



COMPASS 2032

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NOTE ON TERMINOLOGY

As a Movement that puts girls at the centre of everything we do, we continue to centre our language and thinking around girls and young women. For brevity, our vision statement does not include “young women”. However, we recognise that in different global contexts, the word “girl” implies only a young age. We expect each Member Organisation to interpret Compass 2032 to include all age groups they would locally define as “girls and young women”, and to consider the different ways girls and young women of different ages and experience can take the lead.

We also use terms such as “Girl Guides and Girl Scouts”, “young people” and “members” at different points in the document to acknowledge that whilst our vision focuses on girls and young women, many of our organisations welcome young people into membership who are not girls and young women who we hope will also be part of working towards, and benefiting from, this vision.

FOREWORD

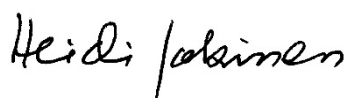
We are the Girl Guide and Girl Scout Movement. We create opportunities for girls and young women to learn by doing, have fun and practise leadership, so they can reach their full potential and make their world a better place. Through Girl Guiding and Girl Scouting girls and young women learn to believe in their power to help themselves and others. This resilience and agency enables them to thrive in a changing world, not as future leaders but as leaders today.

As Girl Guides and Girl Scouts, we are united by our Promise, international friendships and shared adventures. Our 152 national Member Organisations share common values and a powerful non-formal educational method that turns the experiences they offer into transformational learning opportunities. Our Movement is supported by the WAGGGS Global Team¹, which provides tools, connections and the global voice to keep the Movement² united, thriving and growing.

Girl Guiding and Girl Scouting exists because all girls and young women deserve fair opportunities to practise leadership and develop the skills they need to thrive. Through Vision 2020 we have worked hard to create opportunities for more girls to feel valued and take action to change the world. We have a lot to feel proud of, and there's so much potential to do more.

As we launch our vision for the next twelve years, girls and young women across the world feel uncertain about their future and face growing inequalities and environmental emergency. Their families and communities have been disrupted by the COVID-19 pandemic, there is growing gender-based discrimination and violence, and mental health issues are rising. However, the dreams of girls and young women have not changed. They want to thrive in a world that's fair for everyone, where they aren't held back by any aspect of who they are, what they believe, or where and how they live. Girls and young women want a safe space to explore their identity and beliefs. They want the confidence and resilience to face the pressures and challenges of growing up in an insecure world. And they want the relevant skills and opportunities to make a difference.

Compass 2032 captures our collective vision for the next twelve years; **to build an equal world where all girls can thrive**. It is shaped by the future girls want to see, and we will achieve it if the young people looking for this future are the ones leading our work to get there. So Compass 2032 also challenges the Girl Guide and Girl Scout Movement to **become a girl-led Movement**. This builds on the strengths of over a century of non-formal education and the empowering leadership opportunities girls and young women find in the Movement. It also acknowledges we need to be braver and more agile to re-imagine Girl Guiding and Girl Scouting as the most inclusive, relevant, and impactful Movement it can be – a Movement by, and for, every and any girl.



Heidi Jokinen

Chair of the World Board



Anna Segall

CEO

World Association of Girl Guides and Girl Scouts

¹ The WAGGGS Global Team is the central 'business organisation' part of WAGGGS used to manage the affairs of the organisation and deliver the WAGGGS Strategic Plan. It includes all staff and volunteers engaged by WAGGGS, both governance and implementation, and at region and world level

² The Girl Guide and Girl Scout Movement is the totality of everyone around the world contributing to furthering the objectives of Girl Guiding and Girl Scouting – including girls, volunteers, Member Organisations, supporters, funders, partners and the WAGGGS Global Team

COMPASS 2032

Our vision is an equal world where all girls can thrive.

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

Compass 2032 is the new vision statement for the Girl Guide and Girl Scout Movement. It will act as a pointer along the path that every Member Organisation and the WAGGGS Global Team will travel from 2021 to 2032.

Compass 2032 has two parts:

- The first sentence is our vision for the world
- The second sentence is our vision for the Movement. It describes the Movement we need to become so we can fully contribute to creating the world girls want

Compass 2032 sets our destination *and* our direction

Compass 2032 captures the global Movement's desires for the world and describes the high-level focus we will take as a Movement to help make it a reality. It is not a strategy or action plan.

Working towards Compass 2032 is a shared responsibility for all Girl Guide and Girl Scout organisations

The WAGGGS Global Team will contribute to Compass 2032 through its strategies and work plans over the next 12 years. Each Member Organisation is encouraged to do the same.

Delivering Compass 2032 will leverage the strengths of each organisation

The specific work that each Member Organisation and the WAGGGS Global Team will do to contribute to Compass 2032 will be different because it will reflect their own communities, membership, organisational strengths and ambitions.

The Compass Conversations will help us reach our vision

Compass 2032 is supported by six Compass Conversations that respond to the main themes that have emerged through the development of Compass 2032. We will explore these conversations separately and together over the coming twelve years, and share good practices and innovation. The Compass Conversations will stretch and challenge our thinking, provide guidance on where to direct resources and capacity, and encourage us to make brave decisions about what we need to change or let go of. Starting points for each conversation are captured in the "Guide to Compass 2032" document.

Compass 2032 is supported by a second document, the "Guide to Compass 2032". This sets out further details on the concepts that support the Compass 2032 statement and the six Compass Conversations that will help MOs and WAGGGS formulate their strategies to achieve our new vision.

GUIDE TO COMPASS 2032

Compass 2032 sets the aspiration for the Movement to help us stay focused through the challenges and complexities that lie ahead. This *Guide to Compass 2032* supports all Girl Guide and Girl Scout organisations as we develop our thinking on how to respond to Compass 2032 through our strategies. We will use the worldly leadership mindset to adapt our plans to our local context. We will strategise where to direct our resources, how to develop our capacity, and when to make brave decisions about what to let go of or stop doing.

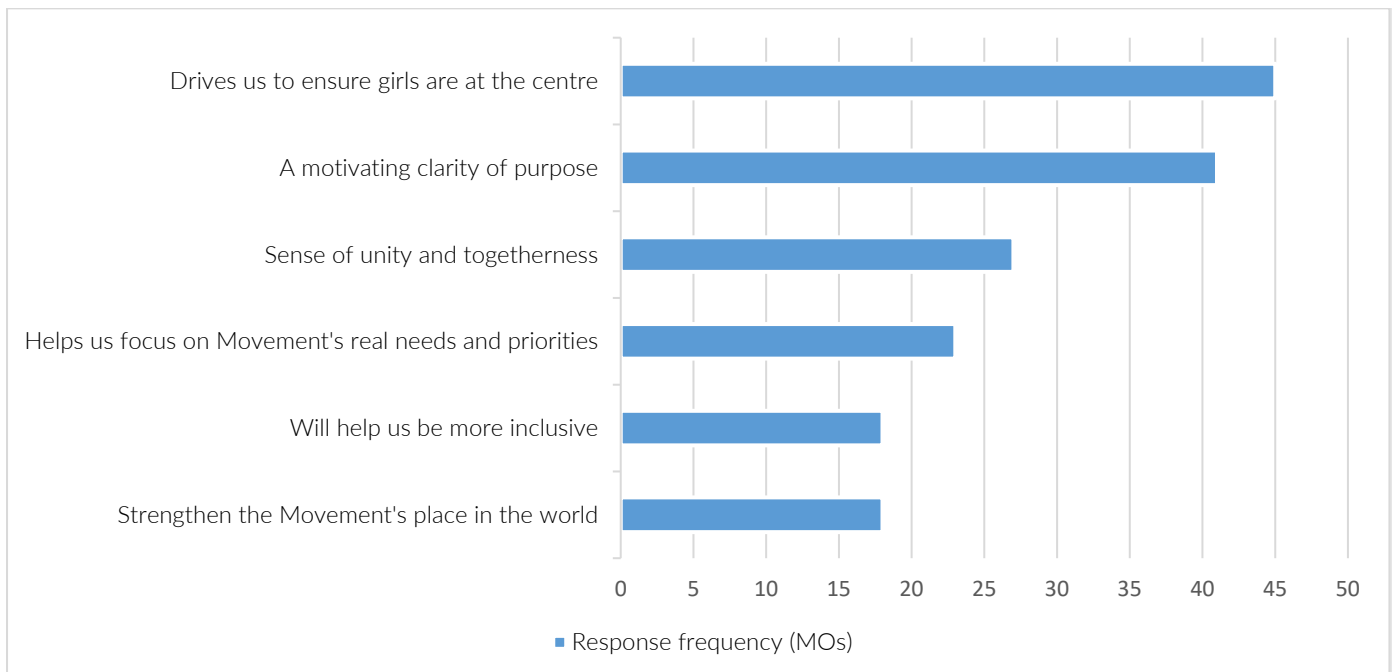
This Guide to Compass 2032 explores our new vision in more detail. It will:

- Give context to Compass 2032 and its key ideas
- Share some of the reflections gathered through the process of developing Compass 2032
- Act as an evolving tool for Member Organisations and the WAGGGS Global Team as we start working towards Compass 2032 through our respective organisational strategies

PURPOSE OF COMPASS 2032

Compass 2032 is the new 12-year vision for the Girl Guide and Girl Scout Movement. It captures the world girls and young women want to see and challenges every Girl Guide and Girl Scout organisation to prioritise making this world a reality. It reminds us of our collective purpose and sets a shared direction.

Compass 2032 is not an action plan or strategy. It's designed to align and inspire Member Organisations, volunteers, supporters and members in their commitment to girls and young women, and the impact Girl Guiding and Girl Scouting can have in the world. During the 2021 Compass 2032 consultations, we asked workshop participants what value Compass 2032 offers the global Movement. The six most common answers were:



LISTEN TO GIRLS

The starting point for Compass 2032 was girls' and young women's wishes for the future and reflections on Girl Guiding and Girl Scouting. Over the last two years we have listened to girls and young women from inside and outside the Movement through focus groups, online surveys, global research, and workshops at the Juliette Low Seminar in 2019.

To better understand the impact of the global pandemic on girls' aspirations and concerns, we cross referenced the results of our 2019 girl consultation and focus groups with the Hear Me Now¹ research conducted from International Day of the Girl 2020 onwards. These activities reached Girl Guides and Girl Scouts in over 100 countries across all WAGGGS regions.

The issues and dreams girls and young women wanted to talk about were broadly the same from 2019 to 2020. However, the world they live in changed significantly in that time and girls and young women seem to be more conscious of inequalities than before. 80% of girls think the world will be a better place for girls in 30 years' time. However, when asked "what do you think the world will look like for girls and young women in your country in 2032", many said they expect more extremism and corruption in politics (20%), greater humanitarian crisis and higher poverty rates (20%), more serious environmental issues (38%) and that gender inequality remains or regresses (50%).

The top issues girls and young women want to see tackled in the world are:

- Environmental sustainability
- Equality, particularly gender, racial and socio-economic equality
- Greater peace and security

62% think they have the power to tackle these, with Girl Guides and Girl Scouts citing their ability to influence and being a leader as the factors that give them confidence to address the issues that matter to them.

The top challenges girls said make it harder to be a girl today are:

- Gender inequality
- Pressure to be someone you are not
- Feeling unsafe
- Lack of confidence and self esteem

When asked what future they want for girls, the most common response was "equal".



¹ WAGGGS U-Report survey and focus groups conducted for International Day of the Girl 2020

EXPLORING COMPASS 2032

Our vision is an equal world where all girls can thrive.

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

Compass 2032 has two parts. The first sentence is our vision for the world. The second sentence is our vision for the Movement. It describes the Movement we need to become so we can fully contribute to creating the world girls want. The following paragraphs explore some of the key ideas captured in Compass 2032:

AN EQUAL WORLD

is a world where everyone has an equal opportunity to make the most of their lives and talents. A vision describes the world we want to see and an equal world is our ultimate aim; a world where everyone has equal opportunities and benefits from equal treatment and support. When girls and young women were asked about the future they want for girls, the most frequent answer was “equal”. Girls most connected equality to gender, race, socio-economic background and location.

However, if equality is the end goal, equity is the means to get there. Equity means giving more to those who need it, according to their own circumstances, to ensure everyone has the same opportunities. Equity rebalances power in society, so nobody is marginalised and all groups can meaningfully participate in decision making. This allows us to design systems and institutions to support true social justice. This leads to fair societies where everyone’s human rights are respected and every and any girl, regardless of who she is or where she is from, has fair opportunities to thrive; to enjoy a full, healthy life and reach her potential. By working towards equity, an equal world becomes possible.

To contribute to an equal world, the Movement must model equitable practices at all levels. We will mobilise the Movement to support equity in our societies, advocate for equal rights, and challenge injustice in our communities. We will use our non-formal educational method to update our offer to young people to ensure it takes the different needs and situations of young people in our society into account and delivers the outcomes they need to thrive. We must also acknowledge the interdependence between equity and sustainability. By focusing on education for global and ecological citizenship we can support the values, attitudes and skills needed to develop a society that is actively committed to building a more equal and sustainable world.

A GIRL-LED MOVEMENT

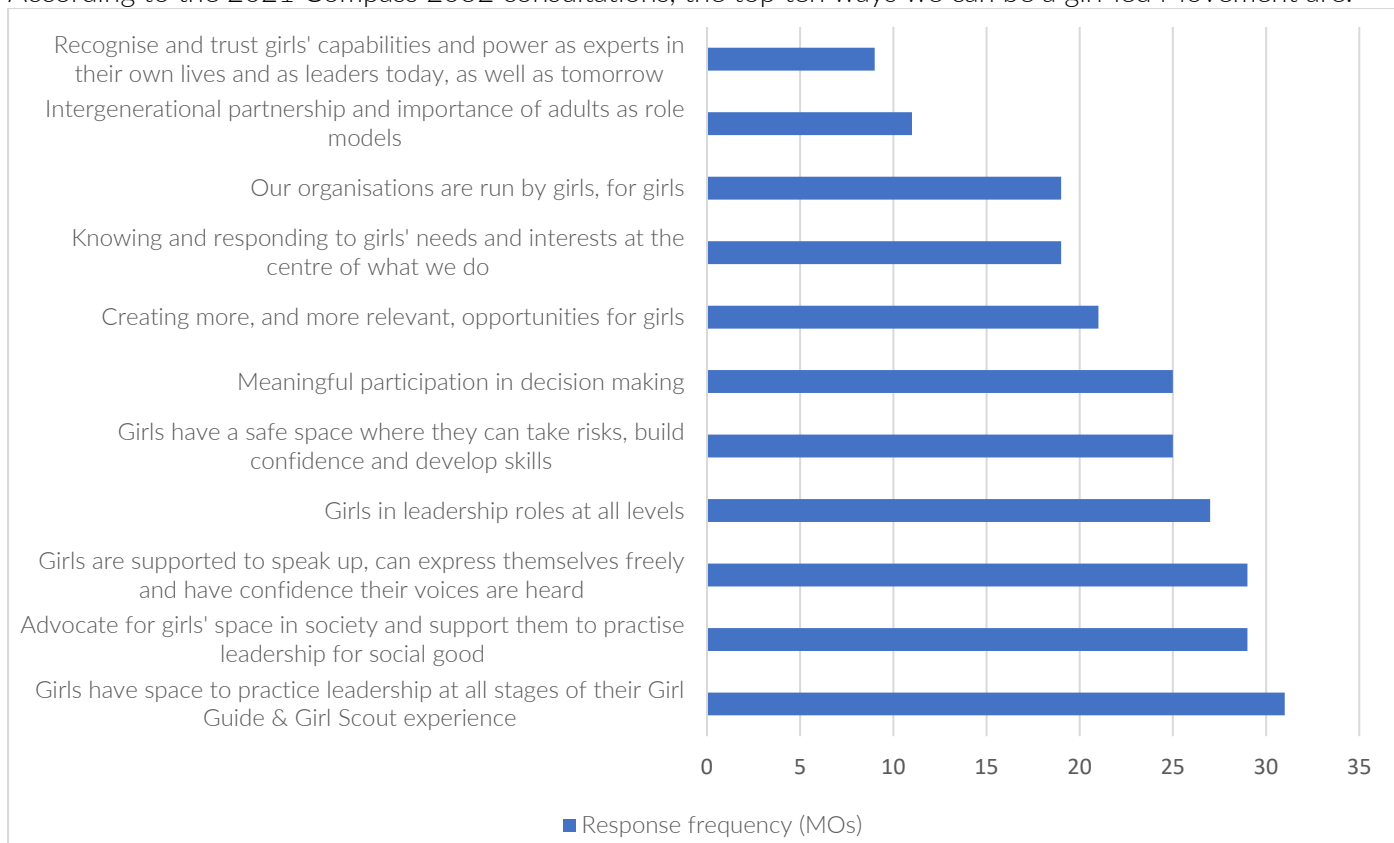
is a Movement by, and for, girls and young women. A girl-led Movement is where leadership is shared between generations, where girls of all ages have space to exercise leadership and play a meaningful role in decision making at local, national and international levels.

Girl Guiding and Girl Scouting organisations exist in different contexts so there is no single description of what a girl-led Movement looks like. What matters is understanding to what extent Girl Guide and Girl Scout organisations are girl-led today and challenging ourselves to ensure we are more girl-led by 2032. We will recognise and celebrate girls’ and young women’s leadership in the Movement and continue to grow the spaces where girls and young women can practise leadership at all levels.

“We need to consider ‘do we really know what girls want?’ How can we create direction around that, how can we involve girls in decision making in different levels? It doesn’t mean we strip out all ages, but we make sure girls are setting the direction, and it will be different in every MO.”²

² 2021 consultation workshop on Compass 2032 v2

According to the 2021 Compass 2032 consultations, the top ten ways we can be a girl-led Movement are:



EVERY AND ANY GIRL

Girl Guiding and Girl Scouting will be a Movement that can meaningfully contribute to creating an equal world if young people from marginalised groups feel welcome and safe. Every and any girl and young woman should feel Girl Guiding and Girl Scouting is a place where she can be herself, explore her identity and her beliefs, and find opportunities to thrive. We must prioritise inclusion, which means putting time and resources into understanding and responding to inequitable access to Girl Guiding and Girl Scouting in our different societies. A meaningful commitment to strengthening inclusion will demand significant changes in our organisations.

FEELS CONFIDENT TO LEAD

For WAGGGS, leadership is a shared journey that empowers us to work together and bring positive change to our lives, the lives of others, and our wider society. A good leader is a lifelong learner who consciously deepens their understanding of different contexts, draws on different wisdoms, and uses that learning to collaborate with others and make a difference.

We will continue to champion a wider understanding of leadership as something every and any individual can practise, in ways unique to them, and in all the spaces of their lives. We will encourage girls and young women to recognise themselves as leaders at all ages, explore different ways to lead in their lives and societies, create a diversity of spaces and opportunities where they can practise leadership within Girl Guiding and Girl Scouting, and support them to apply what they have learned to empower other girls and young women both inside and outside the Movement.

EMPOWERED TO CREATE A BETTER WORLD TOGETHER

Girl Guides and Girl Scouts can recognise their own agency, learn to share leadership and work together to make a difference as active global citizens. The world needs girls and women in leadership; girls and women who will raise each other up and, with the support of an intergenerational network, put their values into action and find their own ways to bring positive change to their world.

THE COMPASS CONVERSATIONS

Six themes emerged through the development of Compass 2032 that are relevant in different ways to all Member Organisations and the WAGGGS Global Team. These six “Compass Conversations” are the challenges that we need to keep thinking about, talking about, and acting on, so our organisations are best placed to contribute to Compass 2032. They are conversations that will evolve over the coming years, changing as our organisations and contexts change. We hope each Member Organisation will recognise these as topics of special interest and will investigate how they are relevant in their own context. The WAGGGS Global Team will facilitate these conversations across the Movement by providing the tools, connections and spaces for all Member Organisations to discuss and share ideas on each conversation. What each organisation learns from these conversations will inform future strategies and plans.



Four conversations centre on our purpose and impact.

Two are critical enablers needed to support our work and provide a strong foundation to everything we do.

EACH COMPASS CONVERSATION INCLUDES:

- An introduction to capture the main themes we might explore in the conversation.
- Conversation starters for your organisational leaders - framing specific areas of the conversation to encourage deeper discussion among decision makers of all ages and at all levels as they develop their organisation's strategy.

MORE SPACES WHERE GIRLS FEEL BRAVE

"I want every girl to have the chance to feel this strong" Zain, Scouts of Syria

When asked what they most value about Girl Guiding and Girl Scouting, girls and young women said it lets them have fun, and make friends, in a place where "they are enough" just as they are.³ Social pressures shrink the spaces where girls and young women can be themselves and make it harder for them to stay healthy and happy. At its best, Girl Guiding and Girl Scouting offers its members something that is both vital and rare; the chance to be themselves, in a safe environment full of opportunities to take risks and have adventures.

Offering safe spaces is an essential foundation for good Girl Guiding and Girl Scouting, supported by robust safeguarding and child protection policies and practices. We can go further and create more spaces that inspire our members to find the confidence and resilience to be their whole selves – spaces where they can feel brave. Where our members can engage in dialogue around difficult topics and know they will be respected. Where their voices are heard, and where they feel ready to take risks because they know they are supported. These spaces are built on meaningful face to face connections, in an increasingly digital world.

So, how do we create more spaces where girls and young women can feel brave? It's not complex programme content or activities that makes Girl Guiding and Girl Scouting special. It is the environment that leaders create by role modelling empowering leadership and using our non-formal educational method so each Girl Guide and Girl Scout can follow their own path, at their own pace, while mentoring and supporting each other. Safe spaces are empowering spaces, but we do not "give power" to young people. We offer the tools, opportunities, and spaces they need to discover their own power⁴. We will make sure these spaces aren't bubbles, but launch-pads; places where girls and young women can connect with others and with the world. This way, our members gather strength to take the lead in their lives, adapt to different environments, collaborate with different people and make a difference, both inside the Movement and beyond it.

"I think girls can become leaders and advocates if they feel that they are in a safe environment. A safe environment to discover their own talents, their own values and skills, and a safe environment to grow... They will become a leader if they have a space where they are free to learn without pressure." Hanitra Rarison, Fanilon'I Madagasikara

CONVERSATION STARTERS

- What needs to change to better support girls to grow their resilience, confidence and mental health in a time of anxiety about themselves, their futures, and the future of the planet?
- How far do our members feel Girl Guiding and Girl Scouting is a safe space for them?
- What does the digital shift, accelerated by COVID-19, mean for our Girl Guide and Girl Scout offer? How do we create meaningful safe spaces online without excluding people – and also advocate for the importance of face-to-face spaces for girls' wellbeing?
- Do we hold enough space for our members to connect with others and their natural world? How can our organisations enable girls and young women to get outdoors and share adventures to help them reconnect after the disruption and isolation of the pandemic?
- How can we ensure our child protection and safeguarding policies and practices keep girls and young women safe?
- Does the space we create help our members explore and express their identity and beliefs? How can we check and work on this?

³ 2020 Compass 2032 v1 Consultation

⁴ "Organisations cannot, through their interventions, empower girls. Instead, they can simply give them space and reflection tools so that they can unlock their potential by themselves, they can start thinking differently and thus moving through their own processes of personal and collective empowerment" (WAGGGS Global Girl Research Report, 2020)

INCLUSIVE, CONNECTED GIRL GUIDE & GIRL SCOUT COMMUNITIES

"In Guiding, I discovered that we all need these connections. We all need to keep our connections with other people because at some point you would need these persons to work with you through your life journey." Participant, Juliette Low Seminar 2019 (Nigeria hub)

A sense of belonging and connection to others is an essential source of strength. Girl Guides and Girl Scouts are part of a sisterhood⁵ that welcomes and values them, and extends beyond local and national boundaries. It creates a sense of connection between people through their shared values and experiences even when they haven't met face to face and have lived very different lives. Feeling that we belong increases our sense of wellbeing. By learning to connect with others who are different to us we learn to contribute peacefully and purposefully in local and international communities beyond the Movement.

How can we make sure that every and any girl and young woman is actively welcomed into this sisterhood? Do we create barriers, consciously or unconsciously, or present Girl Guiding and Girl Scouting as a closed community? We will re-assess our perspectives and practices around inclusion and actively drive change in our organisations to open up our Girl Guide and Girl Scout communities. We will look at how our structures, traditions and conditions might prevent both current and potential members of all ages from feeling they can belong.

Girls and young women identified creating stronger and more accessible international connections as their top priority to improve Girl Guiding and Girl Scouting⁶. We can innovate so more Girl Guides and Girl Scouts can experience the international Movement, and feel connected and raised up by this network, without having to get on a plane or negotiate a visa. As more and more girls around the world are growing up as digital natives, evolving technologies let us think in new ways about how Girl Guiding and Girl Scouting can work. However, there is still a significant digital divide as the COVID-19 pandemic has highlighted, and face-to-face connections are a vital part of feeling a sense of belonging. How can we stay true to our purpose, whilst finding new ways to create a sense of belonging through digital spaces?

In 2028, it will be one hundred years since Member Organisations founded WAGGGS to support the international Movement. As we prepare for this moment in time it is also an opportunity to address how our history has influenced unequal practices and power dynamics within our organisations. How can we ensure that, by 2028, we can celebrate being a more inclusive and connected global sisterhood than ever before?

CONVERSATION STARTERS

- What about Girl Guiding and Girl Scouting would need to change for it to truly be a place for every and any girl, which reflects the diversity of our society?
- How do we define "belonging" in our organisation? Is being a "member" the only way to belong?
- Do we make it easy to belong? Does what we do and say make it easier or harder for some girls and women to see themselves in Girl Guiding and Girl Scouting than others?
- Are we aware of how our structures, history and traditions might stop current and potential members from feeling they can belong, or perpetuate unequal practices and power dynamics?
- What impact do changing understandings of gender have on how we create inclusive communities focused on enabling girls and young women to reach their fullest potential?
- How can we check our own assumptions and unconscious bias to become more truly inclusive?
- Who in our communities could we be listening to and working with, to make sure the spaces we create feel welcoming for every and any girl?
- How can connecting with the international Movement become part of the experience for every girl, not just a few?

⁵ "Sisterhood in Girl Guiding and Girl Scouting is defined as a network of strong and sustainable life-long connections, at local, national, and international levels, which fosters mutual support and empowerment". (WAGGGS Global Girl Research Report, 2020)

⁶ 2020 Compass 2032 v1 consultation

LEADERS TODAY, READY FOR THE FUTURE

"Girls today don't need inspiration to engage with their context, they are inspired, they want to become actors of change, they want to contribute, they want to find solutions to the problems they are facing and they want to question the world".

Dr Suchi Gau, World YWCA at Hear Me Now panel discussion, IDG 2020

Young people are preparing for futures they cannot imagine. They want to be ready to navigate their changing context with resilience - and the world needs them to innovate, collaborate, and lead towards a sustainable future for everyone, everywhere.

Learning to participate in complex, diverse and interconnected societies is essential for young people to thrive and lead in their lives and their local, national, and global communities. To help them face their biggest challenges over the next twelve years, young people want Girl Guiding and Girl Scouting to help them develop relevant life skills, build confidence and self-esteem, and empower them as globally competent leaders⁷ and ecological citizens. When asked what Girl Guiding and Girl Scouting should do to help them face their biggest challenges over the next twelve years⁸, girls and young women said:

1. Develop relevant life skills
2. Build confidence and self-esteem
3. Empower girls to be leaders for a better future

We can do this by being true to our strengths and flexibility as a non-formal educational Movement. Of the ten skills most needed for 2025⁹, the Girl Guide and Girl Scout leadership model¹⁰ connects to eight of them, and our educational method¹¹ offers the ideal self-directed learning environment to strengthen these skills. The remaining two skills are centred on STEM¹². Here, Girl Guiding and Girl Scouting can play the essential role of challenging the gender gap and encouraging girls to persist in exploring STEM, as well as creating new pathways to access digital skills development especially for girls and young women who don't have fair access to these opportunities. And, by practising leadership as they grow, girls and young women will be ready to thrive as leaders in their lives and close the significant leadership gender gap seen in most societies.

It will be essential to collaborate with others in this conversation. We will work with national and international structures, educational institutions, and organisations aligned to our mission to ensure Girl Guiding and Girl Scouting can offer relevant and innovative learning experiences. Girls and young women will be partners in this process - not future leaders, but leaders today.

Global Citizenship Education is a powerful approach in education that can empower people to recover from crises and transform their communities into peaceful and sustainable societies" Monika Froehler, CEO, Ban Ki Moon Centre for Global Citizenship

CONVERSATION STARTERS

- Do we have an active understanding, informed by young people, of what makes Girl Guiding and Girl Scouting relevant to them?
- Does our organisation's Girl Guide and Girl Scout experience prioritise opportunities for girls of all ages to practise leadership?
- If our national policies around girl leadership are strong, what work still needs to be done at local level? How can we assess progress and share successes?
- Have we tested our assumptions about how far our Girl Guide and Girl Scout experience develops life skills and global competence? How future-ready is it?
- How confident are our local leaders in applying the Girl Guide and Girl Scout educational method and practising the Girl Guide and Girl Scout leadership model?
- How up to date is our organisation around trends in education and employability?
- What partners do we work with, or could we work with, to contribute to this conversation?
- Can we measure how our Girl Guide and Girl Scout experience develops leadership outcomes?

⁷ 2020 Compass 2032 v1 Consultation

⁸ 2020 Compass 2032 v1 Consultation

⁹ [Future of Jobs Report 2020](#), World Economic Forum

¹⁰ [Girl Guide and Girl Scout leadership model summary](#)

¹¹ [Girl Guide and Girl Scout educational method](#)

¹² [Science, Technology, Engineering and Maths](#)

AN EMPOWERING ENVIRONMENT FOR GIRL-LED IMPACT

"I thought that my voice was too small, and I only realised later on in my advocacy journey that no voice is too small, and if many voices were to shout together, it would definitely be heard." Alina Hassan, Girl Guides Malaysia

To achieve an equal world where girls can thrive, Girl Guiding and Girl Scouting must both empower girls and young women to build their own agency and support them to claim space to represent their needs and concerns. Right now, girls and young women most want to see environmental sustainability, equality, peacebuilding and poverty addressed in their societies, and more focus on youth participation and leadership¹³.

On our journey to becoming a girl-led Movement, our approach to social impact will be centred in the experience, passions and needs of girls and young women and strengthened by partnership with their peers. As evidenced by the Motion 32 project to increase representation of young women in governance and decision-making positions, we must ensure our outward facing girl-led impact work is mirrored by a strong internal girl-led structure. It must also be rooted in our educational approach. Experiential learning is a key aspect of our educational method. Girl Guides and Girl Scouts will build their agency by experiencing it. We will ensure meaningful opportunities to lead for impact are part of the Girl Guide and Girl Scout experience for all members, at all ages.

In Girl Guiding and Girl Scouting, advocacy is influencing people to take decisions that will improve our lives and the lives of others. Girl-led advocacy happens when girls are the ones choosing the issues they want to advocate on, defining the change they want to see, and influencing the people they have identified to make it happen. Member Organisations and the WAGGGS Global Team will create a supportive environment for girl-led advocacy at local, national and international levels. Connections within the Movement will amplify girl-led impact in communities across the world, and raise girls' and young women's voices in national, regional and global arenas.

"As with the quote "you can't be what you can't see", a more girl-led Movement fosters an environment where girls and young women are used to taking part in leadership. This not only empowers them and gives them more confidence to lead and speak up, it also cultivates a mindset where they believe they can lead. This can be projected into the wider world so girls will be empowered to make global change towards a more equal world."¹⁴

CONVERSATION STARTERS

- How fully do our organisations offer an enabling environment for girls to lead for impact at all levels – both in terms of our policies and our practices?
- What are our members passionate about changing in the world? Does our organisation help them be part of driving that change and do they see it as an organisation that makes a difference?
- How can we support all our members to recognise their own agency through girl-led advocacy, social entrepreneurship, and community action activities?
- Is our organisation recognised as a source of expertise on girls and young women, and issues affecting them?
- How can we strengthen and leverage our organisations' position in society to create new opportunities to influence decision making?
- How can the Movement amplify our work, and our members' voices?
- How can the Movement celebrate the different ways girls impact the world around them and elevate the stories of local, as well as national and global, changemakers?

¹³ WAGGGS Hear Me Now U-Report survey and focus groups conducted for International Day of the Girl 2020

¹⁴ 2021 consultation workshop on Compass 2032 v2

REWARDING, ACCESSIBLE ROLES FOR VOLUNTEERS & STAFF

"If you're exposed to volunteering and are shown how much of an impact you can have on your community, volunteering and advocacy becomes such a big part of your life... the feeling you get when you're able to help another is indescribable and when you see the impact you have, it's empowering." Kai Zaragoza, Girl Scouts USA

Volunteering and the commitment to support young people is at the heart of the Girl Guide and Girl Scout Movement. Diverse volunteer and staff teams who lead authentically and are open to different perspectives will create empowering environments for those around them. Girls and young women value having these adults in their life – to role-model female leadership, and mentor them as they explore their world. Intergenerational partnerships have a critical role to play in quality girl-led Girl Guiding and Girl Scouting. By providing professional and personal development opportunities for volunteers and staff we can better support them to model the leadership behaviours needed to create an empowering environment for others.

As the Movement expands its influence and impact, Girl Guide and Girl Scout organisations will need to grow their adult workforce. More volunteers will be attracted to support the Movement through meaningful, accessible and flexible volunteer roles that fit into busy lives. Adults with diverse backgrounds and experiences, reflecting the communities in which Girl Guide and Girl Scout organisations operate, will help challenge societal stereotypes and promote a more diverse membership in each organisation. We need innovative practices in volunteer engagement, and inclusive and collaborative workspaces for volunteers and staff.

"We older leaders needs to step back and trust that girls are able to make their own choices. They are experts in their own lives and what they need. But we can support them and work with them in partnership, it doesn't mean we have nothing to offer."¹⁵

CONVERSATION STARTERS

- Can young people see themselves reflected in their role models in Girl Guiding and Girl Scouting? Do they see that all volunteers are valued, and that leadership comes in a variety of styles and approaches?
- Does our organisation consistently model shared organisational leadership? Is there emphasis on intergenerational and diverse organisational leaders? Is there a clear succession planning strategy?
- Is our organisation looking beyond traditional volunteer practices, and adopting new ways of work to make volunteering attractive to a diverse range of volunteers?
- Does our organisation have inclusive policies and procedures in place to enable all volunteers and staff to contribute effectively, build necessary role-specific skills and develop their leadership practice?
- Do we recognise and acknowledge all types of volunteers and staff, and value different types of contributions to the organisation?
- Does our organisation seek feedback from volunteers? How can volunteers shape their experience and influence the organisation?

¹⁵ 2021 consultation workshop on Compass 2032 v2

AGILE ORGANISATIONS WITH GROWING IMPACT

“Everyone needs to have someone who believes in them and Guiding provides this. Guiding provides the regular and frequent support from leaders that is needed to succeed.” Participant, Juliette Low Seminar 2019 (Taiwan hub)

To deliver Compass 2032 we need to build agile organisations that can thrive in an unpredictable world. Agile organisations are clear on their purpose and strategic priorities; they are open to continuously learning and adapting their ways of work; and they avoid static, hierarchical structures so that they can respond dynamically to their external environment and the evolving world of girls.

Evolving organisational structures will be required to support our shift to a truly inclusive, girl-led Movement. Internal business processes and structures will need to become more youth friendly, and girls and young women must be able to lead and drive decision making at all levels in Girl Guide and Girl Scout organisations through direct and continuous input. Technology will introduce different ways for organisations to communicate and engage with girls, changing how a girl experiences Girl Guiding and Girl Scouting and potentially opening organisations to new audiences and partners.

With an increase in organisational effectiveness and agility comes the capacity to amplify our reach and impact. We want to rebuild and increase our membership and increase the positive impact of Girl Guiding and Girl Scouting both for our members and for the wider community. This will require us to be creative about how we engage with young people outside of conventional membership structures. It also requires us to think critically about how we measure and evaluate our reach and impact.

“Pivoting our programmes and adapting to virtual gatherings demonstrates the Movement’s agility in the short term, but the key to long-term success will be our ability to maintain this flexibility to continue to meet the needs of their members in an ever-changing world.”¹⁶

CONVERSATION STARTERS FOR ORGANISATIONAL LEADERS

- What are the systemic barriers to girl holding decision making roles in our organisation? How are we creating space for girls and young women to practise leadership and participate in decision making at every level in our organisation?
- Do our policies, procedures and business model enable the organisation to be agile? Do they accelerate our response to opportunities, or slow it down?
- Are the organisation’s programs and operational practices regularly reviewed and adjusted to respond to shifts in the external environment and trends that impact girls?
- How do we both support membership growth and increased impact on young people outside of traditional membership structures? Can one amplify the other?
- Does our organisational strategy provide clarity of the organisation’s direction for both members and external supporters?
- How can new technology help us to better connect with the grassroots level of our organisation, streamline operational practises, and expand our reach and influence around your country?
- How do we design or adapt our ways of work and activities to facilitate diverse income and leverage expertise, resources and networks of other organisations?

¹⁶ 2021 consultation workshop on Compass 2032 v2

USING COMPASS 2032

How does Compass 2032 fit with WAGGGS' strategy and planning cycle?

Compass 2032 is an integral part of the WAGGGS "12-6-3" strategy and planning cycle, designed to improve how the Movement collaborates and aligns across national, regional and global levels.

The core elements of the new "12-6-3" cycle are:

- *Compass 2032*: a broad, aspirational 12-year vision and roadmap for the Girl Guide and Girl Scout Movement. It can be used to set priorities, identify what needs attention, and strengthen our strategies.
- *WAGGGS Global Team Strategy*: a 6-year strategy for the WAGGGS Global Team, with core areas of work focused on how the Global Team can best contribute to Compass 2032 through the WAGGGS Value Proposition (by keeping Member Organisations united, thriving and growing)
- *WAGGGS Action Plan*: an integrated 3-year rolling action plan that defines the activities the WAGGGS Global Team will deliver to achieve its strategy

How will the WAGGGS Global Team use Compass 2032?

The WAGGGS Global Team will facilitate conversations on Compass 2032 with Member Organisations at regional and global level over the next 12 years. We will develop tools and resources to support Member Organisations to reflect on their own strategies and share good practice with other organisations. We will start responding to Compass 2032 in our 2022-2023 strategy and ensure the 2024 – 2029 strategy will be fully shaped to respond to the challenge set by Compass 2032.

How can Member Organisations use Compass 2032?

Member Organisations can use Compass 2032 to review and enhance their current strategy and set their strategic direction for the future. By creating dialogue around the Compass Conversations both with current and potential youth members and leaders, National Boards can explore important themes in their own context, to inform their organisation's priorities.

How can the WAGGGS Global Team and Member Organisations connect around the Compass Conversations?

The WAGGGS Global Team will create space for Member Organisations to go deeper into the six Compass Conversations at Regional and World Conferences, forums and leadership events, and other virtual and face-to-face international exchanges. This will enable Member Organisations and the WAGGGS Global Team to share experiences and good practices, and discuss common challenges, innovations and collaboration opportunities around Compass 2032. Member Organisation networks and special interest groups can also consider how to share their learnings as they explore Compass 2032.

How will we recognise our achievements along our Compass 2032 journey?

As Compass 2032 is a vision, the WAGGGS Global Team will not require specific measurements from Member Organisations on actions taken towards Compass 2032. The Boards of each Member Organisation and WAGGGS will monitor deliverables through their own strategies and action plans. As part of the 2022-2023 Global Strategy the WAGGGS Global Team will explore developing a framework Member Organisations can use to review their progress towards Compass 2032.

"Real change, enduring change, happens one step at a time." Ruth Bader Ginsburg

FAQ

These were the most commonly raised questions during the 2021 Compass Consultation

Who is Compass 2032 for?

Compass 2032 is an aspirational vision for the entire Girl Guide and Girl Scout Movement. Compass 2032 is designed to inspire and shape the work of every national Girl Guide and Girl Scout organisation, and the WAGGGS Global Team. Compass 2032 captures our collective desire to build an equal world and articulates our commitment to become a more strongly girl-led Movement.

What do we mean by “girl” in the context of the Compass 2032 statement?

In Compass 2032, we use the word “girl” to mean all age groups where a Member Organisation would locally define “girls and young women”. We have omitted “young women” from the Compass 2032 statement for brevity and to put a focus on including our largest membership group in leadership.

What do we mean by a “girl-led” Movement?

When we talk about a “girl-led” Movement, we are describing a Movement by, and for, girls and young women. Such a Movement provides genuine opportunities for shared intergenerational leadership, where girls of all ages have space to practice leadership, hold leadership roles, and play a meaningful role in decision making at all levels.

Is the Movement inclusive of non-binary and transgender girls?

The WAGGGS Global Team welcomes all girls and young women, including transgender girls and young women, and non-binary young people who identify with the vision and mission of WAGGGS, to take part in international Girl Guiding and Girl Scouting activities. We are aware that the social and political environments in different Member Organisations makes it difficult to hold a single position on membership as it relates to non-binary and transgender young people. We encourage all Member Organisations to role model inclusive practices within the context of their societies.

Does an “equal world where all girls can thrive” include boys and men?

By its definition, an “equal world” is about everyone having the same opportunities to reach their full potential. Gender equality is relevant to everyone; it allows us to make free choices about our lives unconstrained by social expectations. Compass 2032 challenges the Movement to identify opportunities for all young people to work in partnership and break gender stereotypes.

How do the Compass Conversations fit in with Compass 2032?

The Compass Conversations sit beneath the Compass 2032 statement, challenging us to explore six areas where the Movement needs to develop so we can best contribute to our new vision. They will serve as a tool to connect the Movement in dialogue around critical topics and as prompts for our thinking and planning. Over the next twelve years we will use the conversations to frame our discussions and collect and organise learnings that MOs can use to support their work towards Compass 2032. By exploring each Compass Conversation in depth and applying what we learn to our strategies, we will contribute to Compass 2032.

What is an “agile” organisation?

Agile organisations can adapt and respond quickly to changing circumstances. They thrive in a complex and unpredictable environment by remaining true to their purpose and strategy, adopting fast and inclusive learning and decision cycles, and ensuring there is a strong network of empowered teams and individuals supporting the work of the organisation. Agility in Girl Guiding and Girl Scouting organisations is essential for the Movement to respond dynamically to the rapidly evolving world of girls and young women.