



World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

2015-2017 Global Strategic Plan

World Conference Document No 5

**imagine
more**

connect . grow . impact



Introducing 2015-17: on the way to Vision 2020

Message from the Chair and Chief Executive

We are a Movement of 10 million girls, young women and volunteers in 145 countries. 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. Millions of supporters and communities around the world value and contribute to our work with and for girls.

During the 2012 – 2014 triennium, we started the journey towards achieving our new Vision of a world where “all girls and young women are valued and take action to change the world,” and continued with our Mission to “ensure that all girls and young women can reach their fullest potential as responsible citizens of the world.”

During the next triennium, we have a real opportunity to make significant progress on these aspirations. To do so we must grow the Movement so that more girls in more places have a quality Girl Guiding and Girl Scouting experience. And we must look carefully at how we organize, govern and resource the Movement so that we are inclusive, democratic and strong.

The following strategy is our roadmap for how we can continue the journey to Vision 2020 together. It comes from your ideas and needs, from consultations with committees, Member Organizations, partners, girls and leaders. It lays out how the World Association commits to strengthen the global Girl Guide and Girl Scout Movement; support our MOs to maintain their excellence; and enable the Movement’s evolution and growth towards fulfilling its potential as a force for change in the lives of all girls and the world.

WHAT DOES IT MEAN?

Global hub:

making maximum use of our in depth knowledge of our MOs, we will work to strengthen and mobilize joint project opportunities, knowledge and best practice transfer amongst our Member Organizations, regions, WAGGGS and partners. We will work to connect our MOs with external partners and funders where this is in line with the MOs strategic and operational priorities.

Integrated membership service:

We will work with each of our Member Organizations to identify their needs and objectives and then through the WAGGGS regions and departments provide co-ordinated and customized support and resources that deliver long term strategic development and growth as well as meeting our MOs’ most immediate requirements.

Raise visibility and impact:

We will effectively deploy resources from across the breadth of WAGGGS and our Member organizations, including research, monitoring and evaluation, stories of success from our direct community engagement, as well as our global educational programmes and campaigns to amplify and make more visible the unique contribution that Girl Guiding and Girl Scouting makes to the lives of individuals, communities and more broadly to achieving our Vision.

Woven through all six global outcomes are three key approaches that will enable us to deliver this ambitious plan:

- 1 CONNECT** - We will facilitate connections between MOs with similar interests, ambitions and challenges, co-ordinate best practice and resources across the Movement and amplify our role as a global hub.
- 2 GROW** - We will develop an integrated membership service which responds directly to MO needs and supports MO strategic objectives to achieve growth.
- 3 IMPACT** – In partnership with our MOs, we will raise the visibility and impact of Girl Guiding and Girl Scouting on the global and national stages.

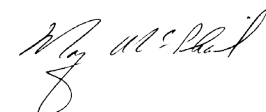
Our work starts a journey for millions of girls from all walks of life and communities, supporting them to experience their lives to their fullest potential. We can only achieve this as a united Movement connected by a common Vision and Mission, strengthened by a shared history and values and guided by an agreed strategy and approach. By aligning our strategies and our resources, we can ensure that we are far greater than the sum of our parts.

Our message to the wider world is simple:

Support us. Join the global Movement and help girls change their lives and change our world.



Nadine el Achy
Chair, World Board



Mary Mc Phail
Chief Executive

Developing the 2015-17 Global strategic plan

On your behalf, the World Board, in partnership with its regional committees and the staff team at WAGGGS, have undertaken an extensive process to develop the 2015-2017 Global strategic plan.

We have:

Consulted...

We talked with individuals and groups at all levels within and outside the organization. We carefully reviewed a wealth of input and results from formal surveys, interviews and focus groups. And we received expert external guidance.

Questioned...

We asked tough questions; about the best way to deliver our Vision and Mission in this triennium; how we might work better and differently together; which initiatives worked well and which didn't; and what there is to learn from other organizations.

Listened...

We heard detailed views on key areas of emphasis for MOs, from strengthening membership; to better connecting and aligning our work across the Movement; to showcasing Girl Guiding and Girl Scouting and the impact it has to our partners and the world at large.

Reviewed...

We carefully assessed our monitoring and evaluation data and information, reflecting on the results of our efforts and identifying areas where more could be done to deliver on our strategic outcomes.

DECIDE:

The World Board recommends that the World Conference approve the following motion:

- That the 2015-2017 Global strategic plan, including the 2015-2017 budget, be approved.



World Association of Girl Guides and Girl Scouts 2015-2017 Global strategic plan

Achieving our outcomes: priorities for 2015-17

At the 34th World Conference in Edinburgh in 2011, Member Organizations agreed a new Vision for the World Association of Girl Guides and Girl Scouts – All girls are valued and take action to change the world.

Alongside this new vision, WAGGGS' Mission remains the same – To enable girls and young women to develop their fullest potential as responsible citizens of the world.

We developed a new strategic framework to ensure that WAGGGS' work is organized to most effectively deliver the Vision and Mission, comprising two new goals and six global outcomes.

As a total package, it is the Vision 2020 strategic framework. Within this framework, the different elements support and enhance each other. For example, strengthening the quality of Girl Guiding and Girl Scouting will encourage new members to join. And increased funding enables the delivery of more leadership and advocacy opportunities.

From our extensive consultation, we know we are on the right track to achieve Vision 2020. So we will continue the journey, refining and building on our current strategic direction, as outlined in the 2012-2014 Global strategic plan, and within the Vision 2020 strategic framework. We re-affirm the Vision, Mission, two goals and six global outcomes.

VISION 2020 STRATEGIC FRAMEWORK

Vision

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

Mission

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

Goal 1 Provide more opportunities for girls and young women to grow and lead through the programmes and methods based on the fundamental principles of Girl Guiding and Girl Scouting

Goal 2 Empower girls and young women to be agents of change in the world through the programmes and methods based on the fundamental principles of Girl Guiding and Girl Scouting

Outcome 1 Increased and diversified membership

Outcome 2 Improved image and visibility of Girl Guiding and Girl Scouting at every level

Outcome 3 Influenced issues that affect girls and young women

Outcome 4 Strengthened the quality of the Girl Guiding and Girl Scouting experience

Outcome 5 Built leadership capacity at every level

ABOUT THIS STRATEGIC PLAN

There are six global outcomes and the 2015-2017 strategic plan is structured around these.

Within each section, there are two key headings: **We will** and **We will do this by**

- 'We will' describes what we will do under each global outcome
- 'We will do this by' illustrates how these objectives will be met, giving a high level overview of what will be delivered under each global outcome

Specific activities and targets, such as number of events held or number of MOs participating in initiatives, will be included in more detailed annual operational plans.

1

Achieving Outcome 1:

Increased and diversified membership

Only one per cent of the world's 870 million girls aged 5-19 are Girl Guides or Girl Scouts. While WAGGGS currently has 145 Member Organizations across five regions and 10million Girl Guides and Girl Scouts and volunteers, we can grow a larger and more diverse membership.

Our task is...

to continue to provide high quality and integrated membership services and work with Member Organizations to expand opportunities to even more girls in more places. We want to make more of a difference to girls and communities around the world and ensure Girl Guiding and Girl Scouting is even more successful and relevant in the 21st century than it was in the 20th.

During 2015-17, we will:

- Grow membership by 20 per cent by 2020
- Increase the number of Member Organizations from 145 to 154 by 2020

We will do this by:

- Building the capacity of MOs and support the recruitment and retention of girls and volunteer leaders through the delivery of an integrated membership development service which meets the aspirations of each Member Organization and their diverse needs, from single sex to co-educational and from school based to community based
- Exploring ways to ensure that membership fees are an incentive, not a barrier, to membership growth and reporting
- Reviewing and strengthening pathways to organizational membership through actively supporting countries to introduce Girl Guiding and Girl Scouting and facilitating their journey to membership
- Supporting existing members to recognize and experience the full value of being a member of WAGGGS and the global Girl Guiding and Girl Scouting Movement
- Gaining greater insight into some of the barriers preventing girls from different communities joining and staying in Girl Guiding and Girl Scouting, and supporting MOs to overcome those barriers

2

Achieving Outcome 2:

Improved image and visibility of Girl Guiding and Girl Scouting at every level

We need more people to know about us, understand what we do and why we are effective. Greater public recognition for who we are and what we achieve will help us attract and retain more girls, more volunteer leaders, more resources and make more of an impact for girls.

Our task is...

to be more outwardly facing and communicate our impact as the only global Movement that offers girls and young women a comprehensive non-formal education enabling them to develop their fullest potential as responsible citizens of the world.

During 2015-17, we will:

- Raise the visibility and impact of Girl Guiding and Girl Scouting on the global, regional and national stages
- Ensure that WAGGGS and our MOs are recognized and engaged as leading organizations working on issues relevant to girls
- Better connect with and harness the support of boys and men within our Movement and with external partners to achieve our Vision and Mission

We will do this by:

- Gathering and developing evidence from across the Movement to clearly demonstrate the impact of Girl Guiding and Girl Scouting and promote the positive and life affirming experience of being an active member of the Movement for young people, adult volunteers and other supporters
- Implementing the “Imagine More” campaign at a global level and supporting more MOs to use the global campaign at a national level
- Supporting MOs to strengthen their marketing and communications capacity, through training, resources and sharing of best practice
- Using our partnerships to increase global publicity and resourcing and connecting MOs to engage with WAGGGS’ global partners at a national level to generate visibility
- Generating greater awareness of the impact we have on national and global issues by delivering high profile global programmes and campaigns and resourcing MOs to deliver country level campaigns as part of WAGGGS’ global initiatives on Stop the violence, sustainability and self-esteem
- Invest in and build the expertise of WAGGGS in marketing and communication and integrate marketing and communications activities into all projects and initiatives

Sustainability is economic, social and environmental development which meets the needs of current generations without compromising future generations’ quality of life.

3

Achieving Outcome 3:

Influenced issues that affect girls and young women

Girls and young women are very clear about the issues that are most important to them. They talked to us about the importance of self-esteem and sustainable living. They told us it is imperative that, as a Movement for girls and young women, we act to end violence against girls and young women and ensure that girls' rights are respected.

Our task is...

to spread awareness of our campaigns on these issues to a much wider global audience and to amplify the effect of 10million Girl Guides and Girl Scouts speaking out and taking action at a local, national and global level.

During 2015-17, we will:

- Strengthen our ability to engage our 10million members and other supporters in our global campaigns and programmes
- Promote and strengthen advocacy throughout the Movement
- Raise WAGGGS' external profile as an organization making a difference on the key issues of violence, self-esteem and sustainability

We will do this by:

- Resourcing MOs to deliver advocacy campaigns to improve the lives of girls and their communities and to leverage these campaigns to improve their capacity to influence decision makers, drive membership growth and retention and attract funding opportunities
- Strengthening our communication channels and campaigning expertise, including utilizing new technologies and establishing the systems and process to allow the World Association to identify and communicate to Members and other groups in a timely and accessible way
- Engaging a broad and active community in our advocacy campaigns and programmes to support girls to reach their fullest potential, including working with boys and men to deliver the Vision and Mission for girls and young women
- Building on the success of our Global Action Theme/Millennium Development Goal framework, and listening to the priorities of our MOs and girls and young women, work to support the United Nations' new sustainable development agenda
- Conducting regular research and consultation with key audiences, especially girls and young women, on the issues and activities they want to engage on and supporting girls and young women to take the lead on addressing these issues

4

Achieving Outcome 4:

Strengthened the quality of the Girl Guiding and Girl Scouting experience

Our best work is what we do and achieve together for girls and young women. Although we live in different places, experience different cultures, have different skills and views of the world, we are connected by our belief in the transformative effect of what we do, the knowledge that it works and the pride in being a Girl Guide or Girl Scout.

Our task is...

to harness our strengths in generating a growing, dynamic and powerful Movement and continue to challenge ourselves to provide the best personal development and leadership opportunities possible through our programmes and initiatives.

During 2015-17, we will:

- Connect active networks of MOs across areas of experience and expertise as well as shared ambitions and challenges
- Enhance the quality of Girl Guiding and Girl Scouting consistently across the Movement
- Attract and retain, train and develop volunteer leaders at the national, regional and global level and enhance the experience that volunteers have, so they consistently deliver high quality Girl Guiding and Girl Scout programmes

We will do this by:

- Encouraging and facilitating connections among MOs, bilaterally or in interest groups, in order to share expertise and experience and where possible resources to further strengthen the Movement
- Coordinating the development and roll out of best practice guidelines for a Girl Guide and Girl Scout programme, which can be adapted to the specific needs of each MO depending on their existing programme requirements and customized to the model through which they deliver Girl Guiding and Girl Scouting, including co-educational, school and community based programme
- As part of delivering an integrated membership development service, ensuring a focus on recruitment, development and retention of adult leaders, volunteers and trainers
- Supporting MOs and key partners to roll out and scale up the delivery of global programmes, for example Voices against Violence, Free being me, sustainability and leadership development programmes, including making them available as online learning experiences
- Continuing to develop best governance practice at a global level and offering structured support to strengthen governance practices at a national level

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Achieving Outcome 5:

Built leadership capacity at every level

We have supported volunteer leaders and young women from all over the world on their leadership journeys to reach their full potential. We want to continue to grow the number of leaders and to see more young women leading and connecting at all levels, within our Movement as well as in their communities and globally.

Our task is...

to equip and empower our vitally important leaders through strengthening their leadership opportunities and development at the global, regional and national levels.

During 2015-17, we will:

- Increase leadership development opportunities at a global level, so more young women, leaders and volunteers can develop skills in international leadership and provide more opportunities for girls and women to practice and implement leadership and act as responsible global citizens
- Support the leadership journey of national leaders so they can strengthen and support the growth and governance of their MO
- Continue to promote the advancement of young women in all areas of our work and at all levels of leadership
- Ensure volunteers have the development and leadership experience to provide quality and impactful leadership across the Movement

We will do this by:

- Resourcing the delivery of the WAGGGS leadership development programme (WLDP) activities and experiences around the world
- Developing and strengthening leadership at a national level, through programmes such as the National leadership development programme (NLDP) with Members who have identified it as a need
- Scaling up and improving the delivery of leadership development programmes, including through the use of technology and WAGGGS' e-learning platform
- Closely monitoring the position of young women in leadership roles and taking steps to ensure their representation as decision makers at all levels of the Movement
- Extending our influence beyond the Movement in order to contribute to the global conversations around women in leadership

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Achieving Outcome 6:

Increased funding

Two years before the 2015 deadline, the World Association has achieved its Centenary fundraising target. As a result, we are able to support our drive for growth and impact with increased and diversified income streams. However, our Vision is ambitious and the pressure on resources at every level through our organization remains acute.

Our task is...

to increase and diversify sources of income both globally and within our MOs and to build the fund development capacity of Member Organizations.

During 2015-17, we will:

- Raise GBP10 million for WAGGGS operations and initiatives
- Work directly with targeted Member Organizations to raise funds for their activities
- Facilitate best practise sharing and capacity-building amongst MOs and globally to strengthen fund development capacity throughout the organization

We will do this by:

- Developing corporate and institutional funding partnerships which align with WAGGGS' strategic plan
- Working with Member Organizations to assist them in developing strategic partnerships in their own countries and regions
- Developing a more focused individual giving programme, with clearer communication materials, refined recognition programme and a more robust donor engagement strategy to engage high net worth donors at the WAGGGS level
- Investing in capacity building for Member Organizations and providing tailored resources and training opportunities
- Strengthening the Fund Development infrastructure, including the donor database, research tools and online giving platforms

The financial picture

In order to deliver the Strategy for the 2015-2017 triennium, the World Board is proposing an expenditure budget of £17.127m – slightly higher than the budget of £17.065m for 2012-14.

This expenditure will be funded with £16.544m of income, plus designated reserves of £0.2m and a small amount of brought forward restricted reserves. This will leave a deficit of £0.374m to be funded from unrestricted reserves, in line with the Endowment Funds and Reserves policy approved by the World Board in 2012.

The bulk of our expenditure will be funded from the following sources:

Quota

For 2015-17 we expect income of £5.0m from Quota; this comprises £5.157m gross income, less £150,000 for a new Quota Support Fund. This is a reduction of £0.33m (6.2 per cent) over the budget of £5.3m for 2012-14 and reflects the World Board's commitment to reducing WAGGGS' reliance on its members' contributions. Taking account of UK inflation over the past three years, this represents a real-term reduction of over 12 per cent. The separate paper that has been prepared about Quota explains how we have calculated the expected income.

Fund Development

Our investment in WAGGGS' fund development capacity during 2012-14 had generated positive results; the original target for fund development income for the 2012-14 triennium was £3.8m but the current forecast for the period is £6.8m. We expect income from fund development to continue to grow; we are confident of and budgeted for £5.6m of income for 2015-17, although our aspiration is to raise more than this. This will be the first time that WAGGGS raises more income from fund development than through Quota. We believe this is realistic because we have continued to strengthen our fund development capacity in areas such as corporate partnerships, relationships with high net worth individuals and institutional funding.

World Centres

In the past, the World Centres have contributed substantially to WAGGGS' net income position. However, in recent years a series of security concerns combined with the global economic downturn have had a significant, negative impact on the World Centres' activities and corresponding income. For 2015-17 we expect World Centres to generate operating income of £4.1m - which is £1.3m (25 per cent) less than the budgeted income for 2012-14. A further £166,000 is expected to come from World Centres investments. We expect operating costs to be £4.36m; this means the World Centres would be making a net operating deficit of £100,000 over the triennium. However, this is significantly less than the budgeted deficit of £151,000 in 2012-14. Furthermore, we are exploring models of delivery that will allow us to best deliver on our vision and strategic plan and control our level of financial exposure in the future and most of the deficit will be realised in 2015.

Investments

WAGGGS has a sizeable portfolio of investments which have generated good returns during 2012-14. Income from investments in the medium to long term is inherently difficult to predict with certainty and we have included in the budget what we consider to be a prudent income figure of £0.6m.

Regional funds

WAGGGS' regions fundraise independently of the World Bureau, including through 'Friends Of' networks and (in the case of Europe) additional payments by MOs. The budget assumes income of £1.05m in 2015-17, compared to £1.47m in 2012-14.

Merchandise

WAGGGS sells a range of merchandise to MOs and individuals. Whilst the value of sales has fallen in recent years, merchandise remains a viable way to generate unrestricted income whilst promoting our vision and aims. In 2015-17 we are predicting total income from sales of £0.439m. The expenditure budget includes £0.387m related to costs of purchasing, storing and dispatching merchandise, so the budgeted net contribution is £52,000; substantially less than the 2012-14 budget of £210,000.

The financial picture

Designated reserves

In September 2012 the World Board amended WAGGGS' Endowment Funds and Reserves policy to ensure we do not breach UK charity regulations regarding the holding of reserves. This decision had the effect of freeing up funds of between £1.0m and £1.4m for investment in operational delivery.

In 2013 the Board approved a Reserves Investment Plan, outlining how £0.8m of these funds would be expended over three financial years. It focussed on direct support to the work of our Member Organisations and supporting our core business services with the aim of ensuring the delivery of our Vision 2020 and Membership Development Strategy. £0.6m of these designated reserves will have been expended by the end of 2014 with the remaining £0.2m being used to fund expenditure in 2015.

Income Summary

All figures in £000	Total	% of total	2012-14 Budget	Change
Quota/Membership Fees (net)	5,007	30%	5,337	(330)
Fund Development	5,570	34%	3,834	1,736
World Centres	4,100	25%	5,110	(1,010)
Investments	766	5%	857	(91)
Regional Funds	1,049	6%	1,471	(422)
Merchandise (net)	51	0%	210	(159)
Sub-total	16,544	100%	16,819	(275)
Planned expenses	(17,127)	-	(17,062)	(65)
Sub-total	(583)	-	(246)	(337)
Restricted reserves	9	-	179	(170)
Reserves investment plan	200	-	0	200
Surplus/(deficit)	(374)	-	(67)	(307)

Analysis of expenditure by strategic outcome

All figures in £000	Total	% of total	2012-14 Budget	Change
Outcome 1: Increase/diversify membership	2,919	17%	2,571	348
Outcome 2: Improve image & visibility	2,390	14%	2,359	31
Outcome 3: Influencing issues	2,019	12%	2,256	(237)
Outcome 4: Strengthening quality	3,042	17%	2,879	163
Outcome 5: Building leadership capacity	2,560	15%	2,947	(387)
Outcome 6:*				
Increased Funding	1,569	9%	1,248	321
Governance: (including conferences/committees)	1,633	10%	1,673	(40)
Fundraising**	995	6%	1,129	(134)
TOTAL EXPENDITURE	17,127	100%	17,062	65

* Outcome 6: the costs relating to increased fundraising activity across the whole organization to increase support to Member Organizations, girls and young women, including capacity building

** Fundraising: the costs related to maintaining our regular fundraising activities in support of Member Organizations, girls and young women.

One Movement

100 years of experience behind us, 100 years of ambition ahead

Our Member Organizations are all different shapes and sizes, with differing needs. But we share a vision, an understanding, a commitment to, and belief in, the power of a growing Movement. So let's look to our strengths as we look to our future – We are a leading global Movement with a Vision to value all girls. We are the only global Movement that puts girls in the lead, so that what they do is valued as much as the girls themselves. Our volunteers are highly skilled, dedicated and inspirational. We are of and for the communities we operate in. For 100 years we have been providing a Girl Guiding and Girl Scouting experience that has transformed the lives of over 250 million women and men. Together, we can use this collective strength on the ground to transform girls' lives and make positive changes in communities, countries and the world.

Our ambition has always been to provide the best personal development and leadership opportunities possible to the 10million girls and young women in Girl Guiding and Girl Scouting. We also aim to make a real and lasting impact on the world, so that all girls and young women know and feel they are valued, and that they can lead the change in their families, their communities and in the world.

We currently count 10million Girl Guides and Girl Scouts as part of our global Movement, which is still only a fraction of the nearly one billion girls and young women in the world today Imagine the difference a world full of confident, connected and active girls will make - to their lives, their communities and to our future.

In 2015 – 2017, we will continue to make this more and more a reality. To achieve this the World Association recognizes that we need to further **CONNECT** our global Movement and support each other across our shared values, resources and immense diversity; we must continue to **GROW** the Movement; and we need to raise the visibility and **IMPACT** of Girl Guiding and Girl Scouting.

