



REGIONAL ACTION PLAN 2023-2025 DOC NUMBER 4B



16th Western Hemisphere Regional Conference
10-15 July, Chile (Online)

Together we Thrive

I. Introduction

In the next three years Western Hemisphere countries will likely continue having to manage 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. Organisations have suffered challenges which have affected their finances, seen the reduction of networking and external partnership opportunities due to the switch to the digital environment. These realities will shape our ongoing discussions in the Region as we revisit our priorities.

While COVID-19 presented many challenges, the Western Hemisphere Region innovated despite the changes which highlighted possibilities for the next triennium. We are all working to continue giving our best, facing challenges and learning from our experiences to grow a strong and vibrant region. We look forward to your contribution to the creation of this action plan that will help us lead the Western Hemisphere Region.

II. Background

The Regional Committee is responsible for the development of the Regional Action Plan for the next triennium and will draft objectives and activities based on MO expressed needs and the context we will be operating in. The Regional Action Plan will also need to be aligned with the budget and resources available to ensure the plan can be delivered.

The regional objectives for 2023-2025 will set out our region's contribution to WAGGGS' global strategy. These objectives will drive the Regional Action Plan, which will be presented to the Regional Conference in 2022. This consultation process on the draft version of the Regional Action Plan is quite important as it will help us to refine the objectives and activities for the next years to come, embracing the new vision of the Movement.

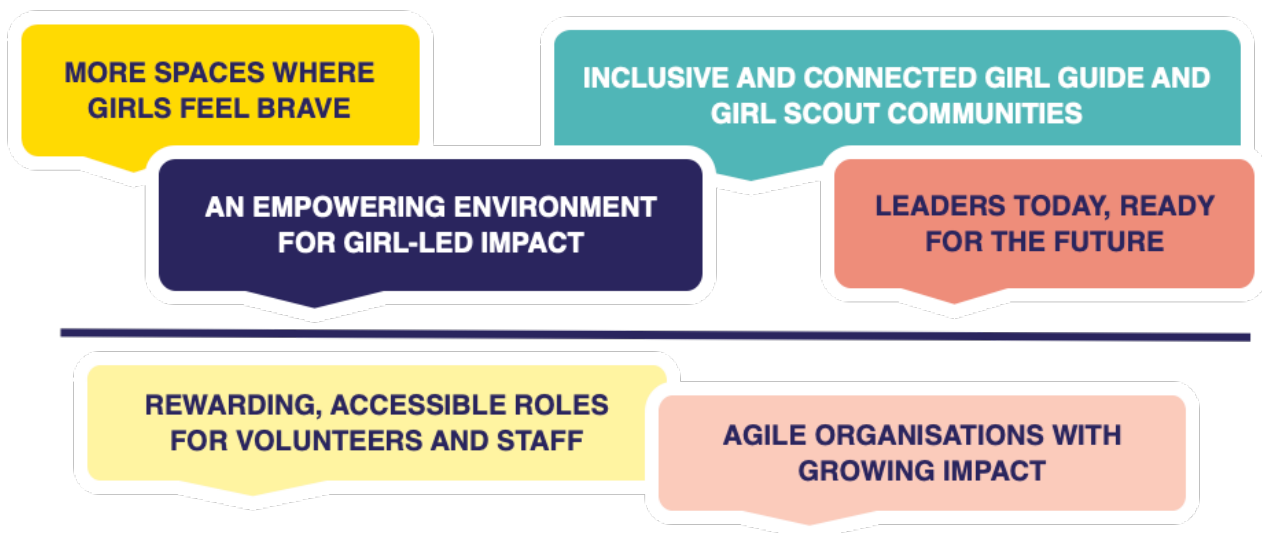


At the opening session of the World Conference, our World Board Chair, Heidi Jokinen, announced that [Compass 2032](#)¹ was adopted by written resolution as the new 12-year vision for the Movement:

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.



¹ [Download Compass 2032 on the WAGGGS website](#)

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:** abroad, 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 Team’s 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.



III. Overarching Regional Plan 2023-2025



IV. Regional Action Plan

The Western Hemisphere Committee proposes a series of objectives and activities for MOs consideration. These are based on conversations with MOs over the past year, censuses from the last three years, WAGGGS' latest engagement campaign survey in November 2021 and CAT responses.

Census: In 2018, the Western Hemisphere Region had 2,661,836 members, while in 2020 that number dropped to 2,291,510, having lost some 370,326 members throughout the Region due to the impact of the global pandemic.

The census for 2020 was answered by 28 MOs out of the 35 that make up the Region, so data from previous censuses (2019 and 2018) were used.

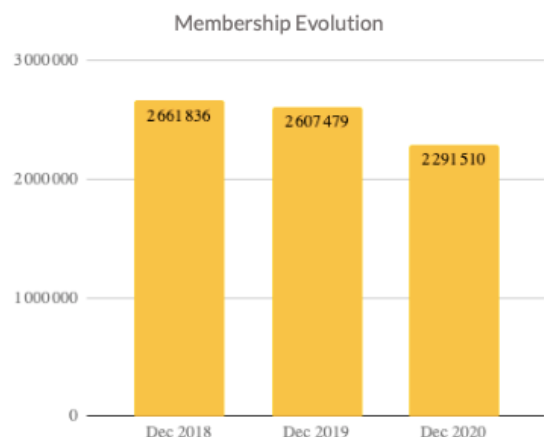


Figure 1: Membership Evolution



The MOs of the Region have faced varied challenges in the last 2 years, adding to them the COVID-19 pandemic. We have also found that some MOs in the Region had reduced membership numbers before the SARS-COV-2 pandemic began.

Figure 2 shows that currently, 11.4% of MOs in the Western Hemisphere are in a critical situation, while 51.4% are facing a challenging situation both in their countries and within their associations. However, the percentage of MOs that have managed to adapt more easily to new ways of working has increased to 34.3% from February to November 2021.

The November 2021 follow-up survey was answered by 26 MOs in the Region. For the remaining 8, data from the 3rd phase (Feb 2021) were used. One MO did not respond to any of the follow-up surveys, so current data is not available.

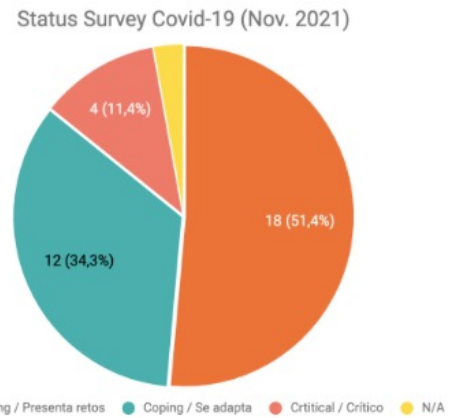


Figure 2: MOs Status under Covid-19 Pandemic



Figure 3: Region Needs

The survey mentioned above, also asked MOs about their necessities for the future. Recruitment and Retention of younger members was the most voted, followed by recruitment and retention for adult members.

It is important to highlight that this list of priorities corresponds to the top priorities listed in the Capacity Assessment Tool (CAT).

Summarily, we undertook to ensure that the Western Hemisphere Region Action Plan prioritizes objectives and activities that align with Compass 2032, the four Global Themes, and responds to MOs survey-identified priority areas:

1. Capacity building in the recruitment, retention and succession planning of adult volunteers.
2. Creation of resources and tools that are ready to use by the MO leadership, and leaders of girls, and young women.



THRIVING MOs, THRIVING MOVEMENT

REGIONAL OBJECTIVES	SUCCESS STATEMENTS: BY 2025 WE WILL HAVE...
<p>1. Collaborate with Regional and Global teams to provide tailored capacity-building support for Member Organizations (MOs).</p> <p>2. Facilitate opportunities for MOs to explore the 6 compass conversations and how incorporate these conversations in their local organization goals and context</p>	<p>A. Provided tailored support to at least 75% of Member Organizations that have determined their priorities through the capacity assessment tool.</p> <p>B. Delivered a series of Regional webinars that responds to the top 3 areas that MOs identified based on current information through various channels.</p> <p>C. Supported MOs to be able to have young women of WH participate in regional and international leadership experiences</p> <p>A. Facilitate opportunities for MOs to explore the six Compass Conversations at national, regional and global levels.</p>

INTERNATIONAL CONNECTIONS AND GLOBAL COMMUNITY

REGIONAL OBJECTIVES	SUCCESS STATEMENTS: BY 2025 WE WILL HAVE...
<p>1. Heighten Member Organizations' connections within the Region and across other Regions.</p> <p>2. Improve Regional Volunteer experience.</p>	<p>A. A forum is offered so that the MOs can present their good practices in image and visibility, training, girl experience, among other topics. These resources are then shared on campfire, regional networks and email.</p> <p>B. Facilitated MO development by providing regional spaces, events and activities for sharing realities, best practices and networking</p> <p>A. Created meaningful roles and needed teams (along with clear deliverables) to guide Regional Volunteers' work in line with delivering the plan of the region.</p> <p>B. Provided MOs with information on the value and impact of the work done by regional volunteers, as well as on the skills needed to perform the different identified roles for the delivery of the Regional Action Plan.</p>



QUALITY GIRL GUIDING AND GIRL SCOUTING

REGIONAL OBJECTIVES	SUCCESS STATEMENTS: BY 2025 WE WILL HAVE...
<p>1. Provide programmatic offerings that are responsive to our Region’s needs.</p>	<p>A. Provided ongoing support to the MOs initiatives as Caribbean Champions for Change and The Latin America Gathering for the modernization of the girl experience.</p> <p>B. Provided learnings and resources developed during previous triennium pilot events for girls and for young women, as toolkits that can be adapted and expanded by MOs for their use and to share with other MO of the region.</p>

LEADERSHIP AND VOICE

REGIONAL OBJECTIVES	SUCCESS STATEMENTS: BY 2025 WE WILL HAVE...
<p>1. Center Regional narratives and realities.</p> <p>2. Provide leadership development opportunities.</p>	<p>A. Provided consistent, robust bilingual content (English/Spanish) and when possible, French, and other languages on our social media platforms that feature the voices, stories, and perspectives of girls, young women, and adults from across the Region</p> <p>A. Fostered the practice of the WAGGGS leadership model within MOs and the Region.</p> <p>B. Promoted opportunities for new individuals across the Region to learn what is required to become formally involved in Regional Committee or Global governance.</p>



V. Activity Planner 2023 - 2025

The Western Hemisphere has set out an overview of planned activities for 2023, 2024 and 2025 which will provide an outline for subsequent volunteers to develop the annual plans. It is important to mention that the activities that does not have allocated budget it is due this budget belongs to other WAGGGS departments. The regional budgets for 2023 to 2025 have not been approved yet and mirror the costs for 2022 but include an additional inflationary rise to match the current financial trends.

Activity	Year	Description	KPI	Cost (Region)	Delivery by
Theme 1	THRIVING MOs, THRIVING MOVEMENT				
Objective 1	<i>Collaborate with Regional and Global teams to provide tailored capacity-building support for Member Organizations (MOs).</i>				
Webinar Series	2023	Deliver a webinar that responds to one of the top 3 areas that MOs identified based on current information available through various channels.	75% of MOs who identify a priority area, participate in the corresponding webinar and develop an action plan	£0,00	Region + Capacity Building Experts
Webinar Series	2024	Deliver a webinar that responds to one of the top 3 areas that MOs identified based on current information available through various channels.	75% of MOs who identify a priority area, participate in the corresponding webinar and develop an action plan	£0,00	Region + Capacity Building Experts
WH Giving Day	2024	Deliver a Fund Raising activity to support the Delivery of Regional Action Plan	1 Giving day delivered to Fund Raise for Regional Delivery of Events & Activities	£0,00	Region + Philanthropy & Individual Giving
WH Mentor Pool	2024	Create a pool of former JLS or HSS past participants who can mentor MO-identified young women who are prospective event participants	25 members in the pool	£1 000,00	Region
Webinar Series	2025	Deliver a webinar that responds to one of the top 3 areas that MOs identified based on current information available through various channels.	75% of MOs who identify a priority area, participate in the corresponding webinar and develop an action plan	£0,00	Region + Capacity Building Experts
Objective 2	<i>Facilitate opportunities for MOs to explore the 6 compass conversations and how incorporate these conversations in their local organization goals and context</i>				
WH Compass Conversations	2023	Deliver a discussion session on the six compass conversations	60% of MOs include items from at least 3 compass conversations in their plans	£1 000,00	Region



V. Activity Planner 2023 - 2025

Activity	Year	Description	KPI	Cost (Region)	Delivery by
Theme 2	INTERNATIONAL CONNECTIONS AND GLOBAL COMMUNITY				
Objective 1	<i>Heighten Member Organizations' connections within the Region and across other Regions.</i>				
WH Campfire Hub	2023	Encourage MOs to share and/or engage with content provided on platforms such as Campfire and the Regional Social Media	10% MO have shared relevant content 30% MOs have contributed (engaged with content) on platforms.	£0,00	Region + Global Campfire Team + MOs
WH ICs Gathering	2023	Delivering an IC gathering with a relevant and current programme	75% International Commissioners attend the gathering	£1 000,00	Region
WH Campfire Hub	2024	Encourage MOs to share and/or engage with content provided on platforms such as Campfire and the Regional Social Media	An additional 10% MO have shared relevant content on platforms. An additional 20% MOs have contributed (engaged with content) on platforms.	£0,00	Region + Global Campfire Team + MOs
MOs-leadership event	2024	Support the delivery of an MO-leadership facilitated event that creates girl member to girl member connections	80% of MOs involved in the delivery of the event rated the support of the region as satisfactory.	£1 000,00	Region + MOs
WH ICs Gathering	2024	Delivering an in-person IC gathering with a relevant and current programme	75% International Commissioners attend the gathering	£6 000,00	Region
WH Campfire Hub	2025	Encourage MOs to share and/or engage with content provided on platforms such as Campfire and the Regional Social Media	An additional 10% MO have shared relevant content on platforms. An additional 30% have contributed (engaged with content) on platforms.	£0,00	Region + Global Campfire Team + MOs
WH ICs Gathering	2025	Delivering an IC gathering with a relevant and current programme	75% International Commissioners attend the gathering	£1 000,00	Region



V. Activity Planner 2023 - 2025



Activity	Year	Description	KPI	Cost (Region)	Delivery by
Theme 2	INTERNATIONAL CONNECTIONS AND GLOBAL COMMUNITY				
Young Women's Event	2025	Deliver a Young Women's Event prior to the Regional Conference	Young Women representatives from 60% of MOs attend the event	£7 000,00	Region
Objective 2	<i>Improve Regional Volunteer experience.</i>				
WH Regional Volunteer Management	Ongoing	Provide MOs (and approved regional volunteers) with the team profiles, including required skills to allow for the appropriate recruitment of team members to deliver the regional action plan	90% of volunteers have rated their volunteer experience on a regional team as satisfactory	£1 500,00	Region + Volunteer Management
WH Regional Volunteer Reporting	2025	Collect information on the value and impact of the work done by regional volunteers towards the delivery of the Regional Action Plan in the evaluation of each project	The value and impact of the work of the regional volunteers is included in the Triennial Report provided during the Regional Conference.	£0,00	Region

Activity	Year	Description	KPI	Cost (Region)	Delivery by
Theme 3	QUALITY GIRL GUIDING AND GIRL SCOUTING				
Objective 1	<i>Provide programmatic offerings that are responsive to our Region's needs</i>				
Core Mission Support	Ongoing	Ensure appropriate link to WAGGGS Core mission team is created for each regional programming offering	80% of MOs which have identified the need for programming support are working to modernize their programs, as per discussions with WAGGGS Core Mission.	£0,00	Region + Core Mission
Develop and share Girl Experience and volunteers toolkits	2024	Provide toolkits (learnings and resources) developed during previous triennium pilot events for girls and for young women on campfire, for MO use.	40% MOs have engaged with the toolkit on Campfire	£1 300,00	Region



V. Activity Planner 2023 - 2025

Activity	Year	Description	KPI	Cost (Region)	Delivery by
Theme 4					
LEADERSHIP AND VOICE					
Objective 1					
<i>Center Regional narratives and realities.</i>					
Elevate WH Region voice	Ongoing	Feature the voices, stories and perspectives of girls, young women and adult volunteers from across the region, on regional social media platforms, simultaneously in English and Spanish - and French and other languages when possible	Provide 3 stories per week across all regional platforms	£2 000,00	Region
Objective 2					
<i>Provide leadership development opportunities.</i>					
Leadership Model Seminar	2023	Work with the Core Mission team to deliver a seminar on the WAGGGS Leadership Model to adult volunteers (including young women)	80% of MOs which participate in the event, develop an action plan	£8 000,00	Region + Core Mission
Promoting global and regional governance roles	2024	In conjunction with the nominations committee, promote Board and Regional Committee vacancies; and deliver learning and information session on the roles and functions of these groups	15 people who have not been on WAGGGS committees or board have attended the session	£0,00	Region + Nominations Committee

Activity	Year	Description	KPI	Cost (Region)	Delivery by
REGIONAL GOVERNANCE ACTIVITIES					
In-person MO support	2023	In-person visit to MOs (prioritising MOs working towards Full Membership)	50% of MOs prioritised visited.	£4 000,00	Region
In-person MO support	2024	In-person visit to MOs (prioritising MOs working towards Full Membership)	Additional 50% of MOs prioritised visited.	£4 700,00	Region
17th Regional Conference	2025	Delivering Regional Conference	80% of MOs attend the Conference	Unknown	Region



VI. FINANCES

The tables below show the forecast income and expenditure in the Western Hemisphere Region for the 2023- 2025 period. It is recommended that the Western Hemisphere Region review this new information at their Regional Conference, when they will also be invited to adopt the 2022 Financial Report.

a. Income

The regional budgets for 2023 to 2025 mirror the costs for 2022 but include an additional inflationary rise to match the current financial trends.

The budgets for 2023, 2024 and 2025 have not been approved, hence are subject to changes. These changes could mean a reduction or increase in spending. The budgets will be determined by how successful our fundraising and income generation efforts are in the coming years. Therefore, the Regional Action Plan allows contingencies to accommodate any expansion or contraction of activities.

Income by Year	2023	2024	2025	Total
WAGGGS Governance Allocation	£12 957,00	£13 346,00	£13 679,00	£39 982,00
WAGGGS Programme Allocation	£21 032,00	£21 662,00	£22 204,00	£64 898,00
WAGGGS Contribution towards Regional Conference	--	--	Unknown	--
Other Income (WH Giving Day)*	--	£5 000,00	--	£5 000,00
Total Income	£33 989,00	£40 008,00	£35 883,00	£109 880,00

b. Expenditure

Expenditure is aligned to the priorities contained within this Regional Action Plan, including approximately £40,000.00 for the four strategic themes which the new Regional Committee can use flexibly to achieve the greatest return on investment for the Region.

A list of expenses has been made, classified by guideline and objective, which groups together all the activities described in the previous pages.



VI. FINANCES

b. Expenditure

Important Notes:

£0,00 Indicates that the cost is not covered by the region.

-- indicates that there is no activity listed.

* The budget assumes the receipt of a WAGGGS conference contribution which cannot be assumed at this time.

**The committee will make every effort to keep this cost to a minimum - unused will be allocated to delivery of the regional plan

Theme 1	2023	2024	2025	Total
Collaborate with Regional and Global teams to provide tailored capacity-building support for Member Organizations (MOs).	£0,00	£1 000,00	£0,00	£1 000,00
Facilitate opportunities for MOs to explore the 6 compass conversations and how incorporate these conversations in their local organization goals and context	£1 000,00	--	--	£1 000,00
Theme 2				
Heighten Member Organizations' connections within the Region and across other Regions.	£1 000,00	£7 000,00	£1 000,00	£9 000,00
Improve Regional Volunteer experience.	£1 500,00	£1 500,00	£1 500,00	£4 500,00
Theme 3				
Provide programmatic offerings that are responsive to our Region's needs.	£0,00	£1 300,00	£0,00	£1 300,00
Theme 4				
Center Regional narratives and realities	£2 000,00	£2 000,00	£2 000,00	£6 000,00
Provide leadership development opportunities.	£8 000,00	£0,00	--	£8 000,00
Regional Conference				
Delivering Conference*	--	--	Unknown	Unknown
Pre Conference preparation and activities	--	--	£7 000,00	£7 000,00
Young Women Conference Pre-Event	--	--	£11 000,00	£11 000,00
Governance				
Regional Committee Annual In-Person Meetings**	£12 500,00	£12 500,00	£12 500,00	£37 500,00
Support with grants to MOs, and committee members cost, for participation in in-person regional events	£6 000,00	£8 000,00	--	£14 000,00
In-person visit to MOs (prioritising MOs working towards Full Membership)	--	£6 700,00	--	£6 700,00
Programme Expenditure	£19 500,00	£20 800,00	£4 500,00	£44 800,00
Governance Expenditure	£12 500,00	£19 200,00	£30 500,00	£62 200,00
Total Expenditure	£32 000,00	£40 000,00	£35 000,00	£107 000,00
Net Surplus/(Deficit)	£1 989,00	£8,00	£883,00	



c. Overall position

Total income for the triennium is forecast to be £109,880.00 and total expenditure £107,000.00. The Regional Committee considers that this proposed budget is prudent, as it was prepared taking into account MOs priorities and feedback, recognizing that and given the considerations of the current situation of the Region and of our MOs, the outlook could change, and so this budget could be revised in the next coming years and be modified according to the new circumstances.

VI. Conclusion

As we mentioned at the beginning of this work, the Western Hemisphere Regional Committee has prepared this second draft of the Regional Action Plan, which will be reviewed and consulted by all the Member Organizations of the Region, seeking a collaborative creation throughout the entire process, for making decisions about the future of our Region.

We are aware that this plan will be ambitious, but we will also be prepared to adapt the different activities proposed, according to the operating context and the resources we will have at our disposal. During the past years, the Region held several educational webinar series, offered virtual “coffee hour” conversations, created and delivered multiple larger-scale virtual programs/events, and promoted the Regional sharing of curricula and programming, we know we can make it with your participation and the commitment you have shown before.

The core themes that we focus on in this plan will allow us to align with the WAGGGS Global Strategy and be ready to work on the key areas in which our Region needs further support.

We are sure that, with your input, we will build a plan that will help us achieve the proposed goals and by 2025 the Western Hemisphere region will be even stronger and thriving.

