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*Strengthening Youth Spaces & Participation
for Underrepresented Communities*

Local Youth Work Matters



SCOUTS
Creating a Better World

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1. INTRODUCTION

The very fact that you are reading this Guidelines means that you are considering or have already started the process of creating a Youth Group. With the support of this document, we will guide you through the steps in order to create, manage and successfully run a program through which you will shape the future of the children and youth of your community and make a real positive change. Keep in mind that this document is only a tool that gives you direction, while the real support comes from all the volunteers and staff involved in the Youth Movement you are interested to join.

The guidelines are focusing on creating Youth groups that want to join an existing Youth Organisation. These guidelines can be used by any Youth Organisation - Civil Society Organisation (CSO) or Non-Governmental Organisation (NGO) - willing to reach out and grow by including more local Youth groups. Many Youth Organisations have a large number of volunteers, professionals and motivated young people who will help and guide you in this adventure.

From the moment of creation of the Youth Group and its registration and recognition by the Youth Organisation, you will receive mentoring support; support that will direct you in the direction of healthy growth of the group, a quality program, and strong and motivated volunteers. Before starting to share the main steps to create, develop and strengthen a Youth Group, we are sharing the main definitions retained for those “Local Youth Work Matters” guidelines.



1.1 What is youth work?

Youth work is a community support activity aimed at older children and adolescents. Depending upon the culture and the community, different services and institutions may exist for this purpose. In general, it provides an environment where young people can engage in non-formal and informal education activities. Youth work is to facilitate personal, educational and social development. Through participative activities and coordinated programs, it seeks to enable young people in gaining a voice, influence, and place in society in a period of their transition from dependence to independence.¹

By the nature and design these activities would be inclusive, educative, and empowering, and based on partnership, equality of opportunity, and respecting diversity. Ideally, "Youth work should aim to engage with society and bring about social change in an unequal society." Scouting and other Youth Movements respond to the natural desire of children and young people to be part of a peer group and to learn from experience, through games, explorations, and projects, in dialogue with open, understanding adults.

The importance of the Youth Group is sometimes forgotten. Some Civil Society Organisation and Non-Governmental Organisations see the Youth Groups as merely a structure responsible for administration and logistics. The group leader is relied upon to register members, raise membership fees, recruit unit or group leaders, find support, funding, equipment, premises, etc., all crucial tasks. However, it is sometimes forgotten that the Youth Group must above all function as a non-formal educational community responsible for adapting its non-formal education methods to the educational needs of young people living in a particular environment, in a specific culture.

Within this non-formal educational community, the group leaders, helped and supported by the national leader teams, share their ideas, and pool their experiences to develop, or to support the young people to develop, programmes of activities that meet the needs of young people. They do not need to be professional educators, they are committed adults working together, utilising a non-formal education method. They forge close links with parents and other local stakeholders, municipalities, schools, charitable or religious groups, and root their movement firmly in the reality of the village, neighbourhood, or town. This offers the possibility for the longevity and sustainability of the Youth Group, with the probability of continuity for the future provided by access to an ongoing availability of human resources. No expansion campaign launched at national or regional level can succeed without renewing local roots and reviving local educational communities. The Youth Group is the key to your movement's success.

¹ https://en.wikipedia.org/wiki/Youth_work





1.2 What is a youth group?

Thinking about how to start a youth group is very important. Nevertheless, considering some fundamental aspects that will eventually determine the future of youth groups is essential. Basic questions as 'what is a youth group?' or 'what is the purpose of a youth group?' will help you get started on the right foot.

What is a youth group and why are youth groups important?

People don't usually share the same youth group definition. While some people just think that youth groups are meant to 'keep the kids busy and away from trouble', others consider these groups as a source of education and development.

Therefore, what is the purpose of a youth group?

Being part of a youth organisation allows children and teenagers to get involved with their community and grow personally. Providing youth groups ideas for fun fundraisings or any other kind of proposals will help them grow their participation. Youth groups encourage and challenge children and teenagers to develop their skills and improve their lives greatly.

To be considered 'great', a youth organisation, and therefore a Youth Group must be a safe place for children and teenagers to socialise and communicate. Although adults will support the young members of these groups, young people must have the opportunity to design their own activities while developing leadership, communication, creativity, and teamwork skills. It's vital that youth groups make children and teenagers feel comfortable, encouraged, and safe. The safer and more encouraged they feel, the better and the more innovative ideas for the charity and other solutions they will come up with.²

² <https://dallassidekicks.net/what-is-the-purpose-of-a-youth-group/>



1.3 What is a youth organisation?

Youth organisations are generally understood to be youth-led, non-profit, voluntary non-governmental associations, and under some circumstances, can instead be part of the state apparatus or be youth worker-led. They are mostly established to further the political, social, cultural, or economic goals of their members. This is done by implementing activities for young people and / or engaging in advocacy work to promote their cause.

Typically, youth organisations focus on promoting and ensuring young people's democratic and social rights; encouraging their social and political participation at all levels in community life; and offering opportunities for personal and social development through leisure activities, voluntary engagement and non-formal and informal learning.³

1.4 What is a youth programme?

Youth programmes are long-term projects or initiatives designed to support or provide activities for young people, or in some cases youth organisations. They are often based on youth work, non-formal education or youth volunteering. Youth programmes can operate at any level from local to international, and can be delivered by the state, by youth organisations or other NGOs.



Youth volunteering is a key dimension of many youth organisations and programmes. Many youth organisations are run exclusively by young volunteers, and many youth programmes encourage young people's involvement in voluntary activities. The Council of Europe Committee of Ministers has made some recommendations to member states on youth mobility and the promotion of voluntary service.⁴

³ <https://pjp-eu.coe.int/en/web/youth-partnership/youth-organisations-and-youth-programmes>

⁴ <https://pjp-eu.coe.int/en/web/youth-partnership/youth-organisations-and-youth-programmes>



2. STARTING A LOCAL YOUTH GROUP

The first element in creating a Youth Group is bringing together the founders, a small group of people who will make the necessary effort to create the group and support its development.

Founders share a number of characteristics and qualities:

- An interest in non-formal education for young people.
- Good contact with young people and understanding their aspirations.
- Faith in the Youth Movement and the quality of their educational programmes.
- Being well perceived in the community and having social influence.
- Possessing charisma, leadership, organisational, and planning skills.
- Being able to define objectives and persist in achieving them despite difficulties.
- Having common interest in adventure, advocacy, sport, non-formal education, culture, environment, other.
- Resourceful individual of the modern era, leaders.
- Active citizens of the community.

Founders come from many areas of life:

- A teacher wishing to complement his/her teaching with non-formal education that provides young people with the soft skills they need to develop their cognitive abilities.
- A leader of a youth centre who wants to complement the activities with a stronger non-formal education programme.
- A parent who wants to provide a more solid education for their children and their neighbours' children.
- A young adult who wants to serve its community and be involved in non-formal education for children and youth.

In short, any adult who is aware of educational problems and wants to play an active role in the development of young people fits the profile.

2.1 The mission of a youth group

To meet the needs of young people of different age groups, from childhood to late adolescence, in a local community through the appropriate implementation of a Youth Programme. To fulfil this mission, the Youth Group or Youth Organisation must above all have an educational role: that of analysing the educational needs of young people in the local environment and organising the implementation of the Youth programme across the different age groups to meet them. The local Youth Group should bring together in a single structure the different leaders responsible for offering Non-Formal Education to the different age groups. This is essential to enable a shared vision of the Youth Programme as a continuous process from childhood to youth, and to facilitate the understanding of the essential elements



without being locked into the specific methodologies for each age group. Within a Youth Organisation, the Youth Group is the only structure capable of achieving the four essential objectives that constitute its mission:

- Offer the Youth Programme to all sections of a group in a local environment.
- Adapt Non-Formal educational proposal to meet local needs.
- Identify local stakeholders in the Youth sector and obtain their support to find the resources needed to develop a quality programme.
- Support section leaders overcome problems and offer them opportunities for continuous learning.

The Youth Group is led by a group leader who is responsible for leading an educational team of different age sections. The Board of leaders meets regularly with all the leaders to exchange observations on the activities of each section and the reactions of the young people, to identify the problems encountered, and to look for solutions together. It also includes a support team responsible for finding the financial and material resources needed to implement a quality Youth Programme.

Why you should, ideally, include all age groups or sections from the beginning. Instead of focusing on one age group or section, the Youth Group can implement the whole Youth Programme as quickly as possible across the different age groups and sections. If you don't have enough young people to create complete sections or age groups, try to put together small teams of young people of different ages or sections. Then, as new members join the group, you can create whole units or age sections. Remember, recruiting young people as Members has to be complemented by recruiting adult leaders for each of the sections.



2.2 Becoming a member

One becomes a member through membership in a Youth Organisation, which is represented at the local level by a Youth Group that is registered and recognised by the Head Quarters of the Youth Organisation. By becoming a member of a Youth Organisation, the Youth Groups and their members have the opportunity to:

- Participate in trainings.
- Participate in networking events with other Youth Groups.
- Participate in competitions and other activities organised by the Youth Organisation.
- Participate in international activities (at least for a number of Youth Organisations).
- Receive support in the implementation of the Youth Programme.
- Develop and provide literature.
- Promote local initiatives.
- Reward outstanding individuals.
- In some case, use of the Youth Organisation brand.
- Represent and protect the interests of the Youth Group at the local, national, regional and world level.
- Receive mentoring and coaching support.
- Receive advisory services.
- Have access to a network of partner organisations and stakeholders.



3. GUIDELINES: WORKING WITH UNDERREPRESENTED COMMUNITIES

3.1 Introduction



Underrepresented groups refer to communities or individuals who have limited representation and voice in society, including in education, politics, and other decision-making bodies. This often means low participation in decision-making process at government levels and less access to job opportunities.⁵ Most underrepresented communities are segregated from the others, and face everyday challenges and problems, such as lack of education, awareness of hygiene, economic problems, need to work at a young age, not having their needs met and others. Youth Organisations work with underrepresented communities in order to improve their position in the society, to empower them to take action on important issues, to teach them to advocate for their needs, to give them safe space for learning skills for life, to integrate them in the society by including them in activities with their peers from the other communities.

For example, Scouting is open for all, and aspires to teach everyone how to become an active member of their community. That is especially important for the underrepresented communities, who don't have their voice heard regarding the problems they face everyday. In lack of systematic solution and sustainable engagement of the targeted underrepresented community, the civil society is the only ad hoc relief for these communities. Unfortunately, most of the solutions provided are short term and limited. The goal of Youth Organisations is to provide long term solutions that will engage the young people and enable them to disseminate and integrate their community through participating in the Youth Movement. Drawing on our experience, Scouts have recognized some good practices as well as some lessons learned when working with underrepresented communities.

⁵ Borghans, Ter Weel & Weinberg, 2014



3.2 DOs and good practices when working with an underrepresented community

- 1.** Use the concept of caravans for promoting scouting and any other non formal actions in rural and underdeveloped areas and within the underrepresented communities - CARAVANS are actually an activity for existing Scouts and for the recruitment of new members that include the presentation of part of the Scouting program. For the realisation of this type of activities, the National Scout Association provides a box for each program area.
- 2.** Establish informal contact with the members of the community.
- 3.** Leave contact information and regularly check up on the interested individuals, focus on adults with influence in the community, such as community leaders, mayors, teachers in the area, parents etc.
- 4.** Approach the community with an open mind and realise that you may not understand all the problems they face, but you need to acknowledge them and take them in consideration.
- 5.** Focus on the community's reality and their needs when approaching, have an understanding of their situation and position in the society.
- 6.** Arrange meetings with the majors, group leaders and/or other stakeholders that have an important role in the targeted community.
- 7.** Use the concept of creating partnerships with detailed stakeholders mapping and direct partnership approach through national youth networks, Youth Organisations can establish partnership with trusted local NGOs that have proof of work with your targeted group.
- 8.** Continue the public meetings with the stakeholders and reinforce the cooperation between the targeted community and policy makers.
- 9.** Organise regular public meetings and events with the community members in order to empower them to be more active in their community.
- 10.** Create a safe space in their community and give them a sense of ownership and belonging, include them in the renovations and improvements.
- 11.** Have the space secured in order to avoid vandalism and ruining.
- 12.** Educate the people (leaders, youth workers) that are going to be working with the community and familiarise them with the contact people from the targeted community.



- 13.** Try to keep a stable group of leaders involved in the work with the community.
- 14.** Make a guide for the leaders – educational approach for the specific group with content that answers their needs.
- 15.** Have regular (weekly) meetings that are open for everyone interested in taking part in your movement.
- 16.** Have regular meetings with the parents/guardians of the new members and evaluate their satisfaction with the work.
- 17.** If needed in the targeted community: focus on the adults also, educate them (workshops for writing a CV/resume, basic computer skills etc) in order to give the Youth groups members some stability to continue volunteering instead of starting to support their family at a young age.
- 18.** Create twining opportunities for international volunteers to implement inclusion programs including the target groups, focus on the similarities instead of the differences.
- 19.** Create joint opportunities for Youth groups from different communities. It helps when the introduction of the different groups is done in a safe and neutral environment, left for the groups to start the communication organically with the guidance of the leaders.
- 20.** Target and educate leaders from the adult community members.
- 21.** Monitor and evaluate the work in the community in order to be able to address occurring issues before they leave a greater impact on the Youth group.
- 22.** Every year in order to ensure success, you need to recruit, motivate and educate new leaders who will learn from previous generations and teach to the future members.
- 23.** Regularly do visibility activities in the community to assure the recognition of your Youth Movement in the targeted community.
- 24.** Support the youth in their ideas and actions and empower them to be active in the community.
- 25. Stay open, positive, and supportive!**



3.3 DON'Ts and lessons learned when working with an underrepresented community

- 1.** Don't expect to use the same methods in every community, the challenges and reality are not the same - therefore the means of bettering the situation should not be the same.
- 2.** Don't make assumptions and be stubborn, you need to approach with an open mind and ready to listen.
- 3.** Don't expect smooth sailing.
- 4.** Don't be judgmental and try to adapt to the communities needs and current situation.
- 5.** When choosing partners for your work: don't choose someone that doesn't understand your way of work and doesn't comply with your values.
- 6.** Don't waste time and energy on.
- 7.** Don't send just anyone to work in the community, you need to choose the right people even if it means more work and mentoring on your side. That person will be in constant contact with the group and will be representing your Youth Organisation as a movement in the eyes of the community members.
- 8.** Don't lose focus with different projects in the community, take one thing at a time.
- 9.** Don't rush things, let the Youth group develop organically.
- 10.** Don't lose time and energy on things that are not applicable to the Youth group (e.g., don't publish newsletters with latest info when no one would read them - better to post them on the internet or use the resources for an open event where you can present the latest news).
- 11.** Don't mix the Youth groups immediately, use a soft launch approach and introduce them in a neutral and safe environment. With time, increase the number and duration of the joint activities.
- 12.** Don't change the leaders, youth workers for the Youth group very often, it is hard to establish a trusting relationship with a newcomer in the community and it shouldn't be taken for granted.
- 13.** Don't forget to include the parents and get to know them.
- 14.** Don't ignore the issues that occur, they can only grow bigger and impact the group and the community in a negative way.
- 15.** Don't underestimate the influence of the communities' beliefs and traditions, respect them and adapt.



16. Don't forget to do regular checks and monitoring.
17. Don't see your work in the community as a short-term project.
18. **Don't give up! Everyone deserves an opportunity to join the Scouting and other Youth movement!**



3.4 Personal experiences, challenges and lessons learned

Snezana Jankovikj, a scout in a coordinative role while working with underrepresented communities:

"As a person who is living next to the Home Center for children without parents I practically grew up with children with fewer opportunities and most of them were/are Roma kids. Several years ago, as a scout organisation we started to work on a project that aimed for social inclusion and cohesion of these target groups. The whole concept was to provide these kids with scout activities and through that to improve their physical, social, and emotional development as citizens. Luckily for us as Scouts and recognized organisations the communication with the Head of the Center was easy and smooth and in no time, we had scheduled scout meetings /workshops once a week for a whole year. During that year we did amazing work, we implemented 36 workshops, we networked these children with our scout members, their peers and we even organised 3 camps for them all."



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The approach we had was based on the unique scout method. So, we had a lot of learning by doing, learning in small groups, activities in nature, activities that contribute to each person's personal progress. For the activities/workshops usually we were 3-4 scouts and together we aimed to teach the children about our basic values:

Integrity: we act with integrity, we are honest, trustworthy, and loyal.

Respect: we have self-respect and respect for others.

Care: We support others and take care of the world in which we live.

Belief: We explore our faiths, beliefs, and attitudes.

We did a lot of outdoor activities such as opening tents, signalization, Morse code, orienteering in nature and with compass, art workshops, archery, many street games... and many more. The main challenge we had at first was maybe their discipline, but they learned how to work and help each other in their tasks very quickly. The second challenge we had was with the social workers appointed by the country who were crucial in signing their approval and letting the children go on a few days camp outside the centre with other children. There were some children that were not allowed to take part in these activities. On this matter unfortunately we couldn't do anything...it was sad, but it is the reality."

Bojan Gjoshev, a scout leader working with underrepresented communities:

"My first contact with Roma children was in 2017 when our adult scouts asked for volunteers who would like to go to a Daily Center for children on the street based in Shuto Orizari Municipality - the only Roma-run municipality in Skopje.

This centre is a place where more than 60 children and young Roma people come every day and have educational sessions, writing some homework, getting food and sanitary and hygiene products and other things with the goal to be present there instead of wandering on the streets, working or begging. The communication with this Center was made through one scout parent who is running it and was more than happy when we started going there and spending some quality time with these Roma children.

I don't recall having challenges while working with them or doing activities but the real challenge then and today because I am still going there once a week is the venue, their place and the surroundings. They don't have open space, yard and all that space for doing outdoor activities, but we are trying. Sometimes we organise for them to come to the City Park so we can have more fun and do running games.

These kids and the youngsters are not different than our scout members, so we didn't have any special or new approach while implementing the activities, we did everything that we are doing with the scouts on our regular meetings like walking on slackline, archery, orienteering, some decrypting messages with Germanicus and monoalphabetic, we learned the signalization with flags, opening tents, packing sleeping bag and many more."



Rejana Avdiaj, a scout leader working with communities that don't have many opportunities to participate in activities:

"Working with kids in small villages can be called a challenge due to the mentality of their parents and also the distance that we have from the city to their villages. During the summer camp in my community in Tropoje we took an initiative to include kids that live in villages and we decided to go to their place, to tell and explain to them about the summer camp that we organise.

In this way we are in touch with them, understand their needs, and we are a support for them, if anything happens. Also in this way the parents can feel more secure about where their kids are going. One part of our budget was for the transportation of these kids, so that the kids are safe and are with a supervisor when they come and when they go.

Also, despite the summer camp we tried to still be in contact with the kids in villages by organising activities in their school. We all went there with the Scout group, and organised different activities with different topics such as social, sport, music, dance and crafts. Working with these kids is an amazing feeling because they are very talented and since they don't have a lot of opportunities to organise and participate in games happening in their place, it is a lot easier for them to want to learn and participate more.

Being able to work with them means that we are an important part of their personal growth, because we are teaching them how to affect for good in others life by serving them, we made them understand more about the concept of being a volunteer."



4. BUILDING LOCAL SUPPORT

You have the drive. You understand what a Youth Group is. You embrace the mission and purpose of the Youth Organisation you would like to be part of.

Youth Groups can be formed from schools, tenants' associations, municipalities, etc. Whichever one you choose, the first question is whether you begin to recruit young people and leaders, or do you first sort out the logistics?

While it is tempting to start recruiting, it's probably best to have somewhere to meet first. Youth groups from Youth Organisations need a number of resources to function:

Human resources:

- Youth Group legal representative, Youth Group Leader;
- Adult leaders dealing with the implementation of the Youth program and coordinates the volunteers in the Units or sections;
- Young Leaders - persons engaged in work with a certain category of membership;

Material resources (premises, equipment):

- Youth group premises, that is, defining the place for holding meetings;
- Equipment (tents, mats, first aid, tools and other depending on the work and activities of the Youth Group);
- Material required for the implementation of the Youth Programme;
- Email address;
- A page on social networks or an internet presentation, and

Financial resources:

- Membership fees
- Open calls at local, regional and national level (project application)
- Sponsoring

After the personal training, the Youth Group should strive towards the formation of a complete structure of the Units or sections.

Don't try to do this on your own. One of the roles of the group leader and the support team is to identify the people in the local environment who can facilitate the acquisition of the resources you need. It is essential that you understand the Youth Group as an organism living in symbiosis with the local environment and when so, the Youth Organisation.

It is important, the human, material and financial resources needed to come from the environment of the Youth Group, in exchange of the educational services it provides to the local community.

The more this service is appreciated, the easier it will be to obtain the necessary support from stakeholders. Find people to help you from your support team and then together plan how you are going to approach your community for support. Keep track of this plan. Be strategic. Don't have six different people approach one business and ignore all the others.



4.1 Where do you start in your search for support?



Look critically at your community. Contact the local schools. Check with parents who may have time on their hands and be willing to help. Look at local businesses for sponsorship. You'll need to advertise. Check out community resources like libraries, other youth service organisations, retail centres, others.

Think about who your audience is. How will you create interest in your Youth Group or Organisation that will convert into action: you need young people to enrol and adults to volunteer as leaders.

Consider inviting a young person and a Youth leader from another Youth Group to share their experiences at a community event. Be creative. Community involvement is a key part of your success both at the beginning and as your Youth Group grows and expands. So much of your Youth Programme will involve helping out in the community and contributing to making it a better place for everyone (open to all).

As an example, Scouting is a multicultural youth movement. Relations with members of underrepresented communities are very important. The more diverse your Youth group is, the more your group and Youth Organisation will benefit. The best way for people to get to know what you do is to be active, to be out there in the community, helping out. Think of all the people and interests you could attract if you bring everyone in your Youth Group to help clean up the local park.



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5. A TEAM OF LEADERS

The first thing you will need to lead your Youth Group is a team of adult volunteer leaders and young leaders. We will see later how to recruit these volunteers, but first let's clarify what their profile is and what roles to offer them. Adult leaders, who are members of the educational team, should have a number of characteristics:

- They must be adults (18+), e.g., have sufficient maturity to enter into an educational relationship with young people with sufficient distance and reflection.
- They should be motivated by an educational responsibility. Personalities who are still immature are often more interested in the activities they carry out than in the educational objectives they help to achieve.
- The first task of adult leaders is to provide young members with a safe environment that protects them from physical or psychological abuse. They must establish a relationship of care and trust with the young people and ensure their safety through all activities.
- They should have a balanced personality, a sense of relationships with others, and a desire to learn. There is no need to focus on higher education or educational qualifications. In non-formal education, and in Scouting in particular, good Youth leaders need good psychological balance, to be able to establish healthy relationships with others, and to be motivated by a desire to learn and develop educational skills. These are far more important than university degrees.



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5.1 The different functions and roles

5.1.1 Youth Group leader - Youth Group legal representative

The Youth group leader should be recognised as a person of trust in the community, interested in the education of young people, and able to attract the support of many other people to start and develop a Youth Group.

The Youth Group Leader is the legal representative of the Youth Group at local and national level. Ideally, a Youth group leader would have enough contacts to connect with a large number of people in key positions in the local community who are likely to become stakeholders in the creation and development of the Youth Group.

Ideally, a Youth group leader could be linked to a local organisation to which a Youth Group could be added and thus benefit from essential human, material, and financial resources: school, neighbourhood association, youth centre, community centre, other.

Role of the Youth group Leader

The first role of the Youth group leader is to recruit section leaders, interested in non-formal education and working with young people. Once the leaders have been recruited, the Youth group leader should also establish a collective network of contacts to find the material and financial resources that the Youth group needs to establish and develop meeting rooms, equipment for activities, financial resources, etc.

Finally, the most important role of the Youth group leader is to facilitate the work of the educational team made up of the different leaders so that all together they can develop their skills to meet the educational needs of young people through the implementation of the Youth Programme and the organisation or support of quality educational activities.

Competencies of the Youth Group Leader

The Youth group leader holds a very important position as he / she is responsible for ensuring that their Youth Programmes are offered in a local environment.

The Youth Organisation has the duty to organise adequate training for Youth group leaders so that they can truly become leaders of educational communities.

Youth Group leaders should possess or acquire the following competencies:

- Ability to identify different possible actors in the local community to create and develop a Youth Group to gather the necessary human, material, and financial resources.
- Ability to explain and help implement Youth Movements' fundamental educational approach.
- Ability to implement organisational and leadership skills to create and operate an educational team capable of identifying and responding to the educational needs of children and young people by developing quality educational activities.



5.1.2 Youth leaders

Youth leaders are adults and youth who are interested in the non-formal education of young people of different age groups. Some will be interested in working with children, others with adolescents, and still others with young adults. In general, a Youth Group of 30 people is led by a team of three or four youth and adult leaders, but it can start with a lower number of interested people. Youth leaders should undergo training as soon as possible after their recruitment. This consists mainly of two stages: a basic training course and an advanced training course, but there is also on-the-job training and additional skills training to be undertaken.

Role of the Youth leaders

The Youth leaders are directly in charge of delivering the Youth Programme of the Youth Organisation to a specific age range or section. Their role is to deliver a safe, exciting and stimulating programme for their Youth groups, taking into account the needs, interests and abilities of their young people. The Youth leaders prepare and deliver quality activities, or enable the young people to do this, while ensuring the provision of learning opportunities. The Youth leaders are responsible for ensuring the safety of all, within the guidelines of the Safe from Harm policy, at least in Scouting.



Competencies of Youth leaders

- Ability to apply the fundamentals of Non-Formal Education to all aspects of their work;
- Ability to understand the needs of the young people in their group, and to develop a relationship based on respect for young people.

5.1.3 Support team

To enable the educational team to focus on the business of the Youth Programme, it is recommended to organise a Support team being at local or national level. This team is responsible for:

- **Public relations management:** creating a favourable environment around the Youth Group by publicising its achievements to the local authorities, the press, and all those who can help in terms of human, material, and financial resources.
- **Financial management:** assessing the financial needs of the group, helping to prepare the annual budget, organising the search for funds by preparing funding requests, managing funds, and accurate accounting.
- **Material management:** acquiring the material necessary for activities (camp equipment, workshop equipment, etc.), updating the inventory, and storing and maintaining the material and equipment.
- **Premises management:** finding the premises necessary for meetings and activities, and dealing with rent, insurance and maintenance issues.
- **Administrative management:** registering new members, collecting membership fees, taking minutes of meetings, etc.



6. RECRUITMENT

6.1 Recruiting leaders

6.1.1 Formulating your approach when recruiting leaders

Many people wonder how it is possible to recruit people who are willing to invest their time and energy, without being paid, to develop a Youth Group. To persuade people of the importance of voluntary involvement in the Youth Movement, you need to be prepared.

You could mention that throughout the world, different Youth Movements live and develop thanks to the commitment of millions of volunteers, such as the Big6 - World Organisation of the Scout Movement (WOSM), World Association of Girl Guides and Girl Scouts (WAGGGS), the Young Men's Christian Association (YMCA), World Alliance YWCA, International Federation of the Red Cross and Red Crescent Societies (IFRC) and the Duke of Edinburgh's International Award). You could add that your country not only needs professionals, businesses, and public services to develop, it also needs volunteers, i.e. people who are willing to contribute to the good of the community without being paid.

This may seem staggering in a world that seems to be motivated entirely by money, but surely every citizen is called upon to make a voluntary commitment in addition to their professional activity and contribute to the emergence of a more caring society based on mutual responsibility and mutual assistance.

For those concerned about children's development, consider making the point that holistic education requires the organisation of non-formal educational environments - such as Scouting - that complement the work of the school and the family by enabling young people to acquire the values and skills that will enable them to make a positive contribution to society. Participation in the leadership of a Youth group, as a group leader, leader of a section or assistant, or as a member of the support team, is therefore truly a civic commitment of the utmost importance.

6.1.2 Identifying leaders

Take the time to identify who you want and need as leaders. Some who are interested may be better suited to other roles. Your leaders have to fit, to have the right motivation, to be the right people. The most important thing potential leaders have to have is the right attitude and values; they can learn the skills they need once they have joined. When you have decided the sections of the group, the experience, and the personality type, then you can start looking for people who fit this profile.

And experience will play a big part in choosing your support team. When time comes to make your initial approach, it is a good idea to follow an initial telephone or email contact with an individual discussion being in a quiet public place or at home.



They are also an opportunity for a discussion during which you can have an in-depth exchange with people, provide them with information about your Youth Organisation and explain the importance of a voluntary leadership role. Listen to their reactions, questions, and attitudes. If the discussion ends positively, i.e. if the prospective leaders express an interest in your Movement and the proposed tasks, give them some pointers on where they can find out more about the Movement and invite them to an information meeting.



6.1.3 Organising an information meeting

The final step is to organise a meeting to which all those who have agreed to consider taking on a leadership role in your Youth Organisation are invited. The purpose of this meeting is to open a dialogue with the participants, to provide additional information, and to convince as many people as possible to accept voluntary involvement in the Youth sector.

Be sure to choose a warm and welcoming venue. Welcome each guest personally and introduce them to any leaders already involved in the local Youth group. You could make a short visual presentation to introduce your Youth Organisation and the Youth Group. Follow this by short well-prepared testimonies from different people already involved in the Youth Organisation explaining what this commitment means to them. It's always good to hear from people doing the job you might be interested in taking on. Describe the different positions to



be filled, their requirements in terms of skills and time, and the support that the Youth Organisation will provide. Be honest. Explain that these are important tasks that require an investment of time and training, but which in return bring significant personal enrichment. Once you have gone through the details, invite everyone to ask questions. Be clear and concise in your answers. Give everyone the opportunity to speak. If anyone wants to further explore the possibility of taking up a position in the Youth Organisation, make an appointment for a more in-depth discussion.

6.1.4 Personal interview, mutual agreement, and induction

Use this time to better understand the potential leader's motivation and personality and to answer any questions they still have. If everything goes well, you will reach a mutual agreement whereby they accept to take on a role for at least two years and to undergo training in the first few months of joining the Youth Group. In return, the Youth Organisation undertakes to provide them with all the necessary support, including training.

Leaders are entering an induction period where they are integrated into a group. Their official appointment to their position by the Youth Organisation will only take place after they have completed their basic training. The induction period should be seen as a trial period to make sure everyone is happy with the arrangement. It gives the new leaders time to understand the role, and decide if they will commit to your Youth Movement, and allows the group leader time to ensure they are a good fit.



6.2 Recruiting young people

6.2.1 Inviting members to join the Youth Group

There are several different models of how children and young people can be encouraged to join your Youth Organisation or Youth Group. We will list a few here, and it is certainly possible to combine the mentioned items:

- Poster advertising and open calls.
- Organisation of a presentation in a local school (while achieving good communication with teachers and professors).
- Organization of a presentation at a children's or youth event.
- Advertising through social media networks.
- Advertising through newspapers and television.
- Inviting acquaintances, friends or relatives.
- Peer invitation.



Experience so far has shown that there are several key areas that Youth groups should make sure to improve to ensure membership growth and strengthen its capacities, namely:

- Program activities in the form of caravans. Caravans are an activity for existing Scouts and for the recruitment of new members that include the presentation of part of the Scouting program. For the realisation of this type of activities your Youth Organisation or group provide a box for each program area. Each box contains a guide with suggested activities, including steps to implement them, as well as all the materials needed.
- Day activities in underrepresented communities to demonstrate actions your Youth Group or Youth Organisation is implementing and supporting.
- Other local organisations - other local organisations can also provide decisive support to your Youth group in a more balanced partnership. These are, for example, municipalities, youth centres, neighbourhood associations, special education centres, etc.
- Communication with stakeholders.
- Promotion in local schools.
- Mobilisation of volunteers.



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6.2.2 A framework for national cooperation

Youth Organisation leaders should carefully consider the agreements to be established between local structures and the Youth Movement. They should first develop contacts at national level with organisations that have local structures that can support the creation and development of Youth groups, for example:

- The Ministry of Education.
- Ministry of Youth and Sports.
- National Agencies for Youth.
- National Directorates in charge of Youth.
- National boards of charitable organisations (e.g. Rotary clubs or other).
- International NGOs, UN agencies, Embassies, other.

The objective is to negotiate cooperation frameworks at the national level that clearly establish the rights and duties of the partners.

6.2.3 A win-win partnership contract

These framework agreements provide solid models of partnership contracts to assist local leaders in their negotiations. It is indeed very important to maintain the Youth Movement's autonomy from the local support structure. The following points are particularly important:

- The Youth Organisation must remain in control of the selection of local adult leaders, and the recruitment of young people, without restriction.
- The local Youth Group should follow the national Youth programme.
- Local Youth group leaders alone decide what activities are offered to young people.
- Local Youth group leaders should follow the training offered by the Youth Organisation.
- Support from the local partner must be provided for a sufficiently long period (3–5 years) and cannot be withdrawn without at least 6 months' notice.
- The support provided by the local partner should be clearly defined.
For example, provision of meeting facilities, financial support, and support in recruiting leaders. In return for this support, the local Youth group leaders commit themselves to implementing a quality educational programme that enables a defined number of young people to acquire strong personal and social skills.
- Youth group leaders may also commit to support a number of events or activities organised by the partner.

The way in which the partnership agreement is implemented will be evaluated each year at a joint meeting between the partner and local Scout leaders to avoid possible misunderstandings and disagreements.



6.2.4 Communication with interested parties

Communication with interested parties is an important part for the successful realisation of your activities, as well as for building the team's brand. The main interested parties are:

- Parents
- Members
- Sponsors
- Institutions
- Your Youth Organisation
- other Youth groups

To strengthen your visual identity and make it stand out the seriousness of your organisation, it is recommended that you prepare all official documents (letters, requests, notices, letters of support, etc.) in an official memorandum.



6.2.5 Promotion in local schools

Your target group, children and young people, is found in the schools in your area and it is one of the simplest ways to reach this audience. However, in order to present yourself in the best light, as a serious organisation that has experience and a clear desire to contribute to the non-formal education of children and youth, you must pay attention to preparation.

One way is to go into schools and youth centres and talk to the young people about your Youth Organisation experience and what it can offer them. Talk to parents. If you are a parent yourself, you will know that you are competing with strangers who want to influence your child. Young people today face serious social pressures. Youth Organisations offer them adventure, growth, and learning with a chance to do something for their community. They can have fun while learning, have adventures while they mature, and they will make friends for life. For example, you can visit special interest groups and show how your Organisation is involved in the environment. Open up an activity to non-member participants to give them a feel for what they might expect.

Arrange a bring-a-friend evening, where each member brings a friend along. Show the community what you are doing. Get involved in community service. Be seen in the community. Whether you are cleaning a local river or stream, or picking up litter in the park, other young people who want to do something useful with their time will be interested.



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7. SETTING AND REGISTERING A YOUTH GROUP

In some countries, local Youth Groups have the obligation to register as Civil Society Organisation or Non-Governmental Organisation at local level (municipality) and be recognised by their National Organisation.

In other countries, Youth groups can join the national Youth Organisation by registering at national level and follow all rules and regulations of the Organisation. In such situation, please refer to your respective Headquarters.

7.1 Initial phase

- Determine the name of the Youth Group - the best from the sphere of nature/culture/history of the city.
- Determine the founders of the Youth Group (NGO) with a minimum of three persons (adults 18+).
- Determine the responsible person, legal representative of the Youth Group and the Youth Group Leader.
- Determine the Headquarters, that is, the address where the Youth Group will be registered.
- Organise the founding assembly.
- Possible discussion about the characteristics of the Youth Group (logo - if defined by the Statute).
- Inform the National Youth Organisation or an existing local Youth Group about the intentions, so that they can provide you support.

7.2 Legal regulations

In some countries in Western Balkan, the Youth Group must be registered within the Ministry of Public Administration or at the Central Registry as a non-governmental organisation. An NGO must be founded by at least three adults. Along with duly completed applications for registration in the Register of Non-Governmental Organisations at the Ministry of Public Administration of Montenegro, the following documentation need to be submitted:

- Application for registration in the register of non-governmental organisations.
- Founding Act.
- Minutes from the founding assembly.
- Statute of the organisation.
- Photocopies of the identity cards of the founders or certified copies of passports.
- Founding documents (registration decisions and ID number) - if the founder is a legal entity.

The documentation is submitted in person or by mail to your National Authorities in charge.



7.3 Making a youth group seal

In some Western Balkan countries, a Youth Group seal is mandatory. Check with your Youth Organisation. In case you have to have a seal, the seal can be made in a dedicated shop, but often also in print shops or smaller craft shops. Documents that are needed for making the seal that you need to bring: Original or photocopy of the decision on the establishment of the Youth Group from the Ministry of Public Administration and the statute of the organisation. The seal is made based on the part of the statute that describes the appearance of the seal. When collecting the stamp, it is mandatory to bring a valid ID card for inspection.



7.4 Electronic signature

In some Western Balkan countries, the person authorised to represent the Youth Group should have his/her electronic signature. It serves as a substitute for a physical signature and is most often used when signing documents for the final account, contracts, tax returns and the like. The electronic signature can be installed in the form of a special "USB stick". The procedure for issuing an electronic signature usually takes several days. As an example, the signature can be obtained at the post office of Montenegro (www.postacg.me). You should check the procedure with your Youth Organisation and or relevant authorities in your country.



7.5 Opening a bank account

In order for the Youth Group to be able to receive membership fees, donations, money from projects and other income, but also to be able to organise activities, acquire equipment and have other expenses, it is necessary to open an account in the appropriate bank. The procedure and required documentation is different for each bank, but the basis is that a person authorised by the Youth Group should contact a bank employee who will give him/her a list of the necessary documents for opening an account. It usually takes about a week to open an account, but it can also depend on local specifics.

7.6 Creation of the visual identity of the Youth Group

In some Youth Organisations, local Youth Groups are to define and create their local visual identity with its own colours and own emblem, which are the basis of the visual identity of the Youth Group. The material and the emblem should be coordinated with each other, so that the Youth Group has a nicer image. Colours are usually chosen in accordance with some local specificity or in accordance with the name of the Youth Group. For the selection of colours and help in creating the emblem, you can contact the Support team of your Youth Organisation or the Office of the Youth Organisation. Visual identity is also used in the production of T-shirts, sweatshirts or other. If your Youth Organisation is using an emblem and wearing uniforms, it is mandatory to follow the regulations of the national Youth Organisation.

7.7 Accession and recognition by your National Youth Organisation

Usually, the registration process within an Youth Organisation is defined by the rulebook on registration. For the registration procedure, you should contact your National Youth Organisation. The procedure includes the submission of appropriate documents as evidence and the signing of certain documents on joining the Youth Organisation.

After submitting the registration documentation, the newly formed Youth group waits for the next General Assembly of the Youth Organisation, where it presents its program to the delegates of the Organisation and makes a request for acceptance as an associate member.

After 2 years of active operation and fulfilment of all registration procedures, the Youth Group presents a request for acceptance for full membership.



7.8 Obligations of the Youth Group towards its National Youth Organisation

After a Youth Group joins its National Youth Organisation, the Youth Group is obliged to follow and respect the acts of its National Youth Organisation and the instructions provided by the authorities of the National Youth Organisation. In addition, the Youth group has the obligation to:

- Continuously implements the Youth Programme of the National Youth Organisation.
- Respects and implements the rules prescribed by the rulebooks of the National Youth Organisation.
- Submits annual work reports.
- Participates in national activities, especially trainings for their members.
- Pays the annual membership fee for all Youth Groups members.
- Participates in annual meetings, General Assembly of the National Youth Organisation.
- Informs the National Youth Organisation about changes of representing person, group leaders, address, e-mail, and other data important for smooth two-way communication.

7.9 Obligations of the Youth Group towards the State

Each Youth Group is obliged as a legal entity to:

- Once a year, organise the General Assembly of the Youth Group.
- Hires an accounting agency to manage the finances of the Youth Group.
- Submits the final account, prepared by the accounting agency, signed by the representative of the Youth Group.
- During the whole year, to properly keep and manage the relevant documentation (financial documentation, decisions, record cards and access cards, letters, activity book, other).
- Respects the laws and regulations regarding the transportation of children, camping and staying in nature, protection of personal data and other acts in accordance with the laws of their respective countries.

7.10 Obligations of the Youth Group towards its members

In order for the Youth Group to be able to purposefully implement the Youth Programme of its Youth Organisation, it is necessary to:

- Organise activities for the members, ideally on a weekly basis. Depending on the needs and form of the activity, it can be on a two-week basis, or on a monthly basis if the activities are longer. The schedule of activities is determined by the Youth Group work plan.
- Respect the work of volunteers, leaders, associates, friends of the organisation and all members of the Youth Group.
- Ensure the appropriate level of hygiene during the activity.



- Ensure appropriate safety of participants during the activity.
- The existence of two-way communication between leaders, that is, Youth Group authorities and their members. Leaders should listen to the needs of the membership, and the membership should understand the leaders' decisions.
- That each member of the Youth Group is registered in the Youth Organisation.
- That each member of the Youth Group is provided with the material, equipment, and features of the Youth Organisation.
- That every member is enabled to progress in personal development.

7.11 Communications

Communications can be divided into:

- Internal communication (among members, Groups of the Youth Organisation, parents, friends of the organisation, Headquarters of the Youth Organisation)
Within the Youth Group, it is very important that Youth Group leaders meet at least monthly in order to monitor and analyse the previous work and to agree on further work. Between those meetings, practice has shown that the best channels for internal communication are Viber and WhatsApp but you can choose any other channel and
- external communication (media, stakeholders, public, other).



We can attract the attention of external audiences by conveying an effective message in different forms, media and activities. There are several ways we can deliver a message, through:

- Well-prepared promotional material.
- Social networks: Facebook, Instagram, YouTube, Tik-Tok (each network targets a certain age group).
- TV, newspapers, radio.
- Logo and visual elements.
- Activities in public places.
- Message/motto (for example "Be prepared").



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7.12 Financing

Membership fee

The membership fee adopted by the General Assembly of the Youth Group or the National Youth Organisation if not registered at municipal level, is one of the ways a Youth Group can be funded.

When registered at municipal level, the Youth Group can decide on the dynamics with which it will charge the membership fee: it is usually on an annual basis, and it can be partially during the year. Youth Group members may also pay registration fees for certain Youth activities. In the first year of forming a Youth Group, it is very important to balance the amount of membership fees and the benefits that the Youth Group offers.

If registered at National level, within a Youth Organisation, the membership fee is adopted during the General Assembly of the Youth Organisation, including the repartition of the fee (e.g., 30% for the Headquarters of the Youth Organisation and 70 % for the Youth Group).



Local municipality projects

In all countries, municipalities have regular open calls where they invite Youth Organisations, CSO and NGO to apply with their projects.

Youth Groups registered at municipal level and, as a legal entity, have the possibility to apply for local municipality projects. In addition to local ones, they also can apply for open calls issued by inline Ministries (for example, Ministry of Sports and

Youth, Ministry of Sustainable Development and Tourism, Ministry of Education, etc.).

For Youth groups not registered at municipal level, they have the opportunity to apply to local and national open calls, through their respective National Youth Organisation, CSO or NGO. The Office will support them in the process of application. Practice has shown that local governments rarely approve project proposals for organisations in the year of establishment.

Sponsorship

Experience has shown that the Youth Organisations are recognized by citizens and small/medium/large business owners. Business owners often provide support to Youth Groups through material and financial donations. For this purpose, you need to submit a donation letter and present your needs to them.



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8. VALUES AND WORKING METHODS

As Youth group leader, your main concern should be to operate the Youth Group as an educational community involving your leaders, your support team, the young people themselves, and their parents in achieving the competencies of your Youth Programme. As a learning community, your Youth Group will have particular values and working methods.

8.1 Cooperative values and working methods



While a Youth Group's educational community must be founded on a set of values that support its development and the growth of its members, it is up to each community to define more precisely the values that will support its functioning and its life. The example is based on the values of Scouting as proposed to young people by the Scout Law. These include, among others:

- Active learning and information seeking: everyone is responsible for their own development and is committed to acquiring new attitudes (behaviour), knowledge, and skills.
- Freedom of inquiry and expression: everyone is free to express themselves, ask questions, and participate fully. All ideas are taken into consideration.
- Respect and care for others: everyone strives to understand, respect, and help others.
- Shared responsibility: everyone plays an active role in the functioning of the community and strives to participate fully in decisions and activities.
- Friendship and enjoyment of being together: everyone strives to maintain an atmosphere of sharing and friendship in the community and to make community life enjoyable and stimulating.
- Commitment to serve the common good outside the community: knowledge and skills acquired in the community should be put to use for the common good in a wider environment, at local, national, or even international level.



- Personal commitment, loyalty, and openness: everyone strives to live the values of the community to the fullest and to evaluate their participation in the community and their personal development.

A learning community is based on a culture of learning that involves everyone in a collective effort to understand and acquire knowledge. The objective is to advance collective knowledge in a way that supports the development of everyone's knowledge.

8.2 Characteristics and objectives

An educational community has four essential characteristics:

1. A diversity of levels of knowledge and expertise: its members are valued for the contribution they make to the whole while receiving support for their personal development.
2. A shared goal of continuously advancing collective knowledge and skills.
3. A prioritised goal of learning to learn.
4. Organised mechanisms to share what is learned.

When a learning community encounters a problem, it uses its collective knowledge to solve it. It is not necessary for each member to assimilate every piece of knowledge that the community possesses, but each member needs to know who in the community has the skills to solve a particular problem. This is a radical departure from the traditional school perspective, which emphasises individual knowledge and performance with the concern that all students acquire the same knowledge at the same time.



8.3 Youth Group Leaders Board

A key tool for leading the Scout Group's educational/learning community is the Youth Group Leaders Board. The Youth Group Leaders Board is an essential forum for sharing observations



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made about young people, analysing problems encountered, sharing good ideas for solutions, evaluating everyone's behaviour towards young people and becoming aware of mistakes made as well as successes achieved. It consists of the group leader, a leader from each of the different age sections, and the support team. Chaired by the group leader, it meets once a month to review the activities of the different age sections.

Even if your adult leaders lack training, as long as they help each other to share their observations and use common sense, without prejudice, they can solve the most common educational problems.

By sharing experiences and difficulties, and working together to analyse the problems encountered, solutions can be found in terms of competencies, positive relations with young people, and the development of quality activities. The Youth Group Leaders Board is a practical and constructive way of adapting the Youth Programme to the needs of young people in the local context and of improving the relevance, quality, and attractiveness of the activities proposed in the units. It is also an effective way of helping leaders to gradually acquire personal mastery in the field of non-formal education by sharing observations made about children and young people, determining educational objectives and competencies, and guiding and evaluating the proposed activities, all of which are essential to develop the quality of your Youth Movement experience.



8.4 Meetings of the Youth Group Leaders Board

Decide the agenda in advance according to any problems identified. Be sure to include a good balance between organisational, public relations, logistical, and financial issues on the one hand, and educational issues on the other. By sharing experiences, the group council can be an excellent tool for

continuous training and knowledge management. Your meetings will evolve over time and take their own format. Some agenda items you might consider starting with include the following:

Section leaders' report

- Organised activities

How were they prepared, experienced, evaluated?



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*What did the young people get out of them, individually and collectively?
What educational impact did they have?
What specific problems were encountered in the selection, organisation, and implementation of the activities?*

- Young people's behaviour

*Relationships within the teams, the atmosphere of the section, differences or conflicts?
Do some young people show positive behaviours and qualities? Which ones? How do we recognise them?
Do some young people have behavioural problems? Which ones? How can they be addressed?*

- Implementing the Non-Formal Education Method:

*Is personal progression effective?
Have young people set personal goals?
Have the young people obtained stage or skill badges?
Are there any elements of the Method that are not well applied? Which ones? What successes have been achieved in implementing the Non-Formal Education Method?*

- Relationship with parents:

How to interest and involve them?

In addition, section leaders who have attended training courses at local or national level report on what they have learned and how they are applying their new skills.



Support team with the Youth group report

Give each member of your support team the opportunity to speak. For instance, your Finance person should give an account of current balances, grant applications, fundraising activities, upcoming expenses, etc. Your PR person should account for how the Youth Group is being perceived locally and what has been reported on in the media. During these reports, as Youth group leader you should note the main

problems or difficulties encountered and then discuss them to find solutions. Note the main conclusions and formalise an action plan to implement the proposed solutions.



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8.5 Adapting non-formal educational proposal to local needs

Each Youth Organisation active in Non Formal Education should define an educational proposal in which it explains how it intends to meet the expectations and needs of young people in the society in which it operates.



Your Youth Group, in turn, should analyse the expectations and needs of young people in your local environment and adapt the national educational proposal to the conditions and needs of the village, neighbourhood or town in which you operate.

Your first objective is to identify the local educational needs which your Youth Group should prioritise. In dialogue with the stakeholders who support your

Youth Group (parents, educators, local elected representatives, teachers, others), identify these priority needs in order to adapt your educational proposal where needed.

For example, these may include facilitating young people's empowerment and involvement in the local community, facilitating educational success, combating inter-community prejudice, promoting health education, or helping to reduce juvenile delinquency or acts of incivility.

Thus, the team of local leaders will develop a specific educational project that will attract the interest and support of parents and local authorities. The Youth Organisation educational proposal is the tangible tool used to ensure your Youth Group's and Youth Programme is delivered with and to young people at its centre, and the mission of your Youth Organisation as its goal.



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Annex 1 - About Scouting

I. What is Scouting?

The World Scout Movement

The World Organisation of the Scout Movement (WOSM) supports the growth and development of Scouting worldwide to enable more young people and volunteers to experience Scouting's life-changing educational offering. Scouting is the world's leading educational youth Movement empowering 57 million young people and volunteers to be active global citizens and agents of change in their communities.

Scouting is a global youth Movement that builds friendships, experiences, and skills for life, shaping young people's futures as active citizens. More than 500 million young people and adults have joined and experienced the power of Scouting's non-formal education since it was founded in 1907. Since then, the Scout Movement has continued to grow and is now active in 173 National Scout Organisations. Today, over 57 million young people, supported by millions of dedicated volunteers, take part in Scouting activities and events worldwide.

A global educational youth movement

Scouting's mission is to contribute to the education of young people through a value system based on the Scout Promise and Law. Through Scouting, we are building a better world where people are self-fulfilled as individuals and play a constructive role in society.

By 2023, Scouting's vision is to be the world's leading educational youth Movement, enabling 100 million young people to be active citizens who create positive change in their communities and around the world based on shared values.

National Scout Organisations

Scouting is a global movement connected together through 173 National Scout Organisations that deliver quality Scouting programmes, events and initiatives locally and nationally.

The mission of Scouting should contribute to the education of young people, through a value system based on the Scout Covenant and the Law, to help build a better world in which people are realised as individuals and have a constructive role in society.

Scouts organise their activities according to their respective **National Youth Programmes**. The program is based on the aspirations of young people, through their participation, because they are the best representatives of their own development and happiness. But that does not mean denying the stimulating and educational approach of adults. They have their natural place in the development of the program, in terms of suggestions, opportunities, offering alternatives, motivation and help for young people to use their potential. But none of that can



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be done without taking into account the wishes of young people and their active participation in the development and implementation of the program.

The reason for this lies at the very heart of Scouting. As early as 1909, in an improvised speech at the University of Chile, Robert Baden Powell (the founder of the Scouting organisation) described his concept of education by stating that:

"The bait that the fisherman places on the tip of the hook, either it is a worm or an insect, has nothing to do with the fisherman's flavour, on the contrary, it should match fish flavour".

The Scouting Program is coordinated with formal education in such a way that children and young people, working on it and with its help, acquire supplementary practical knowledge. During Scouting activities, children, and young people, through peer education and intergenerational cooperation, gain knowledge and experience from all spheres of interest, which can later be of great help in life.

Scouting seeks to make young people into responsible individuals who are responsible for their own development. Scouting encourages them to learn for themselves, rather than passively receiving standardised instructions. Therefore, it is essential to offer them educational goals that are relevant to their personal development and the world in which they live. The characteristics of a quality program are:

- Based on youth needs.
- Adapted to cultures.
- Diversity.
- Adjusted to the time we live in.
- Contains variable and non-variable elements.
- Regularly reviewed and adjusted.

II. How do Scouts work?

The Scouting organisation bases its activities on the Scouting method. The Scouting method has eight constituent elements, which are equally important in the education of young people and children and represent the key approach and specificity of Scouting, in contrast to other educational movements and organisations. Those elements are:

1) Work in small groups

Working in small groups through good communication, friendship, support and cooperation, actively involves each individual in the work and leads him/her to realise his/her own responsibility within the group. Each member has rights and duties that contribute to the achievement of the common goal and better and more efficient work of the group. Thus, the group acts as a single entity in achieving the set tasks.



2) Learning by doing

Learning through work is a Scouting method that achieves educational goals, acquires new knowledge, skills and attitudes, which are achieved through active participation in various forms of work. Through direct practical experiences, which gives them greater motivation, members reach certain goals more productively and easily.

3) Personal development scheme

The progressive scheme represents the development, i.e. the constant progress of the members of the organisation with the help of a systematic connection of program units, which are offered gradually, by gaining different levels of knowledge and "badges" that are primarily defined in the Youth Programmes and Special Programmes. In order to be stimulated, members should always have new challenges in front of them.

4) Life in nature

Nature is an eternal challenge for humans because it offers endless possibilities. Life in nature is important because in it, Scouts learn true values and have opportunities for physical, social, intellectual and spiritual development, as well as character development. Nowadays, this method is particularly important, when members mostly live in urban areas, primarily to preserve their health, but also to develop environmental awareness.

5) Symbolic frame

The symbolic framework is a method of work where we create a system of values modelled on a culture or community (real or taken from a novel, film or other inspiring content). According to this system of values, members follow in the footsteps of their idols, set an example for others, and at the same time adopt moral codes. It is important that the symbolic framework corresponds to the real needs of children and young people of the same age and that it stimulates their interests and enthusiasm.

6) Scout promise and laws

This method of work represents the cultivation of a value system, which contributes to each member being proud and consistent with the Covenant and the Law, building their code of conduct and commitment to the Mission, principles, goals and traditions of their organisation.

7) Community support

Community support implies involvement and contribution to the community. Every individual and every unit is part of a community in which he/she works, moves and lives or resides. That community should be known in order to know what its values and needs are, and



accordingly one should be ready to participate in its development. This applies not only to local, but also to national and international communities.

8) Adult support

Adults in youth organisations (volunteers) have a crucial role and occupy an important place. The purpose of involving adults in the organisation is to support the implementation of the Youth program. Adults should create and maintain a stimulating and safe environment for young people to work. The roles of adults are:

- Management of the Scout Units - management structure.
- Staff training - organisation and realisation of a form of training.
- Technical functions - secretary, treasurer, economist, etc.
- Advisory role.
- Development and review of a program, statute, training system, planning and realisation of activities.
- Provision of working conditions - resources, responsibilities, technical support, etc.

Adults satisfy their needs through different aspects:

- Participation in various activities - trips, tours, camps, bivouacs, etc.
- Systematic training.
- Participation in international activities.

Volunteers and adults, base their work on a voluntary basis in the organisation.

III. What does a National Scout Association offer to Scout Units?

A National Scout Association, as an umbrella organisation gathers all Scout Units of a country and offers many opportunities. Scout Units are acting as full members and associates. By becoming a member of the National Scout Association, the Units receive:

- Opportunity to participate in trainings.
- Opportunity to participate in networking events with other Units.
- Opportunity to participate in competitions and other activities organised by Association.
- Opportunity to participate in prize contests organised by the Association.
- Opportunity to participate in international activities.
- Provides support in the implementation of the Scouting program.
- Develops and provides literature.
- Promotes local initiatives.
- Rewards outstanding individuals.
- Provides the possibility of professional engagement.
- Informs about opportunities, news and provides important notifications about information important for the functioning of the Unit.



- Provides use of the Scout brand.
- Represents and protects the interests of the Unit at the national, regional and world level.
- Provides mentoring assistance to Units.
- Subsidises certain activities for Units, selected groups of Scouts or individuals.
- Provides an opportunity to develop a specific visual identity.
- Provides advisory services.
- Provides access to a network of partner organisations.
- Provides membership in a movement that is recognized as an active member of the local community.
- Support for each Unit to grow and develop.

IV. Youth Programme in Scouting

The general program (Youth Programme) is intended for members of the National Scout Association who are between 7 and 20 years old and represents the primary instructions for defining the topics of Scouting activities. We can see the Youth Programme of a National Scout Association as a guide for achieving the Scouting mission at the national level. It contains program requirements, divided into different levels of knowledge depending on the age of the members.

Generally, the Youth Programme is based on 7 areas: life with nature; organisation, spirit and tradition; contribution to the community; leadership and teamwork; science, craft and technology; health and recreation; art, culture and entertainment. Members of Scout Unit are mastering the program requirements, through participation in Scouting activities, in order to progress through the Scouting organisation.

Through work on the Youth Programme, the Scouting mission, that is, the goals of the Scouting organisation aimed at individuals and the community from the local to the national to the global level, the acquisition of general knowledge, skills and abilities and the development of a positive value system for which the Scouting organisation stands for, is realised. The Youth Programme is a response to the needs and problems of today's youth. One of the goals of the Scouting program is to provide intellectual, emotional, physical, social, and spiritual development to each individual.

Special program might be offered and should be understood as a supplement to the Youth Program of the National Scout Association. Unlike the Youth Programme, the Special Programme offers members the opportunity to develop individual skills and acquire knowledge in many different areas related to everyday life, as well as professional orientation. The main goal of the special program is to develop the individual to his full potential and provide a chance for individual and personal development, in addition to the collective development that is achieved through the general program.



V. Organising a dedicated training for young leaders

Given that some National Scout Association have limited resources, there is no possibility for an unlimited number of participants in capacity building events. Very often, the number of participants from one Unit is limited to 2-3 Scouts, while the need for new Scout Unit young leaders is much greater. In that case, the Scout Unit has the opportunity to organise a local training for leaders according to the program and training framework of the Association, which will be recognized by the Educational Team of the Association. In that case, the host Scout Unit sends a request to organise a local training for young leaders, along with a program and a program team. If the Scout Unit does not have personnel who could implement the program part of the training, then the Unit additionally sends a request to the Association for support with trainers.

The first impression is the most important. It is very easy to attract children and young people to come to a Scout meeting/activity given the attractiveness of the program, but it is much more difficult to keep them active. Therefore, the program team of the Association has developed a proposal of activities and workshops for the implementation of the first meetings in order to effectively capture the best of the Scouting program for your Scouts, in an innovative and attractive way.

VI. Difficulties in work

If the Scout Unit has difficulties in its work in the form of a lack of professional staff, poor response of children, lack of quality activities, lack of equipment, lack of premises, lack of funds, low motivation of the membership, the office of the Scout and Guide Association of Montenegro can be contacted for help and advice, which will hire a suitable person for providing support in order to overcome these challenges, and for this there are different alternative work models. If the Scout Unit has important challenges, and you are thinking about shutting it down, you should also think about these items:

- Is there someone who would take over leading the Unit (interested parents, one of the adult Scouts, friends of the organisation).
- Is there any other Scout Unit nearby that could help in overcoming the crisis.

If even in this way the Unit cannot survive, it is important to observe the following items when shutting down:

- Whether all obligations towards the state have been fulfilled - check with the accountant.
- Can the membership be transferred to a nearby Unit.
- Can the equipment be purposefully donated to another Unit, the Association or can it be scrapped and given to the remaining membership.
- Look at the items from the Statute of the Unit that define this area.



The administrative procedure for shutting down a non-governmental organisation does not have many steps. The non-governmental organisation is deleted from the register:

- at the end of the period for which it was established, within three days from the last day of that period.
- on the basis of the decision on termination of work, within three days from the date of delivery of that decision to the Ministry by the person authorised to represent the organisation.
- on the basis of the decision to ban the work of a non-governmental organisation, within three days of the publication of that decision in the Official Gazette of Montenegro.
- on the basis of the decision to end bankruptcy proceedings or voluntary liquidation proceedings by abbreviated procedure in accordance with the laws governing bankruptcy or voluntary liquidation proceedings, within three days from the date of deletion from the register of business entities. A non-governmental organisation is deleted from the register at the request of a member of the organisation, if the number of members of the organisation is reduced below the minimum number of founders prescribed by law, and the competent authority of the organisation does not make a decision on the admission of new members within one year.

In addition to the act referred to in paragraph 1 point 2 of this article, the non-governmental organisation is obliged to submit the minutes of the session of the governing body, proof of the submitted final account with balance sheet and income statement, proof of settled tax and other public debts on the day of the decision to cease work and financial report on the state of the organisation on the day of the decision on termination of work.

VII. Do you know?

Do you know that, from 13 people who took part in the Apollo missions, 11 were Scouts? That the first man who landed on the Moon, Neil Armstrong, was a Scout?

Do you know that Scouts are the oldest active movement for children and youth in the world, which has been operating continuously since 1907?

Do you know that the Scouts are the largest non-formal education movement in the world, with more than 60 million members in almost all states and territories?

Do you know that the Scout organisation is based on the needs and aspirations of young people and enables them to acquire knowledge and skills that can contribute to their personal development, as well as to the development of the community?

Do you know that through the Scouting organisation, an individual learns experientially and acquires the knowledge needed for life in the 21st century?

Do you know that the Scouting organisation deals with informal education, complements and contributes to formal education and is part of informal education?



Do you know that many famous and successful people spent their childhood as Scouts? Among them are scientists, doctors, politicians, athletes, cultural workers... Actors Daniel Radcliffe and Harrison Ford, director Steven Spielberg, musicians Paul McCartney and Bon Jovi, researcher Bear Grylls, athletes Michael Jordan and David Beckham are just some of them.

Do you know that the previous Queen of England, Elizabeth, was an honorary member of the Scout organisation, while Kate Middleton, Duchess of Cambridge is an active member of The Scout Association.

Do you know that many famous people from our area, Western Balkan, such as basketball player Vlado Divac, musician Neša Galija, poets Miroslav Mika Antić, Vitomir Nikolić, actress Gorica Popović, model Kristina Ivanovska, alpinist Iliana Arsova and film director Tamara Kotevska were Scouts?



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