



The story so far... our Youth Engagement Plan

The Background

Early in 2013 the Ministries of Social Development, Justice, Education and Health, and the New Zealand Police launched the Waikato Social Sector Trial (WSST) in our district. The Social Sector Trial is motivated to improve outcomes for youth aged 12–18 years in Huntly, Ngaruawahia, Raglan, Te Kauwhata and Tuakau.

A key outcome was for Waikato District Council to better engage with youth. To achieve this, we welcomed Youth Engagement Advisor, Sam Dockary to our team for three months. Sam has been tasked with developing a youth engagement plan to encourage youth in Huntly, Ngaruawahia and Te Kauwhata to participate in local decision-making and community activities. Sam's role was made possible with funding from the Ministry for Social Development.

Our 2020 challenge is to have the most engaged community in New Zealand. The Youth Engagement Plan shows how we can achieve this by better integrating young people into our communities and giving them a platform to air their views. Youth are a key group in our communities who need to be engaged. If we do not actively engage with the 13,000 youth within our district we are missing the mark on a sixth of the total population of our district. Even though youth may be too young to pay rates and are not legally entitled to vote, they still have insights into issues which are relevant to them and they are the future of our communities. Council is keenly aware of this and by working together with our community boards and community committees we are hoping to make a difference.

Currently there is some great work happening with young people in our district. There are wellestablished youth action groups in Huntly and Te Kauwhata. These groups meet regularly and help make decisions from a youth perspective. But they have very little input into local level governance processes either through their own community board or community committee.

By listening to youth opinion on issues, getting them involved in community development and engaging with them, Council's 2020 challenge of being the most engaged community in New Zealand will be much easier to achieve. Engaging with youth will also greatly support Council's Community Engagement Strategy.

Engaging youth today will hopefully help build a group of future leaders and residents that are engaged with local government.

Maaori make up 24% of the total population in our district and 31% are youth aged between 10 and 24. This makes Maaori youth a key group that Council wants to make a positive impact on.

Creating a district where youth feel valued and engaged in local government matters will encourage youth to stay, potentially retaining social capital. This means that new skills acquired by youth through learning and training would be retained in our district and more people would be proud to continue living in the Waikato district.

The purpose of the plan

This Youth Engagement Plan focuses on how Council and its community boards and community committees can give youth a voice in local decision-making structures. The assumption is that young people will start taking more of an interest in local government matters if they feel that their opinions on relevant issues matter. The youth of today are the leaders of tomorrow. They are an important interest group in our community and it is important that they feel that they are heard as well as listened to. They are often the eyes and ears of our community and have a lot to contribute to its development.

This plan contains:

- The story behind the plan.
- How it has been developed.
- The key findings from the consultation process.
- What can be done to address the issues raised.

The key points to this plan:

- Giving young people a voice in local decision-making.
- Create confidence in young people to be able to have a voice.
- To help shape our community's to be more youth-focused.
- To create a specific group of future leaders.

This plan is the foundation document, alongside which other plans could be developed and possibly lead a number of future developments, including potentially permanent youth representation on community boards, establishment of youth councils, national youth conferences and online youth collective forums.

Developing the plan

Development of the Youth Engagement Plan has been led by Council's Youth Engagement Advisor, Sam Dockary. Sam has been supervised by Council's Planning & Strategy Manager, Vishal Ramduny, and Ministry of Social Development's Waikato Social Sector Trial Manager, Kodi Hapi. Council's Community Development Co-ordinator, Lianne van den Bemd, has also worked closely with Sam on this project and has accompanied Sam to many internal and external meetings. Additional support has been provided by Council's Corporate Planner, Maria Edgar.

This plan has been developed based on consultation with Community Boards and Committees, Councillors, Waikato District Council staff, other Councils, Government agencies, high schools, youth providers and youth action groups in Huntly, Ngaruawahia and Te Kauwhata. These discussions have shaped the plan to what it is.

Issues/problems

The plan has set out to address the following:

- Limited engagement by youth in the district with community groups and Council-run community boards and committees. As a consequence of this youth are not having a say in decisions that affect them.
- A sense of disengagement of youth from the wider community.

Plan Objectives

The key objectives of the Plan are:

- To provide youth in Huntly, Ngaruawahia and Te Kauwhata a voice in local (community board and community committee) decision-making.
- To help youth understand they have an important role to play in shaping their communities.
- To help build a group of future leaders.

Benefits of the Plan

The key benefits of the Plan are:

- Give youth the opportunity to have a say in matters that affect them now and in the future.
- Boost morale and pride amongst youth knowing that they have had the opportunity to provide input into decision-making.
- Help create a generation of future leaders who understand the role of Council and how they can contribute.
- Youth benefit by gaining skills, knowledge and self-esteem.
- Foster a sense of connectedness amongst youth.
- Adults benefit by enhancing their own competencies, learning to better understand and value youth, and increasing their commitment and energy to their organisations.
- Organisations benefit by improving their programmes, gaining community recognition, and attracting funders.
- Communities benefit by improving quality of life, coordinating youth services and authentically embracing diversity by representing young people.

Stakeholder & roleplayer engagement

The plan was developed in consultation with youth service providers and key members of the community. Regional, district and local stakeholders were engaged and asked to provide feedback on the aims and objectives of the engagement.

Community consultation meetings were held during May and June 2015 in Huntly, Ngaruawahia and Te Kauwhata. Almost 50 community members participated in the meetings where the concept of a youth engagement plan was discussed.

An online youth survey was undertaken, providing valuable information from young people in regards to their understanding of the work Council does, their community and their needs.

The complete group of stakeholders and roleplayers engaged can be broken up to:

- Councillor
- Council staff
- External stakeholders:

Huntly Community Boards

- Ngaruawahia Community Board
- Te Kauwhata Community Committee

Local iwi

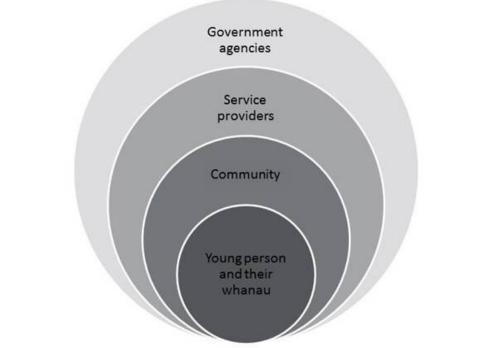
- Community groups
- Local high schools
- Youth action groups
- Youth service providers within the district

Individuals with an interest in youth matters from within the community

- Ministry for Social Development
- Ministry for Youth Development
- Other councils and government agencies

Key stakeholder groups

The graphic below demonstrates that if all stakeholders and roleplayers work well together it will maximise benefits for youth and foster unity within households and the community.



Source: MSD, Social sector trial graph, 2013.

Key findings

Consultation with the Huntly and Ngaruawahia Community Boards, the Te Kauwhata Community Committee, youth action groups and other members of the community helped us identify key issues.

Meetings with agencies and community groups who are involved directly with youth in the three communities also helped shape the plan.

The findings of this engagement have been grouped together into key themes.

Three distinct themes have emerged.

Disconnected

- Many young people do not know what council does.
- Facebook can be a key communication tool between Council and youth. Youth aren't aware that they can use Facebook to communicate with Council.
- Mentoring and support is required to keep youth on track and motivated.

- Youth feel there is no support to help them get involved in local decision-making bodies.
- Youth don't know how Council meetings work or how to make submissions on important Council planning documents such as the Long Term Plan.

Inactive

- There is currently no youth representation on the Huntly Community Board and the Te Kauwhata Community Committee.
- There is currently no youth action group in Ngaruawahia.
- Training is needed to upskill youth in personal and professional development.
- Lessons are not shared by youth across community boards/committees due to a lack of youth representation.
- Youth feel there is no support to help them get involved in local decision-making bodies.

Unsustained

- The sustainability of youth engagement initiatives is a concern. The lack of funding often means ideas are not implemented.
- Many youth organisations are not aware that they can access funding from the community board, community committee or from Council discretionary funds.
- Lack of continuity in youth leadership no rewards for their time and effort.
- The current Youth Engagement Advisor role is a good initiative by Council and the Ministry for Social Development. How can this be sustained and the good ideas that have emerged implemented?

Key findings

Disconnected to connected

Intervention One:

Youth representation on the Te Kauwhata Community Committee, Huntly Community Board and Ngaruawahia Community Board.

It's clear that youth want to be involved in community matters but feel powerless because they're seen as either too young or not interested.

One of the key recommendations is for the Huntly Community Board, Ngaruawahia Community Board and Te Kauwhata Community Committee, to appoint a youth representative from the local youth action group, to air views from a youth perspective.

Intervention Two:

Youth representation is made up of a local Youth Action Group Co-ordinator and a Youth Action Group Representative (two youth members on the community board or community committee).

Youth aged between 16-24, who live in the community, have the opportunity to join their local youth action group. They will identify issues and share ideas with the community board/committee and advocate on those issues. The youth action groups will speak on behalf of all youth within the community and will be the voice of tyour people on the community board or committee.

The youth action groups will discuss relevant issues from the monthly board/committee agenda prior to their meetings at least four times a year. The youth representatives will present the issues on a quarterly basis in the form of a report to the board/committee.

Youth will not have any voting rights on the boards but they will have the opportunity to have a voice. A quarterly report will be provided to the respective community board or committee on the issues found in the agendas and anything else the action group wish to put forward. The Youth Action Group Co-ordinator will also write a report to Council (the Strategy & Finance Committee) regarding the progress of the action group and how they feel being on the community board/ committee is working. Along with a yearly survey to the community boards/committee and the youth action groups, this will help with monitoring project outcomes.

Intervention Three:

A mentor is identified from within the Te Kauwhata Community Committee, Huntly Community Board and Ngaruawahia Community Board to support and guide the youth representatives at meetings and be a general point of contact.

The mentor needs to be an elected member of the community board/committee. The mentor will be responsible for ensuring that the youth representitive is well supported through the meeting and that they have the opportunity to share their ideas. The mentor will be a "go to" person for any issues or questions that the youth action group representatives may have. Once the board/committee adopts this engagement plan, a mentor should be identified by the time of its next meeting.

Intervention Four:

Taking Council to the youth.

• Open days at Waikato District Council for youth to gain an understanding of what council does.

- An annual session at each of the high schools in the district which the local ward councillor can host and share their experiences of being a councillor.
- Run workshops for the youth action group members in each town to build the relationship between community boards and committees, council staff and youth. These meetings will enable young people to ask questions about issues relevant to their community. Council staff can also provide an overview on how submissions to Council can be made.
- Bring awareness to youth around the importance of having a voice for and giving a vote for the candidate that has their best interests in mind.
- Generate awareness around the importance of voting in local and national elections and the impact it has on our lives.

Inactive to active

Intervention Five:

A youth action group be established in Ngaruawahia.

- Linking the youth of Ngaruawahia, and encouraging participation in the setup of a Ngaruawahia Youth Action Group.
- Making sure the youth action group is representative of youth belonging to different organisations and groups, even to those that do not attend school in Ngaruawahia. We propose that this youth action group is modelled on the Huntly and Te Kauwhata groups.
- While the Ngaruawahia Youth Action Group is being established, the current youth representative on the Ngaruawahia Community Board, Salem Waters, will continue to be supported and strengthened.

Intervention Six:

Establish a Ngaruawahia service providers networking group, to discuss relevant youth issues within the sector and to support the youth action group.

• This group should consist of anyone who is interested in working with or helping

young people. These organisations should have a youth focus e.g. services providers, parents, youth workers, high schools, Council, government agencies etc.

- The group meets regularly to discuss relevant issues involving youth and their community. This group is required to work together for the benefit of youth in the community.
- This group will support the running of the youth action group and provide assistance where needed.
- This group should follow the current model of the Raahui Pokeka Rangatahi networking group which meets once a month in Huntly.

Intervention Seven:

A dedicated budget for advancing youth engagement.

This budget is for the costs associated with the youth action group representatives and also the youth action groups in each community.

Community boards and committees members are paid for their service. What they do with their funds is up to them, some put them back into the board's/committee's discretionary fund.

If we want young people to share their opinions and be the voice of youth then we need to acknowledge the time and effort they will be putting in. Young people's needs and comprehension of community service and volunteering can be difficult to work with, so by asking a young person to give up time without reward may not work. This fund would help the youth action groups to function well and would encourage young people to attend such meetings.

Rewarding the efforts of the youth action group representatives

It is proposed that a payment in the form of a \$20 gift voucher be given to each of the two youth action group representatives (the Youth Action Group Co-ordinator and Youth Action Group Representative) for each community board/ committee meeting they attend. This is not an incentive to serve the community, but rather a reward for the time and effort put into the community.

It is proposed that the funds be provided from a new budget which will sit under the Strategy and Support Group General Manager. \$400 per year for each community board/committee will be required (\$20 per person per meeting (10 meetings altogether) for the two youth action group representatives). This will equate to \$2800 across the seven community boards/committees per annum.

Youth action group meeting costs

The youth action group will be meeting quarterly. Any expenses the group may will need to be met e.g. meeting room hire, costs of food for the meetings, resources etc. These costs will be approximately \$1800 per year. This will cover all five community boards and two formally recognised community committees.

A permanent Youth Engagement Advisor position within Council

The arrangement that Council had with the Ministry for Social Development with regards to employing a Youth Engagement Advisor ended on 30 June 2015. It is important the momentum that has been generated by the work done so far continues through the implementation of the Youth Engagement Plan. Council should consider sourcing additional funding so the Youth Engagement Advisor position can be continued until the end of the 2015/16 financial year. If this role proves successful and the desired outcomes of the plan realised, it is proposed that this position be made permanent.

Measuring

success

How will we know if this plan is successful?

- By gauging the meeting frequency of the youth action groups.
- By gauging the interest shown by youth in the action groups and in the topics and issues discussed with the community board/ committee.

- Attendance by youth action group coordinators and youth action group representatives of the Huntly and Ngaruawahia community boards and the Te Kauwhata committee meetings and their contribution to the discussions.
- Quarterly reports provided to each of the community boards/committees by the youth action group co-ordinators.
- Feedback from the youth action group co-ordinators and youth action group representatives on the mentoring provided by their respective mentors.
- Feedback from each community board/ committee about the benefits of youth representation in the development of their community and in their decision-making processes.
- Increased participation from youth in local community events.
- An increase in youth initiatives/projects run by the youth action groups and their community board/committee.
- Annual youth survey.

Conclusion

The Youth Engagement Plan can only achieve its goals if there is commitment from all parties.

This includes Council, each community board or committee, the youth action groups, youth service providers, high schools and community groups.

Using an analogy from the Maaori model for health and well-being - Te Whare Tapa Wha the symbol of the wharenui illustrates the four dimensions of Maaori well-being (akin to the four walls of a house). Should one of the four dimensions be missing or in some way damaged, a person, or a collective may become 'unbalanced' and subsequently unwell (in other words, the house will collapse). The projected outcomes sought will not be successfully met if, for instance, a youth action group stops meeting (then there will be no youth voice). In the same way, if funding is stopped youth action groups may not have a venue to meet and the youth representative may not attend community board or community committee meetings as they may feel they are not being valued.

The key to this plan is engagement i.e. how to get youth engaged through giving them a voice in local decision making processes. If this engagement plan succeeds in the pilot communities of Huntly, Ngaruawahia and Te Kauwhata, it will then be rolled out to other community boards and committees in our district.

This Plan will be updated on a regular basis. It forms the foundation document for future youth engagement initiatives.

The future possibilities for youth engagement could be:

- A Youth Forum youth action groups coming together to discuss youth events in their communities and to network with each other.
- The possible establishment of a Youth Council (if deemed feasible) – responsible for fostering networks and building relationships with decision makers in order to influence change for young people at a local council level.
- Youth conferences hosting or attending youth conferences, for those that are involved in local, regional and national decision making, for personal and professional development purposes.

These are just some of the possibilities which can be explored through future reviews of the Youth Engagement Plan.

However, first things first. Let's give our youth a voice – then the possibilities will be endless.

Appendices

Appendix One: Person specifications for youth action group members, the youth action group representative and the youth action group coordinator

Youth action group members

Youth action group members should be 12 – 24 years of age and from their respective communities.

Some of the key qualities a youth action group member should possess include:

- Committed to wanting to help give a youth voice.
- Passionate about change.
- Being a team player.
- Approachable and friendly.
- Willing to attend and contribute to youth action group meetings.
- Punctual.

Youth action group representative (on community boards or committees)

Youth action group representatives should ideally be between 16 - 24 years of age. They too should possess the qualities required of the youth action group member plus the following:

- Good people skills.
- Good communications skills.
- Be presentable.
- Able to relate in a professional manner with community boards or community committee members.
- Is respected by his/her peers and willing to represent youth and the issues they have.
- Reliable and proactive.

• Willing to be mentored by the nominated youth mentor on the community board/ committee and by the Youth Action Group Co-ordinator.

Youth co-ordinator

The Youth Action Group Co-ordinator should ideally be 16 years and older. Some of the key qualities that s/he must have include:

- Relatable to young people.
- Good facilitation and communication skills.
- Good organisational skills.
- Good time management.
- Being a role model for the youth.
- Able to bring the different members of the youth action group together for regular meetings.

Appendix Two: Individuals and groups consulted throughout the development of this plan

Community groups/providers

Ngaruawahia

- Ngaruawahia Community Board
- Nga Tu Tangata
- Nga Miro
- Ngaruawahia Community House
- Ngaruawahia High School
- Turangawaewae Marae Rangatahi Rep
- Community members David Ivory
- St John's Ambulance Cadet leader

Huntly

- Huntly Community Board
- Waikato District Health Board Emily Kerr, Lyn King
- Huntly in Action Lila Tekani
- Inspire Hub Huntly Amy Henderson
- Huntly Youth Action Group
- Huntly College
- Huntly Library
- Volunteering Waikato Lorraine Hooper
- Te Ahurei A Rangatahi Potaea Maipi, Letari Paku

- Kaitumutumu Marae Rangatahi Rep
- Community members Kelley Mara, Chick Rameka, Lorna Hambleton, Yve Heanga, Michelle Doak
- Waahi Whanui (invited)
- All Marae (invited) Te Ohaaki Marae, Waahi Pa, Maurea Marae, Horahora Marae, Kaitumutumu Marae

Te Kauwhata

- Te Kauwhata Community Committee
- DISC Community House
- Events Committee
- St Andrew's Church
- St Margaret's Church
- Te Kauwhata College
- Youth Centre youth action group
- Community members Debbie Tonks, Richard Stewart, Ann Cooper
- Waikare Marae (invited)

Waikato District Council Councillors

- Allan Sanson (Mayor)
- Dynes Fulton (Deputy Mayor)
- Clint Baddeley (Raglan Ward Councillor)
- Jacqui Church (Awaroa ki Tuakau Ward Councillor)
- Rosemarie Costar (Onewhero-Te Akau Ward Councillor)
- Janet Gibb (Ngaruawahia Ward Councilllor)
- Wally Hayes (Tamahere Ward Councillor)
- Shelley Lynch (Huntly Ward Councillor)
- Rob McGuire (Eureka Ward Councillor)
- Lionel Petersen (Awaroa ki Tuakau Ward Councillor)
- Jan Sedgwick (Whangamarino Ward Councillor)
- Noel Smith (Newcastle Ward Councillor)
- Moera Solomon (Ngaruawahia Ward Councillor)
- Graeme Tait (Huntly Ward Councillor)

Waikato District Council Staff

- Gavin Ion (Chief Executive)
- Tony Whittaker (General Manager Strategy and Support)
- Sue Duignan (General Manager Customer Support)

- Tim Harty (General Manager Service Delivery)
- Vishal Ramduny (Planning and Strategy Manager)
- Lianne Van Den Bemd (Community Development Co-ordinator)
- Kurt Abbot (Organisational Planning & Project Support Team Leader)
- Maria Edgar (Corporate Planner)
- Marae Tukere (Iwi & Community Partnership Manager)
- Jeff Myles (Project Management Advisor)
- Andrew Corkill (Asset Management Team Leader)
- Anne Beex (Communications Manager)
- Erin Rangi-Watt (Senior Communications Advisor)
- Nicole Nooyen (Communications Advisor)
- Nadine Rogers (Communications Assistant)
- Clive Morgan (Economic Development Manager)
- Alison Diaz (Finance Manager)
- Jenni Vernon (Strategic Planning and Resource Management Team Leader)
- Donna Tracey (Strategic Planning Analyst)
- Betty Connolly (Senior Policy Planner)

Ministry for Social Development

- Kodi Hapi (Ngati Haua, Ngati Pukenga -Waikato Social Sector Trial Manager)
- David Ivory (Waikato Social Sector Trial Coordinator)

Ministry for Youth Development

• Rob Griffiths (Youth Participation Advisor)

Other Territorial Local Authorities

- Waipa District Council
- Auckland Council

Appendix Three: Specific input derived from each of the pilot communities

Theme: Disconnected

Ngaruawahia

- The youth action group should be informed on how to make a submission to council.
- Facebook should be the key element in communication between Council and young people, a Facebook page will be started by youth co-ordinator and the youth action group to communicate easily to each other and to other young people.
- There are a lot of young people who are community minded and will be willing to join the action group.
- Need to make the roles clear to all parties involved on what they are to do/how it all works, especially the young people, keep it simple.

Huntly

- Keep the meetings short and not complex or they will get bored and not want to attend.
- An awesome opportunity for the community and good for community engagement.
- This will be beneficial in the development of Huntly and its young people.

Te Kauwhata

- A personal approach with youth members is needed to make it relevant and real.
- A diverse range of young people are needed to successfully hear all aspects on a topic or issue.
- Training the young people in professional development and also how the meetings work, what to do, how to make submissions to Council etc.
- Facebook is a key communication tool for young people and can be used to share community events of interest to youth or general community events. Youth can also share events on each other's pages.

- Good for community engagement.
- Open the youth action group up to any young person who is willing to share ideas.
 Do this during school lunch time to get the biggest audience.
- The group needs strong community and Council support.
- All community groups and members are backing the idea of giving youth a greater voice, as they are key for the future development of this country.
- Great idea of having a youth voice and representatives, but they need mentoring and support to keep on track.

Theme: Inactive

Ngaruawahia

- Currently there is no Youth Action Group for Ngaruawahia and the community would like one started.
- A youth focused, networking group be established for service providers to discuss relevant youth issues and events within their community.
- Love the idea, but want to see it go forward and happen, rather than it being just another good idea from Council.

Huntly

- Have food at meetings and make them different, not just writing ideas down, but explore different options.
- Two youth representatives will be better than one, as they can support each other and bounce ideas etc and they won't feel alone in the room with older members.
- Training is needed to upskill the young people in personal and professional development.

Te Kauwhata

• Have two youth representatives to support each other at the meetings in addition to the Youth Action Group Co-ordinator.

- The representatives should attend each meeting and be involved in meeting procedures.
- The youth representatives and co-ordinator should be able to speak about relevant issues at the start of the meeting and then be able to leave once all relevant topics are discussed.
- The young people need to know that all decisions take time and nothing will be done immediately. They need to be prepared for that.
- That the high schools allow the space and time to hold meetings to support the youth action group to fulfil its responsibilities.
 Other support could be through speaking to other students about the topics, handing out and receiving surveys, speaking in assemblies etc.
- Approach from a solutions-based plan e.g. graffiti clean-up costs more than graffiti prevention. Having the help at the top of the cliff rather than the ambulance at the bottom.

Theme: Unsustained

Ngaruawahia

• Funding is a concern, who is funding the group and for how long, also what for?

Huntly

- Is it sustainable and will it carry on if there is no youth engagement advisor through Council?
- Is there funding available for the group to access if they want to put on events or a project?

Te Kauwhata

 If the youth representative only stays on for 12 months, it will be difficult to keep the ball rolling, as training of new representative would have to happen each year and will restart the process of the relationship building again – keep youth representatives on for a three year term if they are successful.

- Sustainability? Can this initiative be successful? Are there any funds available for the group for food and for meetings? What about payment for members and representatives, training etc. If there is funding, there needs to be a continuation of this so it doesn't fall over after a short time and hard work isn't ruined. Funding is key to the success of this venture, shifting the focus from clean up, to prevention.
- Continuation of leadership, who is going to carry it on if someone is away or not present in the community anymore.

Appendix Four: Youth Engagement Budget for 2015/16

Council will be seeking further funding for the roll out of the Youth Engagement Plan including the role of the Youth Engagement Advisor in supporting this.

Task: Roll out of the Youth Engagement Plan

Committed (for 2015/16): \$15,000

Source: Ministry of Social Development

Task: Roll out of the Youth Engagement Plan

Committed (for 2015/16): \$20,000

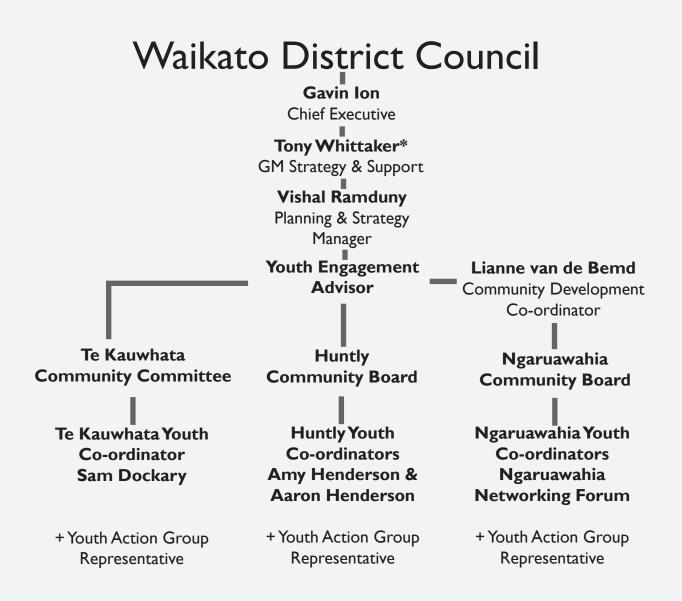
Source: Waikato District Council

Task: Youth awards and support to facilitate youth events in accordance with the Youth Engagement Plan

Committed (for 2015/16): \$15,000

Source: Ministry for Youth Development

Appendix Five: Main accountability oversight for youth engagement between Council and Community Boards and Committees



* Whilst the General Manager for Strategy & Support will have GM oversight for youth development the General Managers for Customer Support (Sue Duignan) and Service Delivery (Tim Harty) will also maintain oversight with regards to the respective community boards/committees they have been assigned to.

Appendix Six: Quotes in support of youth engagement

"Young people live in a community where they are recognised, valued and supported to fulfil their potential and aspirations." – **Ministry of Social Development, Waikato District Youth Action Plan, Social Sector Trials, 2013.**

"Restless Development reaches out to young people in a unique way; from the youth to the youth, so the messages aren't lost in a generation gap." – **Restless Development, Youth Engagement Strategy, 2012 – 2015.**

"Despite their numbers, passion and experience, the voices of young people often go unheard. Young people - both in the global North and South - rarely have the opportunity to inform development policy and practice. Young people have the right to be heard." - **Restless Development, Youth Engagement Strategy, 2012 – 2015.**

"We recognise that young people have the right to be involved in decisions that affect them and that they are best placed to make informed decisions." – **Restless Development, Youth Engagement Strategy, 2012 – 2015.**

"Youth formal (positional) and non-formal (non-positional) leaders:

- Help other young people to identify their own needs and those of their communities.
- Advocate for vulnerable and marginalised groups.
- Share information, transfer skills and knowledge to their peers and to adults.
- Encourage other young people to take a leadership role in their communities.
- Act as the link enabling young people to work with others at different levels of the community."

Restless Development, Youth Engagement Strategy, 2012 – 2015.

"Strong youth for strong national societies and safe and resilient communities. Youth doing more, doing better, and reaching further." **Red Cross and Red Crescent Society, Youth Engagement Strategy, 2013.**

