



Dear Member Organisations,

Thank you for participating in the consultation to develop the 2023-2025 Triennial Regional Plan. Your participation in the first draft consultation has enabled us to strengthen and clarify many points in this second draft, which we now share for your feedback. We have also shared a document summarising your feedback on the first draft and how we have responded. Please note the **new dates** for this second stage of the consultation process.

**SECOND DRAFT CONSULTATION: 31st March – 20th April 2022**

This stage is an opportunity to review the full second draft of the 2023-2025 Triennial Regional Plan, including the budget and key performance indicators, and give feedback in writing.

We welcome feedback from decision-makers in all MOs and Component Associations (CAs). 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@waggs.org](mailto:Europe.ReCo@waggs.org) with the subject: 'Regional Action Plan feedback'.

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

REGIONAL ACTION PLAN 2023-2025  
DOC NUMBER 4B



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. In 2021, sustainability and climate change were the top priorities for youth in Europe and we anticipate that they will remain the key issues throughout the new triennium<sup>1</sup>.

The recent war in Ukraine will also have an impact on the economic and social situation in Europe as people are displaced and become vulnerable refugees, economies face further disruption and energy strategies are revised with an ensuing impact on climate change. We think that the plan is sufficiently flexible to enable the incoming Europe Regional Committee to target resources in years one and two towards work on matters related to peace and migration such as Stop The Violence and refugees.

## 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 girls and young women, WAGGGS Europe Region strives to ensure sustainable development, with a focus on climate action and advocacy and greener working methods. We also want our 1.1 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.

<sup>1</sup> According to pan-European IPSOS study commissioned by the #ClimateOfChange project, led by WeWorld, published 2021.



At the opening session of the World Conference, our World Board Chair, Heidi Jokinen, announced that [Compass 2032](#)<sup>2</sup> 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.

<sup>2</sup> [Download Compass 2032 on the WAGGGS website](#)

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

THRIVING MEMBER  
ORGANISATIONS,  
THRIVING MOVEMENT

INTERNATIONAL  
CONNECTIONS AND  
GLOBAL COMMUNITY

QUALITY GIRL  
GUIDING AND GIRL  
SCOUTING

LEADERSHIP AND  
VOICE

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.

Inspiring Girl Scouts and Guides across Europe



The Europe Region committee proposes the following plan for MOs' consideration. The plan is based on our initial consultation on 20 November 2021 and the results of the Engagement campaign, followed by oral consultation during the IC Forum February 2022 and further written feedback on Draft 1.

## THRIVING MOs, THRIVING MOVEMENT

	REGIONAL OBJECTIVES	Success Statements By 2025 we will have...	KPIs
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 &amp; exchange of good practice for MOs in direct response to their needs, in particular around volunteer recruitment and retention, mental health and leadership/YWG.</p> <p>IB. Evidence that MOs have benefitted from the offer and report greater operational sustainability, through surveys and other consultations.</p>	I. 90% of participants rate online training as very good with 75% of MOs reporting that training provided practical and applicable knowledge and tools.
2	We will work in partnership with MOs to co-create the value of the Europe region	A. MOs will recognise the value of WAGGGS Europe and are confident to articulate it within their MO.	I. 75% of MOs 'strongly agree' that Europe region delivers value.

## INTERNATIONAL CONNECTIONS AND GLOBAL COMMUNITY

	REGIONAL OBJECTIVES	Success Statements By 2025 we will have...	KPIs
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 to provide mutual support with a focus on crisis situations.</p>	<p>I. Use of Campfire increases 300% by 2025.</p> <p>II. 40% of MOs have at least one strong, ongoing partnership with another MO.</p>





	REGIONAL OBJECTIVES	Success Statements By 2025 we will have...	KPIs
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 the wellbeing of WAGGGS regional volunteers.</p> <p>B. Have recruited a sustainable pool of WAGGGS regional volunteers that feel valued and motivated through tailored trainings, good succession planning of volunteers, better sharing of information with volunteers and recognition of their work.</p>	I. Organise at least two 'all volunteers' meetings in the triennium. 100% Volunteers report feeling supported.
5	We will ensure that volunteers and MOs' members can experience WAGGGS	<p>A. Provided MOs and girl members across Europe with opportunities to participate in enriching international experiences closer to home.</p> <p>B. Supported MOs to feel informed about opportunities and connected to WAGGGS and within the global movement.</p>	I. 3000 of MO representatives and girls members access international experiences in the region.

## QUALITY GIRL GUIDING AND GIRL SCOUTING

	REGIONAL OBJECTIVES	Success Statements By 2025 we will have...	KPIs
6	We will promote 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. Secured programme specific external funds for the region to help us tailor programmes in partnership with WAGGGS global and MOs to meet regional needs.</p>	<p>I. Conduct a feasibility study of a WAGGGS camp in the next triennium.</p> <p>II. Secured 1 major grant to support implementation of a global programme in the region.</p>



7	We will give priority to environmental sustainability and programmes	A. supported the implementation of at least one climate change programme within the region in collaboration with WAGGGS global.	I. 25% of MOs engage in a climate change programme.
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### LEADERSHIP AND VOICE

	REGIONAL OBJECTIVES	Success Statements By 2025 we will have...	KPIs
8	We will channel young people’s voice to be heard on the European stage	<p>A. Contributed to European discussion on a range of topics 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>	I. Regional representatives will have participated in at least 8 European events and spoken on key topics such as mental health, environmental issues, active citizenship and gender.
9	We will facilitate leadership development	<p>A. Mainstreamed the leadership model in the region and support MOs to implement WAGGGS leadership development framework.</p> <p>B. Achieved a balance of women under and over 30 involved in regional and MO work to ensure a sustainable region.</p>	<p>I. 75% of MOs have embedded the model in all activities.</p> <p>II. 50% of regional conference delegates are women under 30.</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. We will also work to secure additional fundraising to support the delivery of the triennial plan.

**Communication:** we will continue to improve how we communicate with our MOs so that they are informed of committee work, consulted on key issues 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.

## Main events Planner 2023 - 2025

YEAR	EVENT	DESCRIPTION	DELIVERED BY
2023	All volunteers meeting	Networking & training event for the region's volunteers who form the working groups.	WAGGGS Regional team
	Academy	To provide an integrated solution to training and sharing experiences in many aspects of Scouting and Guiding through a holistic approach to development, concentrating on key aspects of the regional plans of both WOSM and WAGGGS European regions	WAGGGS and WOSM
	Regional symposium	Opportunity to consult MOs on regional business before or during the World Conference.	WAGGGS Regional Team



2024	All volunteers meeting	Networking & training event for the region's volunteers who form the working groups.	WAGGGS Regional team
	Academy	As above	WAGGGS and WOSM
	Roverway	Large-scale gathering for Rovers and Rangers	Norway (MO), WAGGGS and WOSM
2025	Lead volunteers meeting	To share expertise and plan for the regional conference.	WAGGGS Regional team
	IC Forum	To provide input to the regional conference preparations and foster networking.	WAGGGS and WOSM
	Young Women in Governance event	To engage and prepare Young Women for the Regional Conference.	WAGGGS Regional team
	Europe Regional Conference	Elect the new Committee, report back on progress and agree on the next plan.	WAGGGS and WOSM
	Academy	As above.	WAGGGS and WOSM

### Joint events with WOSM:

In addition to these large-scale events, we have budgeted for a series of smaller events in collaboration with WOSM to support our MOs. The definition and timing of these events are pending agreement with WOSM.

## Finances

The tables below show the forecast income and expenditure in the Europe Region for the 2023- 2025 triennium.

The WAGGGS General Funds are not shown across the triennium as these are still being discussed and therefore awaiting approval.



A. Income

Overall, income is predicted to be fairly constant across each year of the triennium, although it could increase due to WAGGGS allocation and the possibility of further grant funding as we look to diversify our income streams.  
The European Contribution has been based on the 2022 figure with a small nominal increase across the triennium and also based on the 2022 bandings.

Income by Year	2023	2024	2025	2023-2025 Total
European Contribution	362,121	371,174	380,453	1,113,748
WAGGGS General Funds	TBC	TBC	TBC	TBC
The Academy Income	45,000	-	45,000	90,000
Other income (external grants etc.)	75,000	100,000	125,000	300,000
Totals	482,121	471,174	550,453	1,503,748

B. Expenditure

Expenditure is aligned to the priorities contained within this Regional Plan, including EUR 132k for the four strategic themes which the new Committee can use flexibly to achieve the greatest return on investment for the Region. In addition to this, Expenditure is forecast to be greater than Income allowing for the reduction in reserves that MOs wanted to see in the previous triennium.

Expenditure		2023	2024	2025
Strategic themes 2023-2025	Thriving MOs, Thriving Movement	10,000	10,000	10,000
	International connections and global community	10,000	10,000	10,000
	Quality girl guiding and girl scouting	12,000	12,000	12,000
	Leadership and voice	12,000	12,000	12,000



WAGGGS events	WAGGGS Camp 2025/6 Preparation	0	5,000	65,000 <sup>3</sup>
Joint work with WOSM	The Academy	70,000	10,000	70,000
	IC Forum	0	0	15,000
	Roverway 2024 Preparation	5,000	0	0
	Roverway 2024	0	50,000	0
	Additional joint work <sup>4</sup>	19,333	19,333	19,333
Regional volunteers	Regional Lead Volunteer meeting	0	0	15,000
	All Volunteers Meetings	35,000	35,000	0
Governance	Regional Committee Meetings	15,000	15,000	15,000
	Chair's Team Meeting	5,000	5,000	5,000
Regional Conference	Regional Conference 2025	0	0	45,000
	Regional Conference 2025 preparation	0	5,000	0
Salaries	Salaries and HR related costs	260,000	267,800	275,834
Other Administration	Staff Training Costs	2,000	2,000	2,000
	Brussels office (lease, services etc.)	50,000	50,000	50,000
Audit, Legal & Professional Fees	Audit, Legal & Professional Fees	15,000	15,000	15,000
Communication	Materials to raise visibility	2,000	2,000	2,000
Total Expenditure		522,333	525,133	638,167

Net Surplus / Deficit	(40,212)	(53,959)	(87,714)
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<sup>3</sup> Pending outcome of feasibility study

<sup>4</sup> Includes events such as the Chief Volunteers meeting which are pending confirmation with WOSM.



## C. Overall position and reserves

Our Reserve position was maintained during the previous triennium, mainly as a result of COVID-19 that led to a number of planned events having to be cancelled. The table below is indicative as the 2021 numbers are in the process of being finalised and audited and therefore subject to change. The table below shows the position as at 31 December 2020 and in the blue projected position as at the end of 2021.

RESERVES (EUR)	EUROPEAN VOLUNTARY CONTRIBUTION (RESTRICTED)	GRANTS (RESTRICTED)	WAGGGS GENERAL FUNDS (UNRESTRICTED)	TOTAL
Opening balance 1 January 2019	75,969	11,888	75,673	163,531
Movements 2020	60,703	*(11,888)		48,815
Closing balance 31 December 2020	136,673	-	75,673	212,346
Movement between funds	75,673		(75,673)	-
Movements 2021	15,221	-	-	15,221
Closing balance 31 December 2021	227,567	-	-	227,567