



Dear Member Organisations,


Thank you for participating in this consultation to develop the 2023-2025 Regional Action Plan for the Europe Region. This Regional Action Plan will set the direction and priorities of the Europe Region for the next three years. It will, after consultation, describe the services and activities the regional team will deliver to add value to the Movement in our region, and how we will pivot our work to contribute to WAGGGS Global Strategy and Compass 2032; our unifying new vision as adopted by written resolution before the 37th World Conference last year.

The consultation process will follow a similar approach to the Compass 2032 consultations. It has two stages and will run from now until the final plan is shared with Member Organisations (MOs) for voting at our Regional Conference. We welcome feedback from decision-makers in all MOs and Component Associations (CAs) at both stages of this consultation. If you can involve more members in giving feedback, particularly girls and young women, we strongly encourage you to do so.

Regional Action Plan Consultation Timeline:



All 2023-2025 plan related enquiries and feedback should be sent by email to Europe.ReCo@wagggs.org with the subject: 'Regional Action Plan feedback'.



FIRST DRAFT CONSULTATION: 21st January - 20th February 2022

This stage will help us confirm the overall direction of the 2023-2025 Regional Action Plan. We are looking for your thoughts on whether the suggested priorities are the right ones to add value to your MO and to the region as a whole. In addition, we ask you to feedback what kinds of activities would best help us to achieve the objectives so that these can be integrated into our second draft.

This document is the first high-level draft of the 2023-2025 Regional Action Plan. It does not include activities (referred to above), key performance indicators or budgets. These will be included in the second draft.

This first draft is ambitious and we will need to be ready to adapt the scale of our activities according to our operating context and limited resources. Your insight into where the regional team should prioritise its resources for greatest positive benefit for your MO will help us tighten our focus in the second draft.


While reading the draft Regional Action Plan we encourage you to consider:

- Do the areas of priorities and objectives feel like the right areas to focus on?
- What should we aim to achieve by 2025 and what would success look like?

*We would particularly appreciate your feedback on the areas of **Mental Health** and **Young Women and Leadership and Governance**.*

- From previous data, we understand that Mental Health is a priority but please help us clarify how you would like the region to support with this sensitive subject.
- Young Women in Leadership and Governance is another area which has been highlighted through regional and global conference motions and consultation, but it is unclear exactly what the focus for the Europe region should be.

Next steps for your input:

- Attending a consultation workshop as part of the online IC Forum in February. Registration information will be circulated in a dedicated IC Forum communication.
 - Sending any written feedback to Europe.ReCo@waggggs.org with the subject: 'Regional Action Plan feedback' by the 20th February 2022.
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SECOND DRAFT CONSULTATION: 25th March - 17th April

This stage is an opportunity to review the full 2023-2025 Regional Action plan, including the budget and key performance indicators, or give feedback in writing. The second draft of the plan will be shared with MOs on the 25th March along with a summary of how we have responded to feedback received to the first draft.



17th Europe Regional Conference, 22-27 July, The Netherlands

REGIONAL ACTION PLAN 2023-2025
DOC NUMBER 4A



Inspiring Girl Scouts and Guides across Europe

I. Introduction

In the next three years European countries will likely continue having to handle the pandemic situation and its economic, social and health consequences. The crisis has affected young people severely, limiting access to education, new experiences, social interactions and safe spaces. Importantly, it has had a negative impact on their mental health. NGOS have also suffered challenges which have affected their finances and the reduction of networking and external relations opportunities due to the switch to the digital environment. Although international travel will be possible, it will probably not return to pre-pandemic levels. Sustainability and climate change will remain the key issues for youth in Europe.

II. Background

Sustainable development means developing in a way that meets the needs of the present, without compromising the ability of future generations to meet their own needs. In order to achieve this, the 2030 Agenda for Sustainable Development was adopted by all United Nations Member States in 2015. It provides a shared framework for all countries until 2030 - that is 17 Sustainable Development Goals (SDGs) with 169 targets that need to be acted upon in order to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. Sustainable development is at the heart of what the Scouting and Guiding Movement tries to achieve. Therefore, as part of a diverse and inclusive global movement of 10 million members, WAGGGS Europe Region strives to ensure sustainable development, with a focus on climate action and advocacy and greener working methods. We also want our 1 million young people in the Europe Region of WAGGGS to be able to take action and ultimately change the world by helping to achieve the SDGs.



At the opening session of the World Conference, our World Board Chair, Heidi Jokinen, announced that [Compass 2032](#) was adopted by written resolution as the new 12-year vision for the Movement:

OUR NEW VISION IS AN EQUAL WORLD WHERE ALL GIRLS CAN THRIVE.

By 2032, we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.

Underpinning our new vision are six Compass Conversations which capture the areas the whole Movement needs to be discussing, reflecting on and working on internally so it can truly become a girl-led Movement and best contribute to building an equal world where all girls can thrive.

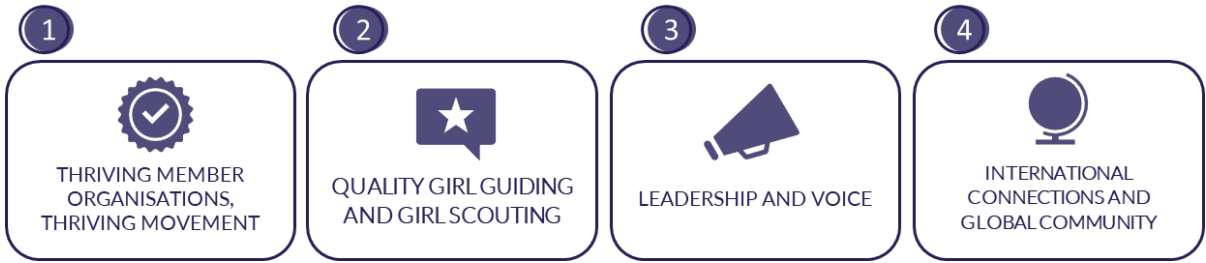
The Compass Conversations are:



The Compass Conversations highlight six crucial areas we must explore as a Movement so all of us can better understand how we must develop to reach our new vision. They underpin the strategic themes in this strategy, with many of the conversations cross-cutting between more than one theme.

The 2022-2023 WAGGGS Global Strategy prioritises services and activities that enable the Movement to start delivering Compass 2032 and supports Member Organisations (MOs) to recover from the COVID-19 pandemic. For the Movement to best contribute to creating an equal world where all girls can thrive, it must become a girl-led Movement. By the end of 2023, it must be ready to rise to this challenge through our 2024-2029 strategy.

This strategy describes the support WAGGGS will offer MOs and the Movement under four Global Strategic Themes.



There is a fifth area of work described in the strategy, covering internal investments we must make to ensure WAGGGS is a strong global membership organisation that meets our legal and governance obligations, values and supports personnel and volunteers in their work, and is fit to support the Movement into the future.

WAGGGS 12-6-3 PLANNING CYCLE

The 2023–2025 regional plan is integral part of the WAGGGS “12-6-3” strategy and planning cycle, designed to improve how the Movement collaborates and aligns across national, regional, and global levels.

The core elements of the “12-6-3” cycle are:

Compass 2032: a broad, aspirational 12-year vision for the Girl Guide and Girl Scout Movement. It can be used to set priorities, identify what needs attention, and strengthen our strategies.

WAGGGS Global Strategy: a six-year strategy for the WAGGGS Global Team, which identifies the core focus areas that the Global Team, which includes the Regions, will deliver in support of Compass 2032 and to keep Member Organisations united, thriving and growing.

Three year rolling action plan: the activities we will deliver at global and regional levels to implement the WAGGGS Global Strategy. The three-year rolling action plan is approved by the World Board.

The regional teams are a key part of the Global Team and play a vital role in delivering WAGGGS’ Global Strategy. They are central to WAGGGS’ operating model and are where many MOs experience most of their membership services and benefits. Through the WAGGGS Regions, MOs can more easily access WAGGGS opportunities, participate in MO-MO collaboration, and develop stronger connections and working relationships. The regional teams deliver a programme of activities that contribute to the WAGGGS Global Strategy in ways that are tailored to their regional contexts.

The “12-6-3” cycle enables clearer consultation with MOs for input to the Movement’s 12-year vision and the WAGGGS Global six-year strategies through the World Conference and Regional Conferences. At the 2022 Regional Conferences, MOs will approve the 2023–2025 regional plans and give input to our six-year strategy, 2024–2029. At the World Conference in 2023, MOs will approve the 2024–2029 strategy and receive reports on progress against the previous strategy.



The Europe Region committee proposes the following objectives for MOs' consideration. These are based on our initial consultation on 20 November 2021 and the results of the Engagement campaign.

THRIVING MOs, THRIVING MOVEMENT

	REGIONAL OBJECTIVES	SUCCESS STATEMENTS BY 2025 WE WILL HAVE...
1	We will deliver a relevant capacity-building offer for the region via regional & global collaborative work.	<p>A. Delivered multiple online and face-to-face events for training & exchange of good practice for MOs in direct response to their needs, in particular around volunteer recruitment and retention and mental health.</p> <p>B. Evidence that MOs have benefitted from the offer and report greater sustainability, through surveys and other consultations.</p>
2	We will work in partnership with MOs to co-create the value of the Europe region	<p>A. MOs will recognise the value of WAGGGS Europe and be confident to articulate it within their MO and outside of the movement.</p>

INTERNATIONAL CONNECTIONS AND GLOBAL COMMUNITY

	REGIONAL OBJECTIVES	SUCCESS STATEMENTS BY 2025 WE WILL HAVE...
3	The Europe region will become a strong hub for MOs	<p>A. Provided various opportunities for MOs to feel connected and share experiences and best practice through Campfire and other innovative online and face-to-face events within the region.</p> <p>B. Fostered partnerships between MOs within the region and across the movement.</p> <p>C. Connected MOs with partners who are external to the movement, in particular through our external relation and fundraising work.</p>



4	We will improve our volunteer management within the region	<p>A. Implemented a process that follows the entire volunteer journey with a focus on wellbeing of volunteers.</p> <p>B. Have recruited a sustainable pool of volunteers that feel valued and motivated through tailored training, good succession planning of volunteers, better sharing of information with volunteers and recognition of their work.</p>
5	We will ensure that volunteers and MOs' members can experience WAGGGS	<p>A. Provided MOs and girls across Europe with opportunities to participate in enriching international experiences closer to home.</p> <p>B. Support MOs to feel informed about opportunities and connected to WAGGGS and within the global movement.</p>

QUALITY GIRL GUIDING AND GIRL SCOUTING

	REGIONAL OBJECTIVES	SUCCESS STATEMENTS BY 2025 WE WILL HAVE...
6	We will provide a programme offer that is relevant to Europe MOs' needs, in collaboration with global departments.	<p>A. Organised key events that are a platform for innovative delivery of a range of programmes.</p> <p>B. Co-created quality educational materials in partnership with MOs to support their work.</p> <p>C. We will have secured programme specific external funds for the region to help us tailor or develop new programmes in partnership with MOs to meet regional needs.</p>
7	We will give priority to environmental sustainability and programmes	<p>A. The Europe Region will have implemented at least one climate change programme within the region.</p>



LEADERSHIP AND VOICE

	REGIONAL OBJECTIVES	SUCCESS STATEMENTS BY 2025 WE WILL HAVE...
8	We will channel young people's voice to be heard on the European stage	<p>A. The Europe region will have contributed to the European discussion on environmental issues affecting young people.</p> <p>B. Established and strengthened meaningful relations with external partners on a small range of key topics where the Europe region has a clear position and expertise and where it is relevant to our work</p>
9	We will provide leadership development	<p>A. Mainstreamed the leadership mindsets in the region and support MOs to implement the leadership model.</p> <p>B. Worked with MOs to achieved a balance of women under and over 30 involved in regional and MO work to ensure a sustainable region.</p>

Organisational Management

WAGGGS Europe will need to work in collaboration with the World Bureau towards an additional goal of ensuring greater stability and sustainability for the region and its Belgium entity. The careful administration of funds and resources, including our regional team of staff and volunteers, underpins all the work that is referenced in the proposed objectives set out in this first draft. Therefore, the plan will build on the improvements already achieved in finance, governance and communication.

Governance: we will improve our transparency on how the region is governed so that all MOs understand the regional structure and decision-making processes. We will provide appropriate consultation opportunities for MOs to feed back their needs and opinions on plans and influence strategic decision-making and ensure that funds are invested wisely.



Financial Management: we will continue to work closely with the World Bureau to improve our regional monitoring and reporting so that MOs can easily understand how our funds are spent and what value our staff and volunteers bring to the region.

Communication: we will continue to improve how we communicate with our MOs so that they are informed of committee work and can easily disseminate plans and opportunities within their organisations.

Staff: We will invest in staff to align with the delivery of the 2023-2025 priorities as a result of this consultation. This may mean the recruitment of new staff or investment in the training where this brings new skills and knowledge into the region. We will support staff to manage challenging workloads and schedules to ensure their wellbeing is a priority.

