision-making from five main areas:

- NSO level
- World Scout Conference
- World Scout Committee
- Youth Advisor system
- Operational Framework

Methodology

From 30 June to the 31 August 2022, the survey was available in English, French, Spanish, Arabic and Russian. Each NSO and NSA was requested to submit a single response to the survey. In total, the Task Force was able to collect insights from 97 out of 210 NSOs and NSAs (the number 210 does not consider the Federation level structure). This is equivalent to 46% response rate.

It is noteworthy to highlight that all the six Regions were represented as follows:

- Africa 30%
- Arab 42%
- Asia Pacific 93%
- Eurasia 67%
- Europe 24%
- Interamerica 69%

The survey report includes more details on the regional distribution and the insights from NSOs and NSAs on the barriers of youth Engagement.

To achieve the above mentioned results, there were different promotional and collective approaches used. Some of the approaches implemented included:

- Weekly updates of the submission rates to the Youth Programme Directors of the World Scout Bureau Regional Support Centres.
- Use of weekly fun promotional materials such as videos, memes and GIFS regarding the survey in English, Spanish and French.
- The monthly ScoutPak sent to NSOs
- One on one outreach to different NSOs by the members of the Task Force and the Youth Programme Directors.

Data limitations

It is important to highlight that the data from the survey was compiled from raw individual responses from the NSOs and NSAs, hence there may be an over representation of responses from countries with multiple NSAs and some organisations with more than one response.

Although it was expected to have a higher submission rate from the Africa and European Regions due to the Regional Conferences taking place during the same period of the survey, they were the Regions that had the lowest rate of response. The lower response rate could potentially be due to the feeling of NSOs that their opinions were shared through the workshops and discussions held at the Conferences.

Additionally, it is felt that the multiple surveys open at the same time from World Scouting could have overwhelmed the NSOs and affecting the response rate on this survey.

2.2. Focus groups on youth engagement

Introduction

A series of 18 focus groups were conducted over the months of July to September 2022 to collect qualitative data regarding the barriers of youth engagement in decision-making in WOSM. The data collected and presented through the [Focus Group Report \(Annex 2\)](#) aided the Task Force in the following ways:

- to get inputs from the stakeholders on areas that were previously not addressed on the research on youth engagement in WOSM,
- gain ideas on potential alternative measures to ensure meaningful youth engagement in decision-making and,
- understand the evolution of youth engagement in decision-making for the past 10 years as well as the reality today.

Methodology

These focus groups involved 76 participants who represented different stakeholders such as Youth Advisors, Youth Representatives, AGORA participants, participants of the International Leadership Training, World Scout Committee members (former and current), previous delegates of the World Scout Youth Forum and Conference, WOSM Consultants for youth engagement, NSO Leadership and Youth Programme Directors of the World Scout Bureau.

All the focus groups were conducted using open-ended interview questions, which were guided by parameters provided by the Task Force which varied depending on the participants. Each focus group had a range of five to nine participants, which allowed the participants to share more and build on each other's points of view.

The focus groups concentrated on understanding the importance and value of youth engagement, the participants' and NSOs expectations, the progress they experienced in relation to the topic, the barriers of youth engagement in decision-making and recommendations that could be applied to improve youth engagement in decision-making within WOSM.

All 76 participants were invited via personalised emails with detailed descriptions of the purpose of the focus group. Also, the focus groups were conducted in different languages, such as English, French, Spanish and Arabic, to create an inclusive space for the participants to express themselves with ease.

Data limitations

It is noteworthy to share that some of the participants were not able to attend the focus groups due to other personal engagements which affected the turnout. Also, some participants confirmed attendance and never showed up.

One of the focus groups was postponed because the participants were multitasking during the focus group and this would affect the quality of the data. Some participants committed to share their inputs in written format but never shared their inputs with the Task Force.

3. Barriers and recommendations for youth engagement in decision-making

The main institutional, structural and cultural barriers to meaningful youth participation in WOSM's decision-making processes were identified in the data analysis presented above for the National, Regional and World levels. The barriers were noted in different intensities at each level, and were clustered into six main areas.

These six main areas are presented below and structure the way the recommendations were developed.

Although all the recommendations have already been approved by the WSC, as far as the recommendations that will be implemented at world level are concerned, the WSC recognises that at other levels getting young people engaged in decision-making is a long-term process and that progress needs to be continually monitored and actions adjusted along the way to achieve the best results, in line with current realities.

All the recommendations were developed with the following question in mind:

How can we shift mindsets to be able to capitalise on opportunities for meaningful engagement of young people in WOSM's decision-making processes?



Barrier	Explanation of the barrier	Recommendation
Perception of young people	Young people are not necessarily different just because they are younger. This mindset should be taken into every engagement in decision-making processes, and youth should be engaged in the decision-making processes with this perspective in mind. How can mindsets be shifted about youth engagement in decision-making, considering the different perceptions?	3.1.To change the narrative to support a mindset shift across the Movement
Monitoring progress towards the vision of youth engagement in decision-making	There should have a clear and measurable target to reach (quantitative and qualitative), so we can benchmark and keep the norm of intergenerational balance. How might we measure the qualitative results of youth engagement in decision-making?	3.2.To assess satisfaction of intergenerational leadership on a qualitative level
Cultural	Not all Regions, countries and NSOs have the same understanding and expectations on youth engagement in decision-making, leading to cultures which cannot be overcome, but should be embraced. How to change the World and Regional governance processes to shift mindsets toward youth engagement?	3.3.To integrate a youth leadership focus within the operational structures
Awareness of opportunities in decision-making	Awareness and transparency about the decision-making processes of WOSM is necessary for our organisation; for everyone and not only for younger people. We should use disruptive, motivational and value proposition messaging to engage with the relevant audiences. How to raise awareness of all generations about opportunities and the necessity of youth engagement in decision-making?	3.4.To increase the visibility of opportunities for youth engagement in decision-making through powerful communications
Capacity building for young people	The engagement of young people in the decision-making process should be supported by a capacity building culture. The engagement of people in the decision-making processes should be based on competencies and young people should have access to capacity building (personal development) opportunities. How do we ensure quality and relevant capacity building for young people and all generations at all levels of WOSM regarding decision-making?	3.5.To develop a capacity building framework on youth leadership
Financial	Financial support is a relevant aspect for consideration when implementing policies on youth engagement in decision-making. How can funds be secured and allocated to support youth engagement in decision-making efficiently and sustainably?	3.6.To prioritise youth leadership in decision making in existing funding portfolio

3.1. Perception of young people

3.1.1. To change the narrative to support a mindset shift across the Movement

DESCRIPTION

The recommendation is to advance the narrative of youth engagement in decision-making to highlight the accomplishments in the area to date and support the positive mindset shift across the Movement. We are seeking that communications and our way of conversing are aligned with this mindset shift and the vision for intergenerational leadership in decision-making. Making this positive shift in mindset can help to empower young people, while at the same time appealing to partners and donors through a disruptive and impact-focused narrative using powerful messaging.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- Acknowledge what has been achieved in the last decade to increase youth engagement at all levels, providing concrete examples.
- Create a shift in terminology within Scouting from using “engagement” to “leadership”. This shift would give a stronger feeling of “let’s work together” versus the current perception of “come work with us”.
- Reinforce the positive mindset of youth being part of the leadership bodies, by putting this into active and visible practice.
- Mobilise WOSM Consultants on Youth Engagement to deliver services to NSOs and use their expertise to promote this mindset shift through their service delivery, workshops and seminars within the Regions.
- Allow a faster change in how young people are engaged in decision-making bodies, by adapting policies and procedures to be friendly to young people and update the terminology used.
- Convey the importance of this mindset shift to individuals already within the decision-making bodies.
- Consider the important aspects of intergenerational leadership and how this can be supported within Scouting.

APPLICABLE STRUCTURES

- World level
- Regional level
- National Scout Organizations
- External partners

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

The Survey:

Q14: “What are the five main barriers that prevent young people from being part of the National Board?” The top barrier is “Cultural or social hierarchy” with 54 mentions. [P-6]

Q17: “NSOs 10 year vision on youth engagement at World level” 90/94 NSO provided an answer to the question. In general, the 90 respondents included at least one “initiative” to support the Youth Engagement vision at the world level [P-8].

Focus Groups:

“There is a shared feeling that WOSM has made significant improvements in Youth Engagement at the World level; nonetheless, there is still more to be done” [P-9].

“I would really like to see more young people get involved in decision-making bodies, with the right to vote. I think that’s a very necessary step in each NSO, to creating this culture where everyone is needed, and every voice has to be heard.” [P-11]

3.2. Monitoring progress towards the vision of youth engagement in decision-making

3.2.1. To assess satisfaction of intergenerational leadership on a qualitative level

DESCRIPTION

The recommendation is to provide a qualitative assessment of the satisfaction levels of youth engagement within different decision-making structures of WOSM. Ensuring also that the assessment captures the satisfaction from an intergenerational perspective. Having the qualitative data will provide WOSM with a well-rounded approach to monitor progress of reaching the vision on youth engagement in decision-making.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- Encourage the shift in mindset in assessing the progress on youth engagement in decision-making from quantitative youth participation to qualitative youth engagement.
- Establish a way to assess youth engagement in decision-making by focusing on qualitative measures which can complement data collected through GSAT and Self-Assessment tools and provide other indications on the progress being made..
- Be applied in existing processes like performance reviews, team evaluations, and volunteer mid-term/end-term reviews.
- Ensure that the data collected through the assessments are used to drive decisions within Scouting on youth engagement in decision-making and support continuous improvement practices.

APPLICABLE STRUCTURES

- World Scout Committee
- Regional Scout Committee
- World and Regional level Operational Frameworks
- National Boards and operational teams

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

In the survey, NSOs were asked two questions about their vision for young people's engagement at the national level in ten years and how close they are to achieving it (Q.5 and Q.6). The answers were divided between quantitative and qualitative perceptions, without a clear and measurable criterion for assessing the level of satisfaction with youth engagement.

Focus Groups:

Quantified data does not tell us whether young people feel welcomed in the leadership positions. *"If we're talking about working with adults I'm not really confident at all. The major reason is because youth representation in decision-making bodies are too low. I feel like I'm the lone wolf and battling with a group of adults not being so supportive for the process of Youth Engagement in decision-making bodies, or those who are supporting young people do not understand young people, understand their needs, understand their point of view, understand their voice. It is so rare in my association and that's why I'm not feeling very comfortable"* [P-10]

"If Youth Engagement is measured by the amount of youth in governance bodies, we are limited in the Asia Pacific Region." said WOSM Youth Engagement consultants. [P-14]

NSO Leaders called for the importance of highlighting the quality of youth engagement, not promoting tokenistic approaches. *"The qualitative approach is what we are not doing currently. Meaningful engagement is participate and have equal fitting, rather than having ten people sitting around the table, but only two people making decisions."* [P-16]

3.3. Cultural

3.3.1. To integrate a youth leadership focus within the operational structures

DESCRIPTION

This recommendation aims to uphold the importance of youth engagement and intergenerational leadership in decision-making throughout WOSM's governance and operational structures and to adapt our governance processes to cultivate a youth-centred mindset.

By integrating a youth leadership focus into its operational structures through a series of planned actions, we will be able to oversee and monitor progress towards mindset change at global, regional and national levels and set an example for all to follow.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- Advocate for the mindset shift across the Movement, in line with the vision of youth engagement in decision-making and intergenerational leadership.
- Embed youth leadership into terms of reference of different operational structures
- Take required actions to ensure the Conference Resolutions on youth engagement in decision-making are applied across the institutional bodies of WOSM.
- Monitor and evaluate data on youth engagement in decision-making and intergenerational leadership across the Movement, and propose guidance on the strategic direction of WOSM based on this data.
- Promote best practices in youth engagement in decision-making within Regions and NSOs, while at the same time adapting practices to the unique situations and cultures.
- Work together with the planning teams of future World Scout Conferences to establish measures of ensuring effective and relevant youth engagement and intergenerational leadership within the decision-making processes.
- Oversee that the capacity building framework continues to support the vision of youth engagement in decision-making.

APPLICABLE STRUCTURES

- World level
- Regional level

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

The survey revealed that when asked to identify the main barriers to youth engagement in National Boards, 54 out of 94 NSOs cited cultural or social hierarchy as the main barrier (Q. 14). Similarly, when questioned about the selection process for delegates to the World Scout Conference, 34 out of 94 NSOs identified cultural or social factors as one of the main barriers. (Q.21)

Focus Groups:

During the Focus Groups, one of the limitations or barriers to Youth Engagement that was highlighted was the issue of culture, specifically the roles of adults versus young people in society. *"The younger generation has to obey the orders and the commands of the older generations. I think particularly what I observe is that the hardest thing is to do with the culture."* [P-14]

3.4. Awareness of opportunities in decision-making

3.4.1. To increase the visibility of opportunities for youth engagement in decision-making through powerful communications

DESCRIPTION

The aim is to raise the image of youth engagement in decision-making bodies through the use of WOSM's digital spaces and communication channels. It is believed that this will raise awareness of users about the decision-making process and inspire young people to get engaged in these bodies. This recommendation looks to the Movement's internal audience to raise awareness on the importance of having young people in decision-making positions in society. Through these messages, a balance should be found between intergenerational leadership and youth motivation. This motivational messaging on intergenerational leadership in decision-making can also be used as a unique communication strategy of WOSM to target partners and donors.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- Motivate young people to take on leadership positions by using relevant communication channels to feature their peers taking on various leadership positions in decision-making bodies.
- Externally showcase young people in decision-making, clearly identifying the competencies gained by young people in Scouting to contribute within the decision-making processes and featuring individuals like the WOSM youth representatives to portray this widely with partners.
- Make youth's voice heard in broader audiences, starting with education and providing progressive online learning resources related to youth leadership to build capacity and awareness across different generations.
- Capitalise on disruptive and powerful messaging to communicate how Scouting is truly a Movement based on the foundation of young people, this can be achieved through the use of short and catchy phrases, being clear in the use of wording to support the vision of youth engagement in decision-making, and advocating for intergenerational leadership.
- Use impact driven story telling of young people's learning and leadership accomplishments to increase awareness on the opportunities that Scouting can offer and the impact it can have on a young person's life.

APPLICABLE STRUCTURES

- World level
- Regional level
- National Scout Organizations
- External partners

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

Q21: "What do you consider as the top five barriers for the participation of young people as delegates at the World Scout Conference?"

41 % of the NSOs selected "No clear process on how to apply to become a delegate" ; suggesting that we need to provide further explanation/awareness on how young people can participate at the world scout conference.

Q33: "What are the reasons if your NSO does not encourage young people to apply to the WOSM Open Calls for volunteer positions ? "

The top two reasons are "Lack of knowledge about volunteering with WOSM" & "The information is not promoted within the NSOs" with 3 mentions each. [P-17]

Focus Groups:

"I know everything is on the website, and that people can reach it in different languages, however, I'm not sure that every single youth, every single scout in every single NSO is aware of the hierarchy, and aware of the Scout website and how to get the resources. By providing the space and giving the opportunity and sharing the resources, we're making it all the resources for everyone." [P-15]

3.5. Capacity building for young people

3.5.1. To develop a capacity building framework on youth engagement

DESCRIPTION

The recommendation to design a capacity building framework aims to integrate a series of opportunities to raise awareness and build capacities on youth engagement in general and within decision-making processes. This capacity building framework would be geared mainly towards young people in our Movement, while at the same time providing educational opportunities for all generations. The framework would be managed through a decentralised approach to ensure accessible opportunities offered through different learning modalities and catering to various competency levels.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- Incorporate a variety of existing and new learning opportunities within the framework, such as Youth Leadership Training (i.e. ILT, Agora, YLTC)
- Develop a globalised programme as part of the capacity building framework which supports a consistent shift in the mindset of youth engagement in decision-making and intergenerational leadership.
- Create safe spaces for intergenerational decision-making experiences.
- Consider certification processes and partnership with educational bodies (universities, LinkedIn, etc).
- Incorporate the pre-engagement opportunities of the new event and World Scout Conference within the framework.
- Include a broad age range for participation in the programme (i.e. 15+) so that young people have time to work on building their capacity for future opportunities as a young person.
- Provide learning opportunities through different modalities such as online, in-person, and at different organisational levels to increase accessibility.

APPLICABLE STRUCTURES

- World Scout Conference
- World level
- Regional level
- National Scout Organizations
- External partners

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

Q19: "What are the top three factors you consider when selecting your delegation (delegates and observers) for World Scout Conferences?"

49% NSOs see "Leadership and decision-making skills" as the top three factors, making it the second most important factor listed herein. [P-9]

Q21: "What do you consider as the top five barriers for the participation of young people as delegates at the World Scout Conference?" More than one third of the NSOs expressed that "lack of intergenerational dialogue," "young people of limited capability or not empowered" as the top five barriers. [P-10]

Q22: "What are the four main factors you consider when mapping out potential candidates for the World Scout Committee?"

The top factor considered is "skills & competencies" with 84% of total respondents. [P-11]

Focus Group:

Mixed Group of ILT, YLTC, Agora participants and External Youth Representatives and Regional Advisors agreed on the importance of building the capacity to foster self-confidence. A primary barrier to meaningful Youth Engagement identified by the participants was the lack of opportunities due to the number of available spots for international capacity-building programs "*...it is all about mentoring and all about capacity building. I believe that Youth engagement comes with training, comes with the resources that can actually motivate young people to learn actively, and to take up more and more responsibility.*" [P-12]

3.6. Financial

3.6.1. To prioritise youth leadership in decision making in existing funding portfolio

DESCRIPTION

The purpose of this recommendation is to explore funding opportunities for youth leadership in order to ensure sustainable support for young people around the world seeking to participate in decision-making opportunities at WOSM. By implementing the changing narrative for youth leadership and prioritising funding for youth leadership, we can effectively and sustainably support the vision for youth leadership.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- Prioritise existing funding to bolster youth leadership
- Investigate the potential of event fee contributions towards youth leadership
- Use the best practices established by the Global Youth Mobilization's local solutions funding programme to operationalise this new approach of offering funding for youth in leadership.
- Use the power of crowdfunding through the Scout Donation Platform by allowing young people to gain support for decision-making opportunities and to show the impact that this positive leadership can have within society.
- Encourage NSOs to establish internal funds for supporting youth in leadership.
- Use the key messaging of Scouting developing active citizens and leaders in society as a means to drive the impact and importance of this funding for youth in leadership.
- Use the powerful and disruptive messaging of youth in leadership to attract donors.

APPLICABLE STRUCTURES

- World Scout Conference
- Regional Scout Conferences
- Other World and Regional level events concerning youth in leadership and relevant capacity building opportunities
- National Scout Organizations

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

Q19: "What are the top three factors you consider when selecting your delegation (delegates and observers) for World Scout Conferences?"

39% NSOs see "the available budget" as the top three factors when selecting delegates to the World Scout Conference, ranking third among all the options. [P-9]

Q21: "What do you consider as the top five barriers for the participation of young people as delegates at the World Scout Conference?"

The #1 barrier according respondents is the "lack of financial resources with 68%". [P-10]

Focus Groups:

Delegates to past World Scout Youth Fora and World Scout Conferences indicated financial resources as one of the main barriers for young people to engage in decision-making "...there's no funding to travel. ... It is very difficult to have young people take part in major decision-making events when there is limited spaces and financial support ." [P-13]

4. Alternative measures to the World Youth Advisor system

In its current context, the Youth Advisor system was identified as "a temporary and transitory means in the decision-making process" of WOSM (Conference Resolution 2008-14). The first Youth Advisors to the World Scout Committee were elected at the 9th World Scout Youth Forum in Tunisia (Conference Resolution 2005-11). Since that time, significant progress has been made in increasing youth engagement in the World Scout Committee's membership, as outlined in different reports from the World Scout Bureau and World Scout Committee.

In the last triennium, with the aim of enhancing and promoting youth engagement, especially among the voting members of the World Scout Committee, the format of the World Scout Conference and World Scout Youth Forum were renewed into a more empowering and engaging experience for young people.

With the above taken into account, the 2017-2021 World Scout Committee was of the view that the World Youth Advisor system has been a positive step in youth involvement, but that it is time to further progress this youth engagement in decision-making within the Committee. It had the view of discontinuing the World Youth Advisor system at the end of the 2021-2024 Triennium if satisfactory measures were in place to ensure holistic youth engagement within the Committee. The World Scout Conference voted through Conference Resolution 2021-07 to support this identification of measures to replace the current system.



Alternative measures to replace the Youth Advisors system

These five alternative measures address the identified key blockers related to capacity building, nomination process and post-election engagement and monitoring and based on the WSC’s decision, all measures would be reviewed after three triennia.

Key blockers	Explanation of the blockers	Measures
Awareness and capacity building	The processes in place to access decision-making bodies are not always clear and well understood, which can lead to a lack of motivation to become a candidate. On the other hand, the perception of the skills required to engage in these roles and the confidence that comes with it are often identified as one of the most significant demotivated aspects to engage young people in decision-making. Experience has also been identified as a crucial factor in the appointment of candidates to decision-making bodies, which can impact younger people often lack experience due to their age.	4.1. To create a training programme for potential World Scout Committee candidates
Nomination process	As the nomination process depends on the NSO endorsement of World Scout Committee candidates, it is essential that they take ownership in promoting and encouraging young people to run as candidates for the Committee. As only one candidate for each NSO can be appointed, a certain internal selection process takes place.	4.2. To encourage NSOs to nominate candidates below the age of 30 to the World Scout Committee
Nomination process	When it comes time to nominate candidates to the World Scout Committee, some barriers have been identified to detect, attract, prepare and inspire potential candidates under the age of 30. Currently, the candidates that could potentially serve on the World Scout Committee are “diluted” between the Youth Advisors and the World Scout Committee members. While having only one pathway to serve in the Committee does not mean that all the potential candidates would apply.	4.3. To implement a second deadline option for nominations of World Scout Committee candidates to ensure diversity
Post-election and performance	Once elected, the feedback received from the former Youth Advisors and World Scout Committee members below the age of 30 is that at the beginning of their term they felt “unprepared” to fulfil their duties “as expected”. In this sense, to strengthen intergenerational dialogue not only to improve youth engagement in our decision-making bodies, but also to foster intergenerational cooperation, in which everyone can bring to the table their own competencies and experiences to find common ground. A cross-pollination model could benefit all Committee members	4.4. To create a mentorship programme between World Scout Committee members

Key blockers	Explanation of the blockers	Measures
Post-election and monitoring	A continuous monitoring process with NSOs is needed on the one hand to help ensure that the desired participation of young people was met in the WSC, even if not achieved through the other alternative measures being implemented and on the other to be able to react in case of deterioration of the meaningful contribution of people under 30 in the WSC	4.5. To implement a continuous monitoring process with NSOs to ensure the representation of young people on the WSC

4.1. Awareness and capacity building

4.1.1. To create a training programme for potential World Scout Committee candidates

DESCRIPTION

The training programme aims to ensure that individuals interested to run for the WSC have the necessary skills, knowledge, and experience to make a meaningful contribution to the unity, growth, and success of the Movement. The training programme also seeks to bridge the experience gap that people may face especially due to their age, culture, and gender. With “experience”¹ being the second most considered factor for NSOs during elections to the WSC, it is particularly important to address this disproportionate effect on young people because they have less opportunity to build up experiences simply due to their age.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- The training will happen on an ongoing basis, 1 year before the World Scout Conference
- The training programme is designed for individuals interested to run for election to the WSC, especially young people
- A basic NSO endorsement will be required, with the approach being used like applicants for the World Operational Framework 21-24.
- Available to all who wish to learn about WOSM governance with relevant content and balanced course load.
- The training programme is a comprehensive program that aims to help participants understand the responsibilities and expectations towards a WSC Member, and assist participants in developing the essential skills, knowledge, and experience needed to become a successful member of the WSC.
- It complements training previously undertaken and highlights competencies needed to be involved with the governance of Scouting at the World level.

APPLICABLE STRUCTURES

- Anyone interested in running as a candidate for decision-making bodies (young, older, confirmed candidate, non-confirmed candidates, etc.)
 - World Scout Conference delegates
 - Regional Scout Conference delegates
 - National General Assembly delegates
 - World Scout Committee
 - Regional Scout Committees
 - National boards

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

Some questions are related to how NSO articulate the youth engagement at world, regional & National level. In particular which formal actions are in place. Q11: Almost 8 from every 10 NSO have a guided policy or process to support youth participation in the National Assembly. [P-5] Also, appointing delegates under 30 to the world and regional scout conferences is the contribution most used by NSO's to achieve the YE vision (77%). The second is by endorsing volunteers under 30 to contribute to the world & regional operational framework (66%) [P-8].

Furthermore, in Q22, the top factor to consider in appointing candidates to the WSC are: "skills & competencies" with 84% of total respondents [P-11]. In Q17, 34 NSO (from 90) specifically indicated that in their vision is a sense to support, empower, prepare, enable the young leaders to the DM bodies or roles.

Focus Groups:

The groups mentioned and agreed on the importance of building the capacity to foster self-confidence to youth leaders. [P-10]. Furthermore, the need for guidance, a support system, and recognition was mentioned several times [P-8]. Also, there is a need to ensure young people can still get the opportunity to interact with Scouting at either the Regional or World Level for them to get exposure and get to be known [P-8]. Finally, maintain and encourage events such as ILT and YLTC that not only build capacity but also boost self-confidence in the youth to engage in decisions that affect their lives [P-20].

4.2. Nomination process

4.2.1. To Encourage NSOs to nominate candidates below the age of 30 to the World Scout Committee

DESCRIPTION

These incentive measures aim to motivate NSOs to propose younger candidates, under the age of 30, for the World Scout Committee, reinforcing the importance of young people's engagement in decision-making bodies and encouraging an increase in the number of younger candidates nominated by NSOs.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- A public NSO recognition during the World Scout Conference, similar to the Growth Award, for those NSOs that fulfil requirements for showcasing "intergenerational leadership".
- This recognition could include:
 - Intergenerational nominations for volunteer open calls at world and regional level
 - Intergenerational NSO board composition
 - Candidates under 30 for election to RSC/WSC
 - National Youth Involvement Policy
 - Clear intergenerational approaches in the NSO structures
- Maintain the current financial measures to encourage NSOs to include young people in their delegations (e.g. the average 10% discount for young people, Solidarity Operation exclusively focused on young people)

APPLICABLE STRUCTURES

- National Scout Organizations

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

(Q17 & Q18) Appointing delegates under 30 to the world and regional scout conferences is the contribution most used by NSO's to achieve the YE vision (77%). The second is by endorsing volunteers under 30 to contribute to the world & regional operational framework (66%). Also 41 NSO (from 90)

foresee having more young people (under 30) to be involved in decision-making bodies with or without a specific number quota [P-8]. Q26 "How likely is your NSO to nominate a young person (under 30) for a World Scout Committee position? In general, the likelihood to nominate young candidates stays "Mid & High" as the majority (53%) [P-13].

Focus Groups:

A great majority of the participants highlighted the importance of continuing to prioritize Youth Engagement and the need for a structure that is clearly defined with specific goals and qualitative measures to ensure Youth Engagement is being perceived and promoted as a priority [P-12]. Focus groups expressed concerns over tokenism and losing quality candidates above 30 [P-16].

4.2.2. To implement a second deadline option for nominations of World Scout Committee candidates to ensure diversity.

DESCRIPTION

As a pre-election measure, the recommendation is to allow for the option of a second deadline for the nomination of candidates for the World Scout Committee, allowing NSOs to decide on the nomination of additional candidates if balance in diversity has not been met by the first deadline for nominations. Implementing a second deadline for nomination will help raise the awareness on the responsibility Member Organizations have towards ensuring that the diversity of the Movement is represented within the elected WSC.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- This model has already been tested with positive results through the nomination process ahead of the World Scout Youth Forum for candidates as Youth Advisors to the World Scout Committee.
- The key element of balancing diversity can be flexible for different areas such as:
 - Age - At least one-third of nominations are young people under the age of thirty
 - Gender - No more than two-thirds of the nominations are of one identified gender
 - Geographical location - At least two nominations are from each of WOSM's Regions
- The implementation of the training programme will provide NSOs with more diverse and capable options for nomination.
- Include as part of the Operational Framework closure evaluation some input on the possible involvement of individuals for the future.

CONSTITUTIONAL CONSIDERATIONS

A two-round nomination process could be specified in the Rules of Procedure (RoP). It is important to keep in mind that the RoP are adopted by the Member Organizations by postal vote. It is, therefore, recommended, that Organizations are well informed in advance of the RoP vote about proposed changes to usual practice.

APPLICABLE STRUCTURES

- World level
- National Scout Organizations

RELATED DATA FROM THE SURVEY / FOCUS GROUP

Survey:

Based on the survey's outcomes, cultural barriers and lack of experience discourages the nomination of candidates (below 30) [P-18]. Specifically, Q26 & Q27: 74 NSO provided a response. In general, there is a sense that the likelihood depends also in the "profile" of the potential candidate, skills, experience etc. Is more a matter of nominate a "right candidate" more than nominate just for the sake of nominating some young adult. This comes in the form of "willingness, commitment & motivation" In the other hand, seems that nominating is related at some extent on the "current situation" of an NSO. There are NSO that currently are not looking to nominate candidates because they already have

members serving in the world & regional scout committees. Finally, there is also a sense that the NSO needs to empower youth leaders to “step in”. [P-13].

Focus Groups:

There is a recommendation to implement an alternative to the Youth Advisory system that maintains the system's strengths but deals with the flaws mentioned in the report, such as the lack of KPIs, qualitative measures, and a clear goal [P-20].

4.3. Post-election and performance

4.3.1. To create a mentorship programme between World Scout Committee members

DESCRIPTION

The WSC's mentoring programme aims to bridge the experience gap and provide capacity building and learning opportunities for all its members to use their skills to the fullest by shortening the learning of structure, culture and processes. The mentoring programme will facilitate faster learning for less experienced individuals, with an experienced person helping them to feel comfortable with all the procedures and structures so that they can perform at their best from day one.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- The mentoring programme is a non-obligatory opportunity designed for all members of the WSC, regardless of age.
- It is optional and particularly aimed for individuals starting their first mandate.
- A one-year mentoring programme at the beginning of each triennium, starting in the next triennium and on an on-going basis.
- A mentoring programme that is framed from the beginning in an attractive and meaningful way
- The mentoring programme will be based on a pool of mentors (former WSC members and former Youth Advisors) who have served in the past three triennia.
- A specific Terms of Reference of the mentor will be created with specific guidelines on the areas of mentoring

APPLICABLE STRUCTURES

- World Scout Committee members

RELATED DATA FROM THE SURVEY / FOCUS GROUP

Survey:

From Q14, one of barriers that prevents young people from being part of the National Board (26 NSO responded), is the lack of trust in young people's capabilities [P-6]. In Q22, the top factor to consider a potential candidate for the WSC is “skills & competencies” with 84% of total respondents [P-11]. Furthermore, in Q33, was mentioned the lack of experience among the young people as one of the reasons not to promote the WOSM open calls [P-17]. Two of the most relevant barriers vs. Youth Engagement are the lack of proper guidance and mentorship & lack of self-confidence [P-18]. Also, in the case of the delegates to the WSC one common barrier shared amongst some participants was the lack of experience [P-13].

Focus Groups:

During the sessions with the YA was reinforced the need for guidance, a support system, and recognition [P-8]. Also, to focus on opportunities such as the ILT and the YLTC to provide the opportunity for more young people to be exposed to international Scouting and the learning opportunities these events offer [P-18].

4.4. Post-election and monitoring

4.4.1. To implement a continuous monitoring process with NSOs to ensure the representation of young people on the WSC

DESCRIPTION

The aim of this measure is to closely monitor youth leadership in the World Scout Committee. It's about ensuring sustainable youth leadership and that young people continue to be heard in World Scouting's decision-making. Continuous monitoring with the NSOs helps us to achieve our youth leadership objectives and to act, if necessary, to continue to have a strong and significant contribution from young people under the age of 30 in the WSC.

KEY FEATURES AND IDEAS FOR IMPLEMENTATION

- Propose a resolution to the 2024 Conference to affirm the Movement's commitment to monitoring the measures on youth leadership in decision-making
- To publish a report to NSOs 6 months in advance of each World Scout Conference, providing a data-driven overview of the evolution of youth engagement in the WSC in the past period
- Three to four months before each World Scout Conference, two representatives from each NSO will have the opportunity to participate in a dedicated webinar to assess on "*how youth engagement in the WSC has evolved over the past period*", which will consider whether additional measures are required and propose them to the upcoming World Scout Conference
- The new WSC would then be required to consider the outcomes of this dedicated webinar as well as potential Resolutions.

APPLICABLE STRUCTURES

- World Scout Committee
- World Scout Conference
- National Scout Organizations

RELATED DATA FROM THE SURVEY AND FOCUS GROUPS

Survey:

When asked in Q26 how likely the NSO was to appoint a young person (under 30) to a position on the World Scout Committee, 53 per cent of the 74 NSOs that provided an answer were in the "medium to high" range (between 6 and 10).

Focus Groups:

In the recommendations section of the report is expressed the need to "implement an alternative to the Youth Advisory system that maintains the system's strengths but deals with the flaws mentioned in the report" [P-20].

5. Conclusion

The commitment to youth engagement in Scouting has been steadily growing over the years.

By identifying the barriers to youth engagement in decision-making at the institutional, structural, and cultural levels and presenting six recommendations and opportunities to overcome them, the World Scout Committee hopes to further strengthen the Movement's commitment to youth engagement.

The implementation of the alternative measures in replacing the current Youth Advisor system will not only demonstrate a clear commitment to maintain youth representation at the World Scout Committee, but it will also reinforce the critical responsibility of NSOs towards youth engagement, as the only entities nominating candidates for World Scout Committees. This will ensure that young people continue to have a meaningful voice in the decision-making processes of the organisation, and that their perspectives and opinions are taken into account at the highest levels.

Additionally, this will foster a culture of intergenerational leadership in the organisation and encourage greater youth engagement in decision-making processes, which is critical to ensuring the long-term sustainability and success of the Scout Movement.

Finally, without the contributions and collaboration of various stakeholders, this report would not have been possible. The World Scout Committee would like to express its gratitude to the NSOs that participated in the survey or focus groups, as well as to the staff of the Educational Methods department of the World Scout Bureau for their support and promotion of the survey in their respective Regions. The World Scout Committee also extends its appreciation to all the young people and other stakeholders who actively took part in the research process.





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