



Europe Region

World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

INTERNATIONAL COMMISSIONER Induction Pack

Guidelines for International Commissioners
in WAGGGS Europe Region





Europe Region

World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

CONTENTS

Introduction	01
1. The International Commissioner WAGGGS (IC)	
You as an IC	02
What's your profile – job description	03
What's your role in WAGGGS and the Europe Region	04
2. WAGGGS and the Europe Region	
How WAGGGS works	05
Origins of the movement	05
WAGGGS – who we are today	06
Membership in WAGGGS	06
How WAGGGS is organized	08
Constitution	10
What WAGGGS does at World level	11
World Conferences and Regional Conferences	13
The Europe Region WAGGGS	15
The Europe Committee	15
The Europe Office	15
Country contact system	16
The Regional Working Groups	16
How we work and what we do	16
The joint work	17
Services provided by the Europe Region	18
3. Tools and tips for the IC world	
How to organize your work	19
Networking	21
Succession planning	23
Communication: your role and the different channels	24
WAGGGS quota and Europe Region Voluntary Contributions	27
Performances assessment	29
4. Contacts	30
Annexes	
International Commissioner Job Description	31
WAGGGS Resources	33
Overview of the services provided by WAGGGS	40

INTERNATIONAL COMMISSIONER INDUCTION PACK

Guidelines for International Commissioners
in the Europe Region WAGGGS

INTRODUCTION

Dear International Commissioner,

Welcome to the world of International Girl Guiding / Girl Scouting!

On behalf of the Europe Region of WAGGGS we are very pleased to introduce the International Commissioner Induction Pack, referred to as the 'IC Pack'.

Perhaps you are reading this tool as you have just stepped into the new position as a WAGGGS International Commissioner, or you are an International Commissioner and are starting to think about how to explain your task to your successor.

In either case, we are convinced that this tool will introduce, support and inspire you in the role and the mission of the International Commissioner (IC) WAGGGS in the Europe Region¹.

We often hear from ICs that the amount of information that reaches you is considerate and that a specific tool might help guide you, and help you understand the different expectations and obligations of your position.

To develop this tool, we firstly gathered input from current and previous ICs, and listened to how they viewed their reality and challenges. This made it possible to provide you with everything you need to achieve your fullest potential during your mandate as IC.

The IC pack also aims to provide Member Organizations in the Europe Region with easier access and understanding to the pivotal role of the International Commissioner in WAGGGS.

Finally, we hope this tool can also help facilitate the succession planning processes of an upcoming International Commissioner within your Member Organization.

We would like to take the opportunity to thank the volunteers and the staff members in the Europe Region who contributed to the development of this tool.

Wishing you every success.

Pascale Vandersmissen

Pascale Vandersmissen
Vice Chair, WAGGGS Europe Committee



¹ Please consider this tool may be subject to further revisions and updates

You as an INTERNATIONAL COMMISSIONER

The International Commissioner (IC) is an appointed or elected official whose main duties are to maintain links with the Girl Guiding and Girl Scouting world, promote WAGGGS' international aspect and activities to her/his own association, and increase international understanding by the members of Girl Guiding and Girl Scouting.

In brief:

the International Commissioner's main tasks involve communication and education

These two words imply a great deal of work and responsibility. But once you get organized you'll find that, like all challenging positions, it's an experience whose rewards are well worth the time and effort.

As the role of the IC is a very active one, it is vital that the succession planning¹ process be robust so that you and your successors can perform the appointed duties to the best of your abilities. Everyone benefits when the outgoing IC passes on the knowledge she has gained in the position to the next IC.

Whatever your experience, as IC you will face a range of new and different challenges: new people from the many regional and national Girl Guiding and Girl Scouting Associations, new languages, new structures, new decision-making processes, to name just a few.

To help you prepare for the role, WAGGGS has produced an Induction Pack to guide you through the main issues you'll encounter. You'll also find useful information and resources on the WAGGGS website and WAGGGS members' area online.

WAGGGS is a global organization with a diverse membership and while there are many universal commitments, specific priorities differ from country to country, and from association to association. The way you perform as an IC, and what you achieve, will depend to a large extent on the priorities of your association.

As IC you'll handle a great deal of information. Mapping and getting a good overview of all this information will help you identify your association's priorities in view of its current and future plans. It will also help you identify the persons in your association with whom you can delegate responsibility and share information.

Since you will be taking a unique position in your country, it is important to start building a network of fellow ICs so you can learn from each other and share ideas. Be open to other ways of Girl Guiding and Girl Scouting and aware that you are representing your country - that you are the ambassador of your country and association.

It is important for you to know that the Europe Region WAGGGS works closely with the Europe Region² of the World Organization of the Scout Movement (WOSM) and the two participate in joint actions, which are approved by the Member Organizations and national Scout organizations. You will receive information about the so called "joint actions"³.

You will also be asked to give your approval, in the name of your association, for applications (for participants to some international events, seminars and conferences) or requests (for funding, candidates for working groups or committees). However, IC approval for Girl Guides and Girl Scouts to attend most World Centres' events is not required.

An IC is the pivotal person between national and international levels of Girl Guiding and Girl Scouting. It is an exciting position with big responsibilities, new challenges to discover, new friends to make and plenty of personal development opportunities.

¹ Please also refer to Part 3 on Succession Planning on page 23

² http://scout.org/en/around_the_world/europe

³ Please also see "The Joint Work" on page 17

⁴ Please find further information on page 36

What's your profile – job description

The association will establish the job profile and job description for the role of IC. The appointed person should have the necessary skills and knowledge to carry out the duties specified in the job description.

It is the responsibility of the association to ensure that the IC receives training to acquire the skills needed to effectively perform his/her duties.

The role and responsibilities of the IC in WAGGGS are defined in Appendix 1 of the International Education Kit. The kit provides information and guidance to WAGGGS' members responsible for promoting international education to ensure that the Movement's potential in this field is fulfilled. The ideas and activities in the kit may be adapted to fit the cultural background of each association⁴.

Recommended general qualifications for IC are:

- a good spoken and written knowledge of one of the official WAGGGS Europe languages (English and French)
- a sound knowledge of the structure, operation and policy of WAGGGS
- an understanding of international education
- an awareness of the global issues and current challenges facing young people
- international experience, preferably within and outside the Movement
- an interest and openness to other countries, people and cultures
- good communication skills and the ability to network with other ICs
- solid diplomatic skills revolving around an openness to other cultures and the desire to awaken your association to the region and the rest of the world
- a good command and understanding of the Internet and web search



What's your role in WAGGGS and the Europe Region

How the IC role fits into WAGGGS

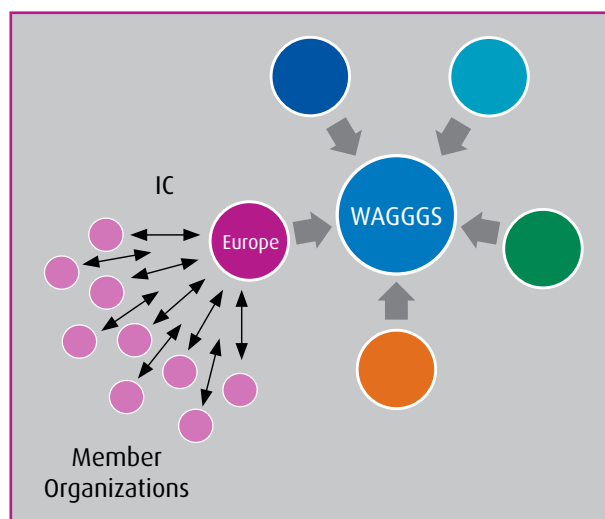
As an IC you will be the ambassador of your country, the voice and ears of your association in Europe. It will be your responsibility to introduce new ideas and initiatives in international Girl Guiding/Girl Scouting to the members of your association, many of whom will not be active in or have immediate contact with the international arena and thus be unaware of these ideas and trends.

You will work closely with regional and international offices of WAGGGS and will have the mandate to speak and negotiate on behalf of your association. The role involves attending meetings and conferences and keeping in close communication with relevant persons.

As it is vital that the IC understand the workings of her association and be eager to develop her knowledge of WAGGGS and the world around it, it is often preferable that an IC be either a member of the association's executive team, national board or council, or federal council, or have experience working closely with these offices.

What is expected of an IC

- regular contact with appropriate Europe Committee members to:
 - update on the development of your association
 - enquire into specific needs of your association
 - get moral support
- active participation at Regional and World Conferences and the IC Forum⁵
- sign off appropriate documents and ensure they are returned by the stated deadline (applications for events and seminars, funding requests)
- network building: learning and sharing information with other ICs via electronic media and personal contact
- share information, ideas and trends with your association
- ensure succession planning
- ensure Performance Assessment are completed and returned on time⁶
- ensure all quota and voluntary contributions are paid on time⁷



Where there is more than one National Association providing Girl Guiding/Girl Scouting in a country, these associations will join to form a federation, which becomes that country's Member Organization (MO). In such cases, an IC is appointed for the federation as well as for the individual associations.

What WAGGGS offers an IC

- tailor-made support: questions, tools
- programme and action packs – guidelines and toolkits
- networks and platforms for sharing
- trainings and seminars
- news and communication via Europak⁸
- networks, sharing platform, workshops (IC Forum)
- committee contacts and working groups (trainers, mentors, external representatives):
 - to get information and moral support
 - to fulfil the specific needs of your association
 - visit feedback, assessment support in development of association
 - to ask questions, (where to look for assistance)

⁵ The IC Forum (or International Commissioners' Forum) is an event organized once each triennium by the Europe Region WAGGGS and the European Scout Region. It provides a venue for International Commissioners in Europe to share and gain information on the role they play in the life of their Associations."

⁶ Please find more information on Performance Assessment on page 29

⁷ Please find more information on quota and voluntary contributions on page 27

⁸ See Part 3 "Communication: your role and the different channels"

2 WAGGGS AND THE EUROPE REGION

(HOW WAGGGS IS STRUCTURED AT REGIONAL AND WORLD LEVEL)

How WAGGGS works

WAGGGS' Mission:

to enable girls and young women to develop their fullest potential to become responsible citizens of the world

WAGGGS Vision 2020:

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

Origins of the Movement

The Girl Guide/Girl Scout Movement dates back to the beginning of the 20th century when its founder, Robert Baden-Powell, started the Boy Scout Movement in 1908. In 1909, several girls demanded a place for girls at the Crystal Palace Boy Scout Rally - those girls were the very first advocates, challenging the gender conventions of the time. Robert Baden-Powell decided that they should have their own Movement to suit the specific needs of girls and young women and initially, the young women's Movement was known as the Girl Guides Movement.

In 1910, the Girl Guides Association was officially established in the United Kingdom, under the guidance of Agnes Baden-Powell, Robert's sister. The Girl Guide Movement was born in the United Kingdom but even before the foundation of an association, groups of Guides existed in Australia, Canada, Denmark, Finland, New Zealand and South Africa. By 1912 there were also groups in Ireland, Portugal, Norway and the USA. Juliette Low founded Girl Scouting in the USA in 1912 and her vision of worldwide Girl Guiding/Girl Scouting made a powerful contribution to its development.

In 1910, Baden-Powell retired from the army and devoted himself to Scouting and Guiding. He attended events around the world. It was at the start of a world tour on the ship Arcadian, bound for the West Indies, that he met his future wife, Olave St Clair Soames. Olave accompanied Lord Robert on visits and tours and shared his enthusiasm for the new youth organizations. In 1916, at the first gathering of UK Commissioners, Olave was elected to the office of Chief Commissioner and, in 1918, she was made Chief Guide. In 1919, Olave formed the International Council as a means of keeping in touch with members of the Movement throughout the world. In 1920, the Council had its first international conference in Oxford, England, which was attended by delegates and visitors from 15 countries. That same year, Baden-Powell was elected World Chief Scout. Olave was appointed World Chief Guide in 1930.

The start of the World Association of Girl Guides and Girl Scouts

At the 5th International Conference, in Hungary in 1928, delegates formed the World Association of Girl Guides and Girl Scouts (WAGGGS), which replaced the International Council. International conferences became world conferences, which now take place every three years in a different region of the world and make policy decisions for the World Association.

WAGGGS – who we are today

- A world-wide Movement providing values-based non-formal education programmes where girls and young women develop leadership and life skills through self-development, challenge and adventure.
- Through advocacy programmes and community action, Girl Guides and Girl Scouts aim to build a better world.
- WAGGGS promotes peace, international friendship and a global community – local action, global impact.
- 10 million Girl Guides and Girl Scouts in 145 Member Organizations.
- 1.5 million volunteers worldwide.

The World Association consists of Member Organizations. A Member Organization is a National Organization that has been recognized as a member of the World Association of Girl Guides and Girl Scouts. All WAGGGS Member Organizations have criteria of membership laid down in WAGGGS' Constitution that requires that they must accept the Fundamental Principles and have a Promise and Law.

Membership in WAGGGS

Types of membership

There are two categories of membership in the World Association: Full Membership and Associate Membership. These are defined in WAGGGS' Constitution and Bye-Laws (12th edition, July 2008) as:

1. Full Membership

- A Full Member of the World Association is a National Organization working in the true spirit of the Girl Guide/Girl Scout Movement and shall:
- demonstrate sustained adherence to the criteria of Membership of the World Association and its Constitution and Bye-Laws;
- have a constitution incorporating the criteria of Membership and other requirements suited to its needs, which shall be submitted to and approved by the World Board and re-submitted for approval whenever it is amended;
- apply its funds and assets for the implementation of the Object of the Girl Guide/Girl Scout Movement, and not for the profit of any person;
- adopt a name including Girl Guide/Girl Scout or other suitable name approved by the World Board and adopt the method of the Girl Guide/Girl Scout Movement and (subject to and in accordance with Article 5) the Trefoil in its badge as the symbol of the three parts of the Original Promise;

- have a well-developed organization that is suited to the needs of the country and national in its operation, with:
- a responsible central body truly representative of all Girl Guiding/Girl Scouting within the country;
- a programme based on the Fundamental Principles, using the method of the Girl Guide/Girl Scout Movement and designed to meet the needs of girls and young women of different age groups, with adequate leadership and a suitable training programme;
- sound policies and plans for continuing development, administration and finance, based on continuing self-evaluation.
- carry its share of responsibility as a member of the World Association, including participation in the Regional Way of Work;
- pay annually the agreed membership quota to the World Association.

2. Associate Membership

An Associate Member of the World Association is a National Organization which shall fulfil the conditions of Full Membership with the exceptions that, in relation to clause (e), a lesser degree of development is required and Associate Members will have different voting rights.

Types of Member Organization

There are several types of Member Organizations within WAGGGS.

1 WAGGGS-only Organizations

The majority of Member Organizations have one Girl Guide/Girl Scout organization per country and the membership is entirely female. However, in some countries the Member Organization may have a number of boys and young men as members and are commonly referred to as "WAGGGS-only Organizations with boys".

2 Scout and Guide National Associations (SAGNOs)

In some Member Organizations and Component Associations, girls and women are members of WAGGGS and boys and men are members of the World Organization of the Scout Movement (WOSM).

In these associations there may be many different types of structures but, generally, the girls and the boys, men and women are not in separate sections although the girls and boys may work in separate groups at different ages or for different events, and may have some different programmes.

At national level, women and men volunteers work together on committees and national councils. There may be rules for equal opportunity so that women and men share leadership and decision-making, although this is not always considered necessary.

2a Joint Organizations

In Joint Organizations, girls and women are in a separate section from boys and men. The girls and women have 'girls-only' groups with their own programmes. The female volunteers hold the complete range of posts up to national level. Usually, there are no common programmes or events with boys although there may be occasional joint events.

At the national level there is usually a council where the female and male sections come together and make decisions on national policies. Often there are rules governing equal opportunities at the national level so that both genders are represented and have leadership roles.

SAGNOs of this type can be found in the Arab Region, Asia Pacific Region and Europe Region.

3 Federations

Scoutisme Français is an example of a federation.

The Member Organization is called Fédération Du Scoutisme Français (FSF).

It is made up of five Component Associations:

1. Eclaireuses et Eclaireurs Unionistes De France (EEUF)
2. Les Eclaireuses et Eclaireurs de France (EEDF)
3. Les Eclaireuses et Eclaireurs Israelites de France (EEIF)
4. Scouts et Guides De France (SGDF)
5. Scouts Musulmans De France (SMF)

WAGGGS communicates directly with the federation (as this is the Member Organization) and the federation is then responsible for communicating with its Component Associations.



How WAGGGS is organized

The structure of the World Association of Girl Guides and Girl Scouts is based on three bodies:

- World Conference
- World Board and its Committees

The World Board is elected at the World Conference. WAGGGS' World Conference is the key decision-making event for WAGGGS. All Member Organizations are invited to send delegations to the World Conference, which determines policies and standards for the following three years.

The World Board is composed of 17 voting members. The World Conference elects 12 members, five of whom are Regional Chairmen elected by the Regional Conferences.

The World Board acts on behalf of the World Conference between triennial meetings. World Board members represent the interests of the Movement as a whole and serve one six-year term. The Regional Chairmen serve on the World Board for the duration of their term as Regional Chair. The World Board appoints its own Committees and ratifies the appointment of Regional Committees.

- World Bureau based in London

WAGGGS' Five Regions

There are five WAGGGS Regions – Africa, Arab, Asia Pacific, Europe and Western Hemisphere.

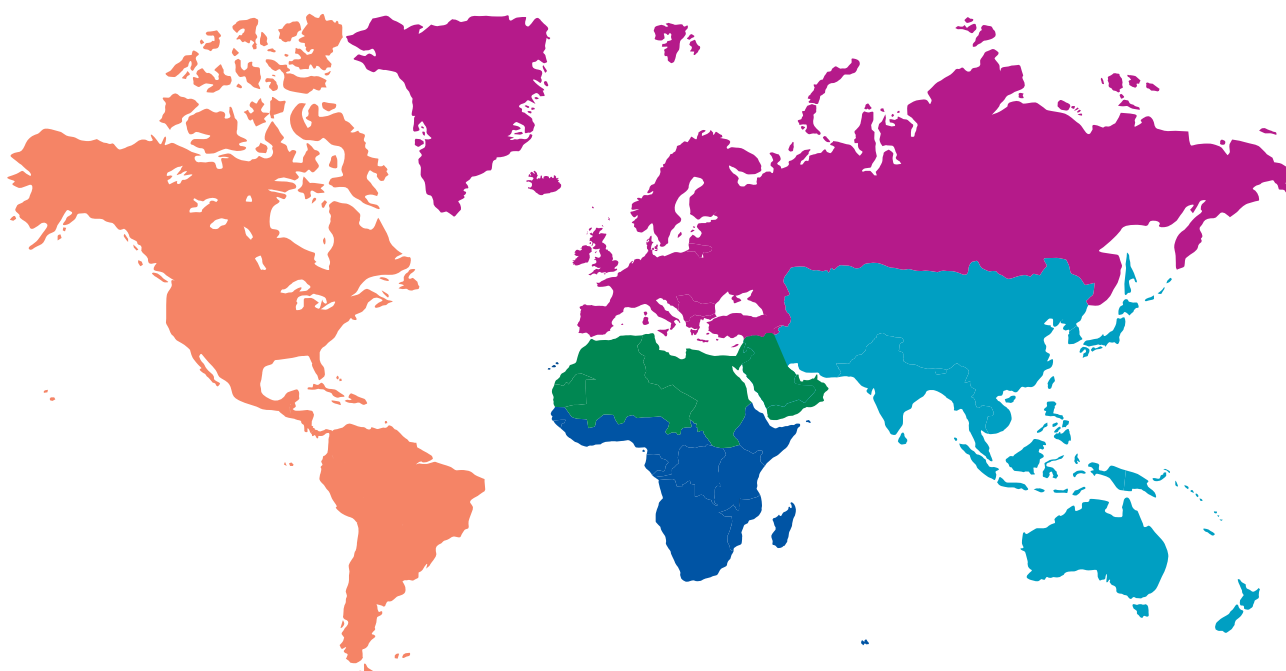
- **Africa Region**
(31 countries)
- **Arab Region**
(14 countries)
- **Asia Pacific Region**
(25 countries)
- **Europe Region**
(39 countries)
- **Western Hemisphere Region**
(36 countries)

More in depth regional information can be found via the specific links on following page:

www.waggsworld.org/en/world

WAGGGS' membership:

10 million girls and young women around the world



Four World Centres

The World Association of Girl Guides and Girl Scouts runs four World Centres.

These are residential and training centres where girls and young women from around the world and all backgrounds acquire and broaden their leadership and life-skills through international friendship, challenge, adventure and self-development.

- **Our Cabaña**
Cuernavaca, Mexico
- **Pax Lodge**
London, United Kingdom
- **Our Chalet**
Adelboden, Switzerland
- **Sangam**
Pune, India

The World Centres are open to all members and members can visit as individuals, part of a group, a family or mixed gender group. The World Centres have a comprehensive event and seminar programme, for members, or members can design their own programme to best suit their needs.

The IC has a great opportunity to promote the World Centres within their Member Organization; enabling more girls and young women to have a World Centres experience, gain valuable skills, grow in confidence and make international friendships to last a lifetime. Discover more about your World Centres and view the World Centres calendar of events at www.waggsworld.org/en/world/centres.

Significant work in the last few years has gone into exploring the opportunities a fifth World Centre in Africa could offer Girl Guiding/Girl Scouting. The 'Fifth World Centre' concept has evolved into a World Centre experience that will move around Africa, initially using existing Member Organizations' training centres. Investment will go into developing quality international seminars and events and the human resources needed to deliver the programmes. This concept was accepted by the 2011 World Conference in Edinburgh as a two-year pilot project.



Constitution

The Constitution and Bye-Laws of the World Association of Girl Guides and Girl Scouts was formally adopted in 1936 at the 9th World Conference.

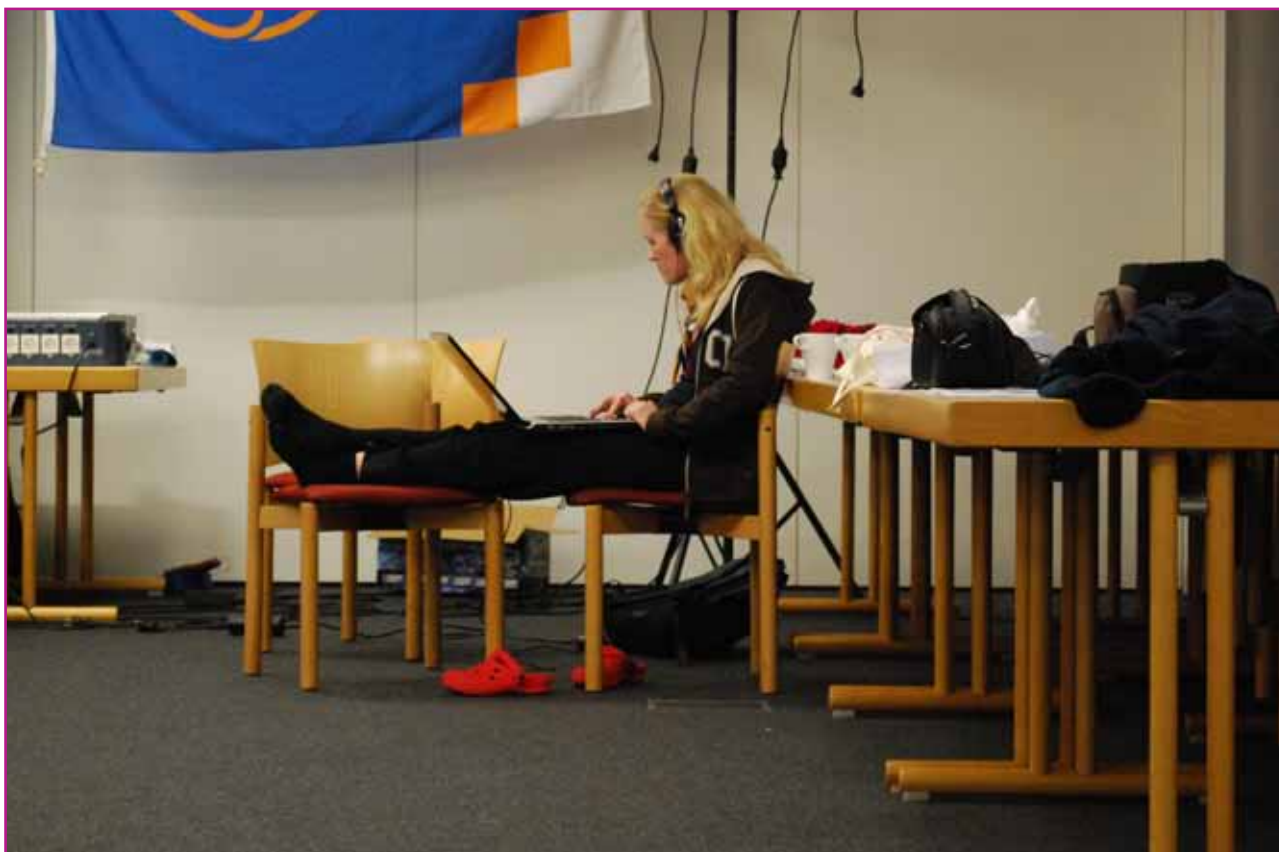
This Constitution governs the operation of the World Association of Girl Guides and Girl Scouts and safeguards the Fundamental Principles of the Girl Guide/Girl Scout Movement, which is based on spiritual values and dedicated to the education of girls and young women through the method conceived by the Founder.

The 12th edition of the WAGGGS' Constitution and Bye-Laws contains the amendments voted for at the 33rd World Conference in Johannesburg, South Africa, in July 2008 is available at <http://extranet.waggsworld.org/en/resources/document/view/20150>

WAGGGS Guide to Constitutions is available at <http://extranet.waggsworld.org/en/resources/document/view/3850>

This set of 12 'How To...' leaflets and checklist is a tool produced by WAGGGS and can be used by National Organizations working towards membership of WAGGGS, by those assisting them, or by Member Organizations developing their constitution, statutes or internal organization.

Note: WAGGGS' Constitution is available from the World Bureau free of charge. If you would like to order additional copies, please contact the Finance Section at the World Bureau and indicate the number of copies and which language version you would like. Postage and packing will be charged.



What WAGGGS does at World level

WAGGGS World Initiatives

Global Action Theme 'together we can change the world'

A multi-year programme of advocacy and educational activities launched at the WAGGGS World Conference in 2008 to empower members to work towards the achievement of the UN Millennium Development Goals by 2015.

www.wagggsworld.org/en/take_action/gat

WAGGGS Leadership Development Programme (WLDP)

A modular programme to enhance leadership skills and personal growth that also supports national Girl Guide/Girl Scout associations in their growth and continued development. The WLDP provides opportunities for existing and potential leaders to develop international leadership skills and experiences to meet their needs and the needs of the association at national, regional and world levels.

Read more at www.wagggsworld.org/en/take_action/leadershipdevelopment/wldp

Centenary of International Girl Guiding/Girl Scouting

- During 2010-2012, WAGGGS and our members have celebrated 100 years of Girl Guiding and Girl Scouting – "100 years of changing lives".
- Each year of the centenary had a specific theme: 2010 "Plant"; 2011 "Grow"; 2012 "Share".
- WAGGGS also celebrated by organizing a Young Women's World Forum in each of the centenary years: 2010 in the United Kingdom; 2011 at the four World Centres; and a Girls' World Forum in 2012 in the USA.

www.wagggsworld.org/en/take_action/centenary

World Thinking Day

- Created in 1926 as a special day when Girl Guides and Girl Scouts around the world think of each other and give thanks and appreciation to their "sister" Girl Guides and Girl Scouts for the friendship that they find in the Movement
- Takes place on 22 February – the birthday of Lord Baden-Powell, founder of the Boy Scout Movement, and his wife Olave, who served as World Chief Guide.
- Olave Baden-Powell asked for every Girl Guide and Girl Scout to give a penny to the World Association to help it carry out its programmes – since then, fundraising has always been a part of World Thinking Day celebrations
- Many Member Organizations fundraise around the yearly theme and make a donation to WAGGGS World Thinking Day Fund at any point during the year.
- Each year has a theme, and these currently coincide with the Global Action Theme. The 2012 theme is "we can save our planet".

<http://www.worldthinkingday.org/en/home>

WAGGGS' work at the United Nations

- Co-operation with the UN on issues of health, girls, women, environment, hunger and food security, peace, education, human rights, youth participation, and participation in major UN meetings such as the Commission for the Status of Women, the UN Climate Change conferences and the UN General Assembly.
- WAGGGS has general consultative status with the UN Economic and Social Council.
- WAGGGS has UN Representatives in Geneva, Nairobi, New York, Paris, Rome and Vienna.



Stop the Violence – Speak out for girls' rights
WAGGGS global advocacy campaign aimed at ending violence against girls)

www.stoptheviolencecampaign.com

WAGGGS AND THE EUROPE REGION

Opportunities for your members

The WAGGGS Strategic Plan is approved by the Member Organizations every triennium during the World Conference. It provides opportunities such as seminars, events, workshops and working groups that give your members the chance to be actively involved and have an immediate impact in the work WAGGGS does.

Staff and volunteers work together at all levels to implement the plan and as IC you will identify the right person for the right event, activity or role.

Every September the Europe Region compiles a list of the next year's seminars and events. As an IC you will forward this information to the right persons or departments in your association.

Your first task is to decide whether the event or activity is relevant to the development of your association or the individual; whether the association and individual will gain from the event and how that person's attendance will benefit the region.

A good start in identifying the right person is to check the person profile noted in the invitation. It is also important to set clear goals and expectations for the participant and prepare her for the event.

You should also keep in mind that participants will be expected to be actively involved in discussions and have some knowledge of the topics. This means you may have to choose individuals with prior knowledge of the topic of the seminar/event. Note, too, that most sessions are delivered in English, although translators can be arranged if finances and human resources allow.

Giving young people a chance to develop in an international context will help open their eyes to the wider world of Guiding and Scouting. It could also bring to your association new ideas. Calls for volunteers to join working groups, thematic workshops or special activities are sent to ICs on an ad-hoc basis.

WAGGGS World Centres – Volunteer or attend an event

The WAGGGS World Centres have a comprehensive series of events, such as adventure challenges, friendship events and tours. Members can visit the World Centres as individuals, groups, family groups, sometimes mixed-gender groups and of course the World Centres can design specific programmes to meet members' needs. A calendar of events is available at <http://www.waggsworld.org/en/world/centres>.

The World Centres also offer short- and long-term volunteering opportunities to members of WAGGGS Member Organizations. For more information visit the websites of Sangam in India; Our Cabaña in Mexico; Pax Lodge in the UK and Our Chalet in Switzerland.



World Conferences and Regional Conferences: your role and your opportunities

The structure of the World Association of Girl Guides and Girl Scouts is formed of three bodies: the World Conference, the World Board and its Committees and the World Bureau.

The World Conference

The World Conference is the structure of the Girl Guide and Girl Scout Movement at world level and takes place every three years in a different WAGGGS Region⁵.

At World Conferences, delegates from Member Organizations determine the policy and standards of Girl Guiding/Girl Scouting, evaluate their organizations' performances over past three years and set goals for the next three years. The three-year period is called a triennium.

Elections are also held to select members of the World Board, the governing body of WAGGGS. It is the Board's responsibility to see that decisions made at the World Conference are carried out. It also approves National Organizations as Full Members of WAGGGS.

Each Member Organization may select a maximum of two delegates and one or more observers according to the scale agreed by the World Conference from time to time. The number of delegates depends on the size of the organization. You'll find more information on the number of observers and delegates an organization may send in the document 'Rules of Procedures' issued prior to the Conference.

Each Member Organization has an equal right to vote at the World Conference, regardless of the size of its membership. This ensures that all Member Organizations have a voice.

The first World Conference was held in 1920 in Oxford, England. The 2014 World Conference will be held in Hong Kong.



⁵ Please see the WAGGGS Constitution and Bye-Laws for further reference

WAGGGS AND THE EUROPE REGION

The European Guide Conference

Member Organizations meet every three years at the European Guide Conference. During the Conference, staff and senior volunteers from 39 European countries celebrate their achievements of the past three years and discuss strategies for the future development of Girl Guiding and Girl Scouting.

The functions of the Regional Conference are:

1. to promote and expand Girl Guiding/Girl Scouting within the Region and develop plans for assisting National Organizations
2. to provide opportunities for training and sharing concerns, experiences and human resources
3. to exercise such functions as are provided for in the WAGGGS Constitution and Bye-Laws and the terms of reference of the Region.

The Conference also elects the Europe Committee WAGGGS. The Regional Conference consists of delegates nominated by and representing the Member Organizations of WAGGGS in the Region, in numbers determined and communicated by the Regional Committee.

In addition, Member Organizations may send observers in numbers agreed by the Regional Committee. The observers act in support of their delegates and may speak only if so requested by their delegation and approved by the session chairman. Where a federation exists, each Component Association will be able to send observers in numbers agreed by the Regional Committee.

Rules of procedure and official documents for the Conference are sent to all Member Organizations, usually not less than two months before the opening day of the Conference.

Conference documents generally include:

- a provisional programme of the Conference
- the agenda
- the rules of procedure
- the Regional Committee Chairman's report
- the financial report and accounts
- the budget and any proposed regional contribution
- recommendations from Member Organizations or the Regional Committee and items requiring a vote, together with supporting background material
- proposed operational plan of the region.

- profiles of nominees for election to the Regional Committee
- relevant background information on discussion items
- any proposed motions received in advance of the Conference from Member Organizations of the Region and/or the Regional Committee.

Member Organizations can propose or second motions and amendments. Associate Members are entitled to vote only on certain items.

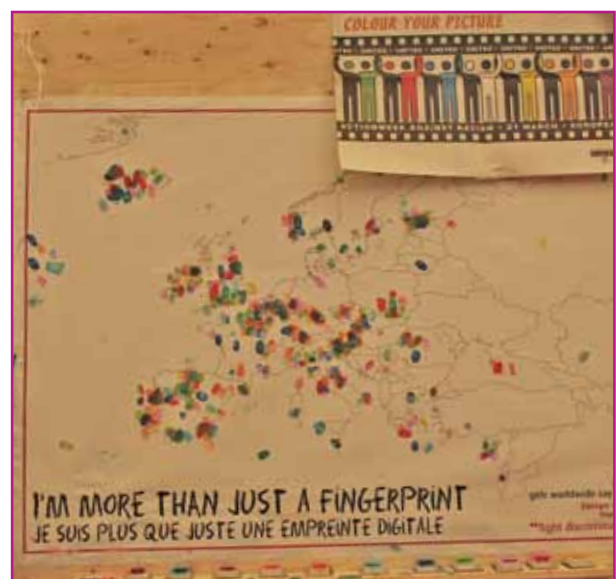
The European Guide Conference is held simultaneously with the European Scout Conference and the European Guide and Scout Conference.

European Guide and Scout Conference

The European Guide and Scout Conference is usually held immediately before the European Guide Conference.

The Conference consists of delegates nominated by and representing the Member Organizations of WAGGGS in the Region and the National Scout Organizations of the European Scout Region.

During the European Guide and Scout Conference, the delegations meet jointly to discuss matters of mutual interest and to approve the joint actions for the coming three years, which are also an integral part of the regional plans agreed by the respective separate conferences. The European Guide and Scout Conference is regulated by rules of procedure jointly defined by the European Committees.



The Europe Region WAGGGS

The Europe Region WAGGGS currently represents 65 national Girl Guide and Girl Scout organizations from 39 countries in Europe.

Find out who the Members of the Europe Region are at: www.europe.wagggsworld.org/en/organisations

The Europe Committee

The Europe Committee WAGGGS is elected every three years by delegates to the European Guide Conference with the mandate of implementing the WAGGGS Strategic Plan approved by the European Guide Conference. It acts as an advisory body to Member Organizations and its members can serve two terms of office.

The Europe Committee meets twice a year, and members communicate regularly via email, phone, SKYPE etc. It is supported by a financial advisor, who is nominated by the Committee every three years after the World Conference.

The main responsibilities of the Committee are:

- to set the strategic direction of the Region in line with WAGGGS' Vision and Mission
- to represent the interests of WAGGGS in the Region

- to ensure the values and ways of work of WAGGGS are respected and implemented in the Region
- to be the voice of the Region to ensure WAGGGS global strategies and initiatives are carried out
- to meet the needs of the Region
- to provide support to Member Organizations in the development of quality Girl Guiding/Girl Scouting and the implementation of Regional and WAGGGS plans.

Each Committee member⁶ is responsible for a specific area of work and coordinates several projects.

Find out more about the Europe Committee on the WAGGGS Europe Region website.

⁶ The Committee member job description is available upon request at the Europe Office WAGGGS

The Europe Office

The Europe Office WAGGGS is based in Brussels, Belgium. The office was established in 1992 at the request of European Member Organizations.

The team consists of:

- the Regional Director
- three Development Executives
- a Communications and Office Administrator
- a part-time Development Support Assistant
- a part-time Financial Assistant.

The Europe Office team implements the decisions taken at the European Conference and the Europe Committee meetings, and assists the Committee to develop programmes and policies to fulfil WAGGGS' Mission.

The Europe Office regularly offers young people the opportunity to do a short-term internship (through the European Voluntary Service or other programmes). Volunteers support the work of the office on specific projects such as Roverway, Regional Conferences and advocacy work. The Europe Office also offers groups of Girl Guides and Girl Scouts the chance to visit its premises and learn more about the work of WAGGGS in Europe. To find out more about these opportunities, contact the European Office.

County Contact System

To ensure regular and effective communication with all Member Organizations, the Europe Region uses a country contact system that provides Member Organizations with direct contact to a specific committee member and development executive.

The system allows the Region to closely monitor the development of each Member Organization and to provide more tailored and efficient services.

As IC your first contact with other Member Organizations will be the responsible committee member and development executive.



The Regional Working Groups

To help the Europe Committee and the Europe Office develop Girl Guiding and Girl Scouting in the Region, three volunteer groups have been established.

In the 2007-2010 Triennium, the working groups were the Advocacy Group, Membership Group and Resource Pool. The 2011-2013 groups are External Representatives, Mentors and Countries and Trainers and Events.

These three groups are coordinated by two committee members (of which one is back up) and work closely with a staff member. Volunteers are organized by function and deliver activities depending on their competences and interests. In this way, the volunteers contribute to the various goals and focus areas of the operational plan.

How we work and what we do

The Europe Region WAGGGS is a Belgian-registered "Association International Sans But Lucratif" (AISBL⁷).

To achieve WAGGGS' Mission, the objectives of the Europe Region WAGGGS are to:

- support Member Organizations in delivering quality non-formal educational programmes, training leaders and building strong associations that meet the needs of girls and young women in Europe and make them aware of their ability to influence processes and be empowered as active citizens.
- promote democracy, inter-cultural experience and equal opportunity for all young people by organizing learning activities on these topics and ensuring that all WAGGGS activities and programmes are inclusive, respect gender and geographical balance and, wherever possible, encourage the participation of youth with fewer opportunities.
- promote girls and young women as active citizens in their immediate and wider society by encouraging and facilitating their participation in decision-making structures and dialogues on issues relevant to youth at local, regional, national and international levels.
- promote training as an integral part of the work of associations using innovative and traditional methods through a regular and systematic programme of training activities and workshops on youth-relevant issues and providing youth-oriented methods that are interesting to young people today.

⁷ AISBL = Association International Sans But Lucratif / International Not for Profit Association (legal status for NGOs in Belgium)

The joint work

Work at European level is enriched with the cooperation of the Scout European Region. The working calendar runs from Regional Conference to Regional Conference.

For the Triennium 2011-13, the two Regions have identified three main areas of work on which to focus their efforts.

Growth through quality

- Supports MOs and NSOs in their strategy to achieve growth by improving the quality of:
 - programmes and training
 - adult resources and leadership
 - external relations, recognition and funding.

Volunteering

- Supports MOs and NSOs in recruitment, retention and recognition of volunteers, promoting and creating a culture of volunteering through programme, training and partnerships.

Embracing Change

- Supports MOs and NSOs in the Region to be responsive to the changes happening around them so that these can be transformed into opportunities:
 - to reach out to diverse publics
 - to nurture innovation to be more effective in
- the delivery of educational programmes to help young people cope with change
- involving and supporting adult resources
- the management of the organization.

The Joint Committee is composed of members of the Europe Committee WAGGGS and the European Scout Committee. It gives strategic direction to regional joint work and agrees the implementation of joint actions. The Committee meets twice a year, usually during the weekend of the Europe Committee WAGGGS meeting.

The Coordinating Group is composed of the Chairpersons and Vice-chairpersons of the two Committees. It coordinates the work of the Joint Committee. The Coordinating Group meets twice a year, usually one month prior to the joint Committee meeting.



Services provided by the Europe Region

Seminars and Training Events

Each year the Europe Region organizes a number of seminars, workshops and tailored events designed to assist the general development of associations on issues such as membership and leaders' training, or to provide specific strategic support. They are occasions where associations can exchange experiences and develop partnerships to help their future work.

Events for young people

We organize events for young people to provide them with intercultural experiences, opportunities to discuss issues of concern (such as peace, education and social issues) and the chance to learn how they can become engaged and responsible citizens who want to work with others to build a better world for everyone.

Publications and resources

The Europe Region has produced a number of documents for associations to help their development. Toolkits containing information and practical advice have been produced on a variety of subjects such as the Educational Programme and Training, Advocacy, Recruitment and Retention of Membership, Diversity and Including Young People with Disabilities. We have produced guidelines on partnerships and a Charter on Gender for our associations.



External work at European level

- We represent the interests of our members in EU institutions, the Council of Europe and European platforms.
- We are a member of the European Youth Forum, Platform of European Social NGOs, European Women's Lobby, Steering Group of the European Year of Volunteering Alliance, EU Forum on Children's Rights, and a number of informal networks in Brussels.
- We promote issues of relevance to girls, young women and our Member Organizations in the appropriate arenas.
- We contribute to and try to influence the issues affecting youth organizations and young people living in Europe today.

For further details please also see the "WAGGGS services for MOs" in the Annexes.

Joint Events: how they work

The Joint Committee has identified three categories of events organized by the Regions:

- Joint events: planned, organized, run and evaluated jointly
- WOSM or WAGGGS events open to participants from both MOs and NSOs
- WOSM or WAGGGS events open to MOs and NSOs, respectively.

Each year, a list of regional events is published on www.europak-online.net (Europak).

To provide guidance to teams working on joint action events and projects – both staff and volunteer – the Committee has agreed the "Guidelines for Joint Actions of the Europe Region WAGGGS and the European Scout Region". The guidelines are an internal working document available at the Europe Office upon request. Their aim is to ensure a clear understanding of responsibilities and of what the Committee means by a 'common approach'.

3 TOOLS AND TIPS FOR THE IC WORLD

How to organize your work

As you begin your career as an IC, you may feel overwhelmed by all the information you must learn and all the tasks you must perform. These demand a lot of time and application. So what can you do to stay in control?

This is a question of time management, which is, in fact, self management - how you utilise your available time. It's about organizing, prioritizing, being assertive, delegating and relaxing. Guiding is your volunteer job so never forget to enjoy what you're doing!

To stay on top of things, you need to get organized from the very start. Organizing is arranging: having everything in a logical place so you can find what you need when you need it. This concerns paper work, computer documents and other materials. Devise your own work system and stick to it. A good way to make sure you don't forget anything is to make a list.



Then, before you start working on a task, ask yourself this question:

Why am I doing this task now in this way

The underlined words pose even more questions, such as:

Why?

- What is the reason this task should be done? Is it a good reason?
- Does this task deserve my attention?
- What is my policy concerning international affairs?
- What resources (money, time, personnel) are available?

I?

- Is the task my or my team's responsibility?
- Would someone else be better at the task?
- What is included in my IC role?
- Do the team members know each other's' roles and responsibilities?
- Do I know my team members' qualities, challenges and motivations?

This task?

- Given the situation, is this the right task to be done now?
- Do you do the right things?
- Is it clear what is needed?

Now?

- Is the task important and urgent?
- Could the task to be done later?
- Which tasks have deadlines? When is the next deadline?
- How much time can I take right now for the next task?

In this way?

- Is this the most effective and efficient way to do the task?

One of the essential aspects of time management is **planning**.

Planning is about making decisions in advance about how to spend your time. A plan consists of clear goals with action steps and deadlines, and with flexibility built in for unexpected obstacles and changes. Anticipate obstacles, make contingency plans and establish project check points.

You plan so you know where you are headed, when you want to get there, how you will get there, and who will help. You plan in order to stay focused on a certain result that is important to you. Planning makes you take responsibility for your actions; it's a proactive approach.

People good at planning:

- finish their work
- arrange the time needed to execute their tasks
- respect the limits of time
- take responsibility.

A part of the planning process is **prioritizing**. Prioritizing is putting the planning steps in order. The sequence can be based on several factors including degree of urgency, your ability to do something at a certain time, logic, and so on. Prioritizing also means working on tasks before they become crises. This increases productivity and reduces stress.

Prioritizing is an ongoing part of time management

Planning is deciding in advance what to do, when to do it, how to do it and who will do it (if it isn't you). The last item is important because you won't be the only person involved in international affairs. There will be a team to support you.

Be aware of the pitfall of trying to do too much yourself! **Delegation** is good for you, your team and the project.

To delegate means handing over some of your tasks to colleagues. Situations where delegating is a good idea are when:

- a colleague is better equipped to do the task
- a colleague has more relevant experience
- you need time to do more important tasks
- you can motivate a colleague by assigning her the task.

Only delegate when:

- you know your own areas you've made your own activity list and priorities
- you've made the right judgement to delegate the task(s).

Tips

- Give complete and specific instructions.
- Delegate the responsibility which goes with the tasks.
- Support the colleague by giving necessary advice.
- Check the colleague's progress regularly.
- Show your trust, give compliments.
- Set deadlines in consultation with your colleague.
- Assume final responsibility.
- Do not delegate sensitive tasks.

Main principles of organizing work

- It is not about managing time, it's about self-management.
- Between making a plan and executing it is your behaviour
- Your behaviour is highly influenced by your environment
- Delegation can also allow you to focus on your important tasks
- If possible, start with the most complex or difficult activity
- Focus on the tasks you need to deliver on
- Use your productive hours for doing important things
- Question meetings without clear goals
- Scan documents to decide their importance
- Finish at least one important task a day
- Evaluate your output in comparison to the invested time

If you take time management seriously and use some of the above techniques and tools, you will find you're being proactive instead of just reactive.

Networking

1. What is Networking?

Networking is about building and maintaining cooperation with other ICs. A network consists of people with whom we have a 'connection'.

Networking is a tool that provides you access to people and resources that can support you in getting what you want. Networking is something you provide others to help them while they help you attain your goals. It's a give-and-take process that creates a better situation for all involved.

When you next think about networking, ask yourself these questions:

- What value or service can I provide while asking for support?
- What type of interaction feels most comfortable to me regarding networking?
- How can I incorporate networking into my daily/weekly routine?
- How can I stay curious and have fun with the people I want to meet?
- How would I feel if someone asked me the networking request I'm asking her/him?

If you feel comfortable with your answers to these questions, networking becomes a resource and a pleasure. Explore and have fun!

2. How to Start a Network?

There are various opportunities in WAGGGS to start an IC network. These include:

- Events organized by the World and the Europe Region:
- The World Conference
- The European Conference
- The IC Forum.
- Networking opportunities on the WAGGGS website
- Networking opportunities on the members' area.
- Networking opportunities organized via electronic means such as SKYPE, WAGGGS Facebook, WAGGGS Twitter, email and telephone.

3. How to work a Network?

Working a network consists of two things: expanding the network and strengthening the network.

Expanding a Network

A network is important because it allows us to expand our reach. Accordingly, the bigger the network the better, since bigger gives us, potentially, greater access to ideas and information.

Strengthening a Network

Guidelines to building a strong network include:

- being genuine
- anticipation: don't wait until you're short of information or projects to act
- being active: don't be afraid to help other members of your network or ask them for help - give and take goes a long way
- maintaining your network: remember to keep in touch.



4. Some Tips about Networking

- **Don't wait until it's too late**
Don't wait until you need to network to start networking. As mentioned earlier, it takes time to build a network of people who are willing to help you.
- **Connect and stay in touch the right**
Keeping in touch can be hard, especially with our busy schedules. However, taking time to call, post a card or send an email can mean a lot. - the personal touch will be greatly appreciated.
- **Go beyond**
Don't forget that a network extends beyond your immediate contacts. Each of your contacts has their own network that might be of help to you.
- **Be positive**
Try to be positive in your attitude and actions. It will make you more welcoming and approachable.
- **Plan ahead when attending meetings**
An important part of IC networking is attending events, seminars and meetings. However, going to these events without planning ahead will lead you nowhere. Before you head off, ask yourself these basic questions:
 - What do I want to learn?
 - Who do I want to meet?Once you know what you are looking for, decide on a plan of action such as:
 - How can I approach the person I want to meet?
 - What questions should I ask him or her?
 - Be activeBetter yet, be proactive. Research the events you attend and don't expect people to come to you; be prepared to leave your comfort zone and make the first move.
- **Follow up**
Follow up on the contacts you make. If you met someone interesting during a convention, give him or her call or send an email.

5. What's the value of an ICs network?

An ICs network provides opportunities:

- to exchange in-depth knowledge on international Guiding and Scouting
- to gain insight into the methods of intercultural work of other associations
- to promote chosen pedagogical or strategic policies
- to provide a forum for co-operation between European associations
- to share information on development education
- to receive information on initiatives of WAGGGS and WOSM
- to co-ordinate emergency actions
- to provide a forum for debating development issues and to feedback information and views to WAGGGS and WOSM
- to share information on sources of funding and relationships with other agencies
- to suggest topics for European seminars and to provide expert assistance in running these
- to provide a supportive environment for individuals involved in development work
- to provide opportunities for members to mix with their peers and share ideas and good practice.



Succession Planning

The first International Commissioner, starting from scratch, had to find out everything herself/himself. Fortunately, you'll have the benefit of the experiences and lessons learned of past and current ICs to help you with your job. Similarly, you can help your successor by passing on the knowledge you've gained.

Succession planning is an area where the support of wiser heads, an induction period and having people to whom you can delegate responsibility will make this activity easier and more beneficial to your successor and association.

What is succession planning?

Succession planning is the process of identifying and developing people to fill key leadership positions. At its root, succession planning is 'replacement planning' for key roles in an organization and the challenge is to achieve an optimal balance between change and continuity to ensure the future of the organization and maintain motivation.

Why is it important?

With good succession planning, volunteers are ready for new leadership roles so that when someone leaves the organization another is ready to step in to that position.

Succession planning is in line with the patrol system: the IC (patrol leader) encourages and creates possibilities for 'learning by doing'. The successor receives support while developing her skills and is challenged to take on more responsibility. The IC gradually delegates her tasks until the successor is qualified and ready to take over completely.



When should it begin?

Although the first thing you thought about when you became an IC probably wasn't the day you move on from your role, we recommend you to start thinking about it well before the day arrives. You have been elected for a limited time. If you start looking for a successor just before the triennium is over you may not succeed on time, or you might find someone but have no time to do a proper handover. Neither of these situations is desirable.

It's hard to judge if someone is suitable for an IC role if she has never filled a similar position. Or you may find a person you think is a perfect successor, but the people who elect the IC may not agree. So it's a good idea to work with your IC team so they develop the skills necessary for the job.

How to succession plan?

You should identify Guides you think have, or have the potential to have, the qualities needed for the role (often members of your team), support their learning and offer them development activities such as training, coaching and self study).

Result of succession planning?

Motivated members improve employee commitment and retention, meet the career development expectations of your members.

WAGGGS has recently published a Succession Planning Toolkit which provides information, ideas and tools to support Member Organizations and volunteer-led organizations' succession planning strategies. We encourage you to use the resource to support your thinking process and to guide you in the planning process for your organization. The resource can also be used at training workshops and for disseminating guidance to Members.

The toolkit can be downloaded from the WAGGGS website: <http://www.wagggsworld.org/en/grab/22192/1/1succession-planning-eng-web.pdf>

Communication: your role and the different channels

The International Commissioner should preferably be a member of the Executive Team, National Board or Council, or Federal Council, or have worked closely with these offices. This makes it more likely that she can effectively communicate with them.

The Communications role of an IC involves:



Maintaining links to WAGGGS at European and World level (and, eventually, WOSM)

At World level you will answer questions about your association and joint regional work and actions (e.g. performance indicators, the evolution of your association, candidates for positions, seminars and events, and tailor-made support).

Regionally, you will be the key international contact person for your Member Organization. Each triennium you will receive a list of contact persons for every Member Organization so you'll know who to talk to if you have questions or need support.



Maintaining links to your own association

You will distribute incoming communications from Regional and World levels (newsletters, monthly updates, promotions, news of events, seminars and international activities, Europak) to appropriate members of your association.

It is useful to find out the types of information members and departments in your association are interested in and forward them only this. This prevent message overload and allows appropriate information to circulate quicker.



Maintaining links with other organizations and partners

You will distribute to the appropriate members of your association information from Regional and World levels, other ICs, partners and interested parties sharing their thoughts and ideas on relevant issues or informing and inviting you and your association to international activities or partnerships.



Ensuring the expected participation in the running of WAGGGS (and WOSM) events and seminars

Each year you will receive the list of events and seminars planned by the European Region WAGGGS and the European Scout Region. These activities are based on the priority themes identified in the regional plans adopted by the European Guide and Scout Conferences and take into consideration subsequent actions and objectives developed by the Regions for each priority theme.

Your role is to ensure that the list is distributed to the appropriate persons or commissions in your association and, as places are often limited, ensure that the interested participants' applications and profiles are completed and submitted on time.

Please note: all events are open to members of both WAGGGS and WOSM and information and applications can be found on the Europak site.

Be involved in the development of WAGGGS

All levels of the Association are involved in the strategic planning process and it's in this framework that you need to understand your position as an IC and your involvement in the development of WAGGGS.

The regional plan is based on feedback from:

- participants of the last Regional Conference (mainly international commissioners and Member Organization decision-makers)
- internal and external stakeholders
- working group members
- staff
- assessments of the performances in the region

It helps to make sure everyone shares ideas of where the association should be going, guided by the Mission, within the timeframe on the vision we are building.

During the European Conference, as a representative of your MO you are having the opportunity for inputs into determining the future paths of WAGGGS. It's in the first place asking yourself where your association wants to be in three years time and some times it's also about building up longer term visions and strategies.

It's helping in developing a shared vision of our organizations future, and deciding the major steps your association will and/or can take to move the organization in that direction. Summarizing the most important issues or choices that your association faces in the near future, will help you to be well prepared when heading to conferences.

Finally it is the committee's responsibility to set priorities and producing the plan that represents European Contribution to the wider strategic plan of WAGGGS at world level, with an ongoing focus of the world association on our mission and the vision.

In our region we do a lot to fulfil the needs of our MO's. Different working groups with a particular focus, of which the members are volunteers from our MO's, supports the implementation of the plan and help with the development of guiding and scouting in the European region.

It is therefore also important to ensure that a high performing group of volunteers from our MO's are nominated and this is something you can all help us with.

When and how

As the contact person for your country, all communications from Region and World levels will be sent to you. It's your responsibility to distribute the information to the appropriate person or commission in your association.

You will also find most of the information you need on the WAGGGS website, on Europak online and in monthly newsletters.

The Europe Region and WAGGGS World produces these communication tools:

Europe Region:

- Euromail – 10 per year (email)
- Regional Committee newsletter – four per year (email)
- update about what's happening in the Region
- Europak – 10 per year
- communication platform for WAGGGS and WOSM in Europe <http://www.europak-online.net/en/europak>
- Websites – www.europe.wagggsworld.org

WAGGGS World:

- Our World – quarterly magazine (post)
- Websites (regional, world and World Centres) – www.wagggsworld.org
- WAGGGS Monthly Round-up
- Monthly news round-up from WAGGGS members' area
- WAGGGS Today - monthly online newsletter

Website members' area

The members' area is a secure website that can be reached via the button on the right-hand side of the WAGGGS regional and world website. It contains a wide range of resources for people involved with the Girl Guides and Girl Scout Movement around the world.

You can access the latest news about Girl Guiding and Girl Scouting, join project teams, learn about WAGGGS events, download resources and share your stories and knowledge with Girl Guide and Girl Scout leaders around the world.

You'll need a user name and password to access the site: visit and join at www.wagggsworld.org/en/login.

Conferences

The programme and agenda of the Regional and World Conferences are posted to all Member Organizations prior to the start of the conference.

The communication includes the necessary documents and time frames so you can plan and be fully prepared for the conference.

All conference papers can be downloaded from the website and are available in the three official languages: English, French and Spanish.

Seminars

Each year you will receive seminar information (aims and objectives, participant profiles, venues, fees and travel costs) to help you and your association plan for and identify suitable participants for each event.

The document is published in the October issue of Europak and contains all the events in the WAGGGS Europe Region and the European Scout Region.

Invitations and application forms are circulated closer to the date of the event.

Contacts to the Committees and Office

Every Triennium the different countries, keeping in mind various issues of location, balance of types of MOs, experience, language and various other factors, are allocated to the different members of the European WAGGGS Committee.

This Committee Contact system is a very important aspect of our work to keep a very good connection with every MO. Besides this the aim is also to focus on quality work with our member organizations.

It is very much appreciate if you acknowledge the communication with your contact so that a good working relationship can be built. As part of this communication system, support from the staff of the Regional office is also available. Every committee members works in close cooperation with a staff member. The list of this shared responsibility is shared in the beginning of the triennium.

Be also aware to always copy both, committee and staff person responsible, in every communication.

Toolkits, guidelines

Once registered on the members' area you'll have access to the 'resource' tab where you will find toolkits and guidelines that will help you deliver a great Girl Guiding and Girl Scouting experience wherever you are in the world.

The purpose of this section of the website is to store and deliver all the resources you might need. The area is updated regularly and you are always welcome to share your thoughts and ideas.

Resources can be categorized as:

- guidelines on the six working areas of WAGGGS
- specific topics: e.g. spirituality, HIV-AIDS, gender issues
- joint topics: e.g. child protection, Diversity toolkit
- related youth topics: e.g. Council of Europe, Salto, Big Six.

A complete collection of resources is available on CD-ROM from the Europe Office WAGGGS – europe@europe.wagggsworld.org



WAGGGS Quota and Europe Region Voluntary Contributions

WAGGGS Quota

Quota is the membership contribution paid by each Member Organization as a criterion of membership. Quota funds are used to provide services, assistance and support to Member Organizations to further the work of Girl Guiding/Girl Scouting. It is WAGGGS' main source of income⁸.

In the event that a Member Organization fails to pay its quota for two years in succession, the Finance Committee will report this to the World Board for action in accordance with WAGGGS' Suspension and Cancellation of WAGGGS' Membership Policy. This is included in Section Three of the Policies and Procedures.

Each Full Member Organization has equal influence in WAGGGS' decision-making processes irrespective of the proportion of total quota paid by any one organization.

Changes to the basis of the quota model must be agreed by Full Member Organizations at the World Conference. (Current model approved at the 34th World Conference, UK 2011).

Total quota to be raised will be calculated on a triennial basis in line with WAGGGS'

Financial and Strategic Plan triennia. The amount to be collected will be agreed as part of WAGGGS' Strategic Plan, which is agreed by Full Member Organizations at the World Conference.

The total quota required to be raised is calculated on a triennial basis taking into consideration:

- all potential sources of income
- the proposed level of expenditure required to provide sufficient resources to enable the goals, objectives and targets identified in the Strategic Plan to be achieved.

The World Board will recommend to the World Conference the total quota to be raised for the triennium. Full Member Organizations then approve the quota for the triennium.

In the event that the World Conference does not approve the recommended quota,

the World Board must ensure that the World Conference is fully briefed on the consequences of that decision, indicating the activities and services which may need to be curtailed if a lower amount is proposed and agreed by Full Member Organizations at Conference.

Quota invoices are issued by the World Bureau to Member Organizations in December of each financial year and are due for payment by 1 January of the new financial year.

The Europe Region budget planning and approval cycle

The Europe Region budget supports the implementation of the Regional Operational Plan, and the budget planning cycle therefore follows same the triennial time frame as the Plan. For example, an Operational Plan and budget have been agreed for the regional triennium 2012-2014.

It should be noted that the World Association and the Europe Region plan their budgets at different times. This is because the Europe Conference is a year ahead of the World Conference. This means that the detail needed for full approval is not available for the Europe Conference. For this reason, the Europe Conference has the role and responsibility to approve an "in principle" budget only, with a detailed budget proposed at an Extraordinary General Meeting at the World Conference European Gathering in the following year. The Triennial Financial Report for the previous triennium is presented for approval to the Extraordinary General Meeting at the World Conference European Gathering, as at the time of the Europe Conference this triennium is not complete⁹.

⁸ For the criteria how to calculate WAGGGS quota, please refer to the 34th World Conference record of decisions

⁹ For reference see the results of the Extraordinary General Meeting held on 12 July 2011 in Edinburgh, Scotland

The Voluntary Contribution

The Voluntary Contribution is one of the funding sources of the Europe Region; it is an essential and vital element of the funding that the Region receives from its members. The Voluntary Contribution enables the Region to reach its fullest potential as it works with Member Organizations.

Unlike the WAGGGS Quota, the Voluntary Contribution is not a condition for membership. It was established by all European Member Organizations to ensure that the Region would have sufficient resources to implement its plan. It is called voluntary as, when the agreement was made that all European Member Organizations would pay this, there were taxation issues with paying a membership fee in different countries. A voluntary contribution is not subject to these taxation rules and therefore the payments are invoiced as this rather than a membership fee. It is expected that all Member Organizations will pay the Voluntary Contribution as all benefit from the Europe Region plan and activities.

The criteria for calculating the Voluntary Contribution are similar to the criteria WAGGGS uses for calculating the quota. These are:

- the same income bands used for calculation of WAGGGS' Quota are used for the European Voluntary Contribution
- the same percentages of standard fees used for calculation of World Quota are used for the European Voluntary Contribution
- the rate of inflation in Belgium, as shown in the Consumer Price Index, is used as a maximum for any future proposed inflationary increases in the Voluntary Contribution (as Belgium is where most expenses are incurred)
- the minimum European Voluntary Contribution for Full Members is €100 per association
- the minimum European Voluntary Contribution for Associate Members is €50 per association.

Voluntary Contribution invoices are issued by the Europe Office to Member Organizations in January of each financial year and are due for payment by the end of the same financial year (the agreed deadline for payment is the end of January).



Performances Assessment

MOs' Performance Assessment in WAGGGS: how it works

The strategic framework

The practice of measuring the performance of Member Organizations/Component Associations (MOs/CAs) was introduced by WAGGGS about ten years ago. Since then this has become part of our ways of work and has proved to be an extremely useful exercise for the individual MOs/CAs, the Regions and the World level.

The information we collect from this assessment gives us a good overview of the 'health' of each MOs/CAs and of WAGGGS as an organization. Through this exercise we have been able to record the successes and challenges of MOs/CAs and to put in place strategies to support and strengthen Girl Guiding/Girl Scouting worldwide.

The Performance Assessment results are considered an essential tool for WAGGGS as they help the World Organization analyze its present situation as a whole and take actions to strengthen areas where more effort is needed.

The assessment has also been designed to be a useful tool for your organization to evaluate where you are and what you could do to transform challenges into opportunities and weaknesses into strengths.

Using Performance Assessment in Your Association

Leaders at national and other levels in WAGGGS use self-assessment. It is important that the assessment looks broadly at the work of your association. It needs to go beyond assessing how things appear to be from a national perspective. It should be part of a recurring process through which your association measures quality and decides on an improvement plan.

Generally, the leaders of the association arrange for regular self-assessment, involving leaders at appropriate levels. The assessment may be part of an existing strategic planning process or be used as the basis of a new strategic planning process for associations who do not already have one.

Using the Performance Assessment, Member Organizations can:

- assess their current situation
- review the desired state as reflected in WAGGGS' Policies and Guidelines
- identify areas for improvement
- establish priorities for actions that should be taken to improve and strengthen their work
- implement their improvement plan, including monitoring progress and evaluating results.

The methodology

In the past our questions were based on yes/no responses and over the last 10 years we as an organization have learned a lot from this method and have been able to target associations that needed more assistance. We have also learned that yes/no answers, although useful, do not give us all the information we need to understand why an association is excelling or failing in a particular area. So we decided on a different approach.

The format of the Performance Indicators document introduced in 2009 has brought some significant innovations in the way of providing feedback on an association's performance. It uses a mixture of questions, including yes/no, multiple choice and open response, to get information on the critical points of focus in each core area.

Taking into consideration the feedbacks received by the Member Organizations and with the purpose of constant improvement, the Performance Indicators structure is periodically revised and upgraded.

Several questions in each of the six WAGGGS working area¹⁰ of work are scored. The results of the Performance Assessment, together with regular communications and visits to associations, allow the Europe Region to offer its Member Organizations specific development support targeted at each core area.

The Performance Assessments exercise is generally carried on once every triennium. As IC you will be responsible for introducing the exercise to your National Board and ensuring that the response is the result of a participatory exercise.

¹⁰ The six WAGGGS core areas are: Educational programme, Finance, Membership, Relationship to society, Structure and Management, Training.

Contacts of the Europe Office WAGGGS

World Association of Girl Guides and Girl Scouts (WAGGGS) Europe Region
Avenue de la Porte de Hal 38 bte 1
B-1060 Brussels
Belgium

Tel: +32 2 5410880

Fax +32 2 5410899

Email: europe@europe.wagggsworld.org

www.europe.wagggsworld.org

Follow WAGGGS on Twitter,
join our Facebook page
and watch our films on
YouTube.

You can now order WAGGGS
merchandise from our
new WAGGGS shop
www.wagggsworld.org



International Commissioner's job description¹

Definition

The International Commissioner (IC) is a person who is appointed or elected at national level to maintain, develop and strengthen links between her Association, the Region, the World Bureau and other Associations. Her main role is to promote the international aspect of Girl Guiding/Girl Scouting within her Association.

Position of the International Commissioner

The IC is there to promote international education and understanding within the Association, to represent the Association's policy on international matters and ensure an effective flow of communication between International, National and Regional levels. The IC therefore should have a close working relationship with the Chief Commissioner and should be a member of the National Board/Executive Committee or Federal Council or other similar body. The IC should also be a member of an International Committee/International Team.

Qualifications of the International Commissioner

As with any job, once the Associations have established the job profile and prepared the job description for their IC, it is advisable to appoint someone with the necessary languages, skills and knowledge to carry out her duties and responsibilities. It is the responsibility of the Association to ensure that the IC receives training to acquire skills for her to perform effectively.

Recommended qualifications can be summarised as:

- Have a sound knowledge of the structure, the operation and the policy of WAGGGS.
- Have an understanding of international education and current challenges facing young people.
- Have a wide international experience, preferably both within and outside the Movement.
- Interest in other countries, people, cultures and eager to learn more about others.
- Have an up-to-date knowledge of the international scene, especially concerning world problems, world trends and international issues.
- Have a working knowledge of at least one of the three official languages of WAGGGS.
- Have effective communication skills.
- A knowledge of IT skills is an asset.

Main Tasks

The work of the IC will vary from country to country. The scope of the work will depend on the needs and the size of the Association, the size of the country and the structure of the Association. Some Associations may have professional/employed staff such as an International Secretary to assist the IC in carrying out her tasks. The IC may also have an International Team or an International Committee supporting and assisting her in carrying out her different tasks.

The IC promotes the international concept of Girl Guiding/Girl Scouting, keeping the members up to date with changes and developments in WAGGGS and the other WAGGGS Member Organizations. The international aspect of Girl Guiding/Girl Scouting is one of the important elements in the Movement.

The term of office is important. It must allow enough time to become familiar with different aspects of world Girl Guiding/Girl Scouting, to establish contacts with other Associations, as well as taking time to train others to participate in international Guiding and preparing others to take on the position.

As the leader at national level who is primarily responsible for the development of links with other Associations, an IC should be in a position to travel to other countries when required. Contacts with leaders of other Associations is often an essential part of the job and a most effective way of establishing a good working relationship between Associations.

¹ This text is an extract from the International Education Kit

The overall responsibility of the IC can be divided into two main areas:

4.1 Educational aspect

4.2 Communication and representative aspect

4.1 Educational Aspect

The definition of the educational aspect is understood to be the responsibility for ensuring that the Association is well informed on World Girl Guiding/Girl Scouting.

- Be responsible for making the Association aware of the importance of international Girl Guiding/Girl Scouting and its position within WAGGGS.
- Work with relevant committees and other national leaders to develop an international educational programme for all age groups and ensure it is included in the training of leaders.
- Promote WAGGGS' activities, programmes, publications and events e.g. the World Centres, Thinking Day, Mutual Aid Scheme and World themes.
- Ensure that the dates of International events including seminars, workshops, meetings, and conferences are included in the Association's calendars.
- Be responsible for briefing and providing information and assistance to groups and individuals travelling abroad and co-ordinate visiting Girl Guide/Girl Scout leaders from other countries.
- Co-ordinate the research of partners for community development projects and ensure that these are well managed.

4.2. Communication/ Representative Aspects

- Must maintain links with the Regional office and Committee and the World Bureau.
- Ensure that the Chief Commissioner and the Executive Members are kept informed on all matters.
- Provide information to the World Bureau as is appropriate.
- Maintain links with other National Organizations, especially other International Commissioners, and International Non Governmental Agencies.
- Ensure that information received from WAGGGS on strategies, policies, guidelines and other international or regional matters is circulated quickly and effectively to appropriate persons and committees.
- Ensure the Association participates in World and Regional Conferences and events (e.g. seminars, workshops, trainings).
- Be involved in discussions on all agenda/policy matters to be raised at Regional/ World Conferences.
- Encourage members and groups to travel abroad to events, to target members to attend events and to see that this information is put to good use by the Association on return.
- Ensure contact with local UN offices and other NGOs when relevant.

WAGGGS Resources (update December 2011)¹

Guidelines on 6 Working Areas of Waggs	34
Other Topics (in Alphabetical Order)	35
Adolescent Pregnancy.....	35
Advocacy Tool Kit.....	35
Beyond Barriers.....	35
Child Protection (Joint).....	35
Diversity Toolkit (Joint).....	35
Exploring Spirituality.....	35
Global Action Theme 'Together We Can Change The World' (GAT).....	335
Gender.....	36
HIV – AIDS.....	36
International Education Kit.....	36
Media Relations Kit.....	36
Mentoring in Girl Guiding and Girl Scouting.....	36
Our Rights – Our Responsibilities.....	37
Partnership Guidelines (Waggs Only and Joint).....	37
Position Papers.....	37
Project Management.....	37
Strategic Partnerships Resource.....	38
Refugees.....	38
Research Toolkit.....	38
Right To Food and Activity Guide.....	38
Self-Assessment of Your Association.....	38
Youth Participation Guide.....	38
Other Youth Related Resources	39



¹ All mentioned resources which web link is not available in this document can be requested by writing an email to the Europe Office WAGGGS europe@europe.wagggsworld.org

Guidelines on 6 working Areas of WAGGGS²

Education of Girls & Young Women

WAGGGS' policy on the Education of Girls and Young Women.

EN: Education of Girls and Young Women.pdf

FR: Education des filles et jeunes femmes.pdf

SP: Política sobre la educación de las niñas y las mujeres jóvenes en la AMGS

Educational Programme Guideline

EN: Educational Programme Guideline.pdf

Programme policy.doc

FR: Lignes directrices sur le Programme.pdf

Programme Policy_Fr.doc

SP: Política de la AMGS sobre desarrollo de programas educativos.pdf

Finance

WAGGGS' policy on finance

EN: Policy on Finance.pdf

FR: Directives sur les Finances FR.pdf

SP: Política de la AMGS sobre finanzas.pdf

Involving Girls and Young Women in decision making

WAGGGS' policy on Young Women on decision-making

EN: Involving Girls and Young Women.pdf

FR: Les jeunes femmes et la prise de décisions.pdf

ES: Directrices para involucrar a mujeres jóvenes en toma de decisiones.pdf

Membership

Recruitment and Retention of Membership

WAGGGS' toolkit on Recruitment and Retention of Membership

EN: Toolkit EN.pdf

FR: Boite d'Outils FR.Pdf

EN: Associate Membership Appendix A.DOC

Associate Membership Appendix B.DOC

Associate Membership Appendix D.DOC

Full Membership Appendix A.DOC

Full Membership Appendix B.DOC

Full Membership Appendix D.DOC

Membership policy.pdf

Membership supporting material.pdf

FR: Politique d'affiliation FR.pdf

Document d'accompagnement.pdf

SP: Política de afiliación a la AMGS.pdf

Slides and Powerpoint

Membership slides_1.doc

Membership slides_2.rtf

Membership.ppt

Relationship to Society

WAGGGS' Guidelines on relationship to society

EN: Relationship to Society.pdf

FR: Relations dans la société.pdf

SP: Relaciones con la sociedad ES.pdf

EN: Relationship to Society.ppt

Structure and Management

WAGGGS' policy on Structure and Management of Associations

EN: Structure and Management.pdf

FR: Structure et Management FR.pdf

SP: Estructura y gestión de las asociaciones.pdf

Structure and management policy.doc

Powerpoints

StructureManagement1.ppt

StructureManagement2.ppt

Training

WAGGGS Training guidelines

EN: Training.pdf

FR: Formation.pdf

SP: Pautas de capacitación de la AMGS.pdf

TrainingAccreditaion.pdf

Training Policy.doc

Powerpoints

Training.ppt

Training-F.ppt

² Please consider that some of these guidelines might be revised and updated as part of the WAGGGS membership support strategy

Other Topics (in alphabetical order)

Adolescent Pregnancy

WAGGGS Initiative on the Prevention of Adolescent Pregnancy – campaigning at a National Level, supported by the World Health Organisation

EN: Adolescent Pregnancy.pdf

FR: Grossesse adolescentes.pdf

SP: Prevención del Embarazo en la Adolescencia.pdf

Advocacy Toolkit

Produced by Europe Region WAGGGS with the support of the European Youth Foundation of the Council of Europe.

EN: Advocacy Toolkit EN.pdf

FR: Kit d'Outils sur le Plaidoyer.pdf

SP: Manual práctico sobre propugnación.pdf

Beyond Barriers

Beyond Barriers Toolkit

Toolkit to assist Associations in providing Guiding and Scouting for young people with special needs

EN: BBtoolkit.pdf

FR: BBtoolkit-Fr.pdf

Centenary of Girl Guiding and Girl Scouting

Set of resources to help celebrating the Centenary

EN: Activity pack 2010
Activity pack 2011
Activity pack 2012
Centenary messages
Posters 2010
Posters 2011
Press release

FR: Pack d'Activités 2010
Pack d'Activités 2011
Pack d'Activités 2012
Messages du Centenaire
Affiches 2010
Affiches 2011
Communiqué de presse

SP: Paquete de Actividades 2010
Paquete de Actividades 2011
Paquete de Actividades 2012
Mensajes del Centenario
Posters 2010

Posters 2011

Comunicado de prensa

Child Protection (Joint)

Child Protection Toolkit

A toolkit produced by the Europe Region WAGGGS and the European Scout Region to support the development of a Child Protection policy in Guide and Scout Associations.

EN: Child Protection Toolkit.pdf

FR: Kit Protection de l'Enfant.pdf

Climate Change

Biodiversity Challenge Badge

WAGGGS/FAO/CBD Biodiversity Challenge Badge curriculum. Set of educational resources on biodiversity, which will help teachers and youth leaders develop a programme of learning, participation and action.

EN: Biodiversity Badge

FR: Insigne de la Biodiversité

SP: Insignia de la Biodiversidad

Publication on Climate Change education

'How to' guide on campaigning and influencing governments to support climate change education. The publication explains the outcomes at COP 16 and provides advice on how Member Organizations and other youth organizations can replicate this lobbying success at a national level.

EN: We can save our planet publication

FR: Publication Nous pouvons sauver notre planète

SP: Podemos salvar nuestro planeta

Climate change: take action now!

A guide to supporting the local actions of children and youth people, with special emphasis on girls and young women published by Alliance of Youth CEOs and Unicef. (EN only)

EN: Climate change: take action now

Brochure Girls Can Save our Planet

EN: Brochure

Diversity Toolkit (Joint)

Toolkit to support Guide and Scout Associations working on diversity issues

EN: DiversityToolkit.pdf

FR: Kit d'Outils sur la Diversité.pdf

Exploring Spirituality

Exploring Spirituality – Resource Material for Girl Guides and Girl Scouts to encourage spiritual development

EN: Introduction.pdf

- 1 Exploring Spirituality.pdf
- 2 What it means to be human.pdf
- 3 The purpose in life in joy.pdf
- 4 Religion and Spirituality.pdf
- 5 Service to others.pdf
- 6 Spirituality and morality.pdf
- 7 Spirituality & science.pdf
- 8 The interdependence of all.pdf
- 9 The arts and spirituality.pdf
- 10 Developing tomorrows leaders.pdf

FR: introductionfr.pdf

- module1fr.pdf
- module2fr.pdf
- module3fr.pdf
- module4fr.pdf
- module5fr.pdf
- module6fr.pdf
- module7fr.pdf
- module8fr.pdf
- module9fr.pdf
- module10fr.pdf

SP: Exploring Spirituality - Introduction & Modules 1-4_ES.pdf

- module 5 – 9
- module 10

Global Action Theme

'Together we can change the world' (GAT)

GAT Badge Curriculum

Activity pack that helps children and young people to learn about the Millennium Development Goals (MDGs) and take action on the issues that affect them and their communities.

EN: GAT Badge Curriculum_EN.pdf

FR: Programme de l'insigne du TAM_FR.pdf

SP: Programa de la Insignia TAG_ES.pdf

GAT Toolkit

This toolkit has been designed by the Europe Region WAGGGS to complement the GAT and other resources already available for Member Organisations to get more involved in developing projects, speaking out and taking action on global solidarity and development.

EN: GAT Toolkit_EN.pdf

FR: TAM - Trousse d'outils_FR.pdf

Gender

Charter

Charter produced by the Europe Region WAGGGS to help Associations focus on Gender

EN: Charter_EN.pdf

FR: Charter_FR.pdf

Gender Training Tools

Activity 1 Accepting Differences.pdf

Activity 2 As a Woman...As a Man.pdf

Activity 3 Assessment Framework.pdf

Activity 4 Candle Walk.pdf

Activity 5 Common Understanding.pdf

Activity 6 Gender Communication.pdf

Activity 7 Create Statements.pdf

Activity 8 Equal Rights.pdf

Activity 9 Expectations and Demands.pdf

Activity 10 Gender Balanced Programme.pdf

Activity 11 Ice Breakers.pdf

Activity 12 Activities Relating to Culture.pdf

Activity 13 Meditation.pdf

Activity 14 Overcoming Differences.pdf

Activity 15 Expectations and Demands.pdf

Activity 16 Fashion Show.pdf

Activity 17 Stereotypes in Children's stories.pdf

Activity 18 Stereotypes and the media.pdf

Activity 19 Stickers.pdf

Activity 20 Team Building session on Gender.pdf

Activity 21 Story of the Elephant and the Giraffe.pdf

Activity 22 Gender Equity Quiz.pdf

Gender questionnaire with answers.JPG

Gender questionnaire.JPG

Introductory Letter.pdf

HIV – AIDS

HIV/AIDS: Fighting Ignorance and Fear

Produced by WAGGGS in partnership with NGOs and UN Agencies such as UNAIDS and the World Health Organisation.

EN: HIV-AIDS.pdf

FR: VIH-SIDA FR.pdf

SP: VIH/SIDA Combatiendo la ignorancia y el temor.pdf

AIDS Badge Curriculum

The AIDS Badge Curriculum was produced by WAGGGS in partnership with the International Council of AIDS Service Organizations (ICASO) and the project funder, the Joint United Nations Programme on HIV/AIDS UNAIDS.

EN: The Aids Curriculum.pdf

FR: Programme sur le Sida.pdf

SP: Programa de la Insignia del SIDA.pdf

International Education Kit

WAGGGS' International Education Kit. It provides a resource for all those at WAGGGS who are responsible for promoting international education.

EN: International Education Kit.pdf

FR: Kit de l'Education internationale.pdf

SP: Kit de la AMGS sobre Educación Internacional.pdf

Media Relations Kit

Learn how to promote your organization through the use of the media. This toolkit supports and expands on the WAGGGS Policy and Guidelines on Relationship to Society.

EN: Media Kit English.pdf

FR: Media Kit French.pdf

SP: Kit de la AMGS sobre las relaciones con los medios de comunicación.pdf

Media Relations Kit-Rus.pdf

Mentoring in Girl Guiding and Girl Scouting

Information about the mentoring programme in the Europe Region WAGGGS

EN: Mentoring in a Nutshell.pdf

FR: Mentoring in a Nutshell FR.pdf

Our Rights – Our Responsibilities

Resources supporting the WAGGGS Triennial Theme 2002 – 2005

ourrights_responsibilites.pdf

Pres.-OurRigt-OR.ppt

The right to be me.pdf

The right to be happy.pdf

The right to be heard.pdf

The right to work together.pdf

The right to learn.pdf

The right to live in peace.pdf

Olympia Badge.pdf

Unicef Partnership.pdf

FR: Introduction.pdf

right to Be Me fr.pdf

right to be heard FR.pdf

right to be happy FR.pdf

right to learn FR.pdf

right to live in peace FR.pdf

Olympia Badge _FR.pdf

UNICEF Partnership _FR.pdf

SP: Nuestros derechos, nuestras responsabilidades.

Documentos 1-4.pdf

Nuestros derechos, nuestras responsabilidades,

Documentos del 5 al 9.pdf

Partnership Guidelines (WAGGGS only and Joint)

Partnership for the Development of Guiding (WAGGGS)

A paper to help Associations involved in partnerships for the development of Girl Guiding/Girl Scouting

EN: Partnership

FR: Partnership

Strategic Partnership resource

WAGGGS has developed this capacity-building resource on strategic partnerships aiming to equip leaders at the national and local level with the skills and tools to form new strategic partnerships, and to make the most of existing partnerships.

EN: Strategic Partnerships resource

FR: Les partenariats stratégiques

SP: Coparticipaciones Estratégicas

Partnership Guidelines (Joint)

Guidelines on developing and maintaining partnerships in Guiding and Scouting produced by the Europe Region WAGGGS and the European Scout Region

EN: Guidelines on Partnership E.pdf

FR: Guidelines on Partnership F.pdf

Position Papers

Active Citizenship

Position Paper on how Guiding and Scouting supports the development of young people to be active citizens, developed by the Europe Region WAGGGS and the European Scout Region

EN: PositionpaperE.pdf

FR: PositionpaperF.pdf

Position Statements-World

EN: Guidelines on position statements for MOs
 Guidelines on position statements for staff and volunteers
 Adolescent health
 Education
 Fight Aids
 Food and Nutrition
 Healthy food choices
 Human Rights
 Drugs
 Smoking
 Talk about sex

Project Management

The role of projects in Girl Guiding/Girl Scouting; Practical project management skills; Worksheets.

EN: Project management.PDF

FR: Gestion des projets.PDF

SP: Gestión de proyectos_ES.pdf

Refugees

WAGGGS Guidelines and Training Modules on Working with Refugee Girls and Women

EN: Refugee.pdf

FR: Refugee - FR.pdf

Research Toolkit

A toolkit produced by the Europe Region WAGGGS and the European Scout Region on the use of research to develop Guiding and Scouting in an Association

EN: Research Toolkit.pdf

Right to Food and Activity Guide

'The Right to Food: A Window on the World'-Cartoon book and resource and activity guide published by WAGGGS and the Food and Agriculture Organization of the United Nations (FAO).

EN: Right To Food.pdf

Right To Food Activity Guide.pdf

FR: Right To Food.pdf

Right to Food Activity Guide - FR.pdf

SP: El derecho a la alimentación: una ventana abierta al mundo-Libro y guía de actividades.pdf

Self-Assessment of Your Association

The aim of this document is to assist Associations in making a self-assessment of their work by identifying areas that need to be improved to ensure growth.

EN: Self-assessment

FR: Auto-évaluation

Succession planning

Succession planning resource

This toolkit provides information, ideas and tools for creating a tailor-made succession planning strategy to keep your organization vibrant and relevant to girls and young women; able to move with the times and respond to change and growth in organizational life.

EN: Succession planning

FR: Planification de la relève

SP: Planificación para la sucesión

WAGGGS Constitution

WAGGGS' Constitution and Bye-Laws with Glossary, 12th edition, amended in July 2008.

EN: Constitution – English

FR: Statut - Français

SP: Estatutos - Español

World Thinking Day

Resources for the implementation of the WTD at national and local level.

EN: Activity pack 2012

Activity pack 2011

FR: Dossier d'activités 2012

Dossier d'activités 2011

SP: Paquete de actividades 2012

Paquete de actividades 2011

DE: Activity pack 2012

Other Youth Related Resources

Big 6 Documents

(The Big 6 is a global alliance of the largest youth organisation working together for the interests of young people. They are WAGGGS, WOSM, YMCA, YWCA, Red Cross/Red Crescent, and the International Award Association)

Children and Young People – Participating in Decision Making

This document has valuable information concerning the promotion of the participation of children and young people in decision-making processes.

EN: Children and Young People-participating in decision-making.pdf

FR: Participation des jeunes dans la prise des décisions.pdf

SP: Infancia y juventud: participación en la toma de decisiones.pdf

Education of Young People

Presented by the Chief Executive Officers of five of the world's largest non formal education organizations with the active support of the CEO of the International Award Association.

EN: Education of young people.pdf

FR: Education des jeunes.pdf

SP: La educación de los Jóvenes.pdf

Girls and Young Women in the 21st century

This paper describes the situation facing women and the consequent issues for girls and young women. The majority of the document focuses on recommendations - the necessity for coherent, consistent National Youth Policies, the benefits youth organizations bring to girls and boys through non formal education and recommendations for other agencies and individuals working with young people to create an equal and just society.

Girls and Young Women in 21stC.pdf (EN and FR)

National Youth Policies

A working document from the point of view of the world's largest "non-formal education" youth organizations working towards an autonomous, supportive, responsible and committed youth.

EN: NationalYouth Policies.pdf

FR: National youth policies_FR.pdf

Council of Europe (COE) Resources

European Portfolio for Youth Leaders and Youth Workers

EN: Portfolio_en.pdf

FR: Portfolio_fr.pdf

Domino – All Different, All Equal

EN: 1996 D0minio en.pdf

FR: 1996 D0mino fr.pdf

All Different, All Equal – Education Pack

EN: 1995 Education_Pack.pdf

FR: 1995Kit pédagogique.pdf

Mini-compendium on non-formal education

EN: Compendium_NFE_en.pdf

FR: Compendium_NFE

T-kits Council of Europe (COE)

Tkit1-Organisational Management.pdf

TKit3-Project Management.pdf

TKit4-Intercultural Learning.pdf

TKit6-Training Essentials.pdf

TKit7-EuropeanCitizenship.pdf

TKit8-Social Inclusion.pdf

Tkit9-Funding and Financial Management.pdf

(several languages available here – plusieurs langues disponibles ici – varios idiomas están disponibles aquí)

Salto Youth Training

Salto Youth Training website, provider of Support, Advanced Learning and Training Opportunities within the European YOUTH programme. The webpage provide free access to a number of working tools, activity reports, guides and session plans that could be useful when planning youth activities. The page related to social inclusion is specially relevant for associations working on diversity and inclusion at local, national and international level.

Complete collections of resources are available on CD ROMS from the Europe office WAGGGS

Please contact

europe@europe.wagggsworld.org

Overview of the services provided by WAGGGS to Member Organisations and Component Associations

Areas/ Type of service	Events & training at Regional and World level	Tailor made support/ counselling	Resources/ Publications ¹	Communication and external representation of GGGS associations
Transversal	Europe Office	Europe Office	Europe Office	Europe Office
Educational programme	<p>Events at World Centres</p> <p>Young Women World Forums 2010-11-12</p> <p>Round Tables (e.g. RT on Coeducation 2010)</p> <p>Roverway</p> <p>eurolife.03</p> <p>Information on other training opportunities at European level (European Union, Council of Europe, WAGGGS partner organisations)</p>	<p>Committee contact system (counselling)</p> <p>Staff contact system (counselling)</p> <p>Intensive care on ad hoc basis (to be decided by Committee depending on specific situations)</p> <p>Invite experts from the Region to deliver workshops and training sessions</p> <p>Facilitate relations, contacts and partnerships between member organisations</p>	<p>Guidelines</p> <p>Resource centre (small library) at Europe Office</p> <p>Badge curricula (e.g. Olympia)</p> <p>Other educational packs (Our rights – Our responsibilities; Aids toolkit, etc)</p> <p>Global Action Theme</p> <p>Centenary pack and web-based activities</p>	<p>Performance assessment and feed back on performance through the performance indicators analysis</p>
Training	<p>WLDP seminars</p> <p>Juliette Low Seminars (JLS)</p> <p>Events at World Centres</p> <p>Young Women World Forums 2010-11-12</p> <p>Regional events (e.g. Pick 'n Mix)</p> <p>Joint regional events</p>	<p>Committee contact system (counselling)</p> <p>Staff contact system (counselling)</p> <p>Intensive care on ad hoc basis (to be decided by Committee depending on specific situations)</p> <p>Invite experts from the Region to deliver workshops and training sessions</p> <p>Facilitate relations, contacts and partnerships between member organisations</p>	<p>Guidelines</p> <p>Resource centre (small library) at Europe Office</p>	<p>Performance assessment and feed back on performance through the performance indicators analysis</p>

¹ A list containing all publications and resources available at European and World level can be requested from the Europe Office at europe@europe.waggsworld.org

Areas/ Type of service	Events & training at Regional and World level	Tailor made support/ counselling	Resources/ Publications ¹	Communication and external representation of GGGS associations
Training youth and adult resources	The Europe Region WAGGGS support the training and the empowerment of individual members nominated by member organisations through the involvement of volunteers in the delivery of the Region operational plan. Individual members can be nominated by MOs to join the working groups of the Europe Region and serve for a period of 3 years. During the service volunteers are supported in delivering and trained in different areas of work and can gain knowledge, skills and competence they can then use in their national organisation or professional life. Volunteers can also serve in ad hoc basis in the context of other European and World events with the same outcome.			
Structure and management	<p>Round Tables</p> <p>Training/sharing sessions at Regional conferences</p> <p>New National board members training event</p>	<p>Committee contact system (counselling)</p> <p>Staff contact system (counselling)</p> <p>Intensive care on ad hoc basis (to be decided by Committee depending on specific situations)</p> <p>Invite experts from the Region to deliver workshops and training sessions</p> <p>Facilitate relations, contacts and partnerships between member organisations</p> <p>Constitution committee at World level</p>	<p>Guidelines</p> <p>Guide how to write a constitution (structure a Girl Guiding/Girl Scouting association)</p>	<p>Performance assessment and feed back on performance through the performance indicators analysis</p>
Finance	<p>Training sessions at Regional and World event (e.g. Pick 'n Mix)</p>	<p>Support/counselling on fund development from fund development department and Europe office (upon request)</p> <p>Donors mapping and information on potential donors (upon request)</p> <p>Involvement in European Union/ Council of Europe funded projects and activities (sponsored for participating MOs)</p>	<p>Fund development tool centre (members area)</p> <p>Guidelines</p>	<p>Performance assessment and feed back on performance through the performance indicators analysis</p>

Areas/ Type of service	Events & training at Regional and World level	Tailor made support/ counselling	Resources/ Publications ¹	Communication and external representation of GGGs associations
Relationship to society	<p>National Youth Councils representatives network meeting</p> <p>Training on advocacy related issues, or training sessions incorporated into other</p>	<p>Committee contact system (counselling)</p> <p>Staff contact system (counselling)</p> <p>Intensive care on ad hoc basis (to be decided by Committee depending on specific situations)</p> <p>Invite experts from the Region to deliver workshops and training sessions</p> <p>Facilitate relations, contacts and partnerships between member organisations</p>	<p>Guidelines</p>	<p>Representation of GGGs associations toward external platforms: European Youth Forum, Social Platform, European Women's Lobby, Millennium Campaign, European Year of Volunteering</p> <p>Relations with European and international intergovernmental institutions (United Nations, UNESCO, European Union, Council of Europe, etc)</p> <p>Advocacy campaigns and actions on issues relevant to Girl Guides/ Girl Scouts</p> <p>Branded material and communication tools (visibility at international level)</p> <p>Press releases (e.g. Centenary launch)</p> <p>Performance assessment and feed back on performance through the performance indicators analysis</p> <p>Promotion of MOs projects on a range of issues at European level</p>

¹ A list containing all publications and resources available at European and World level can be requested from the Europe Office at europe@europe.waggsworld.org

Areas/ Type of service	Events & training at Regional and World level	Tailor made support/ counselling	Resources/ Publications ¹	Communication and external representation of GGGS associations
Membership	Round Tables (e.g. RT on membership and diversity 2008) Networks (Overtures, North South)	Committee contact system (counselling) Staff contact system (counselling) Intensive care on ad hoc basis (to be decided by Committee depending on specific situations) Invite experts from the Region to deliver workshops and training sessions Facilitate relations, contacts and partnerships between member organisations	Toolkit on recruitment and retention	Performance assessment and feedback on performance through the performance indicators analysis
Communication to and between MOs	Round Tables Networks			Committee/Staff contact system World Board mailing Our World News Europak (www.europak-online.net) Euromails Website (www.europe.wagggsworld.org/ www.wagggsworld.org) Microsites (including websites for networks) Members' area



Europe Region

World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

World Bureau, Olave Centre
12c Lyndhurst Road, London NW3 5PQ, England

telephone: +44 (0)20 7794 1181
facsimilie: +44 (0)20 7431 3764

email: waggs@waggsworld.org
www.waggs.org

Registered as a Charity (No.306125)
in England and Wales

© WAGGGS, January 2012

Avenue de la Porte de Hal 38
1060 Brussels, Belgium

telephone: +32 2 5410880
facsimilie: +32 2 5410899

email: europe@europe.waggsworld.org
www.europe.waggsworld.org

The Europe Region WAGGGS is
registered in Belgium as an AISBL