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A VIBRANT MOVEMENT - A New Strategy and Planning Cycle for WAGGGS

Regional Conference 2019

Executive summary

This paper outlines the planning cycle that has been agreed by the World Board to be implemented from 2020. It will be presented to MOs at Regional Conferences. The main drivers for the change are to recognise the difference between a direction for the Movement as a whole separate from a strategy for WAGGGS, to reduce the 'stop/ start' of activity caused by current planning cycles, and to simplify the current complex process.

Summary proposed cycle:

We are adopting a strategic planning approach that encompasses three elements:

- Twelve (12) Year Compass (strategic direction) for the Girl Guide / Girl Scout Movement: a broad, aspirational vision that identifies outcomes that we set out to achieve together as a collective movement of Member Organisations and the global body of WAGGGS over four triennia, with the aim of advancing work towards our mission.
- Six (6) Year Strategy for the WAGGGS Global Team¹: core focus areas that the WAGGGS Global Team, including Regions, sets out to achieve as an Organisation delivering against its value proposition to our Members.
- Three (3) Year Rolling Action Plan: a whole-of-Organisation, fully integrated from regional plans, defined set of activities that deliver services to Members under the core focus areas of the Six Year Strategy.

Main benefits of the changes

- Alignment of MO and WAGGGS activity towards achieving the Movement goals
- Improved forward resource planning
- Removing stop-start activity delivery caused by offset strategic planning and changes to Regional Committees and the World Board
- Consolidation of consultation processes
- Freeing up more time at World and Regional conferences for MO exchange and learning

Next steps

As outlined in the paper below the next step is the development of the 12 year Compass setting the direction for the Movement. This will be presented for approval at World Conference in 2020. Consultation has commenced and will continue until the February 2020 Board Meeting. Alongside this we will present a stretch to the current 3 year WAGGGS strategy to the 2020 World Conference to take it through until 2023. This will be amended to take into account the input for the 12 year Compass but will not be a completely new strategy.

¹Per the definition given in the World Board approved Governance Vision, The WAGGGS Global Team is the central body of the Girl Guide / Girl Scout Movement; the "business organisation" part of WAGGGS used to manage the affairs of the organisation and support delivery of the Strategic Plan. It includes all staff employed by WAGGGS, the World Board, and all other volunteers engaged in governance and implementation work on behalf of the World Board and the World Conference.

Outline timetable

Consultation with Girls and Young Women – March 2019

Consultation with International Commissioners – Q2 2019

Consultation with Member Organisations – starting at Regional Conference through to January 2020

Consultation with new Regional Committees - August/ September 2019

World Board initial discussion - September 2019

World Board approval of draft proposal – February 2020

Final consultation with MOs - March 2020

Questions for MOs to consider prior to Regional Conference

1. It's the year 2032...

This is two years past the attainment of Sustainable Development Goals (SDGs). By this date, the World has changed considerably. This is especially the case in the following areas:

- » Global poverty rates are the lowest ever.
 - » Girls have more access to free, equitable and quality primary and secondary education.
 - » Countries have adopted more policies, especially fiscal, wage and social protection policies, to progressively achieve greater equality.
 - a. What changes do you foresee in the following areas? Social changes, cultural changes and political changes
 - b. What would be the implications of these changes for the following groups:
Girls, women, your organisation, for Girl Guiding and Girl Scouting, for other groups
 - c. If there was one thing you'd like to see the Movement achieve by 2032, what would it be?
 - d. Where do you see your organisation in 2032 and what key actions would be of most value to getting there?
2. Through what other processes can we consult our MOs for the 12-year Compass?
3. How can we incorporate the girls' voices in the 12-year Compass?
4. What have we missed in the approach?

BACKGROUND

An evaluation of the current state of the WAGGGS planning and implementation cycle highlights both best practices that should be carried forward and critical challenges that are preventing the WAGGGS Global Team from defining and delivering the global strategy for WAGGGS.

Current State

Three critical elements impact and shape the WAGGGS strategy planning and implementation approach:

- Planning and Implementation Cycle, through which teams develop and implement plans approved by Members at World and Region Conferences;
- Elections, during which Regional and World Governance teams are appointed to oversee WAGGGS business between World and Region Conferences; and,
- Governance meetings, during which World Board and Regional Committees meet to review progress against the strategic plan, gain better understanding of MO needs and priorities, and make strategic decisions for moving the Organisation forward, including budget and planning decisions.

Diagram 1: World and Region Planning & Implementation Cycle Timelines



Mapping out the timelines of the critical elements of the WAGGGS planning and implementation cycle at World and Region levels revealed both best practices and key challenges with the process.

Best Practices

The current WAGGGS planning and implementation cycle encompasses practices that should be carried forward, including:

- Mechanism for Member consultation ahead of World Conference, currently conducted via Regional Conferences;
- Induction process for World Board Members and Regional Committees;
- Recruitment and induction process for global volunteers who extend the governance capacity of the World Board;
- Cycling out just ⅓ of the World Board at a time; and,
- Demonstrated success in continuing forward work when new Board members commence after Region Conference elections.

Critical Challenges

The current WAGGGS planning and implementation cycle also encourages practices that create challenges and should be avoided at World and Region levels, including:

World

- Misalignment prevents both the WAGGGS Global Team and Member Organisations from having clarity around the role and deliverables of the World Board, Region Committees, World Conference, Region Conference and Member Organisations, in terms of defining and delivering the global strategy for WAGGGS;
- The World Board lacks strategic oversight for Regional plans and, therefore, the ability to direct resources to support them;
- There is evidence of a 'stop – start' approach at for each triennium causing delays in the implementation of each activity.

Regions

- Regional plans that are presented at Regional Conferences are based on a Global Strategic Plan that is still in consultation and adopted one year later, with the likelihood of ideas and focus evolving or being changed in some way;
- Annual business planning process for Regional teams, introduced in 2016, creates a continuous start-stop approach that is repetitive and leaves teams with little time to focus on service delivery to Members that advances progress towards the Strategic Plan;
- Time is lost and resources are not used to their full advantage in this inefficient cycle, causing frustration;
- In the current Regional triennium, more Committee meetings correlate to less work output at the operational / service delivery level; and,
- The Regional Symposium (formerly "Gathering") held at World Conference presents an opportunity that has not been fully leveraged or supported.

STRATEGIC ALIGNMENT

The proposal fits within our current organisational framework in the following ways:

- Helps achieve the goal of aligning the planning and implementation cycle across the organisation
- Reduces the need for stop-starts in the planning cycle, creating a smoother experience for the Global Team and Members;
- Engages Member Organisations in the responsibility to deliver on a vision for the movement;
- Leverages demonstrated success in having a long-term vision and strategy under which business activity can be synchronized;
- Encourages collaboration and co-creation across World and Region level staff and volunteer teams; and
- Fully integrates Regional activities into the planning cycle, putting more emphasis on Member Organisation needs.

Design of the Recommended Planning Cycle

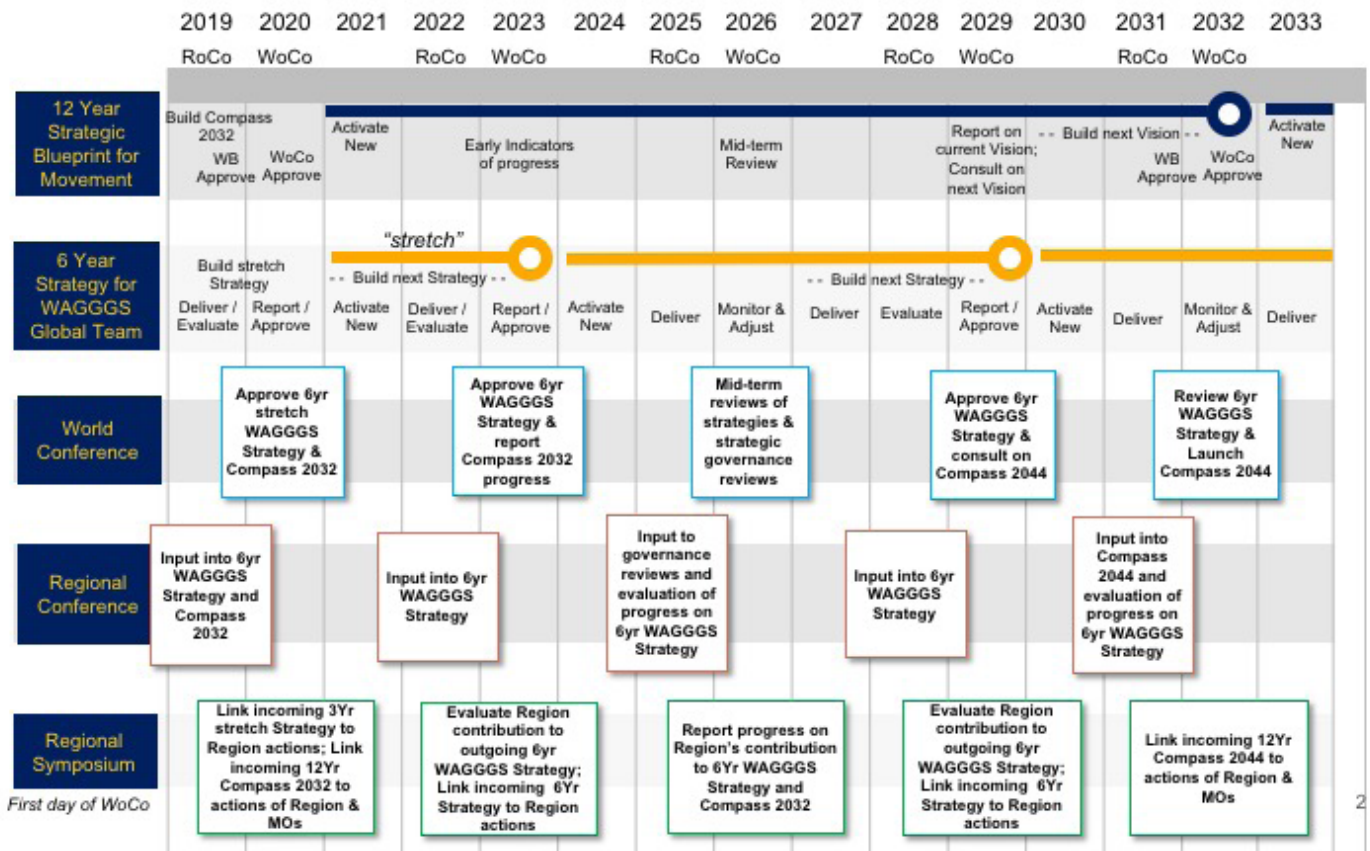
- **Twelve (12) Year Compass for the Girl Guide / Girl Scout Movement:** a broad, aspirational vision that identifies outcomes that we set out to achieve together as a collective movement of Member Organisations and the global body of WAGGGS over four triennia, with the aim of advancing work towards our mission. This Vision will be built and approved by the World Board, in consultation with Members and other external networks as appropriate, and approved by World Conference. The WAGGGS Global Team will be responsible for monitoring and evaluating progress, and keeping Member Organisations informed of their findings.
- **Six (6) Year Strategy for the WAGGGS Global Team:** core focus areas that the WAGGGS Global Team sets out to achieve as an Organisation delivering against its value proposition to its Members and towards achieving the Twelve Year Vision. Input will be collected from Member Organisations through Region Conferences, World Conferences, and via direct communication. The 6 year strategy will be approved by the World Board, and then approved and launched at every second World Conference. Mid-term reviews of progress, and adjustment as necessary will be provided at interim World Conferences.
- **Three (3) Year Rolling Action Plan:** a whole-of-organisation, fully integrated, defined set of activities that deliver services to Members under the core focus areas of the Six Year Strategy. This plan will include activities that Regional and staff teams propose, and will be fully integrated into one plan that is approved by the World Board. Relevant activities will be shared with Members at Regional Conference, with progress reported on new activities launched at the Regional Symposium (formerly "Gathering") held adjacent to World Conference.

The above three elements provide milestones on a twelve year timeline that guide the type of work in which the Global Team, including World Board Members, Regional Committee Members, and Staff Teams, can expect to engage at different times. It also sets new expectations for varying the purpose of World Conferences on a cyclical timeline that enables the movement to move forward in a synchronized manner. World Conferences that do not have a critical strategic planning element will be reserved for major governance reviews or changes.

Diagram 2: New Planning Approach



The New Strategy Cycle and Formal MO Gatherings



Timeline for Implementation

In Diagram 2, it is important to note that we believe that we are now in year 9. This assessment was made after reviewing in hindsight the approach that has been taken over the past 10 years. In 2011, the World Board introduced Vision 2020, a framework for the movement that included six outcomes that WAGGGS and its Members would aim to achieve by the year 2020. Since the introduction of this vision, each subsequent Global Strategy has linked to the six outcomes, with the latest version being grouped into three strategic themes.

This model can be intentionally replicated on a twelve year cycle, effective immediately and working towards the next World Conference taking place in year ten in the cycle.

IMPLICATIONS

The deepest implication of the new approach to planning is a culture shift for the Movement. The Global Team will be challenged to think with a balance of long, near, and short term vision, consider shifting MO priorities and external factors, and increase communication and collaboration in decision making. To achieve success, stakeholders that currently engage in planning will need to shift their mindset away from isolated and siloed planning to a truly integrated planning process. Stakeholders include the World Board, Regional Committees, Staff teams, and Member Organisations.

Key cultural / mindset shifts:

- A new Global Strategy will not be introduced at each World Conference; rather, each World Conference will see either a new Twelve Year Compass for the Movement, Six Year Organisational Strategy, or have the opportunity for a major governance review;
- Major governance reviews and actions, whenever possible, will be held for governance review years;
- World Board Members will plan for work beyond their term of office;
- When new World Board Members are elected, either via Regional or World Conference, work will continue moving as planned and new World Board Members will be brought up to speed and integrated into the ongoing work without the need to redesign the Strategy or immediate Business Plans;
- World Board Members will contribute to different types of strategy development at different points in their term, depending on when they are elected along the twelve year timeline; and,
- Ideally, new World Board candidates will be elected based on their knowledge of the ongoing Twelve Year Vision and Six Year Strategy, and their ability to carry it forward.

Regional Teams

Key deliverables for Regional Teams in the new planning cycle include:

- Acting at the voice of the Regions in the development of the Twelve Year Compass and Six Year Strategy;
- Facilitating input from Member Organisations to the Twelve Year Compass and Six Year Strategy via Regional Conferences and other touch points;
- Gaining deep knowledge of Member Priorities to create a proposal for a Three Year Rolling Action Plan in line with the Vision and Strategy that will be synchronized across teams and approved by the World Board;
- Monitoring implementation of the Three Year Rolling Action Plan within the Region and communicating outcomes to Members at the Regional Symposium (formerly “Gathering”) at World Conference and during Regional Conference;
- Conducting annual planning to:
 - Affirm the action plan for the upcoming year;
 - Project the action plan for the subsequent two years, based on knowledge of Members in the Region and organisational resources and priorities; and,
- Induct new Regional Committee Members into the business planning process so that they can appropriately and successfully engage in its delivery.

Key cultural / mindset shifts:

- Regional Strategies will be replaced with a fully integrated Three Year Rolling Action Plan, with planned activities and progress being reported at Regional Conference and the Regional Symposium (formerly “Gathering”) at World Conference;
- Regional Committees will approve recommendations for the Three Year Rolling Business Plan, rather than its own separate plan;
- Regional Teams will have more opportunities for collaboration across the Global Team as the business plan is synchronized and integrated for approval by the World Board;
- Regional Committee Members will plan for work beyond their term of office;
- When new Region Committee members are elected, work in the Region will continue moving as planned and new Region Committee Members will be brought up to speed and integrated into the ongoing work without the need to redesign the Strategy or immediate Business Plans;
- Consistent Organisational timelines for business planning will become critical for success; and,
- Ideally, new Committee candidates will be elected based on their knowledge of the ongoing Twelve Year Vision, Six Year Strategy, and Three Year Rolling Action Plan, and their ability to carry it forward.