



37th WAGGGS WORLD
CONFERENCE
UGANDA
2020

WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS
37th WORLD CONFERENCE

**WoCo 8a: DRAFT WAGGGS
GLOBAL STRATEGY
2018-2023**

FEBRUARY 2020



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

IMPORTANT INFORMATION

We are sharing this draft strategy with you before it is finalised so you can see the planned direction of travel before submitting World Conference motions. The final strategy will go to the World Board for approval in April and be circulated with the World Conference documentation in May. The final strategy will contain Key Performance Indicators (KPIs).

As part of the new WAGGGS 12 – 6 – 3 planning process, that came out of the Vibrant Regions work, we agreed to stretch our existing strategy for three further years. Inevitably some of our priorities have changed and so in some places the original strategic objective might not be as we would write it now. For consistency we have left the 2017 wording in place and indicated in the 2020 – 2023 section where there may be changes in emphasis. For ease we have put the *text from the original strategy in blue*.

The document is formatted such that we are reporting back on what we have achieved in the first two years of the new 6 year strategy and indicating priority areas for the next four years



WOCO 8A: DRAFT WAGGGS GLOBAL STRATEGY 2018-2023

WAGGGS' VISION, MISSION AND VALUE PROPOSITION

Compass 2032¹:	The Girl Guide and Girl Scout Movement will deliver brave, fun spaces for girls to raise up girls and positively impact the lives of 50 million girls and young women.
WAGGGS' Mission:	To enable girls and young women to develop their fullest potential as responsible citizens of the world.
WAGGGS' Value Proposition:	We give our Members tools, connections and the global voice they need to keep their organisation thriving, united and growing.
Strategic Themes²:	More Opportunities for More Girls Greater Global Influence A Strong and Vibrant Movement

INTRODUCTION

As introduced at the 2019 Regional Conferences, the World Board is proposing moving to a 12 year vision – Compass 2032 – for the Girl Guide and Girl Scout Movement, and a six-year strategic cycle for WAGGGS. The 12 year Compass sets the direction of travel for everyone involved in the Movement whilst this WAGGGS strategy identifies the actions that the WAGGGS Global Team will take to support delivery of the Compass.


A key driver for this change was the recognition that WAGGGS needs to be clearer what it can and cannot deliver on behalf of the whole Movement. In the 2018 to 2020 strategy WAGGGS was committed to delivering outcomes that in reality lay with Member Organisations. It is therefore difficult to hold WAGGGS to account for delivery of the whole strategy. The introduction of the 12 – 6 – 3 cycle provides clarity on what the Movement wishes to achieve (through Compass 2032) and what WAGGGS will contribute towards that (in this stretched strategy). The change also recognises that a three year period (or two and a quarter when World Conference timing is included) is a very short strategic timeframe.

In order to establish the new cycles, the World Board is asking the World Conference to endorse this proposed extension of the 2018-2020 strategy to 2023.

In practice, extending the 2018-2020 strategic themes and objectives to 2023 does not represent a radical departure from WAGGGS' approach over the last 20 years. There have been innovations and changes of emphasis of course, but there has been much continuity. We are still guided ultimately by the fundamental principles of Girl Guiding and Girl Scouting as expressed through our values and non-formal education method, and by supporting Member Organisations to create relevant, exciting, accessible and learner-led Girl Guide and Girl Scout experiences so girls can have fun and grow their leadership practice.

¹ Compass 2032 replaces Vision 2020 'All girls are valued and take action to change the world'

² Originally from the 2018 to 2020 strategy, now stretched to 2023



The 1999-2001 strategic plan for example focused on WAGGGS' role in ensuring 'all Member Organisations provide good quality Girl Guiding/Girl Scouting.' The 2009-2011 strategy highlighted WAGGGS' intention to 'increase the international leadership skills of young women, enabling them to be effective decision-makers.'

In moving to a six-year strategic timeframe, WAGGGS is recognising the need to look at our work on a longer timeframe in order to better serve our Member Organisations. WAGGGS will make its contribution to Compass 2032 through our value proposition:

We give our Members tools, connections and the global voice they need to keep their Organisation thriving, united and growing.

Unpacking the value proposition for the stretched strategy we see that these will be delivered as follows:

Examples of the tools we will provide and develop with our Member Organisations are the frameworks on leadership mind sets and capacity building, as well as through some of our externally partnered programmes, many with badge curricula.

We will facilitate *connecþons* between Member Organisations and outside the Movement at our World Centres, through a 'Global Hub' platform, through virtual and face-to-face Forums, events & exchanges, and through our expanded volunteer network. These connections will facilitate learning, sharing, diversity and inclusion, and creating a foundation for growth

We will support the Movement to raise its voice globally through girl-led advocacy, through externally partnered programmes and by bringing together Girl Guide and Girl Scout Advocacy Champions at key global forums.

As part of our new organisational model, we will also redouble our fundraising efforts, focusing on enabling girls to be confident, have self-esteem, and be work with others to change their world. We will also prioritise fundraising for key themes identified by our Member Organisations. We will also support, develop and grow our pool of skilled volunteers to increase our capacity to support Member Organisations.

Although the strategic themes remain as valid now as in 2017, we have had to reprioritise the objectives within them. To reflect some of these changes, the strategic objectives within each of the three themes below have been reordered to better match current and future priorities. In a small number of places we have slightly changed the agreed 2018 – 2020 wording to reflect our greater clarity between what can be delivered by WAGGGS, and what belongs to the wider Movement. These changes are identified in the footnotes. ***The text from the original strategy is in blue.***

WOCO 8A: DRAFT WAGGGS GLOBAL STRATEGY 2018-2023

MORE OPORTUNITIES FOR MORE GIRLS

Strategic Aim

We aim to have 12 million active members in 154 countries benefitting from a high quality Girl Guiding or Girl Scouting experience.

In order to achieve this, we will go to more countries; support Member Organisations to engage more girls and young women; and provide more 'international experiences' for our members. We will more effectively demonstrate how becoming a Girl Guide or Girl Scout helps address girls' and young women's developmental and societal needs in both single-sex and co-educational environments.

Overall Summary

The Girl Guide and Girl Scout Movement currently has 9.7 million reported members, the highest number in at least 25 years. This represents 18 per cent growth since 2009. However responsibility for growing this figure lies with Member Organisations and not with the WAGGGS Global Team and therefore we are removing the target of active members in our strategy. We will continue to gather and report membership data and work to support Member Organisations to grow.

Between now and 2023, WAGGGS will continue to support its Member Organisations to provide as many opportunities as possible for girls and young women – through attractive and relevant programmes, supporting the implementation of the leadership mindsets, by attracting more and more diverse members, and ensuring that girls and young women are part of decision making.

WAGGGS has worked with several potential Member Organisations since at least 2016, [X] of which will be proposed for membership at the World Conference. After the 2020 World Conference, WAGGGS will refocus its support and resources on existing Member Organisations, and will continue to bring Girl Guiding and Girl Scouting to new countries as funding opportunities arise.

1a. RETAIN AND SUPPORT THE GROWTH OF EXISTING MEMBER ORGANISATIONS

What we want to achieve

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.

Some highlights 2018-2019

- Volunteers and staff visited dozens of Member Organisations across all five WAGGGS Regions to provide support and training across a wide range of themes. (see also 3b below).
- Worked with Member Organisations in the Europe Region to develop a [Gender and Diversity Mainstreaming Toolkit](#), which supports Member Organisations and leaders to reflect on how they are promoting inclusion. The toolkit is now available in six languages.
- As part of our partnership with the UPS Foundation on the [Diversity and Inclusion](#) programme, WAGGGS supported Member Organisations in Mexico, the Netherlands, Nigeria, the United Kingdom and across the Arab Region to engage with harder to reach communities in each country.
- The YESS programme participants have recruited at least 125,000 new Girl Guide members in nine MOs from activities in unreached, under-reached and hard-to-reach areas.

What we will do in 2020-2023

- Continue supporting Member Organisations through visits and face-to-face and online activity, meetings, activities and training.
- Update and simplify the WAGGGS Membership Policy.
- Support Member Organisations through the capacity building framework (see also 3b below).

1b. OFFER MORE OPPORTUNITIES FOR MEMBERS OF THE MOVEMENT TO CONNECT

What we want to achieve

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.

Some highlights 2018-2019

- Tens of thousands of Girl Guides and Girl Scouts from around the world have stayed at our five [World Centres](#), either as part of their unit, as individual travellers or participants in one of our flagship leadership events like the Helen Storrow or Juliette Low Seminars.
- The [2019 Helen Storrow Seminar](#) involved over 400 participants across the five WAGGGS regions, including 36 participants from 28 countries at the main event in Our Chalet. There were eight pop-up seminars (Australia, Libya, Madagascar, Malaysia, Sangam, Taiwan, Trinidad and Tobago, USA).
- The Norwegian NOREC-funded YESS programme continued to support young women from 13 Member Organisations across Africa and Asia Pacific regions to learn from and share with each other.
- WAGGGS helped bring Member Organisations together to learn and share at events such as the 2018 Latin American Gathering in Guatemala, [Roverway](#) 2018 in the Netherlands, the 2018 Conference for Leaders of Girls in the Philippines, the 2019 Arab Region Camp in Egypt and the 2019 Leadership Training for African MOs in Kenya.
- World Thinking Day continued to bring the Movement together, with Girl Guides and Girl Scouts in more than 110 Member Organisations getting involved in 2018 and 2019, and the [2019 World Thinking Day](#) pack being available in 11 languages.

What we will do in 2020-2023

- Promote World Centres more effectively across the Movement as a great international experience.
- Establish an online 'Global Hub' to enable Member Organisations to collaborate directly with each other.
- Explore opportunities to build safe spaces for girls to interact in the digital world.
- Continue to host or co-host events for Girl Guides and Girl Scouts and adult volunteer leaders to come together such as the World Conference in Uganda, the Latin American Gathering in Mexico, and the European Jamboree 2020 in Poland.
- Through existing and new global programmes provide opportunities for leaders of Member Organisations and for girls and young women to connect with each other at events and online

1c. WORK WITH COUNTRIES WITHOUT A MEMBER ORGANISATION

What we want to achieve

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.

WOCO 8A: DRAFT WAGGGS GLOBAL STRATEGY 2018-2023

Some highlights 2018-2019

- WAGGGS has worked with potential Member Organisations in Afghanistan, Algeria, Bulgaria, Comoros, Croatia, Ethiopia, Gabon, Montenegro, Mozambique and Tajikistan.
- The Rapid Response Team continued its work, and has strengthened collaboration and coordination with the Regional Committees.

What we will do in 2020-2023

- The World Board will propose [X] potential Member Organisations to the 2020 World Conference for membership, from [countries].
- Look to raise funds to allow us to work with other potential Member Organisations.

1d. ENRICH THE LIVES OF GIRLS AND YOUNG WOMEN THROUGH THE GIRL GUIDING OR GIRL SCOUTING EXPERIENCE

What we want to achieve

We will ensure the Movement and Member Organisations remain 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.

Some highlights 2018-2019

- WAGGGS was a supporting partner of the [World Non-Formal Education Forum](#).
- In terms of our own programmes, WAGGGS externally partnered curricula remain popular, with Action on Body Confidence, Free Being Me, Girl Powered Nutrition, Menstrual Hygiene Management and Surf Smart all attracting high levels of interest among leaders and Member Organisations and in many cases exceeding targets for level of engagement.
- WAGGGS delivered the workshop Prepared to Learn, Prepared to Lead: Caribbean Champions for Change which focused on Leadership Development and the Girl Experience to help Member Organisations reinvigorate Guiding in the Caribbean.

What we will do in 2020-2023

- Share our 'Global Girl' research on the value of Girl Guiding and Girl Scouting.
- Hold a Girl Experience Forum with Girl Guides of Malaysia in 2021.
- Ensure our externally partnered programmes respond to the needs and aspirations of girls, young women and our Member Organisations.
- Seek additional funding and new partnerships to continue to deliver high quality girl programme that meets the needs of Member Organisations and of girls.
- Build the WAGGGS non-formal education offer on the sustainable development goals for leaders and for girls, so that they can learn and take action. Do this through identifying and developing the best high quality material from Member Organisations, from girls and from external organisations and making it available to all in the Movement.

GREATER GLOBAL INFLUENCE

Strategic Aim

By 2023³, the Girl Guide and Girl Scout Movement will be a leading global voice for positive change on issues important to girls and young women.

In order to achieve this, we will raise our public profile – demonstrating to all the value of being a Girl Guide or Girl Scout and our relevance to critical issues highlighted in the media. Informed by a strong evidence base, we will use our experience and knowledge to advocate at a global level on issues relevant to girls and young women everywhere.

Overall Summary

Since 2018, this is the strategic area in which WAGGGS' priorities have changed the most. We have refocused our communication efforts away from engaging global media towards strengthening communication within the Movement.

We have continued to have a strong and visible presence on the global stage, our young delegates advocating as and for girls and young women from around the world. Girl Guides and Girl Scouts have spoken at the Commission on the Status of Women, the UN General Assembly and at many regional and national forums.

Over the coming years, we will invest more in supporting our Member Organisations to develop Girl Guides and Girl Scouts as advocates and agents of change in their own communities. Our externally partnered programmes continue to have a large element of advocacy on themes including gender-based violence, menstrual hygiene, nutrition, and body confidence.

2a. STRENGTHEN OUR GLOBAL INFLUENCE

What we want to achieve

We will use our strength as an international Movement to show leadership on global issues – including the UN Sustainable Development Goals – that are most relevant to girls and young women.

Some highlights 2018-2019

- Creation of our [Advocacy Champions](#) programme providing delegates at key global forums such as the Commission on the Status of Women, and the UN General Assembly.
- WAGGGS provided support and training for several Member Organisations' advocacy work, including the Girl Guides of Malaysia campaign to end child marriage, the Girl Guides of Nigeria campaign to reduce child sexual abuse and a variety of advocacy projects for Member Organisations including Argentina, Ghana, the Philippines, South Africa and Tanzania.
- Through our externally partnered programmes, WAGGGS was able to increase its advocacy support, including through a joint project of the Free Being Me and Girl Powered Nutrition programmes that took a successful delegation from [10 Member Organisations](#) to the UN 'Women Deliver' conference in Canada in 2019.

What we will do in 2020-2023

- Continue to provide support and training to Member Organisations to develop and run their own advocacy campaigns, including girl-led campaigns in Argentina, South Africa and the Philippines through our global partnership with Avon.

³ Changed from 2020 in the original text

WOCO 8A: DRAFT WAGGGS GLOBAL STRATEGY 2018-2023

- Support Member Organisations to continue to create spaces and opportunities for girls and young women to be agents of change.
- The importance of advocacy in our externally partnered programmes will continue, for example through Girl Powered Nutrition, Menstrual Hygiene, Girls as Drivers of Change, Free Being Me and the Stop the Violence campaign.

2b. INCREASE OUR VISIBILITY

What we want to achieve

We will build the Movement's public profile and facilitate opportunities for WAGGGS to highlight its unique contribution and value to society.

Some highlights 2018-2019

- We have attracted 100,000s followers across social media, and have supported Member Organisations to generate wider media exposure, for example: supporting Kenya Girl Guides at the launch of the WAGGGS / WOSM / UN Environment launch of the 'Tide Turners' plastic pollution Challenge Badge.

What we will do in 2020-2023

- Strengthen WAGGGS communications to Member Organisations and communications between Member Organisations.
- Help Member Organisations celebrate and share successes across the Movement.
- Focus on raising the profile of the Movement in key international spaces rather than with the general public.
- Through the capacity building expert volunteers, provide support to Member Organisations on the external relations elements of the capacity building framework.
- Continue to partner with other leading international organisations to highlight the value of non-formal education.
- Continue to work with our global partners (such as Dove, UPS, The Goals.Org and WASH United) to raise the visibility of what Girl Guides and Girl Scouts are doing to improve their lives and the lives of others, shaping the world they want to see.

A STRONG AND VIBRANT MOVEMENT

Strategic Aim

By 2023⁴, 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.

In order to achieve this, we will diversify our income, as well as increase the quality and number of leaders and volunteers. We will also strengthen our organisational capacity and improve our ways of working.

Overall Summary

Thanks to the tremendous effort over the past 12 months to increase the focus and sustainability of WAGGGS operations, we look forward to concentrating on the areas identified by Member Organisations as providing the greatest incremental benefit for the majority of MOs: more resources and more MO-to-MO connections.

⁴Originally 2020

With volunteers as our most diverse and abundant resource, our new operating model seeks to realise more of our Movement's potential through their talent and experience. With clear definition of roles, targeted training and responsibilities, and specified terms of service, we will design the WAGGGS volunteer experience to be more consistent and satisfying and WAGGGS volunteer careers to be more enriching. We also share and exchange volunteer recruitment and management resources with our MOs to maximise their impact.

At this time, the WAGGGS Global Team is still developing our infrastructure, and volunteer support systems to fulfil current and future Member Organisation needs. The next three years provide the opportunity to increase the value and impact of the investments we are now making in organisational excellence.

3a. STRENGTHEN LEADERSHIP IN THE MOVEMENT

What we want to achieve

We will ensure the strength of the Movement by building leadership capacity globally and within Member Organisations.

Some highlights 2018-2019

- WAGGGS and Member Organisations from Chile, Finland, Hong Kong, Italy, Rwanda, Sri Lanka and the USA – with input from many others – co-created our new leadership outcomes framework.
- The leadership model was introduced in all four official languages and across all WAGGGS Regions and informed our approach to events including the Academy and the Conference on the Leaders of Girls.
- The Juliette Low Seminar 2019 was the largest ever – delivered by over 100 trained volunteer facilitators in 18 hubs for nearly 500 young women participants.

What we will do in 2020-2023

- Continue to offer opportunities for leadership development such as the Juliette Low (in 2021) and Helen Storrow Seminars, the Academy and YESS programme.
- Report to the 2020 World Conference on the barriers to young women under 30 becoming involved in governance and decision making in the Movement, and take action in WAGGGS to remove those barriers.
- Support Member Organisations to develop the leadership potential of Girl Guides and Girl Scouts by embedding the leadership mind-sets in the Girl Guide and Girl Scout Experience.
- Develop new innovative programmes that use the leadership model as an integral component to the delivery of these programmes.

3b. STRENGTHEN THE MOVEMENT'S ORGANISATIONAL CAPACITY⁵

What we want to achieve

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.

What we have done in 2018-2019

- The WAGGGS capacity building framework was launched – and has fundamentally shaped the organisational design of WAGGGS itself, with leadership, the Girl Guide and Girl Scout Experience and girl-led advocacy explicitly restated as the core of our mission.
- More than 70 Member Organisations completed the capacity assessment tools, which will help WAGGGS set

⁵ For the 2018-2020 strategy this read "WAGGGS' organisational capacity". In the context of the clarity provided by Compass 2032 of the distinction between WAGGGS and the Movement, the text has been changed here.

WOCO 8A: DRAFT WAGGGS GLOBAL STRATEGY 2018-2023

the priorities for supporting and collaborating with Member Organisations.

- Teams of capacity building expert volunteers for each area of the framework have been established.

What we will do in 2020-2023

- The capacity assessment tool results will help us shape the services and support we provide to Member Organisations, through informing the Regional Action Plans, global events and through externally partnered programmes.
- Continue to expand and actively promote the pool of capacity building expert volunteers and utilise them.
- Continue to shape, deliver and grow the range of capacity building resources.
- Build our exchange programme for young women and leaders of Member Organisations so that more associations receive six month placements from other countries and benefit from a growing in-country alumnae pool.
- Be intentional in securing organisational investment and improvement of the capacity of Member Organisations that engage in externally partnered programmes, negotiating for it in partnership agreements and tracking the activity and outcomes.

3c. SECURE OUR FUNDING

What we want to achieve

We will ensure the financial strength of the Movement by working with Member Organisations to diversify and supplement our membership fee income.

What we have done in 2018-2019

- Increased our restricted income to record levels from within the Movement through the generosity of Member Organisations, individual supporters, the Olave Baden-Powell Society, and the World Foundation.
- Continued to work with long established partners like Dove, NOREC (formerly FK Norway), Symantec and the UPS Foundation.
- Established new programmes and projects through partnerships with Avon, the Global Postcode Trust, Nutrition International and the Swedish Postcode Lottery.
- Supported Member Organisations to access funding directly, for example the Girl Guides of Malaysia received \$100,000 from UNICEF to run Stop the Violence in schools.

What we will do in 2020-2023

- Target global foundations - £1 million restricted funding by May 2021.
- Build high value strategically aligned partnerships with global brands - £750k restricted funding by December 2020.
- Grow and evolve current partnerships with partners like Dove and AVON.
- Build innovative and high impact consortium based partnerships with MOs.
- Continue to expand our unrestricted fundraising, for example through the Olave Baden-Powell Society and in the future developing budget relieving opportunities within partnerships.
- Review of the membership fee income model to ensure equitable balance between what Member Organisations can pay and WAGGGS' ability to meet its Members' ambitions.
- Continue to work with Member Organisations to identify donors who will fund our work.

3d. IMPROVE THE WAGGGS GLOBAL TEAM'S WAYS OF WORKING

What we want to achieve

We will become a modern, transparent and responsive organisation, fully accountable to our Member Organisations by embedding the value proposition in all our work.

What we have done in 2018-2019

- Redesigned the organisation to strengthen sustainability.
- Increased the size of the pool of operational volunteers to deliver our services – supporting potential Member Organisations; as capacity assessment tool mentors; capacity building experts; facilitators and trainers.
- Clarified the operational and strategic roles and responsibilities of the Global Team.

What we will do in 2020-2023

- Implement the new WAGGGS strategy and planning cycle including the introduction for 3 year rolling business plans at regional and global level.
- Design and roll out a new WAGGGS governance model to create an agile, skills based board that is diverse and inclusive.
- Continue to improve financial accountability and communications with the Movement to build trust among MOs.
- Continue the investment in WAGGGS' information technology and other infrastructure projects to make sure is able to meet the challenges and opportunities it encounters.
- Keep strengthening the volunteer management and support systems to make sure that Member Organisations, volunteers and WAGGGS all benefit.
- Be open and transparent in how the redesigned organisational model delivers tangible value to Member Organisations.
- Develop the ways that WAGGGS provides a digital 'global hub' for leaders of Member Organisations and leaders of girls to access non-formal education material and training and to share their content for the benefit of others.



WOCO 8A: DRAFT WAGGGS GLOBAL STRATEGY 2018-2023

BEYOND 2023

Using Compass 2032 as a guide, building on the successes and acting on the lessons of the first two and half years, implementing the priorities of the coming two and a half years, WAGGGS will be in a strong position to launch our next six year strategic plan in 2023. This timeline will fulfil the requirements and potential of the refreshed planning cycle presented at the 2019 Regional Conferences. It will incorporate all the data generated through the capacity building framework, research and evaluation, as well as the long-term aspirations provided by the WAGGGS Global Team and MOs in the coming three years.





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