



**13<sup>TH</sup> ASIA PACIFIC  
REGIONAL CONFERENCE  
13-17 AUGUST 2019  
TAIWAN**

## **DOCUMENT 6**

# **Asia Pacific Regional Business Plan 2020-2022**

## ASIA PACIFIC REGIONAL PLAN 2020

At the last Regional Conference in 2016, the Regional Committee presented the WAGGGS strategy at the Asia Pacific level based on the six global outcomes of Vision 2020 and grouped into three overarching themes;

1. More opportunities for more girls
  - Increased and diversified membership
  - Strengthened the quality of the Girl Guiding and Girl Scouting experience
2. Greater global influence
  - Influenced issues that affect girls and young women
  - Improved image and visibility of Girl Guides and Girl Scouts
3. Strong and vibrant Movement
  - Increased funding
  - Built leadership capacity at every level

At this conference, the committee will be presenting a progress report of the implementation of the plan since the last Regional Conference.

We will also be presenting an action plan for 2020 based on the same Global strategic framework of the three overarching themes that will allow the Organisation to continue to fulfil its;

**Vision:** All girls are valued and take action to change the world.

**Mission:** To enable girls and young women to develop their fullest potential as responsible citizens of the world and the

**WAGGGS' value proposition:** We give our Members tools, connections and the global voice they need to keep their Organisation thriving, united and growing.

The value proposition is the Global Team's commitment to its Members. It outlines the three roles that WAGGGS holds on behalf of the Girl Guide/Girl Scout Movement—to act as a bridge, to help the Movement grow, and to keep the flame of the Movement burning brightly.

The Committee will not be presenting a detailed action plan for 2021 and 2022 at this Conference for three main reasons;

- As you know WAGGGS is at a critical time of change and a new operating model will be presented to you for input and it is important that any future planning take into account the new direction
- A new planning cycle with a 12 year Compass has been developed by the vibrant region working group and will be presented to you during this conference it is again important that the new Regional Committee will have the opportunity to develop a detailed plan for 2021-2022 once the World Board has agreed on the overall direction for the Movement
- We need to develop plans that meet the needs of the Member Organisations; as you know a new tool, the Capacity Assessment Tool (CAT), has been recently launched to help Member Organisations to identify their needs and allow the Regional Committee and the Global Team to develop the strategies in line with the results of the CAT. Most of the Member Organisations are currently going through the assessment and the results will only be available at the end of the year. It is important that the future action plans are developed based on the results of the CAT.

However, during this Conference, Member Organisations will be given opportunities to contribute ideas for the 2021–2022 plans in line with the existing global strategic priorities.

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This plan does not contain detailed activities, budget and timeline. The new elected Regional Committee will have the responsibility to do a detailed plan and share it with you before the end of the year. The plan will also be reviewed in line with the Conference decisions.

1. More opportunities for more girls By 2020, we aim to have 12 million active members in 154 countries benefitting from a high quality Girl Guiding or Girl Scouting experience.			
Strategic Area: sub-objectives	Aim	Measure of success	2020 Activities
1.1 - Work with countries without a Member Organisation	We will make it quicker and easier for new groups – including national associations – to join our Movement by finding flexible, innovative and sustainable paths to membership.	Receiving positive feedback from new country partners on the support they received in their WAGGGS journey	1. Continue to support Thailand to work with Lao PDR
			2. Explore possibility of India to support starting Girl Guiding in Afghanistan
1.2 - Retain and support the growth of existing Member Organisations	We will support Member Organisations to attract more – and more diverse – girls, young women and volunteers to join and remain active members of our Movement.	Receiving qualitative feedback from Member Organisations demonstrating their effectiveness in attracting diverse groups of members	1. Support Member Organisations to work with Capacity Assessment Tool/Capacity Building Framework through mentoring, visits etc
			2. Support the Membership Growth Project of India
			3. Develop capacity of Myanmar to achieve Full Membership by 2020
1.3 - Offer more opportunities for members of the Movement to connect	We will build global connections with emphasis on fun, friendship and the promotion of cross-cultural experiences to support the growth of Girl Guiding and Girl Scouting.	Increasing the number and diversity of Member Organisations accessing international opportunities	1. Encourage MO-MO partnerships through the APR Reach Out Project grants
			2. Acknowledge the contribution of national volunteers through the APR Leadership Awards for unit leaders, commissioners and volunteers for outstanding contribution as a strategy of international recognition to encourage commitment of volunteers

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Strategic Area: sub-objectives	Aim	Measure of success	2020 Activities
1.4 - Enrich the lives of girls and young women through the Girl Guiding or Girl Scouting experience	We will ensure the organisation remains united, thriving and growing by understanding and responding to the needs and aspirations of girls and young women, and demonstrating the value of becoming a Girl Guide or Girl Scout based on our approach to non-formal education.	1.4a Evidence that global or Member Organisation programmes respond to the priorities of girls and young women	1. Continue to support and follow up with Member Organisations on Educational Programme and Adult Development Frameworks
			2. Enhance quality of the girl experience in South Asian Member Organizations through a series of "Prepared to Learn, Prepared to Lead" workshops in India
			3. Support APR Young Women Ambassadors to encourage young women in governance
			4. Support Member Organisations to work with Capacity Assessment Tool/Capacity Building Framework through mentoring, visits etc
			5. Support Member Organisations with APR 3L Project grants with projects which respond to priorities of girls and young women and FAPW Membership Incentive projects
			6. Co-host the APR Ranger event with Bharat Scouts and Guides India in conjunction with the Ranger Centenary Year
			7. Support Girl Scouts of Japan in promoting the Olympia Badge in conjunction with Olympics 2020

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1.4 - Enrich the lives of girls and young women through the Girl Guiding or Girl Scouting experience	We will ensure the organisation remains united, thriving and growing by understanding and responding to the needs and aspirations of girls and young women, and demonstrating the value of becoming a Girl Guide or Girl Scout based on our approach to non-formal education.	1.4b Increase in public affiliation with influential partners working on the development of girls and young women	1. APR to establish and strengthen relationship with regional and local partners through Partnership Visits to Member Organisations
			2. Encourage Member Organisations to establish relationship with local branches of global or regional partners (Duke of Edinburgh, One Young World etc)
			3. APR Committee to establish relationship with UN agencies in the APR (UNICEF, UN Women etc) with support from the fundraising team
			4. Partnership with external organizations to support Member Organisations in developing and delivering STEM programme to girls and young women
		1.4c Gathering evidence of how the Girl Guide and Girl Scout Experience and the development journey that the Movement offers prepares girls to take the lead and make a difference	1. Grants for young women from APR to attend international capacity building events
			2. Support APR Young Women Ambassadors to encourage young women in governance
			3. Grants for young women from APR to attend the World Conference
			4. Gathering evidence and identify support to Member Organisations through Partnership Visits and working on the Capacity Assessment Tool

## ASIA PACIFIC REGIONAL BUSINESS PLAN 2020

2. Greater Global Influence By 2020, the Girl Guide and Girl Scout Movement will be a leading global voice for positive change on issues important to girls and young women.			
Strategic Area: sub-objectives	Aim	Measure of success	2020 Activities
2.1 - Increase our visibility	We will build the Movement's public profile and facilitate opportunities for WAGGGS to highlight its unique contribution and value to society.	The increase in the level of media coverage of WAGGGS and the Movement	1. Leverage regional events to increase media coverage
			2. Support Member Organisations in communications strategy through tools, consultancies, etc
2.2 - Strengthen our global influence	We will use our strength as an international Movement to show leadership on global issues – including the Sustainable Development Goals – that are most relevant to girls and young women.	Evidence of Girl Guides and Girl Scouts, Member Organisations or WAGGGS being involved in global and national policy discussions	1. Monitoring and evaluation of projects supported by the Friends of Asia Pacific WAGGGS (FAPW) Fund to measure impact
			2. Support Member Organisations in developing/ enhance their advocacy strategy and building influence in their local communities through tools, consultancies, etc
			3. Explore possible partnership with WWF APR to develop a badge curriculum for APR MOs (MOs can co-create)

## ASIA PACIFIC REGIONAL BUSINESS PLAN 2020

### 3. Strong and Vibrant Movement

By 2020, the Girl Guide and Girl Scout Movement will increase its sustainability by strengthening income, leadership and organisational capacity at the national, regional and global levels.

Strategic Area: sub-objectives	Aim	Measure of success	2020 Activities
3.1 - Secure our funding	We will ensure the financial strength of the Movement by working with Member Organisations to diversify and supplement our membership fee income.	Achieving the triennial fundraised income target across diverse sources	1. Support the FAPW Working Group to achieve the fundraising target for 2020
			2. Support the FAPW General Assembly
			3. Source potential partners/donors to develop new partnerships and income source
			4. Source potential partners/donors to develop new partnerships and income source
			5. To support Member Organisations in strengthening their capacity in fund development by working with WAGGGS Engagement Department to identify potential donors and guide Member Organisations in preparing professional funding proposals
			6. Request Member Organisations with winning proposals to share their best practices. e.g. during the Regional Symposium at World Conference 2020, Member Organisations with strong partnerships shared their best practice

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Strategic Area: sub-objectives	Aim	Measure of success	2020 Activities
3.2 - Strengthen leadership in the Movement	We will ensure the strength of the Movement by building leadership capacity globally and within Member Organisations.	A high level of MO engagement with the new leadership model and qualitative feedback on positive impact at national level	1. Continue to support and follow up with Member Organisations on Educational Programme and Adult Development Frameworks
			2. Enhance quality of the girl experience in South Asian Member Organisations through a series of "Prepared to Learn, Prepared to Lead" workshops in India
			3. Support APR Young Women Ambassadors to encourage young women in governance
			4. Support Member Organisations to work with Capacity Assessment Tool/Capacity Building Framework through mentoring, visits etc
			5. Support Forum 2020 hosted by Girl Guides Association Malaysia
			6. Support Member Organisations which are part of the co-creation (Hong Kong and Sri Lanka) and pilot of the Leadership Offer (Fiji, Cook Islands, Australia, New Zealand, Korea, Taiwan, Philipines, Singapore, India and Maldives)



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Strategic Area: sub-objectives	Aim	Measure of success	2020 Activities
3.3 - Strengthen WAGGGS' organisational capacity	We will ensure the resilience of the Movement at national, regional and global levels by strengthening volunteering and leadership, and improving responsiveness to the needs of our Member Organisations.	Progress of MOs and the WAGGGS Global Team in relation to relevant aspects of the capacity building framework	1. Support Member Organisations to work with Capacity Assessment Tool/Capacity Building Framework through mentoring, visits etc
			2. Support capacity building needs of Member Organisations through regional project grants (3L Project, Reach Out Project, FAPW Membership Incentive)
			3. Regular communication with Member Organisations between Committee Contact and staff
			4. Meeting/engagement with host Member Organisation for the APR Committee meeting
			5. Develop networks and partnership between Member Organisations for mutual support and sharing of resources
3.4 - Improve the WAGGGS Global Team's ways of working	We will become a modern, transparent and responsive organisation, fully accountable to our Member Organisations by embedding the value proposition in all our work.	Positive feedback from MOs on the timeliness, usefulness and consistency of WAGGGS' communications and transparency	1. Regular communication with Member Organisations between Committee Contact and staff

## ASIA PACIFIC REGIONAL BUSINESS PLAN 2020

Organisational Governance and Management We will govern and manage the organization efficiently and effectively			
Strategic Area: sub-objectives	Aim	Measure of success	2020 Activities
OGM.1 – Governance	Delivery of key governance events	World Board and Regional Committee meetings delivered on budget  Preparations for Regional and World Conferences underway	1. Regional committee meeting
			2. World Conference
OGM.2 – Financial and risk management	We will ensure the financial management is improved and risks are managed effectively	Accurate budgeting and expenditure reports  Risks reduced to residual level	
OGM.3 – Asset Management	Maintain premises and facilities at acceptable standard		
3.4 - Improve the WAGGGS Global Team's ways of working	We will become a modern, transparent and responsive organisation, fully accountable to our Member Organisations by embedding the value proposition in all our work.	Positive feedback from MOs on the timeliness, usefulness and consistency of WAGGGS' communications and transparency	