



**WORLD ASSOCIATION  
OF GIRL GUIDES  
AND GIRL SCOUTS**



# **YOUNG WOMEN IN GOVERNANCE RESEARCH**

**(MOTION 32 OF THE 36<sup>TH</sup> WORLD CONFERENCE)**

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## WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS (WAGGGS) YOUNG WOMEN IN GOVERNANCE RESEARCH (MOTION 32)

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### Abstract

This study explored the inclusion of Young Women in decision-making roles at the National, Regional and Global levels of the Girl Guiding and Girl Scouting Movement. At the 36th World Conference in 2017, the World Board of the World Association of Girl Guides and Girl Scouts (WAGGGS) was tasked with conducting a research project to explore why more Young Women were not standing for governance roles within the Movement, and to identify recommendations on how to improve this. - With the direction from the World Board and the support from the Motion 32 Project Team, the Young Women Research Team (YWRT) was created to carry out the necessary research. A mixed-methods study was conducted across the WAGGGS five regions between March 2019 and December 2019, both virtually and at in-person events throughout the world.

Through 43 interviews, 14 focus group discussions (FGD) and 3 surveys, the majority of respondents (97%) stated that they strongly believe that it is important to include

Young Women at the National, Regional and Global levels of decision-making. Two-thirds of respondents stated there should be a minimum quota in place for the number of Young Women within these decision-making bodies. The study found that more than half (54%) of the Young Women felt ready to take up decision-making roles. When exploring the top motivating factors for Young Women to apply for these roles, the general conclusions include having representation of young people's voices, inspiring other young people, as well as personal experience and development. However, a number of barriers were identified by Young Women to take up these roles, including lack of awareness on decision-making role opportunities (national-level, 63%; regional/global-level, 60%), followed by imposter syndrome (57%) and lack of time (57%).

Our research findings indicated that there is a desire for Young Women to be involved within the National, Regional and Global levels of decision-making in the Movement but more coherent actions are recommended to ensure these roles are attainable, attractive and beneficial for Young Women and the Movement. We also recommend the Member Organisations to conduct further similar study at the national level to consider local contexts and more in-depth data collection of their local volunteers and members.

## TABLE OF CONTENTS

<b>1. PROJECT BACKGROUND</b> .....	<b>6</b>
1.1 MOTION 32 INTRODUCTION.....	6
1.2. RESEARCH QUESTION, AIM AND OBJECTIVES .....	8
1.3. OPERATIONAL DEFINITION.....	9
<b>2. RESEARCH METHODOLOGY</b> .....	<b>10</b>
2.0 PROJECT TIMELINE .....	10
2.1 PARTICIPATORY DESIGN (DESCRIPTION AND YWRT COMPOSITION)....	11
2.2 STUDY DESIGN .....	12
2.3 SAMPLE GROUPS .....	13
2.4 DATA COLLECTION - GLOBAL AND REGIONAL .....	13
2.5 ANALYSIS.....	16
<b>3. RESULTS</b> .....	<b>18</b>
3.1. DEMOGRAPHICS.....	18
3.1.1 REGIONAL DISTRIBUTION: .....	18
3.1.2 AGE DISTRIBUTION:.....	19
3.1.3 EDUCATION LEVEL: .....	19
3.1.4 EMPLOYMENT STATUS:.....	20
3.1.5 THE DISTANCE BETWEEN RESPONDENTS' RESIDENCE AND HQ/CAPITAL:.....	21
3.1.6 ACTIVE YEARS IN GUIDING: .....	21
3.2. BENEFITS OF HAVING YOUNG WOMEN IN DECISION-MAKING ROLES	22
3.3. PATH TO DECISION-MAKING ROLES .....	23
3.4. READINESS TO TAKE UP DM ROLES.....	25
3.5 CURRENT STATUS OF YW IN THE NB .....	27
3.6. DECISION-MAKING OPPORTUNITIES (WB AND RC) IN WAGGGS.....	28

3.7. EXTERNAL DECISION-MAKING OPPORTUNITIES.....	31
3.8. BARRIERS OF YOUNG WOMEN TO TAKE UP DECISION-MAKING ROLES .....	32
4. DISCUSSION AND RECOMMENDATIONS.....	35
5. LIMITATIONS.....	45
6. SUMMARY AND CONCLUSIONS.....	47
ACKNOWLEDGEMENTS.....	48

## LIST OF FIGURES

Figure 1: Operational definitions .....	9
Figure 2: Opinions about introducing a quota system.....	23
Figure 3: DM Roles that Young Women want to take up in the future.....	25
Figure 4: The portion of young women who previously held a decision-making role	26
Figure 5: Readiness to take up DM roles .....	27
Figure 6: The rate of having specific opportunities on National Board for Young Women.....	28
Figure 7: How WB/RC opportunities are heard by YW.....	29
Figure 8: Effectiveness of programmes preparing YW for WB/RC roles.....	30
Figure 9: Helpfulness of these roles for DM roles in the Movement to YW .....	31
Figure 10: Reasons why YW do not apply for DM roles.....	33
Figure 11: Familiarity with NB nominations process .....	33
Figure 12: Familiarity with WB/RC nominations process.....	34
Figure 13: Summary of Recommendations and Stakeholder concerned.....	44

## LIST OF TABLES

Table 1: Regional Distribution .....	19
Table 2: Age Distribution.....	19
Table 3: Education level .....	20
Table 4: Employment Status .....	20
Table 5: Distance between residence and HQ/Capital .....	21
Table 6: Active years in Guiding.....	21

## **1. PROJECT BACKGROUND**

### **1.1 MOTION 32 INTRODUCTION**

The World Association of Girl Guides and Girl Scouts (WAGGGS) is the largest voluntary organisation for Girls and Young Women with around 10 million members from 150 countries. WAGGGS' mission is to enable Girls and Young Women to develop their full potential as responsible global citizens. The vision is that all Girls and Young Women are valued and take action in the world.

The World Bureau of WAGGGS is located in London, UK beside Pax Lodge (one of the Movement's five World Centres). The other World Centres are: Sangam in India, Our Chalet in Switzerland, Our Cabana in Mexico and Kusafiri in Africa. WAGGGS has Member Organisations (MOs) in 150 countries across 5 regions: Africa, Arab, Asia Pacific, Europe, and Western Hemisphere. WAGGGS' leadership status derives from the Constitution, then the World Board, the Committee, the Working Groups, the Regional and the World Conference; WAGGGS works both regionally and globally to achieve its mission.

Throughout the Girl Guiding and Girl Scouting (GG/GS) Movement, more and more Young People/Women have been encouraged to participate in various leadership and decision-making roles at all levels in the past years. This has been brought about by the excellent work done in the previous triennium (2015-2017), where the primary focus was on the strategic theme of leadership. These efforts were further built upon in the current triennium.

In the 2018-2020 Global Strategic Plan, one of the outcomes has been to "build leadership capacity at every level". Despite this, there were no candidates under the age of 30 standing for the World Board at the 36th World Conference in 2017. Since WAGGGS is the largest leading youth movement for Girls and Young Women, the organisation needs to strive for greater age diversity and intergenerational collaboration within the highest levels of its governance. Young Women between the ages of 16 and 30 need to be encouraged to apply for such decision-making roles. In order for the Global Strategic Plan to be fulfilled, Young Women have to be elected or



appointed to the role; they need to have the right to put forward ideas, suggestions, changes and recommendations to the Board, and they need to have an equal right to vote as well as an equal role to play and ability to contribute as the rest of the Board members.

To support this aim, a motion regarding Young Women in governance positions was put forward at the 36th World Conference by Austria, Barbados, Belgium, Belize, Canada, Estonia, Germany, Ireland, Luxembourg, Netherlands, Niger, Norway, Poland, Rwanda, Slovenia, Spain, Sweden, United Kingdom. The motion put forward (Motion 32) asked the World Board to investigate why more Young Women were not standing for governance positions. It was passed by the World Board, who took up this task, giving direction and guidance to develop and design a participatory research project. As a result, the Young Women Research Team (YWRT) was created to find out the reasons behind the motion and to provide recommendations for improving this perceived lack of diversity within governance levels.

*Motion 32*

*The World Conference tasks the World Board to conduct an investigation*

*a) looking into the reasons why more Young Women are not standing for governance positions in consultation with Member Organisations and their Young Women, and;*

*b) to develop a concrete set of actions that will significantly increase the number of Young Women standing for governance positions.*

*The outputs of the investigation will be presented at the Regional Conferences in order to give the opportunity to the MOs to participate actively in the discussion and take forward the key recommendations to the 37th World Conference.*

WAGGGS appointed a Motion 32 Project Team to oversee the research project and to recruit the YWRT across the five WAGGGS regions. The appointed YWRT, was then tasked with conducting the research.

## 1.2. RESEARCH QUESTION, AIM AND OBJECTIVES

This study tried to answer the question: Why are more Young Women not involved in decision-making roles and what can be done at the global/regional and national-level in the GG/GS movement to increase the number of Young Women in decision-making roles?

Overall, the research aimed to inform the development of a strategy to increase Young Women in decision-making roles at global, regional and national levels. More precisely, the study had the following objectives:

1. To know the current status of Young Women in decision-making roles in the Movement at the global, regional and national levels.
2. To understand why it is important to have Young Women in decision-making roles in the Movement.
3. To understand the barriers and opportunities for Young Women in decision-making roles in the Movement.
4. To identify best practices to engage Young Women in decision-making roles.
5. To pass a motion at the 37th World Conference in 2020.

### 1.3. OPERATIONAL DEFINITION

Here are some operational definitions of the concepts or terms in the above research question:

<u>Concepts/ Terms</u>	<u>Definition</u>
What do we mean by <b>Movement</b> ?	Girl Guiding/Girl Scouting Movement, including all the National Girl Guiding/Girl Scouting Associations that are part of WAGGGS (so called Member Organisations)
Who are the <b>Young Women (YW)</b> considered in the Motion 32 research?	Young women between the ages of 16 and 30 (including both)
What is a <b>Decision-Making role</b> ?	An elected or appointed role which gives the right to put forward ideas, suggestions, changes and recommendations to the Board, and has an equal right to vote and responsibility as the rest of the Board members.
What are those roles at the <b>Global level</b> ?	They can be part of the World Board, Committees, Working Groups.
What are those roles at the <b>Regional level</b> ?	They can be part of the Regional Committee (the main regional body).
What are those roles at the <b>National level</b> ?	They can be part of the National Board/ Executive committee (highest decision-making body at the country level).

Figure 1: Operational definitions

## 2. RESEARCH METHODOLOGY

### 2.0 PROJECT TIMELINE

1. January 2019 – The Project Team was formed, which comprised of a WAGGGS World Board Member, WAGGGS staff/volunteers, external volunteers, and KACIID, as an external advisor.
2. January/February 2019 - Potential members for the YWRT were interviewed and selected by the Project Team. The YWRT members had completed an application form as advertised on the WAGGGS's website and on Mobilize.
3. March 2019 - Introductory and induction video call sessions were carried out for YWRT and Project Team members.
4. April 2019 – The YWRT and Project Team came together to design the research plan and data collection tools for the research project, at Pax Lodge, United Kingdom.
5. April - June 2019 – The regional data collection plans were finalised. Pilot testing of questionnaires was carried out. The final survey was shared with all MO's online and through other networks by the YWRT.
6. June - November 2019 – The YWRT and the Project Team attended their respective Regional Conferences, raising awareness about the project and online surveys, interviewing target sample groups, (including Regional Committee and World Board members), and facilitating Focus Group Discussions to Young Women and adult leaders.
7. September - December 2019 - Data analysis of quantitative and qualitative data. Preliminary findings of the research were validated by the YWRT members holding sessions with the Young Women who attended the Juliette Low Seminar.
8. December 2019 – The YWRT and Project Team came together in Our Cabana, Mexico to carry out the final data analysis, and to discuss the Research project's findings and recommendations.
9. January - June 2020- Report Writing (originally compiled to be presented at the WC in July 2020).

## 2.1 PARTICIPATORY DESIGN (DESCRIPTION AND YWRT COMPOSITION)

A participatory design was used which involved the YWRT as representatives of the Young Women stakeholders in the design process, in order to ensure the research project meets their needs (Muller & Kuhn, 1993). The YWRT was a group formed of two Young Women aged 18-30 years from each WAGGGS region - that is the Arab, Africa, Asia Pacific, Europe, and Western Hemisphere. Respectively, the selected YWRT members were from: Lebanon, Tunisia, Madagascar, Nigeria, India, Taiwan, Malta, the UK, Canada, and Costa Rica.

The creation of YWRT for this project was beneficial to the Movement as it meant the research project was empowering for those Young Women selected to be part of research team, and that the process was led by Young Women (as the research into the lack of Young Women in decision-making roles was carried out by the affected group). By engaging representatives in this group, the Movement could ensure they were acting in the best interest of the group, listening and engaging them, and supporting them to do the same with their peers. Overall, the creation of the YWRT was a meaningful and non-tokenistic approach to problem-solving.

The Participatory Design and Team-Based Decision-Making structured the research project. The research project design was decided by the YWRT and supported by the Project Team. As mentioned above, the YWRT were the real-world users and carried out the research project, co-creating the survey questions in a collaborative approach, along with the Project Team's support. The stakeholders (Young Women (YW), the World Board (WB), Regional Committees (RC) and Member Organisations (MOs) views were collected and considered by the YWRT who compiled motions to be considered at the World Conference. In addition, there are elements of a consultative design - as named by Mumford (1981) - as the proposed motions were selected and chosen by the YWRT. Ultimately, the methodology design is democratic as the motions will be voted on by the stakeholders at the 37th World Conference in 2020 (now postponed to 2021 due to Covid-19).

## 2.2 STUDY DESIGN

Whilst at Pax Lodge (April 2019) the YWRT and Project Team decided on the study design and defined their glossary of terms.

The mixed method approach was chosen due to the combination of qualitative and quantitative data it yields. Gathering quantitative data allowed information to be collected quickly on a larger scale, whilst qualitative data gathering provided a deeper insight.

Advantages of the chosen mixed method design include:

- Compares quantitative and qualitative data. Mixed methods are especially useful in understanding contradictions between quantitative results and qualitative findings.
- Reflects participants' point of view. Mixed methods give a voice to study participants and ensure that study findings are grounded in participants' experiences.
- Fosters scholarly interaction. Such studies add breadth to multidisciplinary team research by encouraging the interaction of quantitative, qualitative, and mixed methods scholars. (Wisdom & Creswell, 2013)

For these reasons, and due to the decisions made and research carried out at the Pax Lodge Meeting in April 2019, the mixed methods design were chosen. In addition, the team decided to use the following data collection methods: online and offline quantitative surveys, qualitative interviews, and focus group discussions.

The terms defined for the project were discussed in a dialogical process between the members of both the YWRT and the Project Team. Various different understandings of words were considered and then a term was negotiated, one that best suited all of our understandings and requirements. When needed, further research was conducted. For example, the term 'Young Women' was defined as 16-30 years old (including both). This age range was chosen during the Design Workshop through discussion and research carried out by the YWRT and Project Team in order to best balance and

comply with different countries' definitions of Young Women. This age range also reflected the age-range for the recruitment advert for the YWRT.

### 2.3 SAMPLE GROUPS

The team originally identified eight sample groups made up of stakeholders in the Movement who are relevant to decision-making: Young Women attending WAGGGS events, Young Women not attending WAGGGS events, members of the World Board (WB), Regional Committees (RC), Nominations Committee (NC), National Board (including Youth Boards), Leaders of girls who are not in National Board, MO focal points (staff or volunteer), and External Women in leadership positions outside the Movement. Data was collected from all sample groups, except for the External Women in leadership positions due to time constraints. The team agreed that the research would focus on three types of MOs in WAGGGS: WAGGGS-only organisations, Scout and Guide National Organisations (SAGNO), and Federation-type organisations.

A combination of convenience, purposive, quota, snowball non-random sampling were done to identify the participants for the interviews, FGDs, and surveys. For the interviews and FGDs, purposive sampling was used to collect data from people that fit the profile of our sample group. For the surveys, it was originally intended to use quota sampling to reach a certain number of sample sizes by location, i.e. 5 WAGGGS regions. However due to time and resource constraints, the team used convenience sampling to survey the sample groups who were present in WAGGGS events (Regional Conferences), and to ask these people to share it with their peers (snowball sampling).

### 2.4 DATA COLLECTION - GLOBAL AND REGIONAL

The data collection for the research project was done from June 2019 to November 2019.

**Online Surveys** were used systematically to gather quantitative data from the different stakeholders through the completion of a questionnaire online. This method was chosen as it allowed members from all regions and countries to participate and to share

their views. A pilot test of the survey was carried out in the different regions, which ended in June 2019. Feedback from this pilot was then used to reduce the survey length and to change some of the questions.

The online survey was then carried out via Survey Monkey. The survey questions were translated into the four official WAGGGS languages to make it more accessible. Members of the YWRT and participants themselves translated the survey into the WAGGGS official languages and into other local languages when possible. The same questions were distributed in a paper format for some stakeholders who did not have access to the internet; these were then transcribed by members of the YWRT onto the online surveys in order to keep the data in one place.

The surveys were shared with each MO, who were asked to share them with their members (although not all MO's responded/ engaged), the surveys were also shared across other networks, including on the World Centres' Social Media, on 18-30 Girlguide Facebook Groups and for example, with SSAGO<sup>1</sup> groups across the UK, Leadership Social Media Groups, and so on. The YWRT and the surveys were shared at each of the five Regional Conferences in 2019, and MOs were asked to help disseminate these to their members.

2,665 sets of data were collected via on-line and hardcopy questionnaires during July 2019 to November 2019. This number includes 1,796 young people (16-30 years old), 724 adult leaders (31 years old and above), and 145 national board members. Three sample groups were presented with different sets of questionnaires which contain some common questions with other groups, and some additional questions only for the certain group. For the other stakeholders, not enough responses were collected hence they were not included in the analysis.

**Interviews** with open ended questions were used to gather qualitative data in relation to the research question. This method was chosen in order to complement the online survey method as interviews give more in-depth information.

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<sup>1</sup> "The Student Scout and Guide Organisation (SSAGO) is a non-uniformed organisation that enables [one] to continue or begin a Scouting or Guiding journey whilst at College or University" - SSAGO



Interviews were carried out with individuals from each stakeholder group (apart from the External Women Leaders). The majority of the interviews with the World Board and Regional Committee Members took place at the Regional Conferences. Interviews with YW and YW in Leadership roles also occurred at these events. The Juliette Low Seminar<sup>2</sup> (JLS) was used to interview additional YW. These interviews mainly occurred in person, however where this was not possible some were conducted online via video calls. The interviews were mainly conducted in the WAGGGS official languages, but when this was not possible and when the YWRT spoke a local language they use this instead in order to engage more members. They then translated the recording and the data.

**Focus Group Discussions (FGD)** were used to gather qualitative data from Leaders and Young Women and were led by the YWRT. These allowed ideas and thoughts to be shared which would not necessarily have been conveyed in the online surveys as during FGD participants can discuss ideas and bounce ideas off each other, something that is not possible in the survey or interview data collection. In short, they are an effective way of gathering more views in a short amount of time. FGD provided a richer qualitative data opportunity and allowed the research team to gain a greater insight into the issues.

The Regional Conferences (RC) provided the YWRT with the opportunity to interview RC and WB members as well as running FGDs; all regions apart from Europe hosted a YW event in some way, which was used to target YW to build capacity and raise awareness about the project and support the research in taking the data collection effort to their National Organisations. FGD were also conducted at training events, during in-country meetings and at other Movement events. The majority of the FGD were hosted in the WAGGGS official languages. As necessary and where possible the

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<sup>2</sup> The Juliette Low Seminar (JLS) is WAGGGS' flagship leadership development event for young people. Each event provides participants with adventures, cultural experiences and the opportunity to make friends for life. (<https://www.waggs.org/en/what-we-do/lead/jls/>)

YWRT conducted these in local languages and then translated the results to English, but this process was rare.

Some Young Women leaders present at the Regional Conference's Young Women forums/events replicated the sessions nationally and attracted more Young Women at a local level to engage in the research and further their understanding on governance. This further supported in overcoming language barriers and reaching out to Girls and Young Women at a national/local level, providing an authentic input to the research.

## 2.5 ANALYSIS

Frequency analyses were performed by the Project Team for different sampling groups in the surveys using STATA 13.1. All young people 30 or under and leaders over 30 were merged into separate data sets regardless of the survey group they responded. Only sampling groups with enough sample size (more than 100) were included in the analyses, i.e. Young Women under 30, Leaders over 30, and National Board. Additionally, stratified analyses by region were performed to assess similarities and differences across regions. Open-ended responses in the surveys were grouped accordingly and presented as a list. Preliminary survey results were presented to and validated by Young Women in selected Juliette Low Seminar (JLS) hubs. Feedback by participants was used in interpreting the data and coming up with the research recommendations. The objectives of the YWRT attending the JLS was to:

1. validate our preliminary Motion 32 research findings to the Young Women participants;
2. gather initial inputs into the strategy on how to increase Young Women in decision-making roles;

Qualitative interviews and FGDs were recorded and transcribed. Content analysis was conducted by the Project Team for the global stakeholders data, and YWRT for the regional/national stakeholders data. All data were manually open coded with conceptual coding. This process continued until data saturation was reached and general categories emerged. All codes were consolidated and were used for

interpreting the data that was carried out collaboratively between the Project Team and YWRT at Our Cabana in December 2019. This collaborative and step-by-step approach allowed us to interpret the interviews and surveys / qualitative and quantitative data separately and in relation to each other to gain a well-rounded understanding of the topic and barriers.

### 3. RESULTS

The following results are based on the surveys coupled with the results from the interviews and focus group discussions.

#### 3.1. DEMOGRAPHICS

This section provides an overview of survey respondents, including which region they belong to, their average age, education level, employment status, the distance between their residence and HQ/Capital, and their active years in Guiding.

Apart from the surveys, this team interviewed in total 43 respondents, including five World Board Members, seven Regional Committee Members, three Nominations Committee Members, 17 National Board Members, six MO focal points, three adult leaders, and two Young Women.

14 focus groups were also held to create more deep discussion. The participants included 147 Young Women (62 MOs), 11 adult leaders (eight MOs), and 12 national board members (one MO).

##### 3.1.1 REGIONAL DISTRIBUTION:

Asia Pacific Region makes up a large proportion of the surveys, especially in the National Board Survey (48%). The responses from Africa Region are significantly less than the other regions in all surveys: girls (7%), leaders (6%), and NB (6%). There is little data from Arab Region in the Leader Survey (3%) because many of their leaders are under 30-years-old which will lead them to the Young Women Survey.

Variables	Young women		Leaders		National Board	
	N	%	N	%	N	%
<b>Total Sample</b>	1796	100	724	100	145	100
Africa	127	7	44	6	9	6
Arab	423	24	23	3	25	17
Asia Pacific	546	30	271	37	69	48

Europe	382	21	155	21	16	11
Western Hemisphere	318	18	231	32	26	18

Table 1: Regional Distribution

### 3.1.2 AGE DISTRIBUTION:

The average age of Young Women is 22 years, and for Leaders is 47 years, National Board is 30 years.

**Age Distribution of Leaders:** 63% of leaders are aged between 31-49 years, and 37% of leaders are 50 years old or above. Africa Region received more responses (66%) from leaders aged 50 years and above. Arab Region, on the contrary, received more than 80% responses from leaders aged between 31-49 years.

**Age Distribution of National Board:** More than 80% of the respondents in Arab Region and Europe Region are aged between 18 to 30. The composition of Asia Pacific Region is similar to the Western Hemisphere Region.

Variables	Young women		Leaders		National Board	
	N	%	N	%	N	%
<b>Total Sample</b>	1796	100	724	100	145	100
18-30	1796	100	-	-	73	57
31-49	-	-	456	63	40	31
50 and above	-	-	268	37	16	12

Table 2: Age Distribution

### 3.1.3 EDUCATION LEVEL:

More than 80% of the National Board have bachelor or higher degrees, and the percentage rate of postgraduate is significantly higher than the other groups. Around 70% of leaders have bachelor or higher degrees. 55% of Young Women have bachelor or higher degrees.

Variables	Young women		Leaders		National Board	
	N	%	N	%	N	%
<b>Total Sample</b>	1796	100	724	100	145	100
Primary/Secondary/ High School	452	26	80	11	15	10
A-levels/IB equivalent/ Diploma	291	17	121	16	11	8
Undergraduate/ Bachelor	754	43	315	42	55	38
Postgraduate	213	12	210	28	62	43
Others	44	3	20	3	2	1

Table 3: Education level

### 3.1.4 EMPLOYMENT STATUS:

61% of Young Women are still students. Around 60% of Leaders and the National Board are employed, and there is no significant difference between Leaders and the National Board.

Variables	Young women		Leaders		National Board	
	N	%	N	%	N	%
<b>Total Sample</b>	1796	100	724	100	145	100
Student	127	7	44	6	9	6
Employed	423	24	23	3	25	17
Self-employed	546	30	271	37	69	48
Retired	382	21	155	21	16	11
Unemployed	318	18	231	32	26	18

Table 4: Employment Status

### 3.1.5 THE DISTANCE BETWEEN RESPONDENTS' RESIDENCE AND HQ/CAPITAL:

More than half of the respondents live in or close to the Capital / HQ: Young Women (66%), Leaders (53%), and National Board (74%). But the leaders group shows the highest rate of far from the Capital/ HQ (42%).

Variables	Young women		Leaders		National Board	
	N	%	N	%	N	%
<b>Total Sample</b>	1796	100	724	100	145	100
In the Capital/HQ	618	35	170	23	64	45
Near the Capital/ HQ (1-3 hrs away)	553	31	220	30	41	29
Far from the Capital/ HQ (more than 3 hrs away)	406	23	308	42	20	14
Don't know	208	12	43	6	16	11

Table 5: Distance between residence and HQ/Capital

### 3.1.6 ACTIVE YEARS IN GUIDING:

The data collected from the National Board members showed they had at least 6 years' experience in GG/GS. Half of the Leaders have been active in GG/GS for more than 20 years. More than 60% of Young Women have joined and been active in the Movement for 6-10 years.

Variables	Young women		Leaders		National Board	
	N	%	N	%	N	%
<b>Total Sample</b>	1796	100	724	100	145	100
Less than 1 year	83	5	25	3	1	1
1 to 5 years	405	23	90	12	15	9
6 to 10 years	460	26	107	14	20	12
11 to 20 years	686	38	151	20	39	24
20+ years	131	7	373	50	87	53
Don't know	30	2	1	-	1	1

Table 6: Active years in Guiding

### 3.2. BENEFITS OF HAVING YOUNG WOMEN IN DECISION-MAKING ROLES

Almost all (97-98%) of young people, adult leaders, and National Board members believe that having Young Women in decision-making roles is beneficial to Young Women themselves, MO and the GG/GS Movement.

According to the qualitative data, the primary individual benefits of being in decision-making roles for Young Women are on personal and skills development (FGD from Young Women in Western Hemisphere Region). Therefore, it can be beneficial to focus on the personal development aspects and CV improvement as motivators to attract Young Women in decision-making roles. Such messages can be included in postings and information disseminated about the roles, and by eventuating the skills gained from these positions. D'Agostino & Visser (2010) also links youth civic engagement to higher levels of self-esteem and confidence, social skills, academic achievements, and increased understanding of how governance works, and reduction in problematic behaviour.

MOs think that the benefit of having Young Women in decision-making roles can increase their “National pride” (Interview Nominations Committee). At the Movement level, being “able to include diverse opinions” in the discussions is the most important benefit for the GG/GS Movement.

Based on the above reasons, around 70% of all survey respondents agreed that there should be a quota of Young Women in decision-making roles (see Table below). Quota suggests at least 30% or 2-3 young women must be in a decision-making body. Some respondents stated that it is more important to have at least two Young Women in decision-making roles rather than a certain percentage as this would allow them to support one another and to avoid tokenism. The Nominations Committee also suggested that there should be a “transitional” period; then eventually exiting the quota system.

Although most respondents agreed that there should be a quota system to secure places for Young Women, some of them thought that the access of Young Women to



decision-making roles should not be based on a quota, but instead on competencies of the applications.

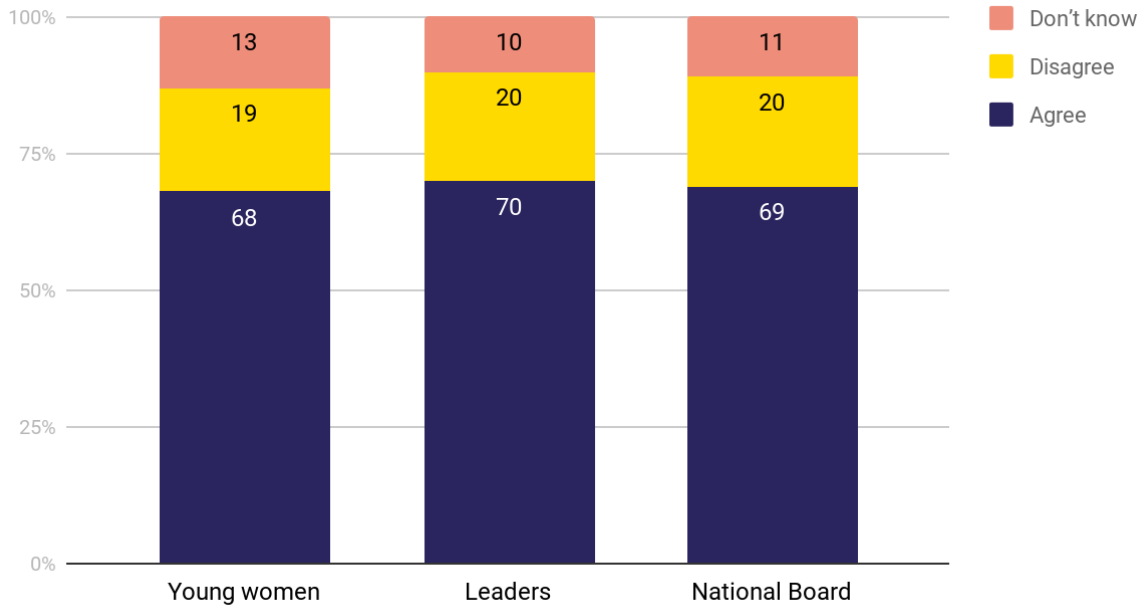


Figure 2: Opinions about introducing a quota system

### 3.3. PATH TO DECISION-MAKING ROLES

#### Motivation to take up DM roles

The top motivating factors for Young Women to apply decision-making roles are to have representation of young people's voice in the decisions taken at MO and the Movement level; to help and inspire other young people; and for personal experience and development. The results are similar to the perception of adult leaders and National Board members as to what motivates young people to apply for decision-making roles. It is worth mentioning that the top reason for National Board members to apply for their role is to steer and influence the direction of the MO or the Movement.

### **Skills to take up DM roles**

All survey respondents (Young Women, adult leaders and National Board members) identified communication and interpersonal skills as the top skills needed for decision-making roles. They are followed by listening skills (identified by young people), time and financial management skills (by adult leaders), and decision-making skills (by national board).

### **Benefits of having other MO and/or external roles**

Only 35% of Young People have other roles in their MO, apart from being leaders of GG/GS. This percentage is considerably lower compared to adult leaders (52%) and national board members (81%). A similar trend is observed for having a decision-making role outside the Movement: Young Women (42%), adult leaders (52%) and National Board members (66%). The majority of these external roles are from the NGO/Charity sector. More than 80% of national board respondents mentioned how these external roles have helped them get their current role. In Western Hemisphere, interviews revealed that these roles helped them learn democracy and decision-making skills, and boost their confidence as they become better experts in the field. Moreover, there is still a perception in the MO/Movement that having previous experience is vital to occupying decision-making roles.

### **Attractiveness of DM roles**

Almost half of the Young Women say that they want to take up either a Regional Committee (48%) or Regional Working Group (46%) role in the future. Possibly, this is because Young Women think these roles are available to them (53% and 52%, respectively). The World Board was the role that Young Women in Asia-Pacific, Europe and Western Hemisphere least wanted to take up in the future; and the National Board role was the least wanted for Arab region (See figure below).

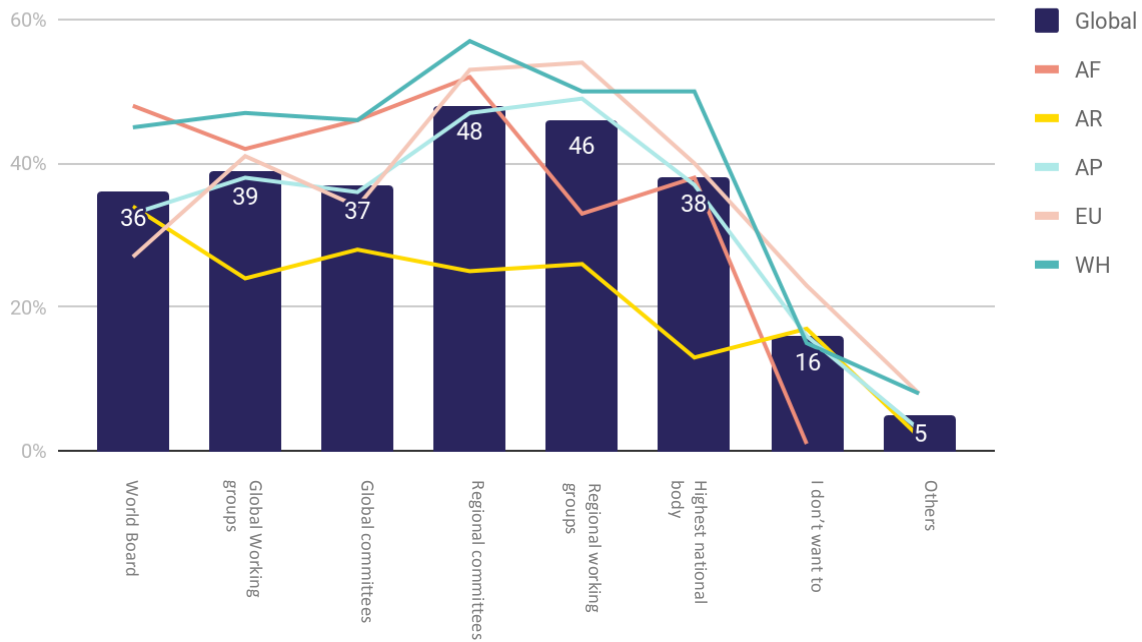


Figure 3: DM Roles that Young Women want to take up in the future

### 3.4. READINESS TO TAKE UP DM ROLES

In general, the majority (54%) of the Young Women feel ready to take up decision-making roles: highest in Africa (86%) and lowest in Arab and Europe (46%). This generally differs if the Young Woman is a leader (65%) or non-leader (51%) of a unit. Despite this readiness, still, not many Young Women stand for decision-making roles. This could be explained by the multiple barriers they face. One of the barriers is the limited MO support that Young Women receive because of their "so little experience" [Interview Nominations Committee 1]. Cultural contexts and differences could also explain the perception of readiness.

A third of Young Women were not aware of any decision-making roles that were available to them; the result in the Arab region (61%) is significantly higher compared to other regions. One possible explanation for this result is the limited international GG/GS experience of Young Women in this region, which contributes to having more awareness of these decision-making roles.

When looking at whether a Young Woman has had a previous decision-making position, 63% of global respondents report to previously holding a role, which shows continued interest from young people in decision-making roles.

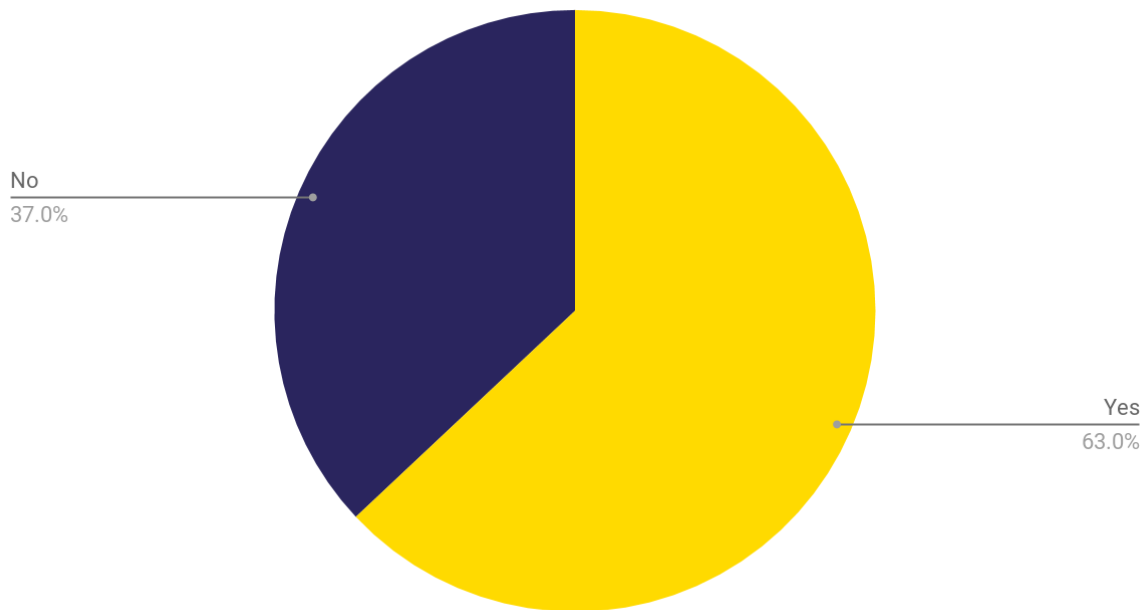


Figure 4: The portion of young women who previously held a decision-making role

For Young Women, there are varying results on the readiness they feel for taking up decision making roles, from slightly ready (36%) to not ready at all (14%). Among the five regions, young people in the Africa region report feeling the highest level of readiness to taking up decision making roles.

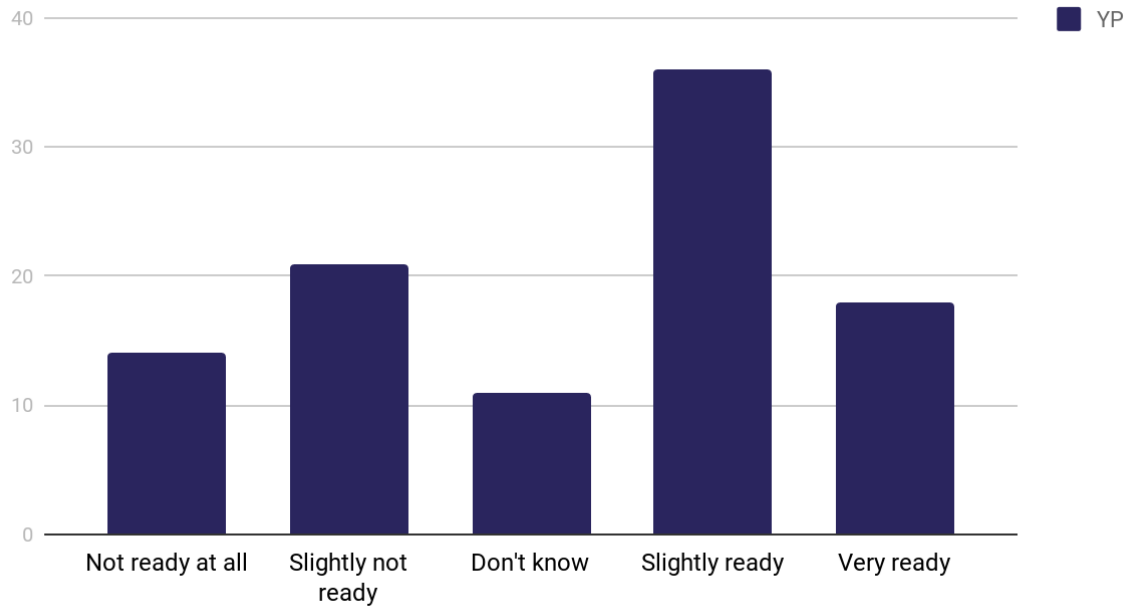


Figure 5: Readiness to take up DM roles

### 3.5 CURRENT STATUS OF YW IN THE NB

When looking at the number of National Board members 30 years old or under who can put forward ideas, the global respondent mean is three members and the median is two members.

Overall, 44% of the NB respondents reported that there is no role on their NB specifically for Young Women.

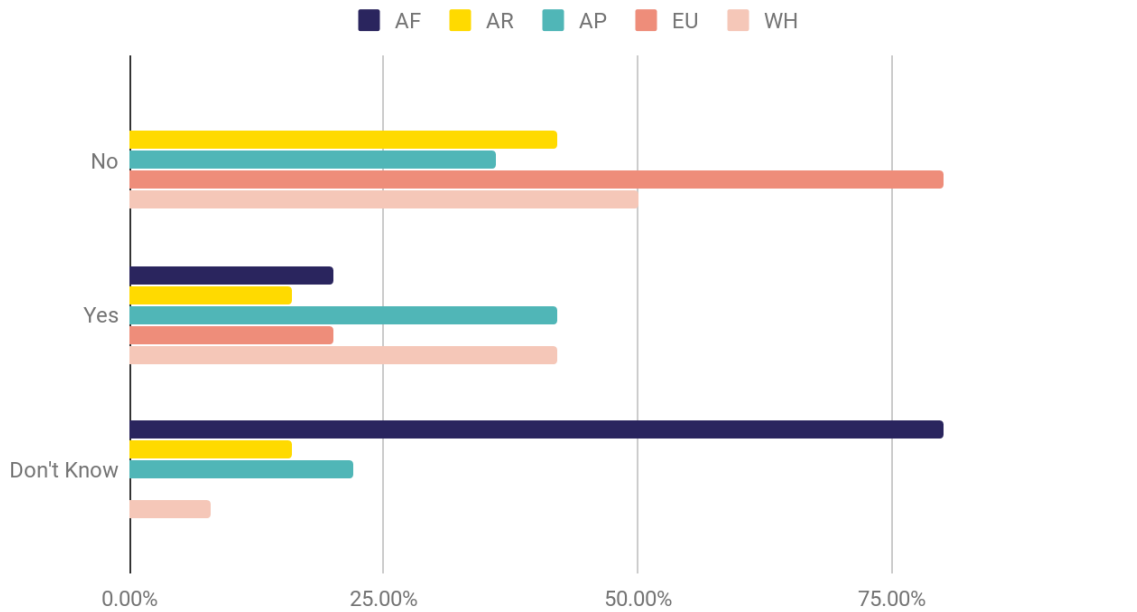


Figure 6: The rate of having specific opportunities on National Board for Young Women

Europe has the largest number of respondents reporting there is no National Board role specifically for Young Women, which may be due to the number of Young Women already occupying roles on the National Board, hence a specific position deemed unnecessary.

For the National Board roles specific to Young People, respondents reported the following roles: National Youth Chairperson/Commissioner, Young Adviser, Junior Council member and Young Leader representative.

### 3.6. DECISION-MAKING OPPORTUNITIES (WB AND RC) IN WAGGGS

When asking how and where YW hear the WB and RC roles, the results from vary across the five regions. For AF (51%) and AP (34%), opportunities are mostly heard through the WAGGGS website (51%), 51% of respondents from AR responded that they do not hear opportunities, and for those that did, mostly did so through the MO social media (20%). Most of the EU (38%) and WH (50%) respondents also do not hear about these opportunities, with the WAGGGS website being the most popular way of hearing about DM opportunities, for both regions.

For leaders above 30 years old, the most popular way to hear about such opportunities is through the MO website, whilst NB members mostly said through the WAGGGS website as well.

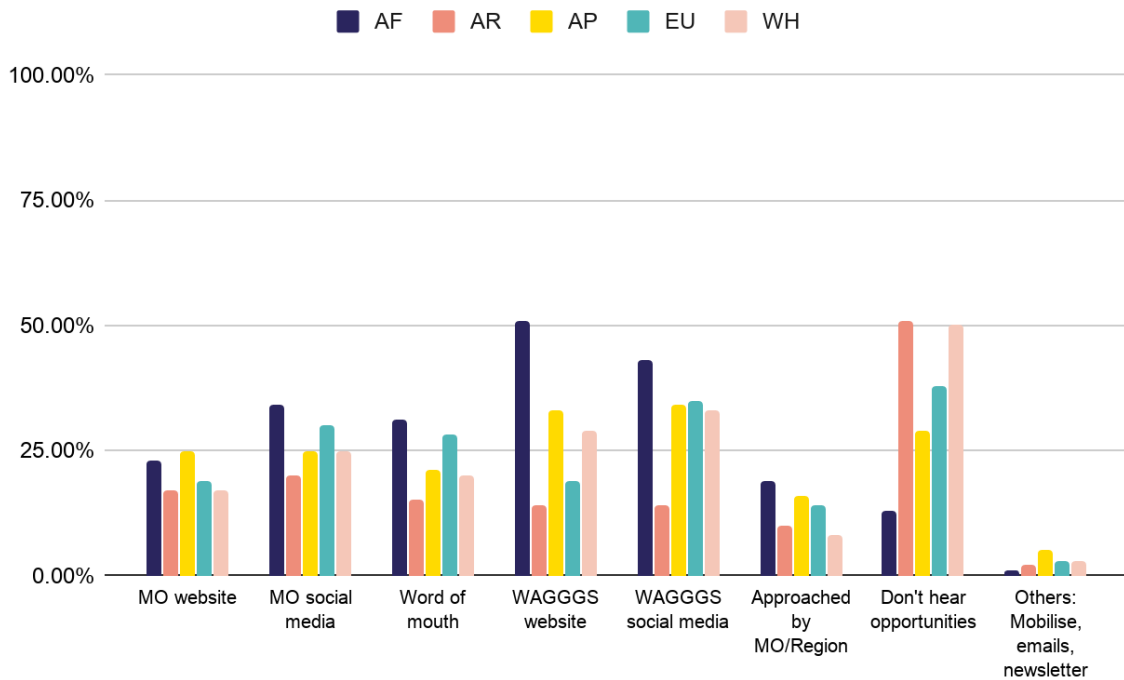


Figure 7: How WB/RC opportunities are heard by YW

Results show that 38% of global responses from YW said that WB/RC roles are slightly appealing to YW and only 18% of YW were familiar with the nominations process for such roles. However, 35% of YW responded that the nominations process is slightly effective whilst 32% said that it is a very effective process.

Lastly, only 18% of YW claimed that they are familiar with policies that encourage YW to take up WB/RC roles. 78% of respondents were not able to mention any WAGGGS programmes that prepare YW for WB/RC roles, and the other 22% identified the following programmes:

- Free Being Me;
- Stop The Violence;
- YESS Programme;
- Helen Storrow Seminar;

- Juliette Low Seminar;
- Girl Powered Nutrition (GPN);
- Advocacy Champions;
- World Centre volunteering opportunities;
- Menstrual Health Management (MHM);
- World and Regional Conferences;
- Cultural Connections (WH);
- iLead;
- International Camps;
- The Academy (EU);
- World Thinking Day.

50% of YW respondents who were aware of these programmes, said that they are very effective in preparing them for WB/RC roles.

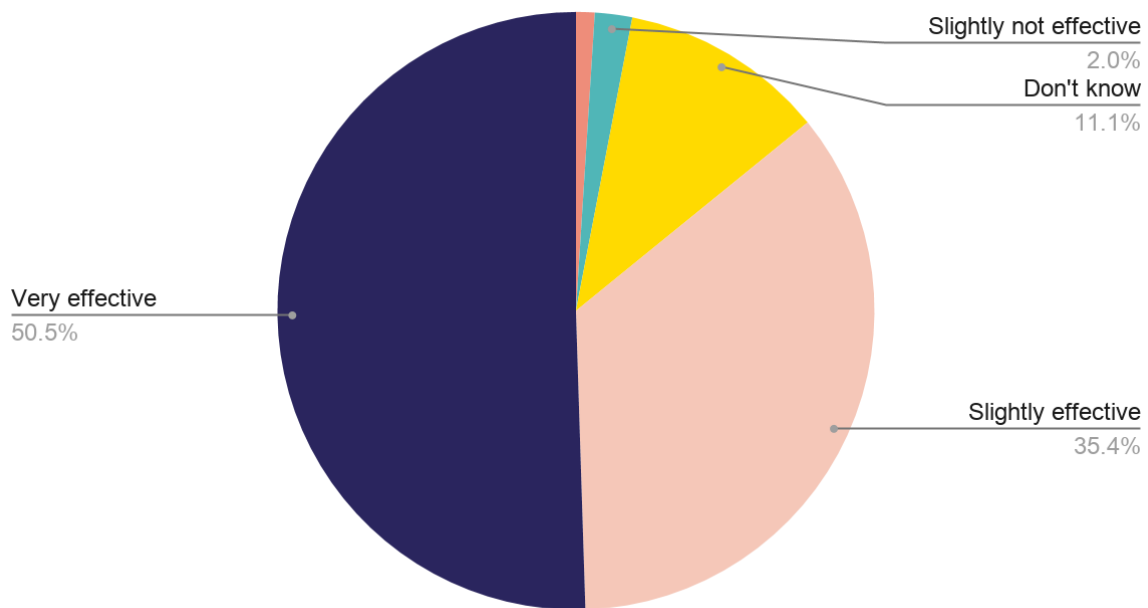


Figure 8: Effectiveness of programmes preparing YW for WB/RC roles



### 3.7. EXTERNAL DECISION-MAKING OPPORTUNITIES

Global results show that 42% of YW hold DM roles outside the Movement, and out of that percentage, 46% hold this role in a charity or NGO sector.

The mean age at which respondents first occupied a DM role outside the Movement is 19 years old.

The helpfulness of these roles for DM roles in the Movements to YW is displayed in the chart below.

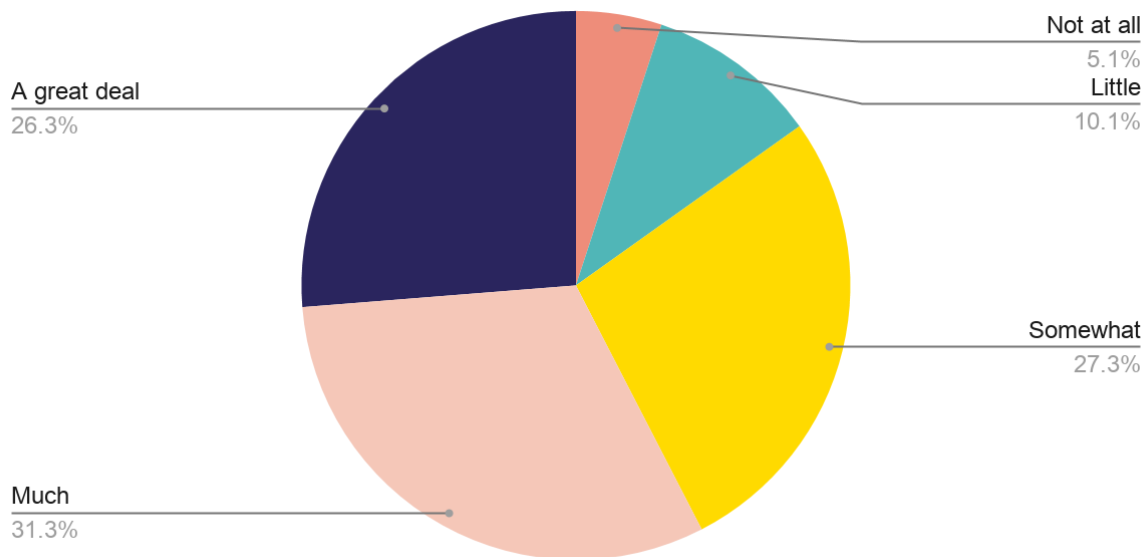


Figure 9: Helpfulness of these roles for DM roles in the Movement to YW

The following is a list of good practices learned from external DM roles, mentioned by the survey respondents:

- Mentoring and shadowing programmes (Emily's List, Run for Something);
- Focussing on 21st century skills;
- Brainstorming with older, more experienced people;
- Open communication (without fear or favour, respecting all opinions);
- Building relationships also for friendship outside GG/GS;

- Telling everyone that it is alright to fail, and it is part of learning;
- Social media awareness (advertising more the opportunities that are accessible to YW);
- Advisory panel;
- Having less cliques;
- Less hierarchical;
- Less conservatism;
- Open, fair and transparent application and voting process;
- Using new technologies;
- Leadership training (Red Cross, UN);
- Less pressured, competitive environment;
- Quota (to have equal representation in terms of sex and age).

62% of NB respondents hold a DM role outside the movement, with 50% having a role in the charity/NGO sector as well. Similarly, for leaders above 30 years old, where 54% hold such a position and 39% being in the same sector.

### 3.8. BARRIERS OF YOUNG WOMEN TO TAKE UP DECISION-MAKING ROLES

Globally, Young Women have identified the top reasons for why they do not apply for decision-making roles. These are: lack of awareness of decision-making opportunities (national-level, 63%; regional/global-level, 60%); impostor syndrome (57%); lack of time (57%); intergenerational gap (46%); and lack of motivation (45%).

Reasons why not applying in DM roles

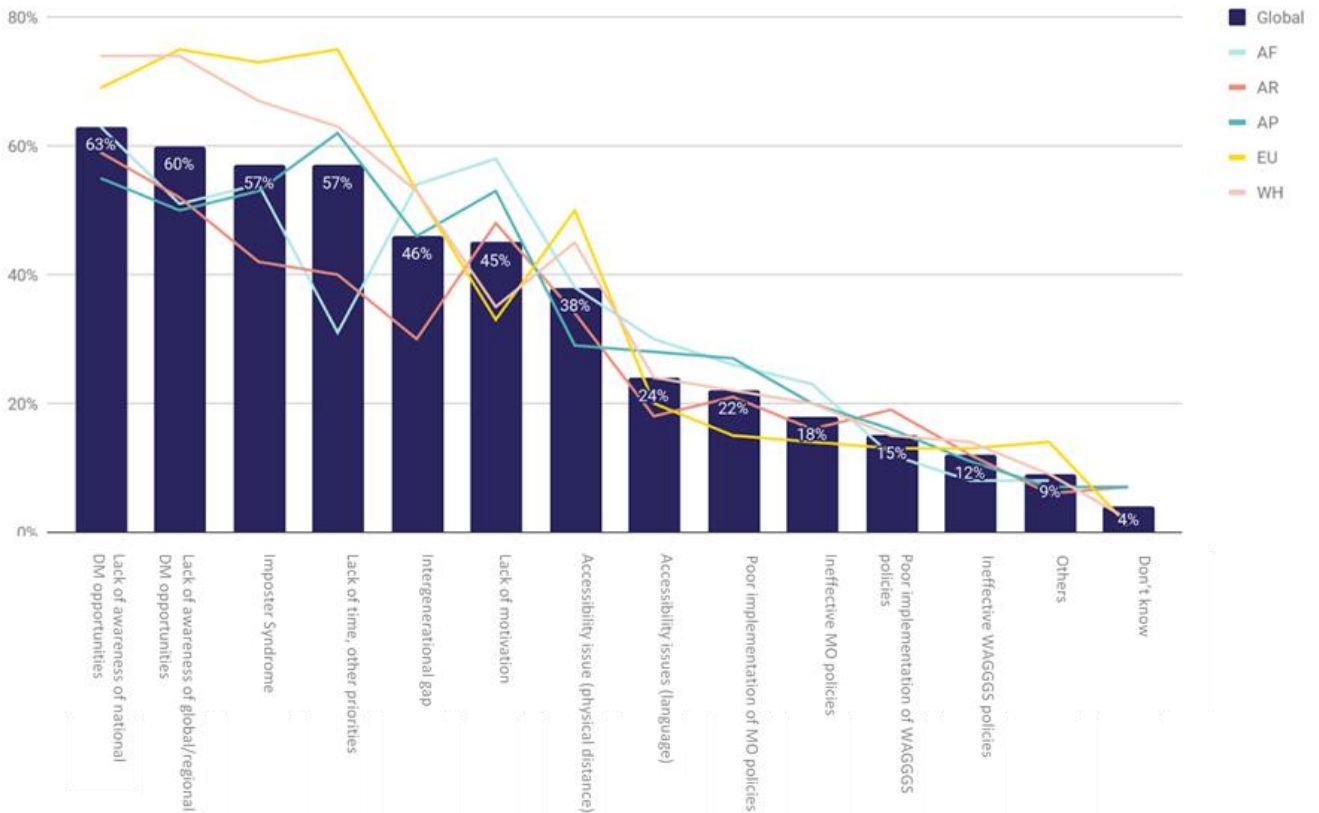


Figure 10: Reasons why YW do not apply for DM roles

It is also shared across regions that Young Women are not aware of the national (71%) and regional/global-level (82%) nominations process (eligibility, process, etc.) for decision-making roles (see figures below). The lack of promotional campaigns possibly affects the effectiveness of the process in attracting young people to these roles.

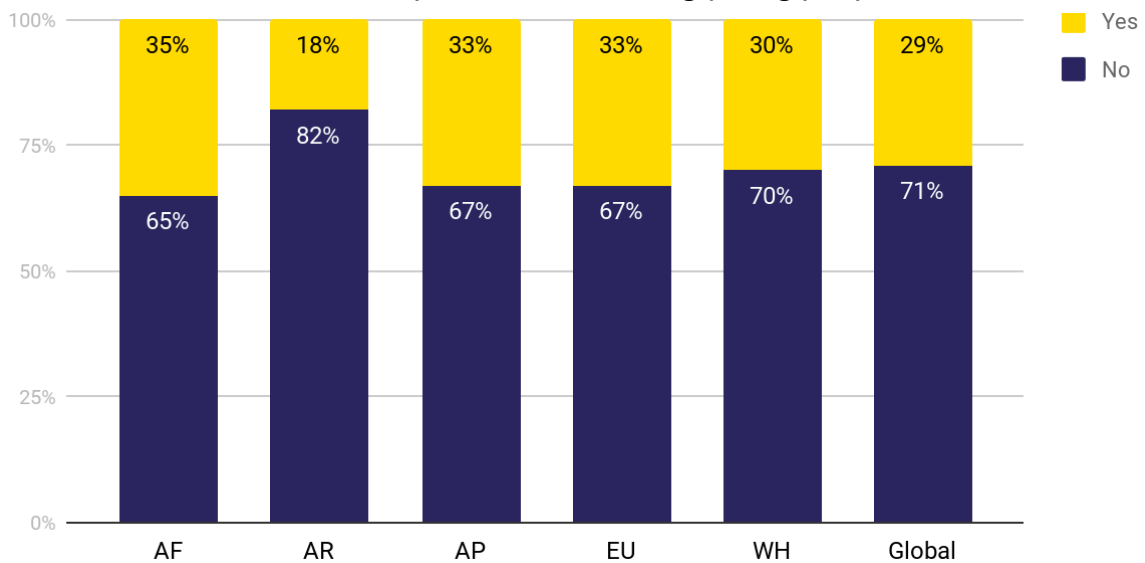


Figure 11: Familiarity with NB nominations process

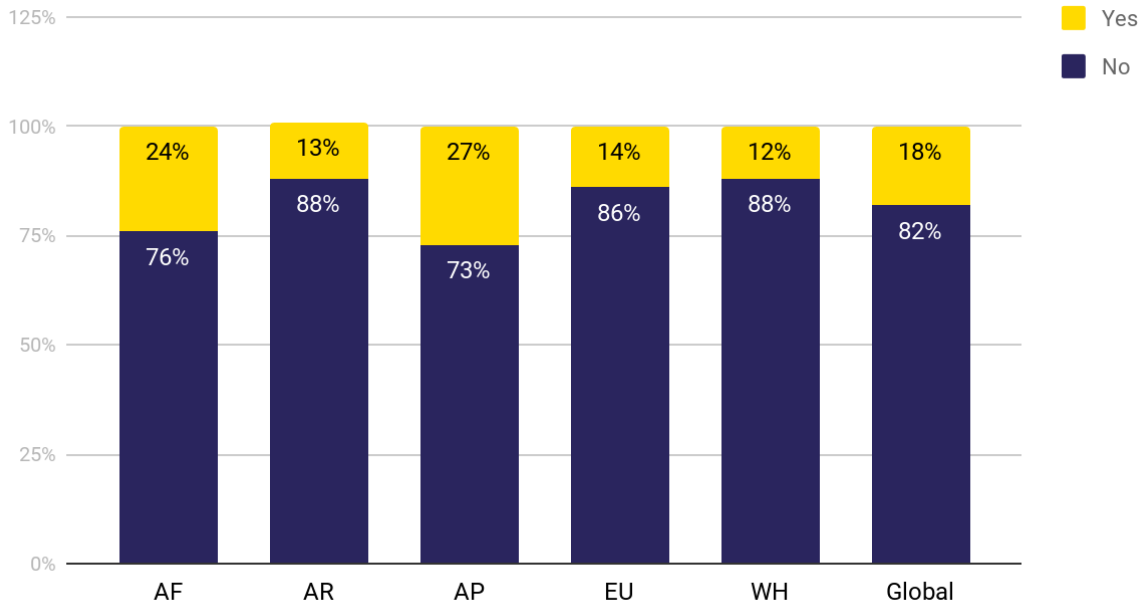


Figure 12: Familiarity with WB/RC nominations process

In Europe, the majority of the Regional Committee members work more than 30 hours per week, a considerable amount more than was specified in the terms of reference (e.g. 30 hours per month). The role is "very big" and individuals "just don't want to take it" [Interview Nominations Committee 1].

## 4. DISCUSSION AND RECOMMENDATIONS

The following recommendations are based on the findings from the five regions:

### Introducing a quota

On average, 70% of all survey respondents (young women, adult leaders and national board members) agreed that there should be a quota (or minimum number) of having Young Women in decision-making roles. This has been strongly supported by the young people; but mixed feelings amongst other stakeholders across regions were expressed, mainly because of the concern on the level of competence of the candidates [WH Interview]. However, this would encourage more young people to apply to their MO to get "involved" [Interview World Board 3].

The Consortium for Elections and Political Process Strengthening (CEPPS) states that "If well-designed, youth quotas can increase the number of youth elected to office, but quotas alone do not guarantee substantive representation of youth. Youth quotas must be accompanied by holistic strategies to empower young office holders to participate meaningfully once elected."

Therefore, it is recommended that:

1. A quota system be introduced for Young Women in governance and decision-making roles such as in the World Board, Regional Committees and National Board.
2. This system should be a transitional one, necessary to drive change, but not as a permanent system. The quota should be set for an interim period of four trienniums, and its implementation reviewed after two to three trienniums.
3. There should be at least two young women, 30 years old or under, sitting on decision-making bodies.
4. There could remain one single election process, common for everyone standing for a particular governance/decision-making role. During the voting, the process would be stopped when there are only the last two seats available. If among the candidates elected up to that point there are at least two young women, then

the election should continue with no changes. If no young women have been elected up to that point, then the last two remaining seats will go exclusively to two young women candidates, who have received the highest number of votes.

### **Access to youth-friendly information**

Respondents for the research suggested that information about decision-making roles are not well circulated, as some do not hear about decision-making roles at different levels - MO, Regional and Global. This finding is supported by D'Agostino and Visser's work (2010), who identified that lack of information is a barrier to meaningful youth engagement. It is important for young people to have access to information, because the first stage to young people's participation in leadership is information (Gerard de Kort et al., 2017). It has also been suggested that this information should be less technical and void of jargon or ambiguities (IPPF, 2008). Therefore, it is recommended that:

1. To improve the announcement strategy for decision-making opportunities, dissemination channels should be more diversified, leveraging social media, volunteer platforms, Mobilize, WAGGGS Voice etc; or even a new platform could be created. Such opportunities should be posted multiple times over a lengthened duration.
2. Applications for global decision-making roles should be written in an easy-to-understand manner, with simple language.
3. For each application process, guidelines, job descriptions and terms of reference, time required, cost, relevant skills and key responsibilities, should be properly detailed.

### **Mainstreaming youth participation**

There is often a generational gap in a two-way exchange of information (Qasem, 2013); an almost non-existent structure of information exchange between young and older

people, especially when it comes to youth participation. There are different stages to this participation - information, consultation, influence, partnership and empowerment (Gerard de Kort et al., 2017). Furthermore, it is recommended that:

1. To increase the understanding of the importance of Young Women in the Movement, new and current decision-makers at the global and regional levels should undertake mandatory training on youth participation.
2. New and current decision-makers at global and regional levels should meaningfully include young people in decision-making (The Parliamentarian, 2016).
3. A global Working Group for Youth Participation is created. The Working Group will be in-charge of publications about youth in decision-making roles, monitor youth participation (MENA UN: NGO Group, 2018) etc.

### **Governance educational and/or training programme**

Many Young Women and leaders identified lack of training in specific areas as a limitation to being equipped for decision-making roles. Most importantly, the research exposed that perhaps, lack of a formal WAGGGS programme on Young Women and decision-making roles might be responsible for the lack of knowledge and confidence to take up decision-making roles. It is recommended that:

1. A WAGGGS education-driven programme or training session plan (with a badge as a reward) and a Publication about having Young Women in decision-making roles should be created. The contents of the programme or publication should include, but not be limited to:
  - a. Benefits of having Young Women in decision-making roles to the individual, the MO and the Movement
  - b. Nominations process and eligibilities
  - c. Financial management
  - d. Time management
  - e. Task/Workload management

2. A circular structured roadmap showcasing different paths to decision-making roles and ways to serve the Movement should be created. This roadmap should reinforce that the paths are not sole requirements to get into decision-making roles, but to show different directions of service to the Movement.
3. The stories of Young Women in decision-making roles, including the benefits brought to their MOs and the Movement, should be promoted.
4. Opportunities for conversations between Young Women already in decision-making roles and those who are not should be provided.

### **Mainstreaming governance in other WAGGGS programmes**

The research showed that a link exists between developing relevant decision-making skills and participating in some WAGGGS programmes. It is recommended that:

1. Promotional materials/resources for WAGGGS programmes and events should be created to share information about governance and application processes.
2. International opportunities and events should be utilised as a strategy to increase participation and enrolment of Young Women in decision-making roles.

### **Spaces for Young Women to have decision-making experience and skills**

Many Young Women in WAGGGS have not been exposed to capacity-building events targeted at governance, hence they have not developed relevant skills for decision-making roles. According to a UK study, some Young Women identified not knowing the skills needed to be a leader, as a barrier to taking up decision-making roles (Girls' Attitudes Survey, 2019). Lack of capacity is a barrier to youth participation in which young people are not knowledgeable or experienced enough to take part in decision-making, not to mention the persisting perception in the MO/Movement that having previous experience is crucial to take up decision-making roles. Additionally, there is a perception that those already in power do not make these capacity-building opportunities available to the young people (Qasem, 2013). It is recommended that:



1. At the World Conference, Regional Conference and similar decision-making events, Young Women should be given clear responsibilities and a clear mandate in the Young Women pre-forums. The Young Women forums should have mandatory plenary participation; activities on/exposure to the development of position statements, youth analysis, recommendations on Motions, veto power allocation etc.
2. Capacity-building events for governance exclusively for Young Women, should be organised. These events will prepare the Young Women, avail them with the opportunity to gain experience and develop relevant skills for decision-making roles (Hawthorne, 2014).
3. Dialogue regarding intergenerational gap issues should be created by WAGGGS.

### **Support to Young Women throughout the DM application process**

Many Young Women are not confident, or equipped to take up decision-making roles because they do not have enough support and adequate mentorship from those who are already in decision-making roles. Those who might be skilful and capable of decision-making roles might not get into those roles because the current recruitment process both at the global/regional and national level is more focused on years of experience in guiding and previous DM roles, and not skills. Mentoring, training and coaching these Young Women by older leaders can be beneficial in nurturing them towards leadership development (Restless Development, n.d.). Therefore, it is recommended that:

1. A World Board and Regional Committee mentorship programme should be created.
2. Recruitment process for decision-making roles should be skills-based, instead of focusing on years of experience in guiding and previous DM roles.
3. The procedure for giving references should be adjusted to include the following two options:

- I. MO references.
  - II. A different guiding/employer/professional/school reference.
4. An official WAGGGS safeguarding policy should be developed and a reporting mechanism established in which volunteers from MOs, including Young Women, can anonymously report irregularities in accessing volunteering and decision-making roles.

The following table shows the summary of Recommendations and Stakeholder concerned (World Board, Regional Committee, Nominations Committee, Member Organisation/National Board or World Bureau):

S/N	Recommendations	Concerned Stakeholder
<b>Introducing a quota</b>		
1.	A quota system be introduced to include at least two Young Women in decision making such as in the WB, RC and NB.	World Board Regional Committee Nominations Committee Member Organisations/ National Board
2.	Introduce the quota as a transitional system to drive change. It is recommended to implement the system for four trienniums and review after each two/three to decide.	World Board Regional Committee Nominations Committee Member Organisations/ National Board
3.	A single election process should remain. If no young women have been elected up to that point, then the last two remaining seats will go exclusively to two young women candidates, who have received the highest number of votes.	World Board Regional Committee Nominations Committee Member Organisations/ National Board
<b>Access to youth-friendly information</b>		
4.	Dissemination channels should be more diversified, and opportunities posted multiple times over a lengthened duration.	Nominations Committee World Bureau

5.	Applications for global decision-making roles should be written in an easy-to-understand manner, with simple language.	Nominations Committee World Bureau
6.	Each application process, guidelines, job descriptions and terms of reference, time required, cost, relevant skills and key responsibilities, should be properly detailed.	Nominations Committee World Bureau
<b>Mainstreaming youth participation</b>		
7.	New and current decision-makers at the global and regional levels should undertake mandatory training on youth participation.	World Board Regional Committee
8.	New and current decision-makers at global and regional levels should meaningfully include young people in decision-making.	World Board Regional Committee
9.	Create a Global Working Group for Youth Participation.	World Board Regional Committee
<b>Governance educational and/or training programme</b>		
10.	Create a WAGGGS education-driven programme/training session plan and a Publication about having Young Women in decision-making roles.	World Board World Bureau
11.	Create a circular structured roadmap showcasing different paths to decision-making roles and ways to serve the Movement.	Member Organisation/National Board World Bureau

12.	Promote the stories of Young Women in decision-making roles, including the benefits brought to their MOs and the Movement.	Regional Committee Member Organisation/National Board World Bureau
13.	Provide opportunities for conversations between Young Women already in decision-making roles and those who are not.	World Board Regional Committee Member Organisation/National Board
<b>Mainstreaming governance</b>		
14.	Promotional materials/resources for WAGGGS programmes and events should be created to give out information about governance and application processes.	Nominations Committee World Bureau
15.	Utilise international opportunities and events as a strategy to increase participation and enrolment of Young Women in decision-making roles.	World Bureau
<b>Spaces for Young Women to have DM experience and skills</b>		
16.	At the World Conference, Regional Conference and similar decision-making events, a clear mandate of the Young Women forum should be given, i.e. have a mandatory plenary participation.	World Board Regional Committee World Bureau
17.	Capacity-building events for governance exclusively for Young Women, should be organised. These events will prepare the Young Women and will provide them with the opportunity to gain	Regional Committee Member Organisation/National Board

	experience and develop relevant skills for decision-making roles.	World Bureau
18.	Dialogue regarding intergenerational gap issues should be created.	Member Organisation/National Board
<b>Support to Young Women throughout the application process</b>		
19.	A World Board and Regional Committee mentorship programme should be created.	World Board Regional Committee World Bureau
20.	Recruitment process for decision-making roles should be skills-based, instead of focusing on years of experience in guiding.	Nominations Committee Member Organisation/National Board World Bureau
21.	The procedure for giving references should be adjusted to include two options: MO references and different guiding/employer/professional/school reference.	Nominations Committee Member Organisation/National Board World Bureau
22.	An official WAGGGS safeguarding policy should be developed and a reporting mechanism established in which volunteers from MOs, including Young Women, can anonymously report irregularities in accessing volunteering and decision-making roles.	World Board World Bureau

Figure 13: Summary of Recommendations and Stakeholder concerned

## 5. LIMITATIONS

The main aim of this study was to investigate the paucity of Young Women in the GG/GS Movement who take up decision-making roles. Even though the study used several data collection techniques such as surveys, focus groups, and interviews, there were certain limitations in the process of carrying out this research.

Due to the nature of the research question, the study was largely based on qualitative research methods. Whilst the research methods used were rigorously conducted and validated, the results were limited by the study's sample size. The subject of the research itself proved to be a limitation of its own, since the topic discussed can be considered a sensitive subject to some. Organisational culture may not allow for people to expose sensitive or negative opinions and feelings about the topic. The complexity of the topic created barriers for the research, for example the widespread inconsistent use of terminology throughout the Movement, even though clear definitions were given.

Even though the information was translated into the four official WAGGGS languages and clear definitions of terms were given, it is understandable how there might have been respondents which were excluded from the research due to language barriers. It must be mentioned that although translations were made, into the four official WAGGGS languages and others as required, they were not done by professional translators and therefore information could have been lost in translation. Also, considering that the surveys were mostly shared via social media and using the Internet, Young Women with lack of accessibility to the Internet were less likely to fill in the surveys. However, where possible physical surveys were shared with participants with lack of accessibility to the Internet. These were later filled in online by the research team so that information was stored in one location. It must also be mentioned that the data collection methods (i.e. online surveys) used might have excluded girls and women from marginalised communities or geographical locations, young mothers, and girls from a low-income background.

Secondly, often times, surveys, information, and reminders were sent via email to the individual organisation's primary email to follow the official WAGGGS communication process, meaning that information might have not been shared correctly or at all to the leaders and members. Unfortunately, despite the surveys being shared to all MOs, and on social media, there were still many countries with very low survey participation. In order to reduce the likeliness of this happening, several reminder emails were sent and social media was used extensively to promote the research so that individuals could directly access the survey without the need of an official email.

When reviewing the data, it is important to consider that individuals in an FGD can be influenced by dominant members in the group, or may be too shy to participate. To try and avoid this the YWRT team endeavoured to ensure that the groups were not too large, that the stakeholders were comfortable, and that everyone had a chance to give feedback.

As previously mentioned, this research aimed to investigate the limited number of Young Women in decision making roles within the Movement, hence the research carried out mostly reflects the opinions of the global Movement. Therefore, in order to dive deeper into the topic at hand, we recommend a similar study at the national/MO level to be carried out so that specific contexts could be considered and all of the Movement's members would be well heard and represented.

Lastly, due to COVID-19 restrictions and the safety of its members, the 37th World Conference was postponed to 2021, therefore the YWRT have not yet presented their findings to the WB or submitted any motions as per original timeline. The team continued to improve the written report and still plans to show its findings and share its recommendations to the WB in 2020 and 2021 (World Conference).



## 6. SUMMARY AND CONCLUSIONS

This study used a mixed-method approach to understand why more young women are not involved in decision-making roles in the GG/GS Movement. Our findings showed the desire across various stakeholders in the Movement for Young Women to be involved in decision-making roles at the national, regional and global level. However, young women face multiple barriers to take up these roles ranging from individual barriers (impostor syndrome, lack of time, lack of motivation, lack of awareness on opportunities and processes) to systematic barriers (intergenerational gap, ineffective implementation of policies, physical and language issues). Therefore, a range of coherent actions were recommended to address these barriers to ensure that Young Women could access and take up decision-making roles.

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