



WAGGGS

strategy at the Europe Region level

WAGGGS
Europe Region Conference

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Connect
Grow
Impact



Introduction

WAGGGS' Europe Region aims to add value to its Member Organizations and achieve the shared vision of WAGGGS to ensure that all young people are valued and take action to change the world.

We are a global movement of 10 million young people and volunteers in 146 countries. The Europe Region WAGGGS supports 62 national Girl Guide and Girl Scouts associations in 39 countries, reaching more than one million young people.

For over 100 years we have successfully developed girls as leaders; have made a difference in our communities; and shaped the world so that girls now are so much more likely to reach their fullest potential than ever before. We want to make sure that our work achieves our Mission to “enable girls and young women to develop their fullest potential as responsible citizens of the world.” To do this, we must ensure that our organization can respond to societal trends and provide services to our Members that support them in providing a great Girl Guiding and Girl Scouting experience.

The WAGGGS strategy at the Europe Region level is to provide a direction of travel to maximize the Europe Region’s ability to leverage change in line with WAGGGS vision. As a global movement, we have learned a great deal over the past year about how WAGGGS can be even more effective as an organization and as a force for social good.

Each Region has distinctive and diverse needs which are reflected in the regional strategies and work which are aligned to the global strategy. In addition to core membership services, the work in the Europe Region is supported by volunteer resource pools and the Europe Contribution funding. This funding, provided by the Members Organizations, expands the opportunities to ensure Europe Region WAGGGS strategies and services meet the range of needs of its diverse Member Organizations. This includes working with European Institutions to deliver regional programme and the work done in partnership with WOSM. This funding makes a difference in the Region’s ability to put forth a defined and ambitious strategy.

Our strategic framework highlights that when we all work in solidarity and harmony at the national, regional and world levels, we connect as a movement and support each other across our shared values, resources, and diversity; we grow as a movement to provide more opportunities to more girls and boys, and we contribute towards the Movement’s positive impact on the lives of girls and young women around the world.



**What Member
Organizations have
told WAGGGS**

To identify the service and support our Member Organizations most want from us, we have listened carefully to what they have told us through forums such as the Annual Membership Survey, European International Commissioners Forum, and through consultations with volunteers and working groups.

In addition, a diverse selection of organisations across a variety of sectors to understand best practice has been reviewed.

To ensure WAGGGS supports Member Organizations on the basis of their needs, Member Organizations were asked to provide feedback on what we already do and suggest what they think we could do better or in addition to current offer.

The 2015 annual survey told us that the main challenge of attracting new members is a lack of awareness of Girl Guiding and Girl Scouting and its benefits. This feedback has shaped the development of our strategic steer.

At our core - WAGGGS needs to be a strong, purposeful central body to support the growth of the Girl Guiding and Girl Scouting Movement, with an approximately equal focus on three core activity areas:

IMPACT



1

Keeper of the flame:

We will be the global voice of the movement, championing the importance of Girl Guiding and Scouting and the impact of our work on the lives of young people.

GROW



2

Development and growth:

We will provide the tools and support your organisations need to deliver a high quality GG/ GS experience and grow your membership.

CONNECT



3

Acting as a bridge:

We will strengthen the connections among member organisations and other partners, acting as a hub to facilitate communication and exchange of ideas and best practices.

It is clear that WAGGGS needs to adapt to ensure the organisation is delivering relevant and valuable services to its members that support delivery of high-quality Girl Guiding and Girl Scouting and promote growth of the world-wide Movement.



Introduction to process

As we began the global triennium 2015-2017, the Strategy & Planning committee asked the World Board for its top priority to be strategic planning. Just as we are re-evaluating how the WAGGGS' service model and staffing structure can strengthen connectivity and productivity across Member Organizations, regions and the world, we are re-imagining how we all think about and plan for the envisioned future for our Movement.

If every one of us is truly committed to increase our relevance and improve the lives of girls and young women, we must be self-aware, creative, adaptive and agile as leaders. Our Movement must be perceived as dynamic and effective and positioned as unparalleled and unwavering in our capacity and reach in serving young people and their communities.

At this stage in the 2016 planning process, all of us are engaged in meeting the expectations from the last World Conference and preparing to advance our mission at the next World Conference. As

a result, this triennium's planning processes will continue to uphold the Global Outcomes of Vision 2020:

- Increased and diversified membership
- Improved image and visibility of Girl Guiding and Girl Scouting at every level
- Influenced issues that affect girls and young women
- Strengthened the quality of the Girl Guiding and Girl Scouting experience
- Built leadership capacity at every level, and Increased funding.

However, in the proposed approach, the pursuit of all six Global Outcomes is now assimilated within three major themes:

Overarching theme: MORE OPPORTUNITIES FOR MORE GIRLS

- Includes:**
- Increased and diversified membership
 - Strengthened the quality of the Girl Guiding and Girl Scouting

Supporting theme: STRONG, VISIBLE LEADERS

- Includes:**
- Improved image and visibility of Girl Guiding and Girl Scouting at every level
 - Influenced issues that affect girls and young women
 - Built leadership capacity at every level

Supporting theme: SUSTAINABILITY OF THE MOVEMENT

- Includes:**
- Increased funding

Thus, for the regional triennium 2017-2019, the proposed framework seeks to:

- 1) Build incrementally on the knowledge gained and successes achieved to date,
- 2) More clearly define respective roles for the World, Regional and National entities, and
- 3) More tightly focus on strategies that can produce the most synergy and momentum in the near-term

We are building a greater understanding of the role of WAGGGS through the work being undertaken to revamp WAGGGS brand and build a Value Proposition. This is because from a global coordination

perspective, it is clear that WAGGGS needs to adapt to ensure the organisation is delivering relevant and valuable services to its members.

What does this mean for the Region? Using the proposed framework, the WAGGGS Strategy at the Europe Region level has been developed using the Europe Region strategic direction from the previous triennium, the Global Outcomes of Vision 2020, and emerging trends.

This document is to provide our Region and the Member Organizations with steer that is not only defined but provides the freedom to readily adapt as new resources become available, trends and conditions shift, challenges appear or opportunities emerge.



**WAGGGS and
Europe Region
at a glance**

Our Vision

All girls and young women are valued and take action to change the world.

Our Mission

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

WAGGGS Strategy

The pursuit of all six Global Outcomes are now assimilated within three Major and supporting Themes:

- More opportunities for more girls
- Strong, visible leaders
- Sustainability of the movement



WAGGGS Strategy at the Europe Region Level

Growth

Support Member Organizations so that Girl Guiding and Girl Scouting becomes the organization of choice for young people in every country in Europe

- Apply learning, innovation and research on growth to achieve a significant increase in recruitment and retention of members and volunteers
- Set quality standards of programmes to strengthen Girl Guiding and Girl Scouting methods
- Advocate for the recognition of volunteering and Non Formal Education
- Strengthen connections between Member Organizations for sharing, tailored support, an developing Girl Guiding and Girl Scouting

Diversity

Support Member Organizations with information and tools they need to analyse and motivate their members to respond to key diversities in our Movement and in our society

- Mainstream diversity within WAGGGS and support Member Organizations initiatives to mainstream within their own levels of work
- **SEE:** raise awareness about diversity
- **CHANGE:** support activities for Member Organizations to change mind-set
- **REACH OUT:** support Member Organizations to develop adequate training for leaders

Gender

Support Member Organizations to raise awareness and mainstream gender at different levels of work to ensure that Girl Guiding and Girl Scouting responds to the realities of young people

- Mainstream gender within the development of WAGGGS and support Member Organizations initiatives to mainstream within their own levels of work
- Support Member Organizations working on gender and raising awareness for the importance of the topic
- Apply learning, innovation and research on gender to ensure that Girl Guiding and Girl Scouting responds to the realities of young women and men today and the latest trends in gendered leadership

Vibrant

Support the organization to ensure a cross cutting approach to deliver the work of WAGGGS

- Reaffirm the Mission and the GG/GS method by ensuring we use Non-formal educational methods and approaches
- Instil WAGGGS values so as to recruit and retain volunteers and be an employer of choice
- Continue to build up communication channels with MOs and ensure that we are responding to the changing dynamics of how we interact with MOs
- Continue developing European partnerships, relations, and fundraising opportunities
- Continue strategic partnership with WOSM towards achieving our agreed objectives



**Europe
today**

The Europe Region spans both European Union and non-EU countries and Girl Guiding and Girl Scouting helps young people to understand the realities of living in today's multicultural Europe.

The Region currently serves thirty nine Member Organizations and includes European Union EU states, non-EU member states, Turkey and CIS countries of Armenia, Belarus, Georgia, Russian Federation, and Ukraine. Within the Member Organizations the Region has sixty two Component Associations and eleven Federations.

In our Region, we benefit from the richness of the diversity of our membership structural construction and organizational development stages. Our membership consists of a mixture of Member Organizations working in co-educational and single sex environments. The working environment of co-educational Member Organizations (mostly SAGNOs) brings additional opportunities and expectations to the Europe Region which builds partnership with the World Organization of the Scout Movement (WOSM) in Europe.

Ultimately to reach more young people in varying European contexts is to better understand and respond to the diversities they live with, their expectations, the opportunities available to different groups of girls, women, boys and men in Europe today and tomorrow and to reflect this understanding in all programmes, leadership, communications, and organizational practices.

Changing trends - Even though the values of Girl Guiding and Girl Scouting remain immutable and universal, the world girls experience today is vastly different from what it was ten or fifteen years ago. As a result, we must ensure that we consider

what the future may hold for girls, young women, volunteers, employees, partners and our Movement as a whole.

We believe that global trends affect our Members, our Regions, and the Movement. While the impacts and realities may vary from country to country, our realities have changed and these trends will shape our Movement in the next decade. After discussing trends at the European International Commissioners Forum and the implications for our work, we identified six trends that resonate most deeply and have the broadest implications for our Region. Based on our ongoing work on growth, gender, and diversity, these most relevant trends are:

- Increased gender diversity in the workplace
- Increased efforts to address inequality and inequity
- Hyper connectivity to the world through handheld devices
- Increasing socio-political conflict and rise in vulnerable populations
- High levels of youth unemployment
- Climate change and depletion of the natural environment

To navigate within the emerging trends, the 2017 – 2019 WAGGGS Strategy at the Europe Region level attempts to direct how WAGGGS can best be prepared to successfully respond to the changing environment and extend and enhance our Movement's unique and positive impact on the lives of girls and young women in Europe and around the world.

Summary of trends that affect the Girl Guiding and Girl Scouting Movement

TREND: Increased gender diversity in the workplace

IMPLICATIONS: Work on equality and access means that more women are employed or self-employed, which has Girl Guiding and Girl Scouting being faced with an increasing shortage of volunteers—unless we secure diverse sources of volunteer labour, offer more options for time-limited volunteers and/or use new media/technology to supplement delivery of programme.

TREND: Increased efforts to address inequality and inequity

IMPLICATIONS: There is heightened awareness of the widening gap between people with wealth and the increasing number of people who are struggling to meet basic needs for themselves and their families. Society continues to have barriers related to gender and diversity. Conflict has resulted in a large refugee population, who face increasing discrimination. Leaders of all ages are calling upon citizens to take action to eradicate poverty and prejudice and to create opportunity for those least able to help themselves. Girl Guiding and Girl Scouting must be recognized as a champion and ally by these change agents as well as a proven resource and solution for many young people facing significant challenges.

TREND: Hyper connectivity to the world through handheld devices

IMPLICATIONS: As the change agents of the world rely more and more heavily on web- and mobile-based applications to engage and mobilize resources, Girl Guiding and Girl Scouting must master technology and operate with the highest standards for safety, immediacy and relevance to reach and retain members and to enable them to set and achieve their life goals. We must be able to deliver knowledge and human development opportunities through channels that are both familiar and accessible to provide both virtual and vibrant connectivity.

TREND: Increasing socio-political conflict and rise in vulnerable populations

IMPLICATIONS: As threats to safety, security and social capital persist and/or continue to escalate, Girl Guiding and Girl Scouting must be both a haven and a force for peace and cultural understanding. The Girl Guiding and Girl Scouting narrative must change from a “nice” organization to an “essential” partner for human development, civic engagement and community service at the local, regional and global levels.

TREND: High levels of youth unemployment

IMPLICATIONS: Due to population growth, poverty and lack of access to quality education, youth unemployment will persist as a serious threat to socioeconomic stability and prosperity. These disadvantages are often compounded by emotional isolation, absence of physical and mental health services and alienation from society. Girl Guiding and Girl Scouting must bolster its capacity and reputation for delivering life- and career-building skills to both young people and volunteers of all ages. In collaboration with public and private partners, establishment of specific Girl Guiding and Girl Scouting programmes as positive and legitimate paths to employment, leadership and/or entrepreneurship must be of highest priority.

TREND: Climate change and depletion of the natural environment

IMPLICATIONS: Protecting the natural environment is already a top priority identified by girls and young women within and beyond our Movement. Enduring environmental losses and hazards, unfortunately, will become a way of life for the young people in the third decade of this century. Girl Guiding and Girl Scouting must therefore continue to deliver training, resources and experiences that resonate with youth’s instincts and passion to preserve and conserve nature and become much better known by the general public for its environmental expertise and leadership.



WAGGGS
Strategy at the
Europe Region
Level

Delivering value to our Member Organisations is a priority - The Europe Region will continue to provide opportunities that help fulfil identified needs of the MOs and increase WAGGGS' Value to European Member Organizations. The Europe Contribution and grants from European Institutions and other donors, provide the resources for additional opportunities for delivering WAGGGS strategy within the Region.

Responding to trends and affirming what has been learned from Member Organizations, these additional services are to supplement the core WAGGGS membership and support the Member's in the Europe Region's growth and development.

The Europe Region intends to deliver towards the strategic direction by continuing to:

- Add value to Member Organizations' work and support them to achieve results
- Communicate consistently about WAGGGS' added value
- Focus on results and how these will be achieved
- Value and use Member Organizations' and WAGGGS' world expertise to achieve results
- Support diversity within our work and within the Movement
- Maintain existing relationships with Member Organizations and strengthen relationships where needed
- Continue strategic partnership with WOSM towards achieving our agreed objectives
- Create space for reflection, innovation and developing external relations

The Europe Contribution continues to be critically important to implement additional initiatives at the Europe level and to cover the costs of additional outputs that European Members receive from Europe Region WAGGGS.

European core areas: During 2017 to 2019, Europe Region will spring board from the work started in the past triennium keeping the momentum of building on the work done on growth, gender, and diversity.

Europe Region thematic strategy:

GROWTH

Support Member Organizations so that Girl Guiding and Girl Scouting becomes the organization of choice for young people in every country in Europe.

Assumptions: Member Organizations are working hard to deliver growth of the Movement, but are faced with a number of challenges to achieve their membership growth goals.

Success is measured: At the end of this triennium, the Region retain members, will have new Full members as well as Member Organizations working towards Full membership, and will also start expanding geographically. Success will also be that most of the movement will grow in numbers and not lose members.

We will respond by:

- Developing shared resources to grow membership to inspire a significant increase in recruitment and retention of members and volunteers
- Setting quality standards of programmes to strengthen Girl Guiding and Girl Scouting methods
- Ensuring that WAGGGS' approach to advocacy and the recognition of volunteering and Non-Formal Education is linked with Membership Development Growth Working Group work on volunteerism and with Member Organizations' work at the national level. Strengthen connections between Member Organizations for sharing, supporting, and building
- Connecting Member Organizations to Global Hub for tailored support and utilize Regional volunteers
- Connecting Member Organizations to European and international opportunities
- Continuing to work with Associate Members to become strong and sustainable Member Organizations and Full members
- Continuing to work with resource pools of volunteers who are trained and can give qualitative support to the work of Europe Region and its Member Organizations
- Supporting the expansion of WAGGGS in new countries working closely with other groups of volunteers in WAGGGS

Together, this helps the Movement and WAGGGS:

National: National programmes attract and retain members.

Regional: Act as the advisor and facilitator in region-specific knowledge and connect Member Organizations to Global hub and international activities.

World: Provide more opportunities for more girls and boys.

Europe Region thematic strategy:

GENDER

Support mainstreaming gender at different levels of work to ensure that leadership development response to the realities of girls, boys, young women & men.

Assumptions: To reach our fullest potential, work on gender aims to change the root cause of the problems that are limiting girls and young women's access towards participation and engagement. Gender equality is not a women's issue as boys and men are also limited by gender structures and gain by gender equality.

Success is measured: At the end of this triennium, more Member Organizations will have started working on gender mainstreaming by either starting to raise awareness or adapt their programme, structures or training accordingly.

We will respond by:

- Mainstreaming gender within the development of WAGGGS and support Member Organizations initiatives to mainstream within their own levels of work
- Supporting Member Organizations working on gender and raising awareness for the importance of the topic to ensure that Girl Guiding and Girl Scouting responds to the realities of young women and men today and the latest trends in gendered leadership

Together, this helps the Movement and WAGGGS:

National: Deliver proven programmes to develop the potential of girls and young women and be inclusive

Regional: Support Member Organizations in Europe to ensure that the Movement is at the forefront of gender equality

World: Strengthen leadership capacity at every level and contribute towards strong, visible leaders

Europe Region thematic strategy:

DIVERSITY

Support Member Organizations with information and tools they need to analyse and motivate their members to respond to key diversities in the European Region.

Assumptions: The findings of the Europe Region WAGGGS external evaluation confirm that for the Movement to continue growing in increasingly diverse societies across Europe that the Girl Guiding and Girl Scouting Movement needs to become more diverse and embrace diversity at all levels.

Success is measured: At the end of this triennium more Member Organizations will have started working on the topics of diversity by either starting to raise awareness or adapt their programme, recruitment processes, structures or training programmes accordingly.

Europe Region WAGGGS will respond by:

- Mainstreaming diversity within the development of WAGGGS and support Member Organization initiatives to mainstream within their own levels of work
- **SEE:** raising awareness about diversity
- **CHANGE:** supporting activities for Member Organizations to change mind-set
- **REACH OUT:** supporting MOs to develop adequate training for leaders

Together, this helps the Movement and WAGGGS:

National: Reach out to diversified sources of young people so as to retain both existing and new members

Regional: Provide tailored support and update existing programmes to be more relevant and applicable.

World: Reach more people and help strengthen the sustainability of the Movement

Supported by a vibrant organization

In order to support a strong Girl Guiding and Girl Scouting Movement, Europe Region WAGGGS will be vibrant by taking a cross-cutting approach.

Keeper of the flame

We will reaffirm the Mission and the Girl Guiding and Girl Scouting method by ensuring we use Non-formal educational methods and approaches that are inclusive, participatory, and empowering.

Developing and growing

With the support of volunteers, we are able to achieve more within the Region. We will ensure that the WAGGGS values are reflected in the way we work with volunteers and that WAGGGS is an employer of choice.

Act as bridge

We will build up communication channels with Member Organizations and ensure that we are responding to the changing dynamics of how we interact with Member Organizations and how we project the movement's values internally and externally.

Partnerships and external relations will help build networks and help us not only achieve our strategy but link and engage with our community. We will continue to implement the Memorandum of Understanding with WOSM – European Scout Region and continue to source fundraising opportunities through existing and new institutional channel.

This strategy is our roadmap for how we can continue the journey to Vision 2020 together. Leading this work is our commitment to strengthen the Girl Guiding and Girl Scouting Movement, our commitment to work across national, regional, and global levels, and our awareness of trends so as to be adaptable to the European context. To ensure that we can make this happen we also need to ensure we have clear purpose, good people, and stable funding.

Clear purpose

To meet our ambitions, WAGGGS will continue to build a greater understanding of the role of WAGGGS as the central body of the Girl Guiding and Girl Scouting Movement through the work being undertaken to revamp WAGGGS' brand and build a Value Proposition for our services.

Good people

To ensure there are people to implement, WAGGGS will continue to strengthen the ability to recruit and retain good people. Volunteers are at the heart of WAGGGS. Volunteers will need to be recruited across the Region to ensure that the strategy can be realized. In partnership, the WAGGGS staff structure will be revamped and restructured to ensure that the team is fit for purpose.

Stable funding

To fund additional programme and opportunities within the Europe Region, it will be imperative that the Region continues to seek diverse funding sources. The Europe Contribution provided by the Member Organizations is an important aspect of providing additional opportunities aspects towards delivering WAGGGS strategy within the region. The resources ensure that regional programmes are provided, that there are hardship funds to assist Member Organizations participation, and support the Joint work together with WOSM. In addition, WAGGGS will need to continue to raise funds from European donors such as the Council of Europe and the European Commission.



Conclusion



This framework provides our Region and the Member Organizations with considerable latitude to assign operational targets and responsibility as in previous triennia-- but also the freedom to readily adapt as new resources become available, trends and conditions shift, challenges appear or opportunities emerge. Depending on the nature of changes occurring, progress toward outcomes may actually accelerate, while in other cases, progress may slow. The Region and Member Organizations will then be able to calibrate and balance what is realistically achievable on their terms, rather than set arbitrary goals that cannot be met despite best efforts.

In 2017 – 2019, to create more opportunities for more girls, we recognize that we need to continue to support the growth in the Europe Region by building and sharing tools around gender and diversity. We will reaffirm the mission and essence of what the Girl Guide and Girl Scout Movement does and demonstrate the impact on the Movement on the world. We support Member Organizations to grow the movement. We will act as a bridge to strengthen international connections between Member Organizations, volunteers, and girls. We will have IMPACT, we will GROW, we will CONNECT.