



YOUTH LEADERSHIP IN DECISION MAKING GUIDELINES FOR IMPLEMENTATION



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Youth Leadership in Decision
Making Framework
June 2024

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Youth Leadership in Decision Making Guidelines for Implementation

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Youth Leadership in Decision Making Guidelines for Implementation

INTRODUCTION

Youth Leadership in Decision Making (YLiDM) is the mechanism to support Youth Leadership across all Scouting structures from the local level (Scout group) to the territorial and national level in the NSO/NSA and on the regional and world levels in WOSM. Meaningfully engaging young people in all decision-making processes is central to the Scouting Mission and works best when those in decision-making positions are willing to work alongside young people to ensure their inclusion.

These guidelines complement the set of ideas provided in the YLiDM framework and provide tools, examples, and success stories that National Scout Organizations/National Scout Associations (NSOs/NSAs) can use to support them in developing support for YLiDM.

The recommendations laid out in these guidelines provide structures and considerations for implementing YLiDM at an NSO/NSA level. They have been created in such a way that every NSO/NSA, regardless of where they are on their journey to implement YLiDM, will be able to find strategies that they can implement.

In this document, you will find the following:

1. Key principles and definitions of YLiDM.
2. Specific strategies for implementing YLiDM.
3. Further consideration for implementing strategies.
4. Fictional "Growing Paths" outlining what YLiDM might look like for NSOs/NSAs at different stages of their implementation journey.
5. Links to success stories from various NSOs/NSAs who are implementing YLiDM.

PRINCIPLES OF YOUTH LEADERSHIP IN DECISION MAKING

The YLiDM framework sets out seven core principles for all contexts of YLiDM.

Principle 1: All levels included

YLiDM should exist at all levels of Scouting.

Principle 2: Continuous

YLiDM is an ongoing process.

Principle 3: Context adapted

YLiDM looks different for different young people and contexts.

Principle 4: Dedicated support

YLiDM needs to have support.

Principle 5: Meaningful

YLiDM must be meaningful.

Principle 6: Holistic

YLiDM exists and progresses beyond the Youth Programme.

Principle 7: Intergenerational

YLiDM is strengthened by intergenerational partnerships.

You can find further information on these concepts in the YLiDM framework document.

DEFINITIONS

Youth Leadership

Youth Leadership, as part of the youth development process, is a sustained, long-term practice through which young people in Scouting acquire competencies and agency to identify their strengths and weaknesses. They can then steer their own lives to lead others on a course of action to positively influence and implement changes in the institutions and communities to which they belong. On an individual level, Youth Leadership is the practice where young people exercise responsibility and authority to make decisions.

Youth Leadership in Decision Making

YLiDM is the mechanism to support Youth Leadership across all structures (group, territorial, national, regional, and world) of Scouting. It is about meaningfully engaging and supporting young people to lead in the decisions of the organisation and beyond. It is about ensuring that structures have the disposition, mechanism, and process to make young people a full, effective, and meaningful part of the decision making of the organisation. As the world's largest educational youth organisation, YLiDM is a core function of what we do in Scouting.

Young People

For YLiDM, young people refers to members of Scouting aged between 16 and 26; however, some NSOs/NSAs have different age ranges depending on their local context. Depending on their age, a young person can participate in the Youth Programme and be an adult leader in a section or NSO/NSA structure supporting its delivery.

Intergenerational Dialogue

Intergenerational dialogue refers to the constructive and collaborative exchange between young people and adults within Scouting, aimed at leveraging the unique strengths, experiences, and perspectives of each generation. This dialogue is founded on mutual respect and understanding, promoting a partnership where young people and adults actively contribute to decision-making processes and organisational development. It serves as a critical mechanism for achieving Scouting's Mission, enhancing community cohesion, and building a culture of inclusive and collaborative leadership that values and integrates the contributions of all ages. Through such dialogue, Scouting bridges generational gaps and fosters a shared sense of purpose and intergenerational learning, essential for the Movement's growth and innovation, and the empowerment of its members across all age groups.

Intergenerational Transfer

Intergenerational transfer refers to the systematic and deliberate exchange of knowledge, skills, and cultural practices between different generations. This transfer is a dual pathway where older generations share their wisdom, experiences, and traditional knowledge, thus ensuring the continuity of organisational values, methods, and practices. Conversely, it also encompasses the process through which younger generations contribute fresh perspectives, technological adeptness, and contemporary societal understandings, thereby keeping the organisation adaptive and relevant in a rapidly evolving world. Essential for the sustainability and growth of any organisation, intergenerational transfer facilitates mutual learning, fosters innovation, and strengthens intergenerational bonds, ensuring that historical insights and modern innovations coalesce to guide the organisation's future direction. Through this dynamic exchange, Scouting promotes a culture of inclusivity, respect, and collaborative growth, where every individual, regardless of age, plays a pivotal role in shaping the Movement's legacy and future.

Intergenerational Partnership

Intergenerational partnership refers to a collaborative process that unites individuals from diverse age groups. It is grounded in mutual recognition of each group's unique contexts and strengths. Together, they engage in a shared endeavour towards a unified goal, fostering a culture of power sharing. This partnership thrives on the exchange of knowledge and experiences, facilitating the development of inclusive solutions that resonate across generations. At its core, intergenerational partnership leverages intergenerational dialogue to operationalise consensus reached among participants of varying ages, ensuring that actions are reflective of and relevant to all involved.

NSO/NSA Strategic Areas Support

As described in the Adults in Scouting World Policy¹, adults can fall into three categories:

- Those who design, develop, facilitate, or deliver programmes adapted to the different age groups and to the specific conditions in which young people live.
- Those who operate directly with adults in management, leadership, training, and support roles and functions.
- Those who establish and operate within organisational structures, delivering the necessary logistical, financial, and administrative support.

From these categories, NSOs/NSAs can decide to adopt different strategies to support YLiDM across each area of Scouting (e.g., Youth Programme, Adults in Scouting, Organisational Development).

Implementing YLiDM requires a joint effort from all the strategic areas of an organisation. It is not solely the responsibility of those closer to the Youth Programme delivery. All the other areas need to be involved and have clear agreements on how they will contribute and implement concrete actions to ensure that steps are taken to include and support young people in all decision-making processes and structures.

¹ WOSM Adults in Scouting World Policy

Strategies for Implementation

As described in the YLiDM framework, it is expected that NSOs/NSAs integrate young people into any governance or operational structure within the NSO/NSA. The following strategies help develop these opportunities for young people through mechanisms that let them learn, experiment, and discover what is involved in being part of decision-making bodies, in a safe environment.

In this section, you will find nine strategies to support the implementation of YLiDM.

- 1. Shadowing Role:** A young person shadows a position holder, but does not have decision-making authority.
- 2. Junior Role:** A young person acts as a junior to a position holder, sharing some responsibilities.
- 3. Youth Co-Lead:** A young person works in partnership with a position holder, sharing equal responsibility.
- 4. Board Youth Advisor:** Young people provide advice to a decision-making body, and usually do not have decision-making authority.
- 5. Intergenerational Reflection Cycle:** A process where a variety of stakeholders work with young people to assess their progress in YLiDM and jointly plan the next steps.
- 6. Youth Advisory Group:** A selected group of young people support by advising on operational topics to the NSO/NSA structure level they are assigned.
- 7. Youth Network:** Young people in similar existing decision-making structures are supported to connect to share knowledge and experience.
- 8. Youth Leadership Training:** Delivery of a learning experience to build the capacity of young people to meaningfully engage in decision making.
- 9. Youth Forum:** A platform for young people to connect, develop competencies, and provide recommendations on issues of interest.

Each strategy has several characteristics that underpin its core functions. In particular, these strategies all take either an individual or collective approach and are ongoing or task-specific.

- **Individual strategies** are those that can be applied to specific positions and people. These strategies are best for providing direct support and targeted mentorship to individuals. They often provide pathways for individuals to gain mentorship and engage with decision-making structures at a higher level. Succession planning and mentorship development for young people and those they work with are crucial to the success of this approach.
- **Collective strategies** are those that can be applied more broadly and support YLiDM at a greater structural level. These strategies generally provide opportunities for young people to build networks, and support NSOs/NSAs to develop greater capacity in their YLiDM structures. For collective approaches to flourish in the intended way, there should be a diversity of experience present as well as meaningful incorporation of young people's contributions into decision-making structures afterwards.

It is recommended that NSOs/NSAs use a combination of individual and collective approaches to build solid support for YLiDM. To better support YLiDM systematically, it is recommended not to use only a single strategy but a variety of the nine strategies provided. You will find examples of how this implementation might look for different NSOs/NSAs in the Growing Paths section of this resource.

The following table provides recommendations for which strategies are likely to be most effective depending on the YLiDM level of your NSO/NSA. To support NSOs/NSAs in selecting strategies that are most suitable for their circumstances, we have divided them into three categories:

- **Starter:** For NSOs/NSAs who are looking for their first steps to implementing YLiDM.
- **Intermediate:** For NSOs/NSAs who have implemented some YLiDM strategies or have some level of engagement of young people in decision-making structures.
- **Advanced:** For NSOs/NSAs who have successfully implemented some of these strategies and are aiming to fully implement YLiDM.

To gain a greater understanding of which category your NSO/NSA fits into, consider using the [Youth Involvement Self-Assessment Tool](#). This could also be used as part of an Intergenerational Reflection Cycle.

Strategy	Characteristics	NSO/NSA YLiDM Implementation Level		
		Starter	Intermediate	Advanced
Shadowing Role	Mentorship-driven / Role-specific / Individual	Highly recommended		
Junior Role	Mentorship-driven / Role-specific / Individual / Responsibility Sharing		Highly recommended	Recommended
Youth Co-Lead	Intergenerational Engagement / Shared Responsibility / Individual / Enhanced Collaboration			Highly recommended
Board Youth Advisor	Role-specific / Individual / Representation role	Highly recommended	Recommended	
Youth Advisory Group	Advisory role / Collective / Impactful advocacy	Highly recommended	Recommended	
Intergenerational Reflection Cycle	Intergenerational Engagement / Collective / Adaptive Learning	Highly recommended	Highly recommended	Recommended
Youth Network	Peer-led / Collective / Frequency-based	Recommended	Recommended	Recommended
Youth Leadership Training	Capacity Building / Collective / Intergenerational-led	Highly recommended	Highly recommended	Highly recommended
Youth Forum	Collective participation / Frequency-based / Intergenerational Engagement	Highly recommended	Recommended	

Note: For those looking to enhance their understanding of Youth Leadership's role in decision-making processes, consider exploring the Youth Involvement Self-Assessment Tool, alongside the Global Self-Assessment Tool (GSAT). These resources can offer insightful perspectives and guide reflections on how youth participation is being integrated.

Each strategy follows a comprehensive five-part structure to provide clear guidance. The structure of each strategy is as follows:

- **Description:** An overview of the strategy.
- **Characteristics:** Key features of the strategy.
- **Implementation examples:** Here you will find two stories providing examples of what this strategy might look like at two different levels:
 - National and territorial level implementation (NSOs/NSAs)
 - Local level implementation (Scout groups)
- **Benefits for the NSO/NSA:** An overview of the key advantages for an NSO/NSA using this strategy.
- **Considerations for implementation:** Potential implementation challenges and strategies for resolving them.

Strategy 1: Shadowing Role

Description

The Shadowing Role is a strategy where, within the NSO/NSA structure, a young person serves as a shadow to a position holder. This approach enables an active observational role, aimed at providing the opportunity for engagement through observation and mentorship with the position holder, focusing on their responsibilities within the NSO/NSA. Being a shadow includes opportunities to participate in meetings and sessions, as well as engage in discussions with the position holder, to gain a deeper understanding of the role's characteristics. This strategy is recommended for NSOs/NSAs moving from limited youth participation to beginning the implementation of YLiDM.

Characteristics

- **Mentorship-driven:** Emphasises the central role of mentorship, where experienced position holders guide young people, offering insights into the responsibilities and competencies required for the position.
- **Role-specific:** The Shadowing Role is tailored to specific roles within the NSO/NSA, providing targeted learning opportunities that are relevant to young people's interests and the organisation's needs.
- **Individual:** This strategy is designed to be experienced by one person for each role, ensuring a high quality of time and relation between position holder and participant.

Implementation Examples

Shadowing a National Youth Programme Commissioner

Alex, a 20-year-old education major and Scout since the age of 15, is inspired to delve into Scouting education after attending a workshop led by the National Youth Programme Commissioner. Eager to deepen their newfound interest, Alex successfully applies to shadow the Commissioner. Over the following six months, Alex immerses themselves in the complexities of the Shadowing Role, from observing the development of new educational materials to reviewing and providing feedback on Youth-Programme-related materials intended for adult training and assisting the National Commissioner at various Scouting events, including workshops and forums. Through one-on-one meetings, Alex observes the Commissioner's strategies and also engages in meaningful dialogues, receiving tailored guidance and feedback. This hands-on involvement grants Alex unparalleled insights into leadership within the NSO, igniting a resolve to pursue a similar path and make innovative contributions to Scouting education.

Shadowing a Scout Group Leader

At 18, Pax, a dedicated Scout since age 10, wants to explore leadership within their Scout Group. Interested in the Scout group leader role as part of their advancement into the Rover Crew, Pax secures a nine-month shadowing stint. This opportunity sees Pax closely working with the Scout group leader, attending both local Scout group meetings and broader territorial discussions with other groups. Through direct involvement and one-on-one mentorship, Pax gains firsthand experience in leadership, decision making, and strategic planning, enhancing their competencies for potential future roles. This targeted shadowing not only enriches Pax's personal development but also strengthens their contribution to the Scout community.

Benefits for the NSO/NSA

- **Soft transition:** Incorporates young people in a phased manner, well suited for intricate roles or NSOs/NSAs starting their YLiDM journey.
- **Role insight and fit:** Provides young people with an opportunity to learn more about a role before they fully commit to taking on responsibilities, which helps to match them to the roles that are most suitable for them.
- **Generational knowledge continuity:** Supports generational transitions and knowledge transfer to ensure the future of the organisation through succession planning.

- **Organisational relevance:** Helps ensure the organisation remains relevant to the modern and evolving needs of today's society and young people.

Considerations for Implementation

Potential Challenges	Possible Solutions
Governance barriers: The involvement of young people in the NSO/NSA's decision-making processes is restricted by current governance frameworks and structures.	As an NSO/NSA, take some time to review and adapt relevant documents, such as the constitution, policy, rules, and procedures to ensure the precedent is set formally and support is embedded into the structural framework.
Resistance to change: Certain position holders might perceive that their contributions are undervalued or view the presence of a young person shadowing them as a challenge to the trust in their ability to fulfil their role.	Provide clear support and relationship management strategies to ensure existing position holders understand the purpose of this strategy and are reassured of the value they continue to contribute. One possibility is to acknowledge this position holder's competencies and the opportunity to share their expertise with young people. This support should be provided by both direct line managers/report officers, and through training and development provided by the NSO/NSA. NSOs/NSAs may consider granting special recognition to the position holders participating in the shadow process to acknowledge their contributions and mentorship.
Engagement challenges among young people: A variety of factors may contribute to a perceived lack of engagement from young people. These can include mismatches between young people and roles that do not align with their interests or skills, feelings of exclusion or undervaluation in their roles, insufficient access to support and mentorship, or support structures that do not meet their logistical requirements.	It is essential to begin this process with clear communication and an understanding of the responsibilities of existing position holders, shadowing young people, and support systems. At the initiation of the process, collaborate with young people and position holders to identify logistical (e.g., communication methods, transportation costs, meeting times) and support needs that will set them up for success. If young people are not engaging as hoped, it is important to understand why this is happening. Collaborate with both young people and current position holders to troubleshoot solutions and work to ensure appropriate support is provided on an ongoing basis.
Adult engagement and understanding: Adults may lack interest or not fully grasp how to facilitate or mentor YLiDM.	The Adults in Scouting area must implement the YLiDM approach in all learning opportunities (e.g., training courses). Specific content to raise awareness and prepare adults in different roles in the organisation should be implemented to support this development. Support specific teams (such as Adults in Scouting or Youth Programme) to act as pioneers and lead by example to demonstrate how to support YLiDM. Create a clear communications plan to ensure the NSO/NSA understands the shadowing programme well, and has tools to communicate with young people in the ways that work best for them.
Feelings of exclusion: Young people report feeling left out of discussions, isolated, or that their contributions are undervalued.	Provide support and training for position holders and others in the structures where young people will be shadowing to ensure they are well-equipped to support the development of young people and know how to create an inclusive experience. Where possible, create opportunities for young people to connect with and gain support from peers in similar positions.

Note: The considerations outlined in strategies 2, 3, and 4 may also apply and provide beneficial insights for this strategy.

Strategy 2: Junior Role

Description

The Junior Role is a strategy where a young person holds a junior position in any role within the NSO/NSA. This means that the young person shares some agreed responsibilities with the position holder and has a certain level of autonomy on approved topics. This position is an evolution of the Shadowing Role strategy and can act as a pathway towards a Co-Lead strategy position, enabling the young person to discover and develop their competencies within the role rather than merely assisting with tasks.

Characteristics

- **Mentorship-driven:** Emphasises the importance of mentorship, with the senior position holder providing guidance and support to the junior, ensuring they have the necessary resources and knowledge to succeed.
- **Role-specific:** The Junior Role experience is tailored to specific roles within the NSO/NSA, providing targeted learning opportunities that are relevant to the young person's interests and the organisation's needs.
- **Individual:** This strategy is designed to be experienced by one person for each role, ensuring high-quality time and relations between position holder and participant.
- **Responsibility sharing:** Duties are shared between the junior and senior position holders, with the junior taking on meaningful tasks that contribute to the structure's objectives.

Implementation Examples

Organisational Development National Junior Commissioner

At 21, Robin becomes the Organisational Development National Junior Commissioner, a role created by Sigrid, who is 42 and the Organisational Development National Commissioner. Sigrid believes in young leaders and wants to go beyond the usual Shadowing Role programme in the NSO/NSA. After talking with the National Scout Commissioner and the NSO/NSA Board, they decide to start this new role. Robin is chosen from several young candidates to work with Sigrid for a year. They plan to start with easy tasks, such as looking after the registration process. After six months, Robin takes on more difficult work, such as understanding the rules and making sure everyone is Safe from Harm. With Sigrid's guidance, Robin learns about the important decisions and needs of the Organisational Development National Commissioner's role. This experience helps Robin grow personally and professionally, adding new skills and ideas to the NSO/NSA's leadership. The mentorship between Sigrid and Robin shows the value of learning by doing and sharing tasks to help the organisation grow.

Deputy Council Commissioner

Note: Council is a territorial structure between the local level (Scout group) and the national level. It can have different names depending on the NSO/NSA, for example, zone, district, or town.

At 19, Sage becomes the Deputy Council Commissioner, intrigued by the role after witnessing their sister's involvement. Selected through a competitive process, Sage embarks on a journey to share duties with the new Council Commissioner. From the outset, they delineate responsibilities: Sage initially manages smaller projects, including the follow-up on the documentation of Groups for camp, with a plan to gradually tackle more significant challenges. Under the Council Commissioner's mentorship, Sage begins to navigate the complexities of leadership, benefiting from regular feedback sessions aimed at honing their decision-making skills and deepening their understanding of Council operations. This dynamic role not only promises personal growth for Sage but also infuses fresh perspectives into the Council's initiatives, marking a pivotal step in Sage's development as a leader within the NSO/NSA.

Benefits for the NSO/NSA

- **Accelerated learning and development:** Gives young people hands-on experience in leadership roles, enhancing their skills and understanding of Scouting operations.
- **Increased youth participation:** Encourages active participation of younger members in decision-making processes, promoting a more inclusive and diverse leadership structure.
- **Succession planning:** Prepares the next generation of leaders, ensuring smooth organisational transition and continuity.
- **Fresh perspectives:** Young leaders bring new ideas and approaches, fostering innovation and adaptation to changing environments.

Considerations for Implementation

Potential Challenge	Possible Solutions
Governance barriers: The involvement of young people in the NSO/NSA's decision-making processes is restricted by current governance frameworks and structures.	As an NSO/NSA, take some time to review and adapt relevant documents, such as the constitution, policy, rules, and procedures to ensure the precedent is set formally and support is embedded into the structural framework. As a complementary measure, it is recommended to create guidelines to support senior position holders on how to work with a junior, complementing this with dedicated training.
Misbalance of responsibilities: Some young people can be overloaded or underutilised by tasks assigned as part of this junior role.	Ensure young individuals in these roles have an adequate balance between the role commitments and their personal lives. This requires adequate communication between the senior and the junior. Make sure the senior and the junior create a plan and agree on the specific timelines for meetings and projects together. The senior position holder should advise the junior on the timeframe required and work in partnership with them to explore possible boundaries.
Lack of mutual feedback: In some junior-senior relations, the feedback comes only from one of the two ends.	Developing a strong sense of communication is crucial for this strategy. Through specific training delivered by the NSO/NSA, both juniors and seniors need to develop an adequate level of communication, incorporating comprehensive and safe feedback mechanisms. It's important that, at the beginning of their roles, an appropriate agreement is made on how this feedback will be. Additionally, setting periodic reviews is essential to ensure these spaces are maintained.
Misunderstanding of the Junior Role strategy: Some senior position holders can misunderstand the purpose of this strategy and assign non-related or non-relevant tasks to the junior.	It is crucial for the senior position holders to clearly understand what is entailed by working with a Junior Role strategy. It is important to be clear that junior roles are neither assistants to the senior, nor co-leads either. This means we cannot assign repetitive or administrative tasks to fill their time or as a way for the senior position holder to avoid less appealing tasks. The junior role holder needs to have concrete and relevant tasks connected with the role. In the case of necessary repetitive tasks, they need to be evenly divided between the junior and the senior. It needs to be clear that the junior role holder can be present in any meeting that covers topics related to the role both are assigned.
Lack of conviction among leaders regarding the mid-term and long-term sustainability of the strategy.	Create mechanisms to measure and showcase the impact of this strategy. Set clear goals for the junior role period, and provide recognition of achievement to ensure successes are well known throughout the organisation. At the end of the process, be sure to develop success stories and share these widely to promote the benefits of using this strategy and inspire others to get involved. As a complementary measure, consider developing special recognitions for the senior and junior role holders who participate in this process.

Note: The considerations outlined in strategies 1, 3, and 4 may also apply and provide beneficial insights for this strategy.

Strategy 3: Youth Co-Lead

Description

Youth Co-Lead is a strategy where two leads, instead of one, are assigned to any position or task that needs a team leader. At least one of these co-leads should ideally be under 26. Both co-leads have the same responsibility for the development of the project or task, encouraging them to always be present together but be able to represent the team if one of the counterparts is unavailable. This position is an evolution of the Junior Role strategy.

Characteristics

- **Intergenerational engagement:** Highlights the collaboration between different generations within the NSO/NSA, ensuring that both young people and more experienced leaders contribute to developing the organisation.
- **Shared responsibility:** Highlights the equal distribution of responsibilities between the co-leads, ensuring both have a significant and similar role in the development and success of the project or task.
- **Individual:** Designed to be experienced by one person for each role, ensuring high-quality time and relations between position holder and participant.
- **Enhanced collaboration:** Focuses on the collaborative aspect of co-leadership, fostering a partnership that can lead to innovative solutions and shared learning experiences.

Implementation Examples

Youth Co-Lead on the Finance Committee

Maria, who is 24 years old, is picked by the National Board to help lead the Finance Committee alongside Tom, the NSO/NSA Administrator who handles the NSO/NSA's money matters. Their job is to put together an extensive report on the organisation's finances for the last three years. They meet every two weeks to go over parts of the report. Working together, Maria brings new ideas while Tom adds years of experience. This mix of young energy and wisdom is precisely what the strategy aims for. They soon realise they need more hands to speed up their work and make everything more transparent, so they choose additional members for their skills in finance. This teamwork not only makes their work faster but also more open, showing how valuable it can be when young and experienced members lead together in the NSO/NSA.

Youth Co-Lead at the Venturer Council Camp

Note: Council is a territorial structure between the local level (Scout group) and the national level. It can have different names depending on the NSO/NSA, for example, zone, district, town.

Ahmed, 20, has partnered with Fatimah, a respected 53-year-old leader, to co-lead a district camp for Venturer Scouts. They are responsible for organising a camp for 1,000 young Scouts and 150 adults. Ahmed earned this role due to their competencies in organising events since they were 18. Together, they plan meetings with the organising team and prepare the necessary reports for the national level. Their collaboration demonstrates how blending the fresh ideas of youth with the wisdom of experience can significantly improve projects like this district camp for everyone involved. They ensure the programme is adapted to the needs of the young people and guarantee everything operates smoothly, from coordinating with different teams to enforcing top-notch safety measures. This partnership not only guarantees the camp's success but also serves as a powerful lesson on the value of teamwork across generations.

Benefits for the NSO/NSA

- **Enhanced collaboration:** Promotes teamwork and shared responsibility between young people and adults, enriching the project with diverse perspectives.
- **Leadership skills development:** Offers young leaders a platform to develop and refine their leadership skills in real-world scenarios.
- **Increased engagement:** Encourages the active engagement of young people in significant roles, ensuring their voices are integral to decision-making processes.
- **Representation and accessibility:** Ensures that young peoples' viewpoints are represented in all aspects of the project, enhancing the inclusivity of the programme.

Considerations for Implementation

Potential Challenge	Possible Solutions
Governance barriers: The involvement of young people in the NSO/NSA's decision-making processes is restricted by current governance frameworks and structures.	As an NSO/NSA, take some time to review and adapt relevant documents, such as the constitution, policy, rules, and procedures to ensure the precedent is set formally and support is embedded into the structural framework.
Unequal responsibility balance: Some co-leads can feel their counterpart is having a different level of influence in the task assigned.	Providing clear guidance to the co-leads at the beginning of the assignment is crucial. In this guidance, a clear outline of the responsibilities as well as a clear declaration from the co-leads about their commitment and their availability is relevant. It is important to recognise the equality between the co-leads but also allow for an equitable approach when assigning tasks. This is more evident when we have co-leads where one of them is a Staff member.
Conflict between a young person's co-lead role and other roles in Scouting.	As a young person assuming a co-lead position, this could lead to potential conflicts with other commitments (e.g., activities with a section as a leader or Rover). It is important to have a clear conversation about this from the very beginning of the co-lead commitment, depending on the interest and availability of the young person. It needs to be clear where priorities lie as this forms the basis for the assignment of responsibilities and tasks by the co-lead. Finally, it is important to understand that interests and commitments can change at any moment and both co-leads must be able to communicate this transparently while respecting each other and deciding jointly on possible ways forward.
Miscommunication between co-leads can convert to difficulties in the decision-making process for the assignment.	Provide clear guidance on communication methods and techniques for both co-leads with comprehensive examples of how to deal with differences. Support both co-leads to understand the communication tools that work best for them, and develop strategies that work well for both. Additionally, the line manager of these co-leads must set moments and spaces for feedback sessions both jointly and separately. In this case, dedicated support, for example through training sessions in identified areas, can be provided to the co-leads.

Note: The considerations outlined in strategies 1, 2, and 4 may also apply and provide beneficial insights for this strategy.

Strategy 4: Board Youth Advisors

Description

Establishing Board Youth Advisors is an interim measure in which spaces for young people under 26 are added to the NSO/NSA Board. These young people will be part of the Board as members with opinions but no voting rights. The Board Youth Advisors shall be present at all Board meetings and can stay on for voting procedures even if they do not have voting rights. Further, they can be part of any internal team structures within the NSO/NSA Board. Keep in mind, that this strategy is an interim measure, recommended to be implemented simultaneously when the NSO/NSA is implementing a robust YLiDM framework.

Characteristics

- **Role-specific:** The youth advisor experience is tailored to specific roles within the NSO/NSA, providing targeted learning opportunities relevant to the young people's interests and the organisation's needs.
- **Individual:** This strategy is designed to be experienced by one person for each role, ensuring high-quality time and relations between position holder and participant.
- **Representation role:** Emphasises the importance of including youth voices in strategic discussions and decision-making processes, ensuring the inclusion of younger perspectives at the Board level.

Implementation Examples

Youth Advisor in the National Board

Alex (18), Morgan (24), and Eric (20) are selected as Youth Advisors to the National Board at the latest National Conference. As part of the Board, they join all official meetings and discussions, offering their perspectives on various topics, although they do not have voting rights. The NSO/NSA facilitates their participation by covering travel costs for quarterly meetings and integrating them into official communication channels. They contribute significantly to specific commissions and co-lead projects, using their unique competencies. While observing voting procedures, they actively participate in discussions, propose agenda items, and influence the Board's strategic direction. This role is part of a broader movement towards incorporating Youth Leadership within the NSO/NSA, highlighting the organisation's commitment to including younger perspectives in its governance processes.

Youth Advisor at the Zone Board

Note: Zone is a territorial structure between the local level (Scout group) and the national level. It can have different names depending on the NSO/NSA, for example, council, district, town.

Charlie (18) and Rowan (22) join the Zone Board as Youth Advisors, a groundbreaking move for the Board. After their election at the Zone Youth Forum, they are appointed by the chair of the Zone Board, marking the start of a new chapter in integrating young voices into leadership roles. To smooth this integration, a special workshop is organised with National Board Youth Advisors and members of the National Team, to help everyone learn how to work together effectively. During the workshop, both the new Board Youth Advisors and the Zone Board members explore ways to collaborate, laying the groundwork for a dynamic partnership. In the following months, the Board plans to adjust its working methods to fully include Charlie and Rowan through regular feedback loops involving all members of the Board. Gradually, both begin to contribute more actively to discussions, offering their insights and even proposing ideas that address the needs and interests of young people in the Zone. This initiative reflects a significant step towards engaging young people in strategic decision making, emphasising the organisation's dedication to incorporating younger perspectives at all levels of governance.

Benefits for the NSO/NSA

- **Increased youth perspective:** Ensures diverse viewpoints are represented in decision-making processes and enriches discussions with fresh insights.
- **Leadership experience for youth:** Provides a platform for young members to gain experience in governance and decision making without the pressure of voting.
- **Transitory integration:** Acts as a bridge for integrating young people into leadership roles, preparing the organisation and the young members for fuller participation.
- **Mentorship opportunities:** Allows for mentorship between Board members and youth advisors, fostering intergenerational learning and understanding.

Considerations for Implementation

Potential Challenge	Possible solutions
Governance barriers: The involvement of young people in the NSO/NSA's decision-making processes is restricted by current governance frameworks and structures.	As an NSO/NSA, take some time to review and adapt relevant changes to the constitution, policy, rules, and procedures to ensure the precedent is set formally and support is embedded into the structural framework.
Advisor demotivation: Youth advisors feel demotivated by the perception that their influence is minimal and their participation in the Board is merely symbolic.	<p>Define clear agreements on how this Board Youth Advisor system will work, having agreements on expectations, contributions and working methods between the youth advisors and Board members, within the youth advisors, and within the Board members as well.</p> <p>It is relevant to implement a mentor system between the youth advisors and members of the Board. This will help to build strong bonds between them and enable them to improve their work.</p> <p>As an interim measure, the mentors on the Board must start the dialogue on the importance of adequate participation by the young people, being aware of the voting limitation of the Youth Advisors but working together to put value proposals forward and make meaningful interventions.</p> <p>Develop feedback processes to ensure young people are aware of the difference their contributions have made and can celebrate successes. Evaluate the outcome of the strategy by qualifying feedback from the young people who participated in the process.</p>
Engagement limitations: The perception that opportunities are not universally accessible or are designed for specific demographics of young people restricts engagement.	<p>Define clear guidelines on how the selection process will work. Some NSOs/NSAs do this through a National Youth Forum, others through the National Assembly. We strongly advise the NSO/NSA to be neutral and democratic in this process.</p> <p>During the selection process, NSOs/NSAs should endeavour to advertise positions as widely as possible and encourage young people who might not naturally see themselves in these roles to apply.</p> <p>The NSO/NSA needs to ensure that support for the youth advisor is in place to ensure that they can fully exercise their role. Where practical, this should include covering travel costs and also offering training to enhance their contributions.</p>
Stagnation of the institution and mindset: The interim measure becomes permanent that both young people and adults are not aware that young people are not seen equally in the decision making.	<p>Define clear timelines that when the youth advisor strategy will phase out within the organisation. Setting specific timelines to review this strategy is important, allowing for necessary adjustments to keep it operational and aligned with the NSO/NSA structure's evolving needs.</p> <p>It could be misunderstood that young people can only run for Youth Advisor positions but also for Board member equally with adults, eventually leading to a glass ceiling of youth leadership. Refrain from strengthening the mindset that young people are only present to observe and speak without voting rights.</p> <p>The NSOs/NSAs need to ensure clear communication and understanding among members of the youth advisor strategy as an interim measure.</p>

Note: The considerations outlined in strategies 1, 2, and 3 may also apply and provide beneficial insights for this strategy.

Strategy 5: Youth Advisory Group

Description

Youth Advisory Group is a strategy designed to integrate a specific group of young people into the NSO/NSA framework to offer consultancy and support across a broad spectrum of issues pertinent to young people and the Movement overall. This includes input on operational and governance issues. These young advisors are chosen through a diversity-focused selection process following a clear application pathway. They convene at regular intervals for meetings and are also available for ad hoc support as required. Reflecting the varied backgrounds of the members and in consideration of logistical efficiencies, these meetings are predominantly conducted online. This approach aims to enrich the Movement with diverse youth perspectives and is a step towards embedding YLiDM within the organisation.

Characteristics

- **Advisory role:** Provides ad hoc insights on youth-related issues (from the Youth Programme to governance), enhancing NSO/NSA responsiveness to the needs of young people. These insights have added value if the team has diversity.
- **Collective:** Requires the selection of a group of young people and the support of adults to be implemented.
- **Impactful advocacy:** Acts as a potent channel for advocating youth interests and priorities within the NSO/NSA, ensuring that these considerations are central to organisational planning and action.

Implementation Examples

National Youth Advisory Group

After a meticulous recruitment process by their NSO/NSA across the country, Sami (20), Ari (18), Mika (19), Noa (23), Kai (18), and Luka (22) are chosen as members of the Youth Advisory Group. Ari and Luka hail from the northern, densely populated region, Mika from the central coastal area, Noa and Sami from the south, and Kai from the southeastern mountains.

Beginning their tenure under the guidance of Chip, the NSO/NSA Youth Programme Director, they establish a meeting schedule and form subgroups for focused work. Throughout the year, they are tasked with reviewing Youth Programme manuals and Adults in Scouting training materials, contributing insights to the upcoming annual plan, and assessing the outgoing NSO/NSA communication strategy—all through virtual participation.

To ensure continuity and flexibility in their work, the group arranges for members to cover for each other in case of absence. They also decide to rotate the chairperson role every three months, allowing each member to experience leadership. Additionally, their expertise is recognised, leading to invitations to serve as advisors at various Council Youth Forums, further extending their influence and contributions within the Scouting community.

District Youth Advisory Group

Note: District is a territorial structure between the local level (Scout group) and the national level. It can have different names depending on the NSO/NSA, for example, zone, council, town.

Ravi (21), Niko (18), and Yuri (23) are chosen by the District Commissioner to form the second iteration of the District Youth Advisory Group. Initiated by a thorough induction from their predecessors and establishing their operational procedures, the trio, living in proximity to each other, opt for in-person meetings. This approach provides the flexibility to switch to virtual gatherings when necessary, accommodating individual availabilities and emergent situations.

Throughout their term, they make significant contributions across various district spaces. They advise on agenda topics for a District Trainers Meeting held during the year and critically review the Youth Leadership modules presented to all adult leaders at the annual district conference for Adults in Scouting. Moreover, the group receives invitations from several Scout group councils to elucidate their roles and articulate the advantages of amplifying youth leadership within Scout groups, as prompted by inquiries from various Scout group leaders. This initiative not only solidifies their standing within the district but also underscores the growing emphasis on Youth Leadership and involvement.

Benefits for the NSO/NSA

- **Youth perspective integration:** Ensures diverse viewpoints are represented in decision-making processes, enriching discussions with fresh insights.
- **Leadership development:** Focuses on the opportunity for the team members to develop their leadership and advisory competencies, contributing to their personal growth and their effectiveness within the movement.
- **Feedback mechanism:** Acts as a formal channel for young people to voice their concerns and suggestions, ensuring that the NSO/NSA remains responsive and adaptive to the needs and aspirations of its youth.
- **Transitory integration:** Acts as a bridge for integrating youth into leadership roles, preparing the organisation and the young members for fuller participation.

Considerations for Implementation

Potential Challenge	Possible solutions
Perceived tokenism: Members of both the NSO/NSA structure and the Youth Advisory Group believe their participation is merely symbolic.	Ensure this team has direct access to the decision-makers who authorise them to offer consultation. Assign a high-level authority or manager within the NSO/NSA structure to act as the reporting officer for this team (e.g., Youth Programme Commissioner). The NSO/NSA structure's leadership must take necessary steps to ensure that the work conducted by this group is recognised and relevant within the NSO/NSA structures, including all groups and individuals involved. This could involve developing workshops or training to help these adults acquire the necessary competencies to embrace and support this advisory group. Young people in this role should be provided with special development opportunities, such as targeted training and discussion and feedback sessions with the NSO/NSA structure leadership (e.g., at the national level by National Teams; at the district level by District Teams). This will ensure they possess the appropriate competencies for a meaningful advisory role.

Potential Challenge	Possible solutions
Representation imbalance: The group members don't adequately reflect the broader diversity, tending to attract young individuals who come from backgrounds with more opportunities and can commit to high levels of active dedication.	<p>The Youth Advisory Group has an operational nature, suggesting that members should be selected through a straightforward process led by the NSO/NSA structure's leadership. To complement this, it's essential to establish a transparent and clear selection process, outlining the roles, requirements, and expectations, and to promote these within the NSO/NSA structure. The selection process must balance the need for diversity with the individual competencies.</p> <p>It's also crucial that members maintain connections with their networks to understand the varying needs and expectations of the groups they represent. This enables them to share ideas and reflections and bring diverse perspectives to discussions.</p> <p>Furthermore, it's important to implement mechanisms like a Conflict of Interest Code to address any potential biases in advice. This ensures members can abstain from contributing to discussions where there might be a conflict, thereby avoiding misunderstandings.</p>
Member disengagement: Youth Advisory Group members feel disconnected from their roles due to a lack of recognition or feedback.	<p>Establish a feedback mechanism to enable the group to acknowledge the impact of their efforts within the NSO/NSA structure. Pairing this with moments of celebration that spotlight the group's achievements serves as an excellent complementary practice.</p> <p>Encourage various position holders within the NSO/NSA structure to engage with and provide opportunities for the Youth Advisory Group to contribute to their work. Evaluate the outcome of the strategy by qualifying feedback from the young people who participated in the process.</p>
Knowledge gaps: The Youth Advisory Group exhibits a lack of understanding regarding various topics on which they are consulted.	<p>During the selection process, provide clear terms of reference. Incorporate a comprehensive onboarding process in the induction phase, where essential information is conveyed to new members. It's also important to identify specific learning opportunities, such as training courses, workshops, or any other forum where the group can engage in discussions and be exposed to ideas that enhance their capacities for their advisory role.</p> <p>Support them with adequate sources of information and tools that foster critical thinking and broaden their perspective on topics relevant to their role.</p>
Youth leadership substitution: The Youth Advisory Group is used as an alternative to attenuate other Youth Leadership strategies.	<p>In their advisory role, primarily focused on operational decision making, it's crucial to employ appropriate strategies at the right times. The Youth Advisory Group is not meant to replace a Youth Forum or a Board Youth Advisor but rather to complement these strategies.</p> <p>It's essential for the NSO/NSA structure to clearly understand the scope of this group and to have the flexibility to implement other consultation mechanisms as needed.</p> <p>Setting specific timelines to review this strategy is important, allowing for necessary adjustments to keep it operational and aligned with the NSO/NSA structure's evolving needs.</p>

Note: The considerations outlined in strategy 4 may also apply and provide beneficial insights for this strategy.

Strategy 6: Intergenerational Reflection Cycle

Description

The Intergenerational Reflection Cycle is a process of reflection, where key stakeholders at any level or strategic area work with young people to assess how their integration of YLiDM is working, what the current limitations are, and what concrete actions can be taken to ensure ongoing success. This strategy works best as an ongoing process of continual reflection and adaptation and can be used as a great starting point for identifying where your NSO/NSA is on the YLiDM implementation journey.

For further details and guidance for implementing this strategy, see the comprehensive guidelines in Annex 1.

Characteristics

- **Intergenerational engagement:** Highlights the collaboration between different generations within the NSO/NSA, ensuring that both young members and more experienced leaders contribute to the dialogue and share insights.
- **Collective:** Requires a group of young people and adults to be implemented.
- **Adaptive learning:** Recognises the dynamic nature of organisational development, where the strategy allows for adjustments based on the outcomes of the reflection cycle, ensuring adaptability and responsiveness.

Implementation Examples

Triennial Reflection Cycle before National Assembly

Milan (20) and Dale (24) are two junior Youth Programme and Communications Area Commissioners. They are assigned with their seniors to organise a workshop with the National Team and the NSA Board to reflect using the Intergenerational Reflection Cycle. The four review the tool provided by WOSM and adapt some parts to be adequate for the NSA. For the workshop, they create four teams with the participants trying to balance age and gender. During a full day, they conduct this workshop and use the tool to reflect on and evaluate the implementation of Youth Leadership in the NSA. As a result of the workshop, the reflection team makes several recommendations to the National Assembly, including the development of Youth Leadership Training. This process helps the National Assembly understand where to focus their attention as they continue to build their capacity to implement YLiDM.

Annual Reflection Cycle in the Scout Group

Devon (18) is a Rover, and Cris (25) is a leader in the Scout section, both in the same Scout group. They are partnering to conduct the Youth Leadership Reflection Cycle during the Scout group's annual planning meeting. Cris has participated in some workshops proposed by the NSA to know how to deliver this process and shares the guidance from WOSM to support them in developing the process. During a half day, they have representatives from young people, parents, section leaders, and the group leadership work together to go through the tool and generate reflections to see what is possible from the Scout group to improve YLiDM in the Scout group.

Benefits for the NSO/NSA

- **Continuous reflection:** Supports NSOs/NSAs to follow the Plan, Do, Review cycle to recognise progress and continuously adapt to best meet the needs of the organisation.
- **Holistic:** Enables a wide-scale reflection of many different aspects of YLiDM and how they work together on a larger scale.
- **Strategic planning:** Provides a pathway to make strategic plans to implement YLiDM in an intentional way.

- **Context adaptable:** Suitable for NSOs/NSAs regardless of where they are on their journey to implement YLiDM, and can provide a great launch point to start from.

Considerations for Implementation

Potential Challenge	Possible Solutions
Idea overload: The abundance of concepts and areas for development overwhelms the reflection team.	<p>This process is very intentionally designed to be an ongoing cycle of reflection. When creating initial plans, it is important to support teams to consider the big picture, but also plan achievable actions that are within the capacity of the NSO/NSA to deliver.</p> <p>If the team is new to using the process, it is recommended that a maximum of three core actions are committed to at any one time. This allows the team to be intentional with where they place their focus, and ensure they can focus their full attention on achieving the goals they have set.</p> <p>During this process, it is also useful to record actions that the team may wish to take in the future, which can then be used to inform the next reflection cycle.</p>
Information shortage: There is a scarcity of dependable information regarding existing structures and the experiences of young people.	<p>One of the first steps in this process may be building the capacity of the NSO/NSA to better understand the experiences of young people in decision-making positions.</p> <p>If you do not have one already in place, consider developing an evaluation process that enables you to gather evidence to inform the decision-making process.</p> <p>Invite young people who are already in decision-making positions, as well as those who may wish to be in the future, to be part of the reflection team and ensure they are supported to fully participate and share their experiences and ideas. Evaluate the development of Youth Leadership by qualifying feedback from the young people who participated in the process.</p>
Support continuity gap: There is an absence of follow-up and sustained support following the initial reflection workshop.	<p>This process works best when it is provided with structural support and regular follow-up to ensure progress is being made on key action items.</p> <p>It is recommended that NSOs/NSAs appoint a project leader, who can take responsibility for the ongoing logistical support for the process.</p> <p>At the initial meeting, set dates for the next two meetings, as well as any needed check-in appointments. After the initial set up of this process, it is best to connect the regular reviews with other meetings, and align them with business-as-usual practices, to ensure the process is embedded within the regular ongoing operations of the NSO/NSA.</p>
Lack of diversity and key stakeholder representation on the reflection team.	<p>When building the reflection team, it is important to ensure that a wide variety of voices are included. In particular, the team should intentionally include people who will be affected by the decisions made to avoid information asymmetry within the organisation that could hinder the development of Youth Leadership.</p> <p>The team should not only reflect generational diversity, but also cultural, gender, and experiential diversity, to ensure the decisions made are translatable to a variety of different contexts.</p> <p>When inviting youth participants, it is crucial to not only engage young people who are already highly engaged in leadership positions, but also those who have not yet had the opportunity and even those who may not be interested in further decision-making opportunities.</p>
Recognition gap: The existing frameworks and structures do not acknowledge the recommendations made by the reflection team.	<p>This process works best when it is supported at a high level by a wide variety of key stakeholders.</p> <p>As an NSO/NSA, take some time to review and adapt the relevant constitution, policy, rules, and procedures to ensure the precedent is set formally and support is embedded into the structural framework.</p> <p>It is important to involve key decision-makers in the reflection process and ensure that the actions planned by the team can be supported and delivered.</p>

Strategy 7: Youth Network

Description

Youth Network is a strategy where the NSO/NSA at the national, territorial, or local level develops networks of young people to exchange their perspectives on how they live the Youth Programme, how they participate in their decision-making structures, how they impact their communities, or in any other topic that is relevant to their interests and needs. This strategy works on a fixed frequency basis and can be aligned with the Youth Forum (at any level).

Characteristics

- **Peer-led:** Indicates that the network is primarily driven and managed by young people, fostering leadership skills and ensuring that initiatives and discussions are relevant and engaging to the youth community. Adults can act as facilitators and supporters.
- **Collective:** Highlights the importance of teamwork and partnership among young individuals in the network, fostering an environment where collaborative decision making and sharing of ideas are encouraged.
- **Frequency-based:** Specifies that the strategy operates on a fixed schedule, ensuring regular and predictable opportunities for engagement and interaction within the network.

Implementation Examples

National Youth Network

Joan, the National Scout Commissioner for three years, inspired by WOSM-organised events, decides to introduce a Youth Network strategy within the NSO they lead. Seeking support, Joan reaches out to WOSM and, with their guidance, plans a specific implementation. Over the next three months, each council nominates a young representative, resulting in a gathering of 30 young people, each representing their respective NSO council.

This group participates in a three-day workshop, facilitated jointly by the educational methods and communication teams along with a WOSM consultant. Here, they draw up the concept paper for the Youth Network. The agreement is to initiate the network through these representatives by having direct conversations with other young members within their councils. They commit to monthly meetings for the first six months, focusing on establishing how the strategy would be implemented across the councils. These National Youth Network meetings, lasting two hours each month, include Council Commissioners in the third and sixth months to integrate them into the strategy effectively.

This gradual approach empowers young participants, enhancing their leadership skills while laying the groundwork for the network. Additionally, it offers NSO authorities at different levels a structured and supportive transition into adopting this strategy, emphasising the development of Youth Leadership and collaboration within the Scouting community.

District Youth Network

Note: District is a territorial structure between the local level (Scout group) and the national level. It can have different names depending on the NSO/NSA, for example, zone, council, town.

Eva, a 42-year-old District Commissioner, embraces the national level's recommendation to launch a Youth Network within their district, home to 20 Scout groups. Together with Vladimir (19) and Igor (23), enthusiastic Scouts from different groups, they initiate tri-weekly, one-hour meetings across various Scout venues. These sessions, open to Scouts aged 18 to 26, become a platform for sharing and enhancing the Scouting experience. As participation surges, the network evolves, splitting into two subgroups for more focused discussions, and culminating in an annual special gathering. This peer-led initiative not only boosts engagement but also starts shaping the district's Scouting practices, demonstrating the power of regular, collaborative Youth Forums.

Benefits for the NSO/NSA

- **Peer-to-peer learning:** Facilitates the exchange of ideas and experiences among young people, promoting learning from peers.
- **Increased engagement:** Provides a platform for young people to voice their concerns and suggestions, increasing their engagement and ownership in the Scouting Movement.
- **Leadership development:** Offers young people leadership opportunities within the network, fostering their growth as future leaders.

Considerations for Implementation

Challenge	Possible Solutions
Maintaining engagement: Ensuring consistent involvement of young people and sustaining high levels of participation over extended periods.	<p>Develop a clear structure of meetings and activities, and communicate this well in advance to ensure participants know what is expected of them, and can plan their timetables accordingly.</p> <p>Work with the young people in the network to ensure the communication methods used are appropriate for their needs and support them to engage in ways that work best for them.</p> <p>Support participants to build social networks with each other and develop positive peer relationships. Ensure activities are fun so that participants look forward to attending and are motivated to engage.</p>
Lacks representation diversity: The current representation does not sufficiently capture the wide range of voices and experiences present within the network.	<p>Intentionally build networks to ensure that a diversity of young people can participate.</p> <p>When developing a network, clearly define and advertise its purpose, and work with potential members to understand what barriers to participation may be present, and identify strategies to minimise them.</p>
Network disconnection: The development of a network in isolation from its NSO/NSA structure cultivates a sense of estrangement from the broader requirements of the NSO/NSA itself.	<p>Aligning the network's discussions with broader organisational goals and other YLiDM strategies like Youth Forums.</p> <p>It is relevant to provide the necessary support and resources to facilitate meetings and encourage innovative projects and discussions.</p>
Strategy misinterpretation: Various levels of the NSO/NSA structure have misunderstandings regarding the Youth Network strategy.	<p>Develop clear terms of reference for the network, and work with members to regularly review this in a way that ensures clarity of purpose.</p> <p>Support members to find alternative spaces for projects not aligned with the core aims of the network.</p>
Recognition shortfall: Proposals from the network are not adequately valued by NSO/NSA structures, leading to a lack of proper acknowledgement.	<p>Creating mechanisms for the insights and suggestions from the network to be considered and implemented by the NSO/NSA at various levels.</p> <p>Follow up by the line-structure on the planning of the discussion topics or actions of the network to be aligned with the needs of the structure.</p>
Participation hesitancy: Concerns within the network about existing structures becoming unappealing or irrelevant lead to structural resistance from the young people to integrate the network.	<p>Provide clear communication across the organisation on the purpose of the network and support those in existing structures to understand its benefits.</p> <p>Where appropriate, provide opportunities for those with institutional knowledge to share their experiences and mentor young people.</p>

Strategy 8: Youth Leadership Training

Description

Youth Leadership Training is a strategy where the NSO/NSA at the national, territorial, or local level develops a learning experience as training for young people. It is differentiated from similar experiences in that it focuses on developing capacities to be part of decision-making bodies.

You can find further information and support for implementing Youth Leadership Training in the Youth Leadership Training Guide.

Characteristics

- **Capacity building:** Emphasises the strategy's focus on developing the competencies and skills of young people, enabling them to effectively contribute to decision-making processes and leadership roles within the NSO/NSA.
- **Collective:** Requires implementing a group of young individuals for the organising team and the participants.
- **Intergenerational-led:** Requires a partnership between young people and adults to be in place to prepare to deliver the experience.

Implementation Examples

National Leadership Training

Sarah (20) and John (21) return from a WOSM regional event inspired by the leadership competencies they explored. Eager to implement these insights within their NSO, they meet with Maria, the Educational Methods Commissioner, and Abdul, a Board member. Using the Youth Leadership Training Guide from WOSM, they tailor their proposal to meet the NSO's specific needs, significantly streamlining the planning process. Sarah, John, Maria, and Abdul are now poised to submit a Concept Paper to the National Scout Commissioner, aiming to launch the NSO's inaugural Youth Leadership Training programme.

Recognising the unique needs of their NSO, they opt for a hybrid training model: an online course, two online sessions, and a two-day face-to-face training session. This approach democratises access by lowering participation costs, hoping to attract a broader array of participants. To ensure diverse representation in this first edition, they ask each of the 33 Scout districts within the NSO to nominate one participant, setting the stage for a training group of 33 eager young people between 18 and 26.

District Leadership Training

Note: District is a territorial structure between the local level (Scout group) and the national level. It can have different names depending on the NSO/NSA, for example, zone, council, town.

Mandy (18) stumbles upon a World Scouting social media post showcasing the new Youth Leadership Training Guide and feels inspired to introduce the first-ever Youth Leadership Training in their district. Eager to turn this idea into reality, Mandy reaches out to their section leader, and together, they approach the District Commissioner. A meeting is quickly organised, bringing together all Rover section leaders and a youth representative from each Rover Crew to discuss the guide's implementation.

Key decisions emerge from this collaborative session, including appointing Mandy as the prospective course director and the District Commissioner as the adult director. They also set a date five months ahead and begin considering potential venues. With the guide's support, Mandy and the Commissioner are dedicated to recruiting various Rovers and leaders within the district to form the organising team and serve as facilitators.

To ensure broad participation, they decide that each of the 12 Scout groups in the district

could send three young people, aged 18 to 25, as participants. This approach aligns with the guide's recommendations and complies with NSO regulations, allowing both Rovers and young adults to engage in this transformative learning opportunity.

Benefits for the NSO/NSA

- **Consistency of approach:** Leadership training supports the NSO/NSA to communicate clearly with a variety of young people in leadership positions, and supports everyone to receive the same information and understanding of YLiDM. This helps to align the mission of the NSO/NSA with on-the-ground practices.
- **Networking:** Allows young people in decision-making positions to connect with their peers, learn together, and build support networks that will benefit them as they continue forward.
- **Competency building:** Training increases the pool of people with the skills and knowledge to assume roles in the future. Concrete competencies are developed, and knowledge sharing supports the future-proofing of organisational leadership.
- **Multiplier effect:** Allows participants of this learning opportunity to share their gained knowledge at a local level and act as champions for YLiDM.

Considerations for Implementation

Potential Challenges	Possible solutions
Perceived exclusivity: Courses might be seen as accessible only to specific groups, with knowledge retained among a limited number of individuals. Those unable to attend the training could find it challenging to access equivalent resources, networking opportunities, and experiences compared to participants of the course.	Support Youth Leadership Training to be adapted and delivered at all different levels. Consider strategies for delivering training at different locations, or using different formats. Course leaders should also endeavour to ensure that the information shared at training courses is also available and accessible to those who might not be able to attend the training directly.
Apparent lack of engagement or interest from young people. This might include young people being unaware of the opportunity, feeling that it is not relevant to them, or having other priorities in Scouting.	Support leadership throughout the Movement to understand the importance of YLiDM and champion awareness of its importance and opportunities. Previous course participants, facilitators, and other leadership throughout the Movement should share positive experiences and aim to inspire and encourage young people to attend. Social media campaigns and other communications can be used as tools to change perceptions, promote training opportunities, build interest, and help potential participants understand why it is relevant to them. Communications should highlight to young people that Scouting is a Movement of young people, not just for them, and these courses are valuable for supporting them to shape the course of Scouting both now and into the future.
Lack of support for the system from existing structures and leadership.	As an NSO/NSA, take some time to review and adapt relevant rules, and procedures to ensure the precedent is set formally and support is viable to develop this learning opportunity. Consider developing a pilot training course to showcase the experience, results, and benefits of the strategy to the NSO/NSA structure level being applied.

Potential Challenges	Possible solutions
<p>Logistical barriers such as location, finance, time, venue, and travel arrangements may create difficulty in bringing participants together or supporting participants from diverse groups to attend.</p>	<p>Course leadership teams should work creatively to adapt course modalities based on the specific needs and challenges of their participants. This could include opportunities for inclusion funding, hybrid delivery models, or delivering multiple smaller courses in more accessible locations. The “Think Global, Act Local” principle should be applied when creating solutions.</p> <p>You can find more information on how to do this in the WOSM Youth Leadership Training Guide.</p>
<p>Lack of experience in course leadership, facilitation, or logistical support at an organisational level. This can make introducing a new course overwhelming or logistically challenging.</p>	<p>It is recommended that NSOs/NSAs new to developing and delivering this type of training start by using the WOSM Youth Leadership Training Guide to plan their implementation approach.</p> <p>Consider resources currently existing within the NSO/NSA that might be adapted or knowledgeable people who can be approached to assist.</p> <p>Where practical, consider sending a small delegation to attend another NSO/NSA’s training course to learn how this is implemented in a different context and gain knowledge of core strategies and challenges.</p> <p>NSOs/NSAs may also wish to begin developing training by creating a small pilot and then scaling up their capacity as they learn and build competency.</p>

Strategy 9: Youth Forum

Description

A Youth Forum is a platform for young people in Scouting to express their views, make recommendations on issues of interest to them, and develop the competencies necessary to strengthen their capacity to take part in decision-making processes. Youth Forums also provide an opportunity for the NSO/NSA to listen and act on the views of youth members on issues that concern them.

Characteristics

- **Peer-led:** Provides a platform for young people to lead an event, sharpen their competency-set in project management and learn from one another.
- **Collective participation:** Requires the participation of individuals representing the different groups within the NSO/NSA structure and a diverse organising team to support the event.
- **Frequency-based:** Specifies that the strategy operates on a fixed schedule, ensuring regular and predictable opportunities for engagement and interaction within the network.
- **Intergenerational Engagement:** Highlights the collaboration between different generations within the NSO/NSA, ensuring that young people and more experienced leaders contribute to developing YLiDM.

Implementation Examples

National Youth Forum
<p>Ben (22) and Jane (42), inspired by their experience at the World Scout Conference, decide to introduce the first National Youth Forum to their NSO. Recognising the value of Youth Leadership and the varied Youth Networks across districts, they see an ideal timing before the upcoming National Assembly. Collaborating with the Educational Methods Commissioners, and using the WOSM Guide for National Youth Forums, they begin crafting a Concept Paper.</p> <p>Their approach involves engaging district Youth Network representatives to advocate for the forum to the NSO Scout Commissioner and Board. The proposed forum aims to explore the integration of district Youth Networks into a cohesive national framework, consult on educational content for the Rover section, and open the floor for young people to share ideas on NSO improvements.</p> <p>Anticipated to result in a formal declaration, the forum intends to present these recommendations to the NSO's governing bodies. Additionally, the selection of representatives to monitor the declaration's progress until the next forum ensures the ongoing participation of young people in decision-making. This initiative marks a significant stride towards integrating young voices at all levels of the NSO's governance and operations.</p>

Council Youth Forum

Note: Council is a territorial structure between the local level (Scout group) and the national level. It can have different names depending on the NSO/NSA, for example, zone, district, town.

Maya (21) and Tim, the Youth Programme Council Commissioner, spearhead the planning of the council's inaugural Youth Forum. Over six months, they draw insights from other councils' experiences and engage young Scouts through pre-forum sessions to identify pressing topics. This groundwork leads to a comprehensive two-day forum, fostering discussions on selected issues and formal queries from the Council Board. The event culminates in the drafting of a declaration that encapsulates the forum's recommendations, which is presented to the Council Board during a closing ceremony. Eager to see their ideas in action, forum participants volunteer to assist with implementing the proposals, ensuring their voices resonate beyond the forum. A copy of the declaration is also sent to the National Scout Commissioner, marking a pivotal step towards amplifying YLiDM across the NSA.

Benefits for the NSO/NSA

- **Empowers young people:** Provides a structured platform for young people to voice their opinions and contribute to the Scouting Movement's direction.
- **Develops skills:** Enhances participants' leadership, communication, and decision-making skills through active engagement and dialogue.
- **Informs policy:** Directly influences NSO/NSA policies and practices by integrating youth perspectives into decision-making processes.
- **Strengthens community:** Builds a sense of community among young people, fostering a collaborative environment for sharing ideas and best practices.

Considerations for Implementation

Potential Challenge	Possible Solutions
Diversity representation: The Youth Forum does not adequately mirror the variety of young individuals it aims to represent.	<p>When selecting Youth Forum participants, it is important to ensure that a wide variety of voices are included. In particular, the forum should intentionally include people who will be affected by the decisions made.</p> <p>The forum should reflect cultural, gender, and experiential diversity to ensure the decisions made are translatable to a variety of different contexts.</p> <p>When inviting participants, it is crucial to engage young people who are already highly engaged in leadership positions and those who have not yet had the opportunity.</p>
Engagement substitution: The Youth Forum has inadvertently become a surrogate for youth involvement in other decision-making frameworks.	<p>The use of a Youth Forum mustn't prevent young people from taking up other decision-making opportunities.</p> <p>Ensure that forum meetings are not held at the same time as other decision-making meetings so that participants can attend these without neglecting their Youth Forum responsibilities.</p> <p>Consider holding Youth Forum meetings directly before National Assembly meetings, so that young people are well equipped to attend both, and use their experiences with the Youth Forum to support their engagement with the national assembly.</p>
Oversight of contributions: Decisions from the Youth Forum are often overlooked by higher authorities, reducing the forum's role to a symbolic presence within the NSO/NSA structure.	<p>The NSO/NSA must provide structures and frameworks to follow up on recommendations made by the Youth Forum.</p> <p>Make sure young people recognise the importance of the Youth Forum by making clear the procedure and pathways to implement the forum recommendations.</p> <p>The Youth Forum should not be a divided institution but should be integrated into the same decision-making structure of the NSO/NSA. In this case, young people are the subject of the organisation, not an object of the existing decision-making process. And the forum recommendations are viewed equally by the decision-makers.</p>

Potential Challenge	Possible Solutions
<p>Engagement barriers: Confusing procedures and a lack of clear information on how to get involved deter participants from engaging with the Youth Forum.</p>	<p>The Youth Forum must be promoted in a way that provides clear information to youth participants promptly.</p> <p>Ensure that those managing the delivery of the Youth Forum are aware of logistical practicalities and offer clear information and support to ensure young people can participate fully and safely.</p> <p>Support young people in building and maintaining enthusiasm throughout the event to foster a sense of belonging.</p> <p>Ensure that young people are well prepared to participate in the Youth Forum. This might include providing them with training, resources, mentorship, and other support to ensure they are fully equipped with the skills and knowledge to get the most out of the Youth Forum.</p> <p>It is also important to include follow-up procedures to support young people in debriefing, understanding their contributions, and informing reviews that guide the continual improvement of the forum in the future.</p>
<p>Misconception of the Youth Forum as a standalone platform, disconnecting it from other YLiDM strategies.</p>	<p>The Youth Forum should not be the only strategy for supporting YLiDM but should work alongside other strategies to provide further support and opportunity.</p> <p>Where possible, work to include young people involved in other strategies (e.g., Shadowing Role, Junior Role, Youth Co-Lead, Youth Advisor, Youth Network, and former Youth Leadership Training participants) in the delivery of the Youth Forum.</p> <p>These other platforms can be an excellent way to pre-engage participants and help set agendas, focus areas, and other issues for the forum to address.</p>
<p>Resource constraints: The Youth Forum struggles to reach its full potential because of insufficient resources and logistical support from the NSO/NSA framework.</p>	<p>The NSO/NSA Structure level developing the Youth Forum must provide resources, training, and support to the forum organising team to ensure successful planning, execution, and follow-up on forum recommendations and participants' feedback.</p> <p>This might include providing financial subsidies, administrative support, or other resources to ensure the success and continuity of the Youth Forum.</p>

FINAL CONSIDERATIONS FOR STRATEGY IMPLEMENTATION

Feedback and Evaluation

Implementing YLiDM is an ongoing process that should continue to grow and evolve with your NSO/NSA. To support this continual development, it is vital to have clear structures for feedback and evaluation throughout the process.

A regular review process serves three core functions:

- Understanding how the strategy is working.
- Celebrating successes and recognising contributions.
- Identifying areas for improvement and strategies for addressing them.

Depending on the strategies being used, this might include:

- Regular check-in conversations between co-leads to reflect on how things are going, recognise successes, and identify areas for improvement.
- Feedback and evaluation opportunities for participants before and after events and other key meetings.
- Opportunities to discuss challenges and successes with outside mentors.
- Large-scale reviews of an overall process with key stakeholders.
- A standing agenda item at monthly meetings.
- Appointing a specific role to support ongoing reflection and improvement of your YLiDM implementation.

Regular reviews create opportunities to make minor adjustments to the strategies being used and support preventative adjustments before issues arise. These work best when they are incorporated into existing structures, to facilitate an ongoing culture of evaluation and improvement.

Implementation Time

As a global Movement, we acknowledge that every NSO/NSA has particular needs and they are in different stages in the implementation of YLiDM. In recognition of this, these guidelines have been intentionally developed to present a variety of strategies and possible solutions to potential challenges, as opposed to a strict step-by-step guideline on how to develop this process.

As each NSO/NSA is different, it is understood that timelines for the implementation of YLiDM will vary based on the individual circumstances of the NSO/NSA. Factors that influence this may include:

- NSO/NSA governance
- NSO/NSA strategy priorities/educational priorities
- NSO/NSA operational capacity
- NSO/NSA organisational culture

As always, to ensure that the implementation of YLiDM happens in the NSO/NSA, it is necessary to reflect on the balance between decisions and the time needed for them to be made and implemented. While at the operational level, decisions can be made more quickly due to their nature, decisions made at the governance level, in the spirit of being consensual, participatory, and democratic, will usually require more time and effort.

Promotion and Selection in the Shadowing Role, Junior Role, and Co-Lead Strategies

These three strategies necessitate a concerted effort at the NSO/NSA structural level.

First, preparation is key. This includes selecting position holders who will welcome the young people with the best intentions and preparation. Additionally, there must be adequate and

straightforward recruitment and selection processes for the young people participating in these roles.

Second, these opportunities need to be communicated and promoted within the NSO/NSA to capture the attention of young people and encourage their participation while striving to reach all the diversities within the NSO/NSA.

Third, once young people are appointed to these positions, it is important to continue to support their development and participation by providing ongoing support and mentorship. This should also include support and mentorship for the adults holding co-lead, senior, or shadowed positions, to ensure they are well-equipped to mentor their youth counterparts.

Reviewing the Age at Which These Strategies are Applied

WOSM YLiDM targets young people aged 16 to 26. This selection is neither whimsical nor arbitrary but is grounded in the aim to offer opportunities primarily to those undergoing the educational process of Scouting, as well as to others. This decision stems from recognising that in different NSOs/NSAs, the educational process may conclude at varying ages, between 20 and 26.

Including 16-year-olds is based on the understanding that starting two years before reaching the typical international legal age provides adequate preparation time. Thus, by the time they reach legal adulthood, these young people will have gained valuable experience, enhancing their opportunities thanks to the early start at 16 years of age.

Depending on the culture and support systems in your NSO/NSA, this age range may also be lower. By having a lower age limit for young people wishing to participate in the NSO/NSA decision-making structures, there are greater opportunities for young people to develop their leadership competencies and represent their peers.

Complexity of Implementation According to NSO/NSA Structure Level

Implementing these strategies at different levels in the NSO/NSA structure will present different opportunities and challenges. For example, a shadow position for a young person with a local higher position (e.g., Scout group leader) is likely to be more challenging when used with a higher position holder at a national level (e.g., Chief Executive).

These are some examples of the benefits and challenges of implementing these strategies at different levels within the Scouting structure:

NSO/NSA Structure Level	Benefits	Potential Challenges
Local²	<ul style="list-style-type: none"> • Provides opportunities to develop in a smaller environment, often with peers or familiar mentors. • Provides a pathway for development that prepares for engagement at higher levels. • Develops local connections and insights. • Supports future-proofing. • Ensures the local environment is relevant to the needs of young people. 	<ul style="list-style-type: none"> • Role limitation: Engaging at the local level might restrict young individuals to specific roles, potentially limiting their exploration of broader opportunities and hindering their professional growth. • Diversity and innovation: Local engagements might lack exposure to diverse thinking and innovative ideas, as interactions are often within a familiar or homogeneous group. • Boundary challenges: The close familiarity between young people and their mentors or peers can lead to challenges in establishing appropriate professional boundaries, which is crucial for maintaining respect and productivity in any learning environment. • Insular perspective: Being deeply rooted in local operations can sometimes foster an insular viewpoint, making it difficult to adopt or integrate broader, potentially beneficial perspectives.
Territorial³	<ul style="list-style-type: none"> • Enables learning and development gained to be shared with the Scout group. • Provides a pathway for development that prepares for engagement at higher levels. • Supports an understanding of diversity by providing connection with peers from different cultural and socio-economic backgrounds 	<ul style="list-style-type: none"> • Balancing expectations: Navigating between national policies and local needs can create tensions, requiring efforts to align both without compromise. • Local relevance: Staying connected to grassroots realities while operating at a broader level demands continuous local engagement and adaptability. • Communication channels: Ensuring effective communication between national directives and local groups is essential to prevent misunderstandings and delays.

² By local level we refer to the level that is situated the Scout group.

³ Territorial is a way of naming the structures between the national level and the local level (Scout group).

NSO/NSA Structure Level	Benefits	Potential Challenges
National	<ul style="list-style-type: none"> • Enables learning and development gained to be shared with local structures. • Develops an early understanding of decision-making processes from a big-picture lens. • Supports a greater understanding of diversity by providing connection with peers from different cultural and socioeconomic backgrounds • Supports networking and sharing of best practices between individuals working in specialised areas where there may only be one person with relevant experience at the local level (e.g., regional training leaders and local Rover advisors). 	<ul style="list-style-type: none"> • Isolation of youth representatives: National roles can inadvertently isolate youth representatives, especially without an established support network, making them feel solely responsible for broad perspectives or expertise they might not fully possess. • Logistical barriers to participation: The costs and logistics of travel can significantly hinder the ability of representatives to participate in meetings or events, impacting their ability to contribute effectively. • Detachment from local realities: Being engaged at a national level can create a detachment from the day-to-day realities and needs of local groups, potentially leading to decisions that are not fully informed or grounded in grassroots experiences. • Over-reliance on a single representative: Expecting one person to represent the diverse views and contexts of their region can lead to oversimplification and inadequate representation of varied interests.

Inspiration for Taking the Next Step

Exchanging with other NSOs/NSAs or youth organisations similar to your organisation’s structures can inspire your NSO/NSA and help clarify the next steps. Success stories about relevant strategies adopted by NSOs/NSAs and WOSM regions around the world can be found in the next sections.

We recommend looking at these to draw inspiration for actions and elements you might be able to apply in your own NSO/NSA.

Growing Paths

To help understand how the strategies presented in the previous sections can be interconnected and implemented, this guideline presents three stories of fictional NSOs/NSAs that show the steps taken for them to implement YLiDM. These three NSOs/NSAs are in different stages of implementation: Nubaris is taking its first steps. Silkasia has already implemented some strategies in recent years and now wants to take further steps. Meanwhile, Solterra is consolidating its YLiDM and making adjustments to new needs. With these stories, the guidelines help visualise the future from different points of view.

Nubaris NSO First Steps in Youth Leadership in Decision Making

The Nubaris NSO Board, spurred by insights gained at the last World Conference, embarked on a strategic mission to weave Youth Leadership into the fabric of its decision-making processes. Recognising a shift in generational dynamics and the ensuing dip in Scouting participation, the NSO identified revitalising its Youth Programme and integrating young voices into decision-making as critical objectives. The challenge was unmistakable: to captivate the digital-native generation and reignite their interest in Scouting, transforming it into a vibrant platform where young leaders could drive innovation and steer the movement's direction.

In response, the Nubaris NSO began to enhance its Youth Programme and, to complement this, aimed to implement YLiDM. After thoroughly exploring YLiDM at the conference, they resolved to take decisive action. Engaging with a WOSM Service facilitated the adoption of a comprehensive strategy, including shadowing experiences, national Youth Leadership Training, and establishing a National Youth Forum.

The planning of the national Youth Leadership Training was a pivotal moment, scheduled for the 6th month of implementation. This programme, developed with insights from the WOSM Youth Leadership Training Guide, was co-created by a diverse team: a member of the Youth Programme team, another from the Adults in Scouting team, a third from the Organisational Development team, and, notably, three young Scouts under 26 with notable leadership qualities both within and beyond Scouting. Designed as an incubator for emerging Scouting talent, the programme invited two representatives from each region of the country, resulting in a cohort of 32 motivated participants. By subsidising 50% of the participation cost and soliciting regional backing, the NSO showcased its dedication to fostering young leadership. During the national Youth Leadership Training, the official launch of the Shadowing Role strategy was announced, revealing that from the 12th month of implementation, the first stage of shadowing positions would be available. In this initial stage, Youth Programme Team National Commissioners for Cub, Scout, and Venturer sections and Adults in Scouting Team Commissioners would be available for six-month shadowing periods, and any young people between 16 and 26 could apply. Also, during the event, participants were invited to the first Youth Forum scheduled for the 18th month of implementation. The organising team for the Youth Forum was selected from the Youth Leadership Training participants.

A highlight of this initiative was the story of Alex, an 18-year-old Scout from the coastal region. Alex envisioned a novel project through the training: to develop a digital version of the Youth Leadership Training, extending its reach to Scouts in rural areas. This proposal initially brought to the Youth Forum, quickly became a testament to the potential of young leaders to inspire transformation within Scouting and the broader community. Alex's initiative emphasised the impactful nature of youth-driven projects and their capacity to generate positive change.

"The training not only sharpened our leadership competencies but also shed light on how our visions could evolve into impactful realities. It has been profoundly fulfilling to see our ideas come to life,

enriching not only our scouting community but also the larger communities we belong to," Alex shared, capturing the core of the initiative's achievements.

Within a year, the Nubaris NSO achieved remarkable progress in embedding YLiDM, laying a solid foundation for a future in which young Scouts are pivotal in moulding the Movement. Through deliberate planning, innovative training programmes, and the creation of platforms for youth participation, the NSO is charting a new course in its history—one led by the voices of the next generation, ensuring the evolution of Scouting resonates with contemporary values and aspirations that go alongside with the values and the purpose of Scouting.

Silkasia NSA Strengthened their Youth Leadership in Decision Making

Reflecting on the journey over the past triennium, the Silkasia NSA celebrated the successful implementation of several strategies that significantly enhanced YLiDM within its structure. A notable achievement was that 75% of roles across national and local levels were enriched with shadowing opportunities, affirming the NSA's dedication to practical learning and mentorship. The palpable impacts of these initiatives across different sectors laid a robust foundation for future advancements.

The momentum continued with insights gathered from the last National Youth Forum, marking the third consecutive year of its execution. The collective declaration from this forum amplified the call for adopting strategies beyond the existing shadowing, as outlined in the WOSM YLiDM implementation guidelines. A spotlight was cast on the integration of the youth advisor system. Around the same time, the organisational team of the national Youth Leadership Training faced a pleasant dilemma—sifting through an overwhelming 250 applicants, a result of the programme's escalating appeal and the challenge in selecting participants. Finally, the Intergenerational Reflection Cycle is becoming a permanent strategy used beyond the national level by the NSA district structures.

Prompted by these developments, the National Scout Commissioner presented this evolving landscape to the National Board. This action underscored the necessity to take the next steps and request a WOSM Service, aiming further to refine the YLiDM strategies within the Silkasia NSA. The preparation to introduce additional strategies began in partnership with a WOSM consultant and leveraging the YLiDM framework and implementation guidelines. This expansion encompassed the Junior Role strategy, the Youth Co-Leads strategy, district Youth Leadership Training, and the Board Youth Advisor implementation.

The initial six months following the "Strengthening YLiDM in Silkasia NSA" declaration were characterised by thorough consultations with diverse stakeholders. This included individuals who had previously engaged in the Shadowing Role strategy, past organising teams of the Youth Leadership Training, and various position holders across the NSA's hierarchy, all giving diverse and valuable inputs that shaped the new strategic directions.

Subsequently, from the 7th to the 13th month, attention pivoted to rolling out Youth Leadership Training within the NSA's three largest districts. This endeavour was spearheaded by teams formed from former national Youth Leadership Training organising team members and participants, who meticulously adapted and replicated the programme to align with district-specific needs.

By the 12th month, introducing the Junior Role strategy to the District Commissioners signalled a new chapter. This initiative was followed by establishing a Youth Co-leader strategy system by the 15th month, targeting specific projects related to overhauling the training system and revising personal progression manuals for various sections.

A highlight of this process was the story of Sam, a 20-year-old Scout from the northern region. Through the Junior Role of the National Officer of Membership, Sage, with the support of their senior, designed and implemented a successful recruitment campaign for young adult leaders. This

showcased the value of giving opportunities to young people and set a positive precedent for opening the door to the Board Youth Advisor in the NSA.

Culminating in the 18th month, in sync with that year's Youth Forum, the Board Youth Advisor Strategy came to fruition. This strategic move saw the election of one woman and one man to the National Board as youth advisors, a milestone achievement preceded by a month of specialised training from WOSM. This preparatory phase was instrumental in facilitating the Board's adaptation to the inclusion of new youth advisors, ensuring a seamless transition and impactful participation from the youth contingent.

Solterra NSO Stepping to the Future of Youth Leadership in Decision Making

Over two triennia since the initial adoption of YLiDM strategies, the Solterra NSO has penned significant chapters of learning and success. The recent National Assembly was pivotal, with constitutional amendments removing age barriers for Board membership and opening all NSO roles to individuals of legal age in the country. This landmark decision ensures open access to positions for all eligible members.

The integration of juniors and co-leads across various roles and levels within the NSO, coupled with the latest census revealing that individuals under 26 years old constitute 40% of decision-making bodies, has merited governmental recognition. Solterra NSO is celebrated as a leading organisation in the country that actively promotes youth empowerment.

The outcomes are visible. Through robust intergenerational dialogue, evidenced in a permanent practice of the Intergenerational Reflection Cycle happening at all levels and in most of the Scouts groups of the NSO, Solterra NSO has made strides. As the current triennium draws to a close, the National Scout Commissioner, alongside a team of co-leads and juniors, compiled a report. It concluded that it was time to phase out the National Youth Forum, given the comprehensive integration of young people into the NSO's decision-making structures.

Simultaneously, the current youth advisors, with support from other Board members, are drafting a report to phase out the Board Youth Advisor strategy. This move comes in response to the decision to eliminate age barriers, allowing young people full participation in Board member elections at the next National Assembly. Proposed actions include developing specialised training for prospective Board members and instituting rules and procedures to support young individuals logistically. Recommendations are also being made to refine the National Board's working methods to be more inclusive.

A standout in this initiative is Jas, a 24-year-old Scout from the country's south and a youth advisor. Jas has been instrumental in positioning Scouting externally, leading a team that initiated significant partnerships with non-governmental organisations (NGOs) and the government. These partnerships promote non-formal education in vulnerable contexts, showcasing Scouting's transformative impact on young people and their role in society.

"Being a youth advisor has deepened my understanding of the importance of having the right people guide organisations and institutions. It has also made me reflect on the need for a balance between younger and older generations. It's time for our NSO to move forward, and I'm proud of our decision to eliminate barriers so young people can fully participate in our NSO's decision making," Jas shared.

After these three triennia, the evolution of Solterra NSO in implementing YLiDM is notable, transforming it into an organisation for and by young people, supported by adults, as our Scout Movement's definitions stand.

SUCCESS STORIES

Around the world, NSOs/NSAs and NSAs are implementing different levels of YLiDM. Discover these NSOs/NSAs and their incredible success stories from around the world in our Treehouse space:



<https://treehouse.scout.org/YLiDM-world>

The WOSM regions are also developing different actions to raise awareness among NSOs/NSAs to develop YLiDM. You can find in the YLiDM Treehouse space some success stories, such as:

- Africa Region - Youth Advisors
- Arab Region - Arab International Leadership Training
- Arab Region - Arab Youth Advisors
- Asia-Pacific Region - Youth Leadership Training Course (YLTC)
- Asia-Pacific Region - Regional Youth Representatives (RYR)
- Europe Region - Agora
- Europe Region - The Academy
- Interamerica Region - Interamerican Leadership Training
- Interamerican Region - Youth Advisor of the Interamerican Scout Committee

CONCLUSION

As we reflect on the journey of integrating YLiDM across the Scout Movement, it is evident that our collective efforts have laid a strong foundation for a more inclusive, dynamic, intergenerational, and collaborative future. The evolution of YLiDM, marked by its challenges and triumphs, underscores our commitment to continually adapt and innovate in our quest to empower young people in Scouting to have leadership in the decision-making structures of their NSOs/NSAs. In light of this, we present the following key takeaways and calls to action, aimed at furthering our mission to nurture capable, confident, and compassionate leaders.

Key Takeaways

1. **Foundation in youth experience:** YLiDM establishes leadership early in our young people's journey, enriching the Scouting experience across all age groups. The guidelines are aimed at young people aged 16 and above, acknowledging that they are still under the Educational Programme between 16 and 18. Young people over 18, or the legal age of adulthood in their respective context, whether under the Educational Programme or a young adult leader, are still expected to have all the opportunities possible to engage in YLiDM until they reach the age of 26.
2. **Integrative approach:** Our journey illustrates the power of an integrative approach to YLiDM, where young voices are not only heard but are instrumental in shaping the Scouting experience at all levels.
3. **Evolving framework:** The principles of YLiDM serve as our guiding stars, ensuring that our strategies are adaptable, meaningful, and grounded in the core values of Scouting.
4. **Strategic diversity:** From the Shadowing Role to Youth Forums, the diversity of our strategies showcases our commitment to offering varied, impactful leadership opportunities to NSOs/NSAs in different stages of developing YLiDM.
5. **Inclusivity and accessibility:** By lowering age barriers and tailoring our strategies to different cultural and regional contexts, we embrace inclusivity, ensuring every Scout aged 16 and above in any NSO/NSA structure has the opportunity to lead.
6. **Empowerment through collaboration:** Our strategies emphasise the mutual benefits of intergenerational partnership, fostering an environment where every Scout, regardless of their age, can thrive together within our Movement.

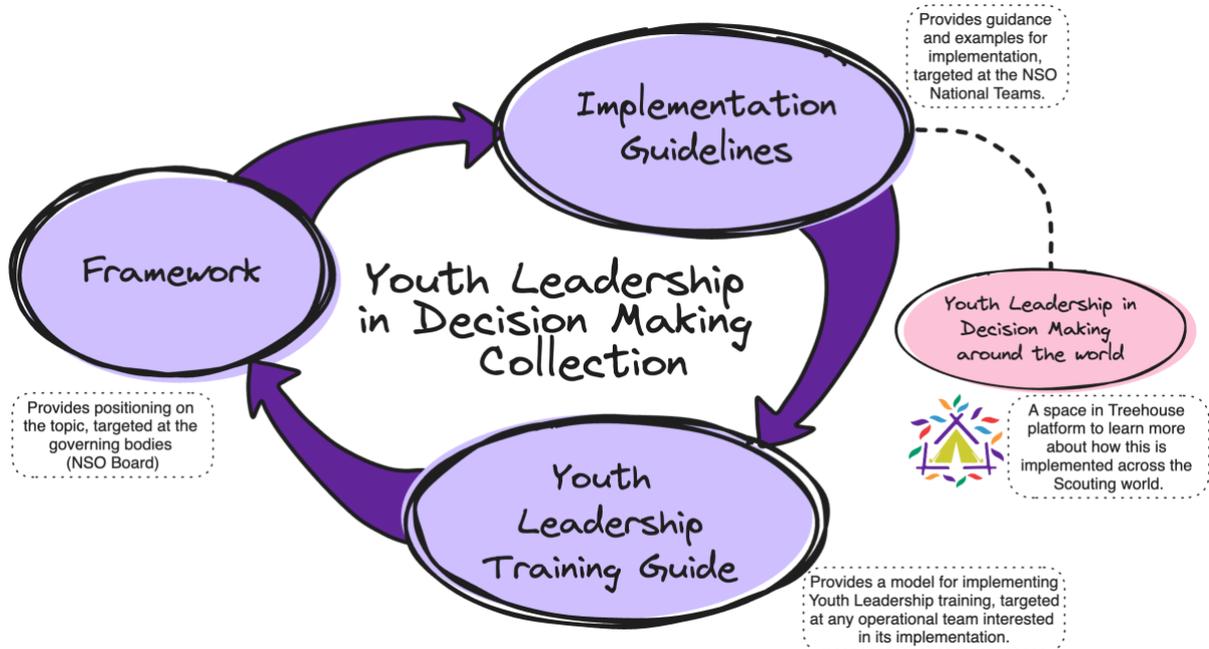
Calls to Action

We urge NSO/NSA Leadership and Scouts at all levels to:

1. **Champion YLiDM principles:** Champion the principles of YLiDM at all levels, advocating for an environment where every voice is valued and every young person can flourish.
2. **Adopt and adapt strategies:** Explore and adapt our diverse strategies, creating tailored solutions that resonate with their NSO/NSA contexts.
3. **Expand development opportunities:** Dedicate resources to expanding leadership development through training, mentorship programmes, and other measures, ensuring young people are equipped with the competencies and confidence to navigate leadership roles successfully.
4. **Foster intergenerational partnership:** Facilitate dialogues and promote collaborations between generations within Scouting, leveraging the unique strengths and perspectives of each to enrich our Movement.
5. **Monitor, share, and celebrate progress:** Commit to a culture of transparency, where failures are perceived as part of the evolving process, successes are shared, challenges are addressed openly, and progress is celebrated, inspiring continuous growth and innovation within our Movement.

In conclusion, as we step forward, let us carry with us the lessons learned, the successes achieved, and the challenges overcome. Our collective commitment to empowering YLiDM not only strengthens our Movement but also equips young people with the competence, confidence, and compassion to lead positive changes within their communities and beyond. Together, let us continue to forge a future for Scouting that is as dynamic and diverse as the young people we serve.

YOUTH LEADERSHIP IN DECISION MAKING COLLECTION



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Youth Leadership in Decision Making
Guidelines for Implementation
June 2024

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