



**WELLBEING
ECONOMY**
ALLIANCE

WEALL HUBS GUIDE

we highly recommend using the
online version of this guide at

www.weall.org/hubs

CONTENTS

SECTION 1: WEALL AND THE WELLBEING ECONOMY

1.1 What is the Wellbeing Economy Alliance?	3
1.2 What is the Wellbeing Economy?	4

SECTION 2: WEALL HUBS

2.1 What are WEAll hubs?	6
2.2 Living wellbeing economy values	8

SECTION 3: BUILDING A HUB

3.1 Getting started	9
3.2 Building a network	10
3.3 Choosing your governance model	11
3.4 Internal communications	12
3.5 Co-creating your strategy	13
3.6 Documenting impact	15
3.7 Common challenges	16
3.8 Being part of the WEAll community	17
3.9 Fundraising	18
3.10 External communications and narrative change	18
3.11 Ideas for driving change	20

1. UNDERSTANDING WEALL AND THE WELLBEING ECONOMY

1.1 What is the Wellbeing Economy Alliance?

WEAll is a global network of organisations, communities, and individuals working together to transform the current economic system into one that prioritises the wellbeing of both people and the planet.

WEAll was founded in 2018 and it emerged from a collaboration between organisations, academics, and activists who wanted to be greater than the sum of their parts. Since its inception, WEAll has engaged in research, advocacy, and knowledge-sharing initiatives to drive change at local, national, and global levels.

By providing a platform for collaboration, sharing of best practices, and amplifying the voices of those advocating for a wellbeing economy, WEAll has helped advance the global movement for economic transformation.

Our strategy focusses on three key areas:

The image displays three strategic focus areas in a row, each with a distinct background color and an icon.
1. **Strengthening, supporting, and connecting existing geographic and thematic power bases at all levels of society, in priority countries, that together have the power to change the current global economic system.** The background is blue, and the icon shows a globe with trees and people holding hands.
2. **Curating and democratising knowledge that demonstrate the viability of a Wellbeing Economy approach, to influence change in local, national, and global arenas, as well as set the agenda for governments and institutions to sequence just transitions to Wellbeing Economies.** The background is green, and the icon shows people gathered around a table.
3. **Curating and democratising knowledge that demonstrate the viability of a Wellbeing Economy approach, to influence change in local, national, and global arenas, as well as set the agenda for governments and institutions to sequence just transitions to Wellbeing Economies.** The background is orange, and the icon shows people holding a flag.

Our route to mainstreaming and bringing to life the vision of a Wellbeing Economy is to build power, collaborations, and excellence of outputs, rather than by competing for space and influence with potential allies.

WEAll's staff is a supportive team of 'Amplifiers', who aim to meet the need for alignment, coordination, and amplification. While playing an influential role in the promotion of wellbeing economics concepts to our alliance and beyond, the 'Amp Team' mostly acts as connectors and facilitators, aiming to ultimately support power bases to lead the change. We operate as a horizontal, non-hierarchical organisation, based on Teal principles. We also have a Global Council, that guides us based on a diversity of perspectives, knowledge and experience, to help ensure that there is a coherent, transparent strategy across WEAll's work, in line with our values. Included in this Global Council are our Trustees, who fulfil our formal governance functions as a charity.

1.2 What is the wellbeing economy?

A wellbeing economy is an economy that is designed to deliver social and ecological wellbeing. In a wellbeing economy, the rules, norms and incentives are set up to deliver quality of life and flourishing for all people, in harmony with our environment, by default.

In a Wellbeing Economy, our definition of societal success shifts Beyond GDP growth to delivering shared wellbeing. This involves a fundamental systems change. A good economy is when the rules and incentives are designed to ensure everyone has enough to live in comfort, safety, and happiness. When people feel secure in their basic comforts and can use their creative energies to support the flourishing of all life on this planet.

When we thrive in a restored, safe, and vibrant natural environment because we have learned to give back as much as we are given. When we have a voice over our collective destiny and find belonging, meaning and purpose through genuine connection to the people and planet that sustain us.

A co-creative process with WEAll members in 2019 led to the identification of five 'design principles' for a wellbeing economy, the 'WEAll Needs'.

Fairness:

Justice in all its dimensions at the heart of economic systems.

Participation:

Citizens are actively engaged in their communities and economic decisions.

Nature:

Humans are one with nature and we give back as much as we take from the earth.

Purpose:

We all have a shared sense of belonging & our institutions serve the common good.

Dignity:

Everyone has enough to live in comfort, safety and happiness.

These needs are reflected in:

The worldviews of many First Nations communities, such as the ancient African principle of 'ubuntu' and similar notions among diverse indigenous people, such 'buen vivir' in the Andean region in Latin America (Acosta & Abarca, 2018) and are embedded in the scripts of many religions

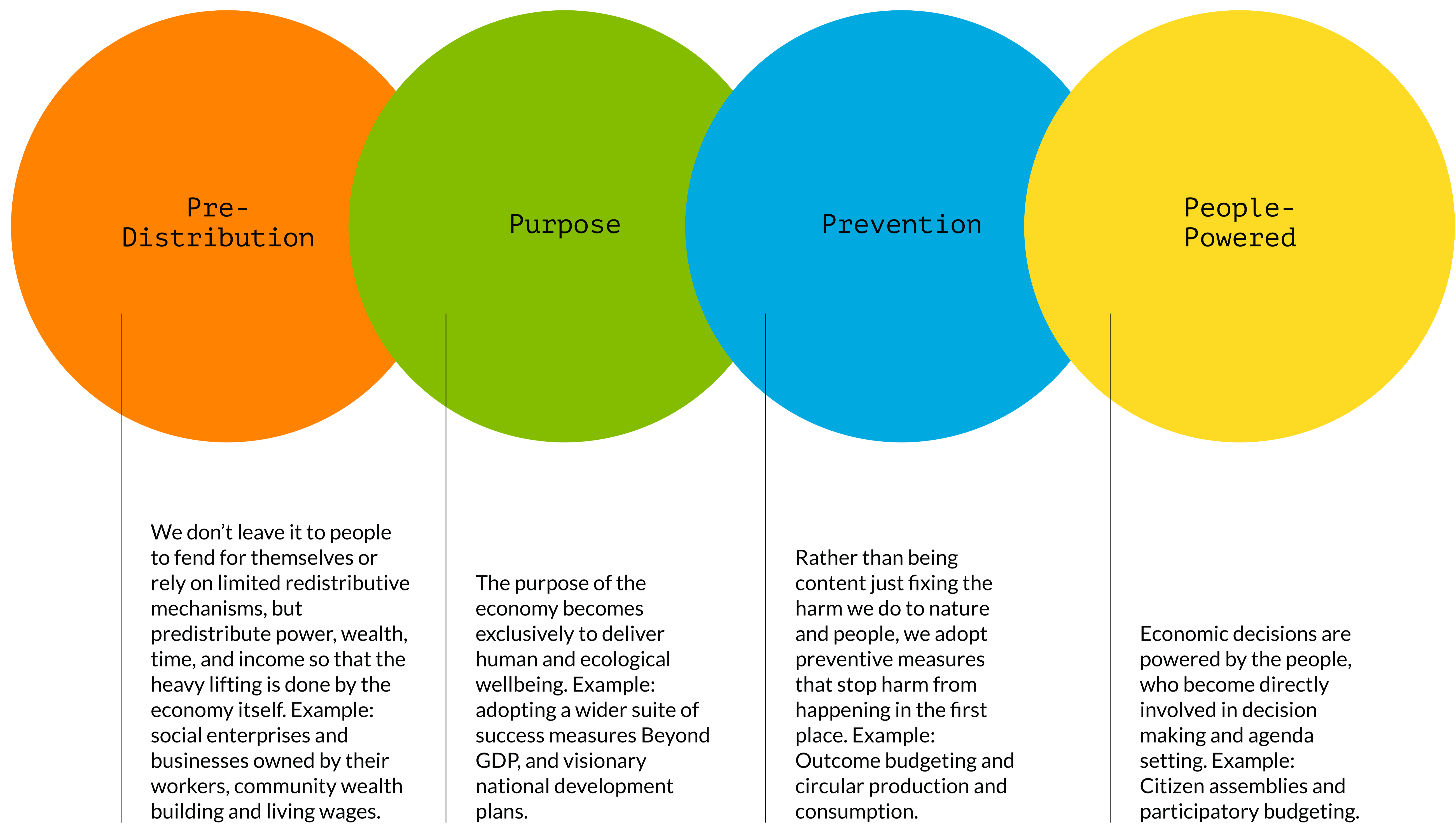
The work of development experts and in research findings about what makes for a meaningful life (Doyal & Gough, 1991; Max-Neef, 1991; Nussbaum, 2011; Sen, 2000)

Evidence from psychology about human needs (Huppert & Cooper, 2014) and from neuroscience about what makes our brains react (Strang & Park, 2016)

Recent Constitutions like those of Ecuador (2008) and Bolivia (2009)

Deliberative policy conversations with people all over the world about what really matters to them in their lives.

To redesign our economies to meet these needs we need to steer policies and practices in the direction of these four principles:



The purpose behind the idea of a wellbeing economy is to illuminate the plurality of ideas and practices that speak to how the economic system needs to change so it delivers wellbeing for people and planet, and emphasising the shared core tenets these respective concepts and visions have in common.

You can think of the wellbeing economy concept as a picnic blanket: sitting underneath (rather than alongside) the items it supports and connects.

2. WEALL HUBS

2.1 What are WEAll hubs?

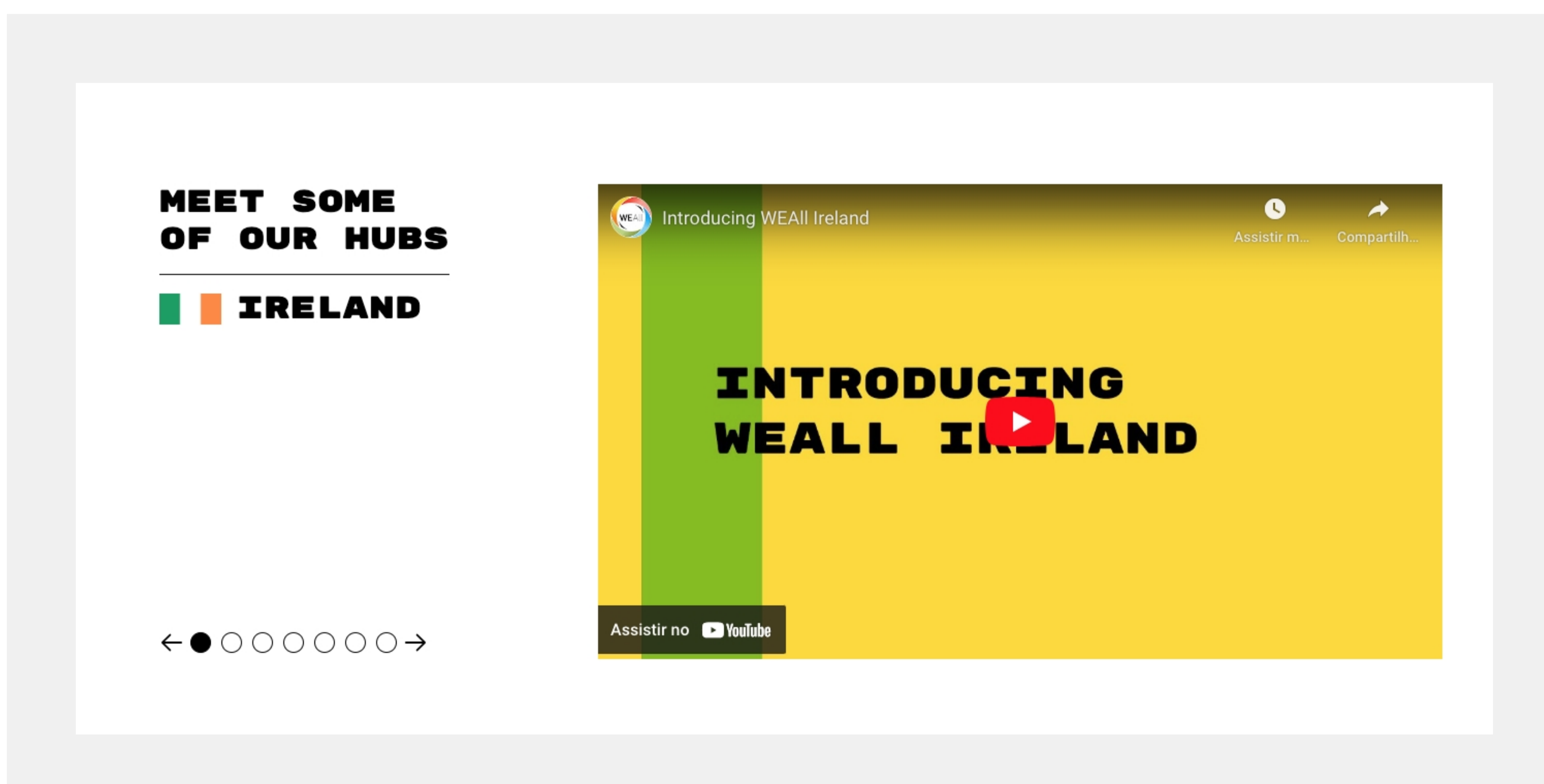
Local hubs play a crucial role in driving systemic change towards a wellbeing economy. By operating at the regional and national levels, they are able to address the specific economic, social, and environmental challenges faced by their respective communities. This decentralised approach allows for tailored strategies and solutions that align with local contexts and needs, while still working towards the broader vision of a global wellbeing economy.

There are a range of ways hubs can contribute to the wellbeing economy vision. Hubs serve as catalysts for collaboration and coordination among various stakeholders, including social movements, government entities, businesses, civil society organisations, and academia. They facilitate dialogue, knowledge exchange, and the co-creation of initiatives that promote just and sustainable economic practices, influence policymakers, advocate for wellbeing economy principles, and contribute to the development of policy frameworks that prioritise people and the planet over narrow economic metrics.

There are WeAll hubs around the world



We strongly recommend visiting the online version of this guide so you can hear from some of our existing hubs



COMMON APPROACHES

While existing hubs vary hugely, they all share a commitment to advancing the concept of wellbeing as a central goal of economic systems and policies (whether or not you use the term wellbeing economy).

They tend to work in the following ways:

Transformative action:

WEAll hubs aim to drive transformative action towards a wellbeing economy by implementing innovative projects, initiatives, and campaigns that challenge the status quo and inspire change.

Radical collaboration:

WEAll hubs actively seek collaboration and cooperation with diverse stakeholders, including governments, civil society organisations, businesses, and communities, to achieve a wellbeing economy.

Knowledge sharing:

WEAll hubs prioritise the sharing of knowledge, research, and best practices to foster learning and inform policy-making and advocacy efforts.

Advocacy and policy influence:

WEAll hubs engage in advocacy and policy influence at local, regional, and national levels to promote policy changes that align with the principles of a wellbeing economy.

Systems thinking:

WEAll hubs apply systems thinking to understand the interconnectedness of social, economic, and environmental factors, and to identify solutions that address the root causes of problems.

2.2 Wellbeing economy values

It's fundamental that any individual or organisation willing to set up a WEAll hub or be connected to this global movement shares these values and keeps them at the core of all their activities, the purpose of the hub and the way of working internally and externally.

A wellbeing economy involves a shift in how we seek to live together from seeing ourselves as owners and consumers toward being caretakers and creators of a flourishing world. The wellbeing economy movement should model this shift in how we act.

We aim to embody the changes that are needed in our worldviews, society, and economy: from 'us vs them' to 'we all'. To achieve this, we recognise first the harm that has been done to communities primarily in the Majority World, and hold ourselves accountable to challenge our mindset and ways of working.

5 core values guide us in everything we do:

Trust: WEAll trusts individuals to act in line with our shared values and empowers them to take responsibility for their work.

Togetherness: WEAll fosters spaces and opportunities for members to connect, collaborate, and collectively advance the wellbeing economy agenda. We are not led by egos, instead, fostering an environment where power is shared among all members and friends of the WEAll hubs. This collaborative approach ensures that everyone's voice is heard and valued, leading to a more inclusive hub.

Inclusion & equality: All voices and perspectives are heard and valued within WEAll hubs. Challenging and dismantling the power structures and systems that perpetuate inequality and marginalisation so by embracing an inclusive approach, WEAll hubs strive to create spaces where historically marginalised communities, including Indigenous peoples, people of color, and other underrepresented and minority groups, are actively included and empowered. It also requires actively engaging in learning, unlearning, and reflecting on our own privileges and biases. By centering inclusion, WEAll hubs aim to create equitable opportunities for participation, decision-making, and leadership

Passion: We believe in the need for economic system change and in WEAll's mission.

Care: We strive to see one another's and our own humanity, and act with care to meet our fundamental needs.

3. BUILDING A HUB

3.1 Getting started

This section provides step-by-step guidance on how to get started in setting up a hub. It outlines the key responsibilities and expectations of hub coordinators/initiators, including the signing of a Memorandum of Understanding (MoU) that establishes a framework for collaboration and cooperation.

The first place to start is by identifying and reaching out to those already doing work that is relevant to the wellbeing economy in your location. WEAll aspires to be in service of the wider movement, and we always want to avoid duplication of efforts. First, ask how you can support what is already in place instead of starting from scratch. Secondly, work with those individuals and organisations to identify whether a new WEAll hub is really needed. Does anything similar already exist? What are the gaps where a hub could add value? Is there an appetite in the community to participate?

KEY STEPS IN A NUTSHELL:

Identify the need: Map out the key local actors - from the grassroots to policymakers and politicians - who are already working on wellbeing economy issues to discuss the need for setting up a hub. Connecting with like-minded individuals and organisations will give you a strong foundation for the hub.

Seek support from WEAll global: Reach out to WEAll Global for assistance in the initial stages of hub creation. While WEAll Global can provide general ideas and facilitate connections, we know that the hub creators are the ones with the knowledge of the local area and actors involved.

Engage the community: Holding informal discussions, events, or workshops with people where you are is an effective way to connect with individuals and organisations. Building relationships with the existing community of practitioners and raising awareness about the hub are crucial steps during this stage.

Build and connect: Once a core team and an engaged community are established, create the structure that will support the hub's activities. Define your objectives, develop your strategy and governance model and schedule regular meetings.

Make a plan: As a core team, in collaboration with the hub's supporters/friends, establish goals and develop an action plan for at least the first year of operation. This plan should outline specific activities, milestones, and desired outcomes that align with the vision of a wellbeing economy.

Draw on the WEAll network: Throughout the hub's journey, WEAll continues to provide support, guidance, and connections locally and to the global network. Tap into WEAll's the expertise and resources to enhance your impact and contribute to the broader movement towards a wellbeing economy.

Sign a memorandum of understanding (MoU): WEAll supports the creation of a MoU between the hub and WEAll Global. This formalises the affiliation between the hub and WEAll and outlines the expectations, responsibilities, and principles that both parties agree to uphold without legal responsibility as it's just a collaboration agreement, and there is no need for you to be a legal entity sign it.

Launch: A launch event or publication can be a great way to connect and engage with many other individuals/organisations/communities who are active in your area and who could be interested in learning about the purpose of the hub. This is by no means required and will depend on your approach but existing hubs have found them to be tremendously successful.

3.2 Building a network

Building an equal and inclusive network is crucial to ensure that all are welcome, and diverse voices are represented and recognised. Here are some steps you can take:

Building relationships and trust: Create a safe and inclusive space where everyone feels comfortable to participate and contribute, centering people's needs and motivations. Establish ground rules or community guidelines that promote respect, open dialogue, and active listening.

Outreach and engagement: Actively reach out to diverse individuals and organisations within your community who are working on wellbeing economy issues (even if that isn't the language they are using). Be proactive in seeking out voices that may be underrepresented or marginalised. Engage with different sectors, including civil society, academia, businesses, and community groups.

Diverse leadership and decision-making: Strive for diverse leadership within your hub to ensure a variety of perspectives, skills and experiences are represented. Encourage individuals from different backgrounds and identities to take on leadership roles. Make decisions collectively, ensuring that all voices have an equal opportunity to contribute and influence the direction of the hub.

Regular communication and feedback: Establish regular channels of communication to keep the network informed and engaged. Provide opportunities for feedback and input from all members, ensuring that their voices are heard and valued. Actively listen to concerns, suggestions, and ideas, and take them into account when planning activities and initiatives.

Collaboration and partnerships: Seek opportunities to collaborate with other organisations and networks that share similar goals and values. Forge partnerships that promote diversity, equity, and inclusion. By working together, you can amplify your impact and create a stronger collective voice.

Training and capacity building: Offer training sessions, workshops, or skill-sharing opportunities that empower individuals within the network. Provide resources and support to help individuals and organisations develop their knowledge and skills related to the wellbeing economy. Encourage peer learning (among hub's members and among other hubs) to foster a culture of continuous growth and development.

Celebrate diversity and achievements: Recognise and celebrate the diversity within your network. Highlight the contributions and achievements of individuals and organizations from different backgrounds and identities. Create opportunities to showcase their work and share success stories. This not only acknowledges their efforts but also inspires others to get involved.

Remember, building an equal and inclusive network is an ongoing process that requires continuous effort and commitment. Regularly evaluate and reassess your practices to ensure that all voices are truly represented and recognised within your WEAll hub.

HERE ARE SOME STRATEGIES FOR EFFECTIVE ENGAGEMENT :

Research and identify stakeholders: Conduct thorough research to identify relevant local organisations, government agencies, and businesses that align with the goals and values of the wellbeing economy. Understand their work, priorities, and potential areas of collaboration.

Establish initial contact: Reach out to these stakeholders through emails, phone calls, or by attending relevant events. Introduce yourself as a representative of the WEAll hub and express your interest in collaborating on wellbeing economy initiatives. Highlight the potential mutual benefits of working together.

Build relationships & trust: Foster relationships by organising meetings, workshops, or networking events. Provide platforms for open dialogue and knowledge sharing. Demonstrate the value of the wellbeing economy approach and how it can contribute to their respective goals. Be proactive in seeking their input and involving them in hub activities.

Identify collaboration opportunities: This could include joint projects or campaigns that promote the principles of a wellbeing economy. Seek common ground and align objectives to maximize impact.

Policy advocacy: Engage with local governments by providing evidence-based research, policy briefs, submissions and recommendations that support the transition to a wellbeing economy. Advocate for policy changes that align with the principles of sustainability, equity, and social justice. Offer expertise and assistance in developing policies.

Partnership building: Explore opportunities for partnerships with local organisations and businesses to implement projects or campaigns. Collaborate on pilot programs, research projects, or community-driven initiatives that showcase the benefits of a wellbeing-focused approach.

Continuous communication: Maintain regular communication to keep them informed about the progress and impact of the hub's activities. Share success stories, case studies, and updates on collaborative projects. Actively seek their feedback and input to ensure ongoing engagement and to foster a sense of ownership and shared responsibility.

3.3 Choosing your governance model

Governance might not be on the top of your list of priorities, but if we are to have the impact we seek to achieve, then establishing a sustainable structure for your hub is important.

LOCAL HUBS USE A RANGE OF MODELS

For example, WEAll Aotearoa New Zealand Hub set up a charitable trust model with a board of trustees who lead the organisation and employ their Country Lead. Registering for charitable status made receiving donations easier. The board of currently five trustees and acts by consensus to make decisions. WEAll Aotearoa plans to review this structure in the future. WEAll Cymru (Wales) is a not-for-profit company governed by Directors who are elected by members. Members generally control and supervise the activities of the organisation and they can attend and vote at Annual General Meetings. The Alliance also consists of those who attend meetings and/or follow the activities of the organisation in an informal capacity. People, businesses and organisations may apply to join the Alliance, and their membership is approved or rejected by the Members.

Here are just three governance models that WEAll hubs could consider implementing. However, these are just examples – it's important to choose what works for you, your context, and everyone participating in the hub.

You can, of course, also tailor the governance model to your unique needs by combining aspects from different models. We recommend seeking input and feedback from the hub's stakeholders to help ensure that the chosen governance model aligns with their values and aspirations.

DECENTRALIZED GOVERNANCE MODEL :

Decision-making authority is distributed among the participating members of the hub.	Each member has equal voting rights and contributes to the decision-making process.	The governance structure is fluid and allows for flexibility and adaptability.
The governance structure is fluid and allows for flexibility and adaptability.	Transparency and open communication are essential for effective collaboration.	Transparency and open communication are essential for effective collaboration.

REPRESENTATIVE GOVERNANCE MODEL :

The hub elects representatives or a board to make decisions on behalf of the members.	Representatives are elected through a democratic process , ensuring diverse representation.	Regular communication channels are maintained between the representatives and the members.
The elected representatives are accountable to the members and act in their best interests .	Clear guidelines and procedures are established for the election and replacement of representatives.	Transparency and regular reporting ensure that decisions are made with the members' input.

CONSENSUS-BASED GOVERNANCE MODEL :

Decisions are made through a consensus-building process , where all members agree on the outcome.	Open dialogue, active listening, and mutual understanding are essential in reaching consensus.	Time and effort are invested in building strong relationships and trust among members .
Facilitation techniques may be used to navigate disagreements and find common ground.	All members have an equal opportunity to contribute to the decision-making process.	Regular reflection and evaluation of the decision-making process ensure continuous improvement.

3.4 Internal (team) communications

Agreeing how you'll communicate with each other and share resources and keep each other to date is key to a smooth running hub. Here's some insights for that we've learned over the years:

In each country, the communication channels are very different: in Denmark you cannot do anything without LinkedIn and in Latin America, you cannot do anything if it's not done over Whatsapp. So of course, go with whatever makes most sense in your context.	Agreeing which kinds of conversations you'll have on which channels/meetings and how you'll share is key. Make space to experiment and get this right at the beginning and review it a year as things may change as you grow.
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From April 2024, WEAll Global will be offering to all hubs the platform Discourse to have internal communications and much more, to have a space where you can share your work and connect with members and hubs around the world. It's going to be a vibrant space and core teams will have access to it for their own work as well. However, you might decide that on top of Discourse you'd like to use other channels, it's completely up to you.

Agree who will chair, organise meetings and take notes. Make sure if you're using online tools to meet that everyone you're working with is comfortable with these and can access them.

Set up a shared workspace early on where you can store files. Some examples are Taiga, Dropbox and GDrive.

3.5 Co-creating your strategy

STRATEGY PROCESSES

The most important thing is that it works for those in the core team and that it's done collaboratively with those who are part of the hub's network.

SOME OF THE WAYS YOU MIGHT WANT TO APPROACH CREATING YOUR STRATEGY

SWOT and PESTLE analysis: A SWOT analysis where you identify strengths, weaknesses, opportunities and threats could help you capitalise on your strengths, minimise the effects of your weaknesses make the most of any opportunities and reduce the impact of any threats. A PESTLE analysis where you identify the political, economic, social, technological, legal and environmental context you're operating in can help you hone your goal and tactics.

Backcasting: A newspaper headline exercise is one way to do this. First, ask participants to imagine what the dream newspaper headline would be in five or ten years time that would tell you you've succeeded. You can start off doing this individually then share the ideas as a group and discuss any similarities and differences before agreeing the overall change collectively. Then you can start to work backwards from here asking, how did we get there? What changed? Who made this change possible?

Scenario planning: Scenario planning involves envisioning and analysing multiple possible future scenarios. It can help you anticipate and prepare for different potential outcomes, for example, changes in government or legislation. This process often involves identifying key drivers of change and uncertainties, creating plausible scenarios, and assessing their potential impact on your strategy.

Agile strategy: Agile strategy emphasises adaptability and flexibility in the face of uncertainty. It involves iterative cycles of planning, execution, and learning. Agile strategy processes prioritize continuous feedback and collaboration, allowing you to respond quickly to changes in the external environment or your team (e.g. you receive funding or a new volunteer joins the team)

Forcefield analysis: Forcefield analysis can help you identify the change that needs to happen on the way to achieving your goal. First draw a line down the middle of a piece of paper and write the overall goal on it. As a group, share the forces or factors that support progress on the issue in green underneath the line and those which constrain it in red above the line. Next, pick 3 to 5 of the most significant areas where change is needed. Ask yourself which your hub could have the power to influence.

Identifying your assets: Map the skills, knowledge, resources and relationships you hold as a network to help identify where you can have the greatest impact.

Testing your assumptions: a premortem exercise can help you spot holes in your theory of change and assumptions. Imagine you're analysing your work from ten years into the future where you've been unsuccessful in achieving your goal. What went wrong?

THINGS YOU MIGHT WANT TO INCLUDE IN YOUR STRATEGY:

Vision and Mission: Clearly define the vision and mission of the hub, outlining its purpose and desired impact within the wellbeing economy movement.

Objectives: Identify specific objectives that the hub aims to achieve, such as promoting sustainable practices, fostering collaboration among stakeholders, or influencing policy changes.

Stakeholder engagement: Describe how the hub plans to engage and collaborate with various stakeholders, including local organisations, businesses, government bodies, and community groups.

Resource mobilisation: Outline strategies for securing resources, including funding, partnerships, and in-kind support, to ensure the effective implementation of the hub's initiatives.

Knowledge sharing and capacity building: Explain how the hub will facilitate knowledge sharing among its members and the wider community, promoting a deeper understanding of wellbeing economics and related concepts.

Advocacy and policy influence: Highlight the hub's approach to advocating for policy changes that align with the principles of a wellbeing economy, and how it plans to influence decision-makers at local, regional, or national levels.

Monitoring and evaluation: Describe the methods and tools the hub will use to monitor the progress and impact of its initiatives, ensuring continuous learning and improvement.

Collaboration and networking: Emphasise the hub's commitment to collaborating with other WEAll hubs, members of WEAll Global and local stakeholders, sharing best practices, and building a strong network for collective action.

3.6 Documenting impact

Measuring the impact of WEAll hubs is important so we can understand their effectiveness and demonstrate the value they bring to the movement. However, measuring impact might not be a priority at the beginning of your journey, especially when working on a voluntary basis.

POTENTIAL APPROACHES FOR MEASURING IMPACT AND EFFECTIVELY SHARING THE DATA

Work backwards from your goal: Once you have a clear idea of what success looks like, ask yourself, what would need to have changed three years from now and one year from now for us to have achieved this changed or be on the way to achieving it. See strategy process section above for more tips.

Identify specific things you can measure that align with your objectives, such as the number of partnerships formed, policy changes influenced, community engagement levels, or the adoption of sustainable practices. NB this doesn't need to be about numbers! Establish baseline data: Gather relevant data to reflect where you are now. This baseline data will provide a basis for comparison and help assess the impact of the hub's efforts over time.

Regular impact assessments: Conduct periodic assessments to evaluate the progress and impact of the hub's initiatives. This can involve surveys, interviews, focus groups, or other evaluation methods to collect qualitative and quantitative data from stakeholders.

Communicating impact: Develop regular reports that highlight your impact, use clear and concise language and visualizations to make the information accessible. These could be as a short thread of recent highlights on social media, or you could produce a short report once a year.

Case studies and success stories: Showcase specific examples of successful projects or initiatives led by the hub, highlighting their impact on the local community, economy, environment or the wellbeing economy movement.

Collaboration and knowledge sharing: Share your reports and evaluations with other WEAll hubs to facilitate learning.

Of course, it will be impossible to set up all of this up from day one, but the WEAll amplification team will be there to support you in this.

3.7 Common challenges

Here are some common challenges that WEAll hubs may face in their journeys, along with advice on how to overcome these obstacles.

Building a diverse and committed team:

One of the key challenges is assembling a diverse team of volunteers who are passionate about the wellbeing economy movement and committed to driving change.

To overcome this challenge, actively engage with local communities, organisations, and networks to engage and inspire individuals with different skills, backgrounds, and perspectives. Provide clear roles and responsibilities, offer training and development opportunities, and foster a collaborative and inclusive environment to keep the team motivated and committed. When building the core team, there is a risk that personal agendas - and even issues of ego - could block the potential of the work of the hub. It's key to review and agree on the values and purposes of the hub to make sure everyone understands the purpose of the hub and the ways of working with each other, in order to hold yourselves and each other accountable.

Securing funding and resources:

Financial constraints can hinder the growth and sustainability of WEAll hubs.

To overcome this challenge, develop a comprehensive funding strategy that includes diverse sources such as grants, partnerships, sponsorships, and crowdfunding. Clearly articulate the value proposition of the hub and its potential impact to attract potential funders. Additionally, leverage the resources and support offered by WEAll Global, such as mentorship and guidance, to maximise available resources and increase the hub's visibility. Jump to the fundraising section for more.

Stakeholder engagement and collaboration:

Engaging and collaborating with diverse stakeholders, including policymakers, businesses, community organisations, and individuals, can be challenging.

Overcome this obstacle by actively reaching out and building relationships and trust is key. Support their own events, show up in their spaces, organise regular meetings, workshops, and events to foster dialogue, share ideas, and identify common goals. Seek opportunities for collaboration and leverage the collective power of the network to drive meaningful change.

Navigating complex systems and structures:

The wellbeing economy movement often requires navigating complex systems and structures, including government regulations, policies, and bureaucratic processes.

To overcome this challenge, invest time in understanding the local context and systems. Build relationships with relevant government officials, policymakers, and experts to advocate for policy changes that align with the wellbeing economy principles. Collaborate with other hubs and organisations to share best practices and strategies for navigating complex systems.

Sustaining momentum and impact:

Maintaining momentum and sustaining impact over the long term can be challenging especially when the core team is formed by volunteers.

To address this, regularly communicate and celebrate the achievements of the hub and the global wellbeing economy movement. Engage in ongoing communication with the core team and wider network through various channels, such as emails, social media, online events and newsletters. Offer training sessions, workshops, and events to continuously engage and empower community members. Keep the global vision in mind and remind everyone of the collective impact being made.

Learning and adapting:

Embrace a learning mindset and be open to adapting strategies based on feedback and evolving circumstances. Regularly evaluate the hub's activities and impact, and seek feedback from stakeholders. Learn from both successes and failures and incorporate those learnings into future initiatives. Continuously seek knowledge and expertise from WEAll global and other hubs to improve and refine strategies.

3.8 Being part of the WEAll community

Hubs play a key role in achieving WEAll's vision. While hubs are self-organising entities, being connected to each other's work ensures we can have a far greater impact.

Many hubs work together to share resources, ideas and invite other hubs to participate in their projects. One example of this is the Aotearoa New Zealand Hub following Scotland's open letter concept.

Every person involved in a local hub is considered part of the network and a member of WEAll. There is always the opportunity for those organisations to follow our onboarding process and be showcased on our website as members of WEAll Global.

WE OFFER THE FOLLOWING WAYS OF CONNECTING TO THE NETWORK AND GLOBAL AMPLIFICATION TEAM.

How can the WEAll Global team support hubs?

Regular meetings with the the **Hubs Lead** to keep each other updated in order to support each other's activities and actions. The format and regularity of meetings will be agreed with the hub's core team.

The Hubs Lead will make sure all hubs are **connected with their regional peers** and the relevant regional lead in the amplification team so you can coordinate on advocacy and fundraising. Regular meetings will be organised so each hub can assign someone from the core team to be involved at that level.

Currently there are bimonthly Hubs Gatherings with the purpose to **bring together all WEAll hubs' core teams**, so we can share, discuss, keep each other updated and inspire each other, explore opportunities of knowledge exchange or collaborations.

Our online Local to Global events offer a space for hubs to showcase their work or discuss a specific topic with the network. The events are public and open to the whole network and beyond.

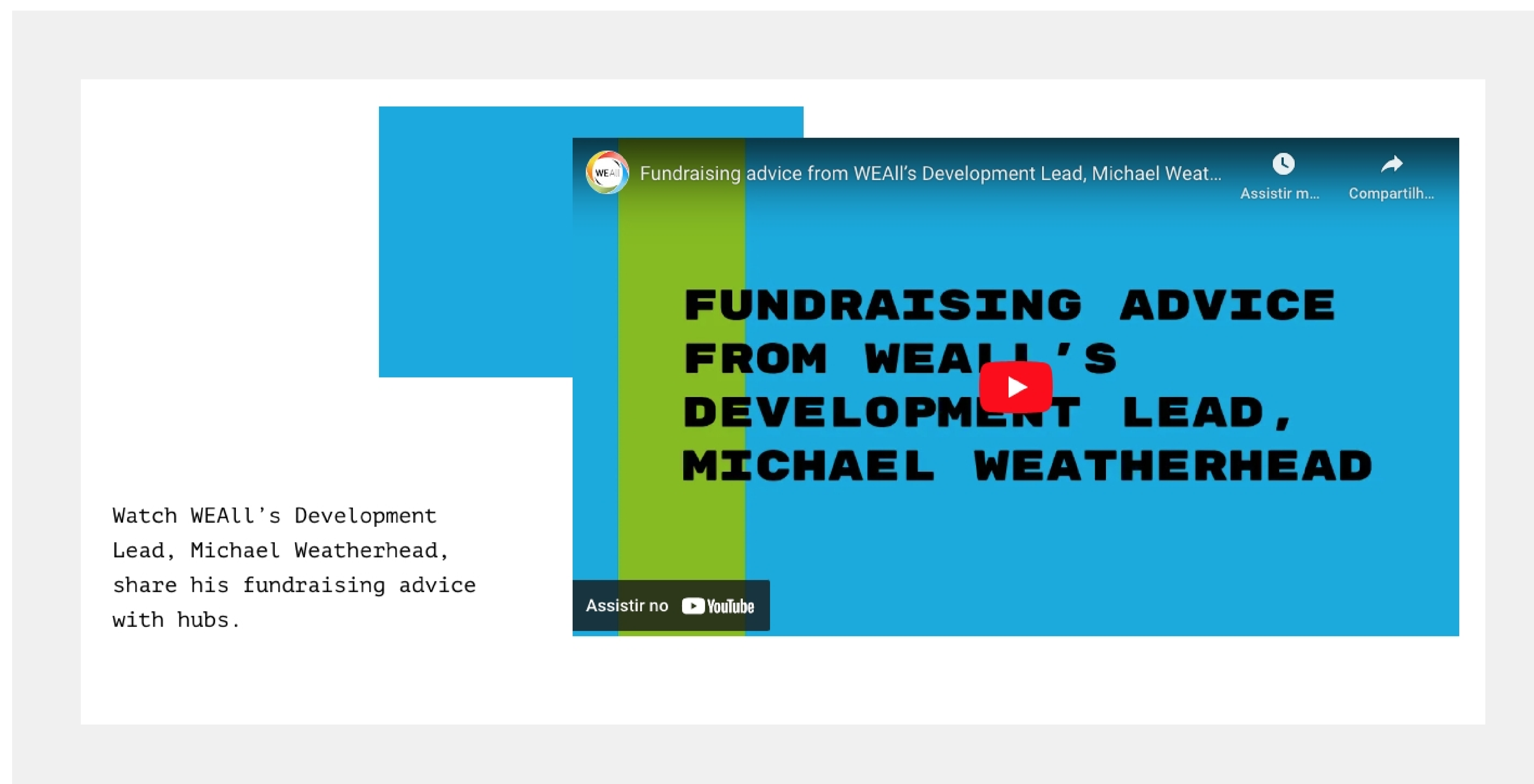
WEAll global provides all kinds of workshops that hubs might consider more relevant to their work.

Our Comms Team are available to meet regularly to support you in your work and amplify your campaigns and successes. We can create a page on our global website to showcase your work internationally and function as a website for the hub until you build your own. You can also request publicity for any events and initiatives any time by filling in the amplification form.

The Policymakers Network, run in collaboration with the ZOE Institute, offers a space for visionary policymakers around the world to connect and collaborate.

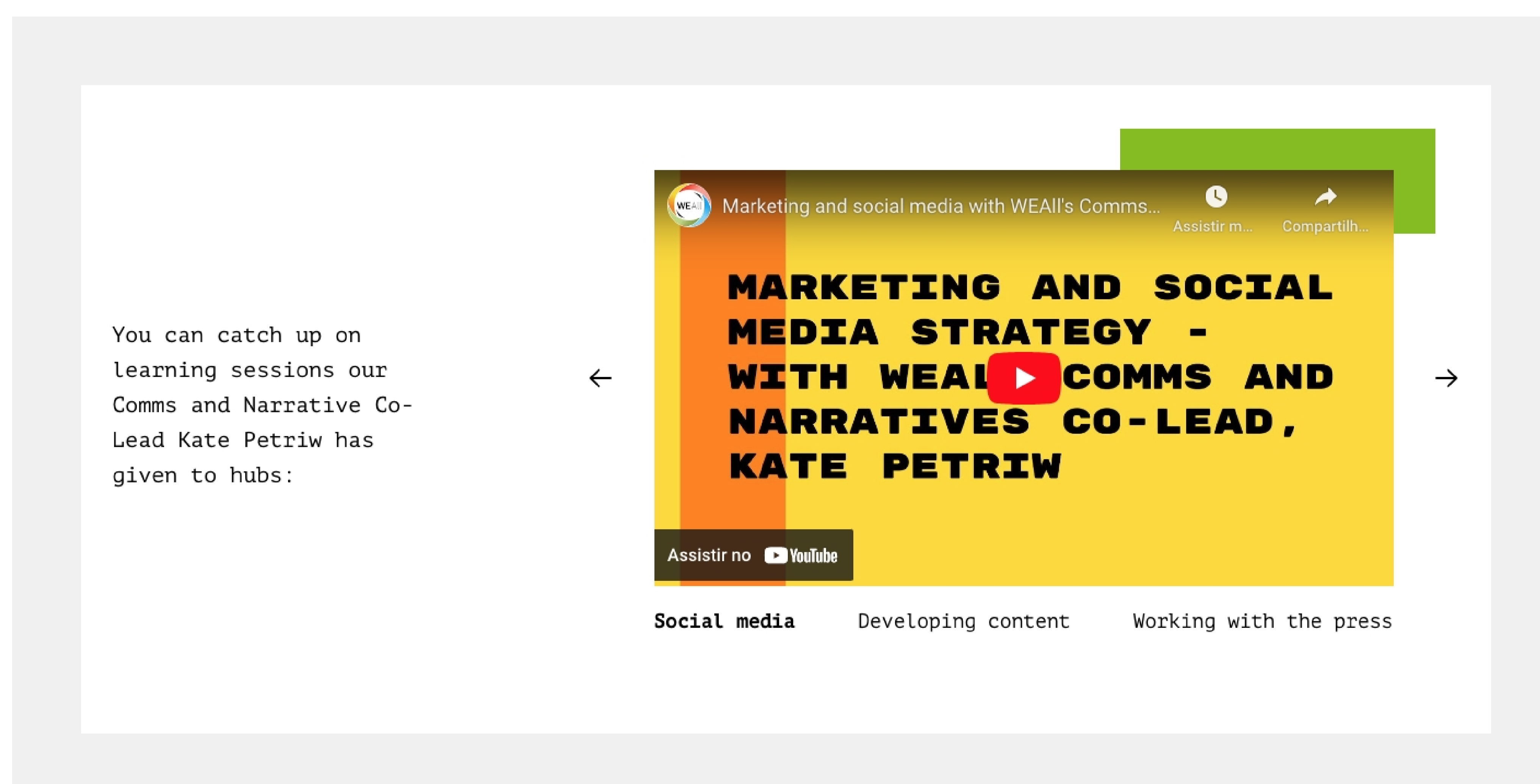
We encourage 1:1 relationships and exchanges among hubs and we'll help to facilitate this. Watch this space as we'll soon be launching a new online space to enable collaboration.

3.9 Fundraising



3.10 External communications

Please refer to our branding guidelines. Hubs can choose whatever name and visual identity works best for their location. Sometimes that will include the Wellbeing Economy name e.g. Wellbeing Economy Alliance Scotland and Wellbeing Economy Alliance Canada but Brazil's Outra Economia and the emerging South African African Liberation hub are just as much a part of WEAll. If you are keeping your branding close to ours we ask that you adhere to the guidelines above.



HERE ARE SOME GENERAL TIPS TO KEEP IN MIND:

We're here to help: The global amplification team is here to support you and we can provide advice and support on communications strategies and tactics. Frances@weall.org is your first port of call for support with external communications.

Start with your strategy: Who do you want to reach? What do you want them to think, feel and do? For example, if you're trying to change the way the media reports on the economy that might need a very different focus from encouraging attendance at regular network events.

Hone your messaging: Develop clear and concise messaging that effectively communicates the mission, values, and goals of the hub. This messaging should resonate with the target audience and convey the importance of the hub's work in the global wellbeing economy movement. You could use the WEAll website for inspiration but the most important factor is that the messaging works in your location.

Target audience: Identify and understand the target audience for the hub's communications. This could include policymakers, local communities, businesses, academics, and other stakeholders. Tailor the messaging and communication channels to effectively reach and engage with the intended audience.

Multi-channel approach: Utilize a variety of communication channels to reach a wider audience. This could include social media platforms, websites, newsletters, blogs, and traditional media outlets. Each channel should be strategically chosen based on the target audience's preferences and habits. Here it's important to highlight the WEAll global website which it's available for hubs' posts any time.

Engaging content: Create compelling and engaging content that inspires, and motivates the audience. This could include articles, blog posts, infographics, videos, and case studies. There is a lot created by WEAll global that can be utilised by all hubs.

Collaborate: Foster collaboration and engagement within the hub's network. Encourage members to contribute their insights, stories, and expertise to the hub's communication efforts. This can help create a sense of community and shared ownership, strengthening the hub's overall message apart from inspire to use all different kind of formats to express and share all these stories: infographics, short videos, illustrations, songs etc.

Media: Develop relationships with journalists in the publications you want to reach. Here it's always useful to take into account that WEAll global has built relationships in some countries with some media and they could support you if needed.

Measurement and evaluation: Establish metrics and indicators to track the effectiveness of the hub's communication efforts. Regularly evaluate the impact of different communication strategies and channels to refine and improve future communication plans. This could be a challenge when you're starting out so wait until you have enough data to evaluate what's working.

Be sure to follow and share content from the WEAll global channels where it's appropriate for your audience



3.11 Ideas for driving change

HERE ARE SOME IDEAS FOR ACTIVITIES OTHER HUBS HAVE FOUND TO BE USEFUL.

Change the conversation about economic progress:

- Create social media campaigns that highlight the limitations of our current economic model and how we could change it, drawing on concrete examples and real stories where possible. See this animation from WEAll Scotland for example which was seen by 20,000 people.
- Organise workshops and public events in local communities to raise awareness about the Wellbeing Economy. WEAll Iberia, for example, which covers Portugal and Spain, have invested a lot of time in attending events to tell people about the wellbeing economy. One of their most successful series of workshops was on Communicating Change (see their toolkit). As a result of this a working group was formed who developed a campaign to support the movement for a Future Generations Law in Portugal and Spain.
- Develop storytelling campaigns that highlight success stories of businesses and communities that have embraced the principles of a wellbeing economy.
- Engage with local media outlets to promote positive narratives around a Wellbeing Economy and counteract prevailing narratives of growth at all costs.
- Collaborate with artists, writers, and filmmakers to create artistic expressions that convey the vision of a wellbeing economy, for example, organise a festival or a make a documentary.
- Collaborate with schools and universities to integrate education about a Wellbeing Economy into the curriculum. For example, the National University of Cuyo in Mendoza has introduced a new economics specialism and the University of Glasgow has a Professor of Wellbeing Economy.

Influence policymakers:

- Conduct research on specific policy areas related to a wellbeing economy, such as alternative indicators of progress, social and environmental impact assessments, or fiscal policies that prioritize wellbeing.
- Develop policy briefs that provide evidence-based recommendations to policymakers on how to align their policies with the principles of a wellbeing economy. For example, WEAll Scotland and its members co-produced a short manifesto on what their government could do to make the wellbeing economy a reality. They reached out to their networks to secure signatories from more than 200 influential voices and organisations and published an open letter in the press.
- Engage in consultations and meetings with policymakers to present the case for a wellbeing economy and advocate for policy changes.
- Develop relationships with policymakers who are positive about wellbeing economy ideas, providing them with support and encouragement. Policymakers at any level around the world can join the wellbeing economy Policymakers network for peer support and to build their understanding of wellbeing economy ideas and approaches.

Collaborate and build alliances:

- Facilitate regular networking events where businesses, NGOs, and government representatives can connect and explore opportunities for collaboration.
- Establish working groups or task forces on specific topics, such as agriculture or renewable energy, to foster collaboration and knowledge sharing.
- Organise conferences or symposiums that bring together experts and practitioners from different sectors to discuss and co-create solutions for a wellbeing economy. For example, WEAll Ireland recently hosted a gathering on 'The Art of the Wellbeing Economy' – a creative and inspiring gathering with a multifaceted agenda that served as an invitation to like-minded people to join the alliance.
- Allocate time to attend, support and recognised the work other communities are moving forward

Conduct research and disseminate knowledge:

- Publish research papers and reports on the economic, social, and environmental benefits of a wellbeing economy.
 - Develop online platforms or databases to share research findings, case studies, and best practices related to a Wellbeing Economy.
 - Collaborate with academic institutions to conduct joint research projects on topics relevant to a wellbeing economy.
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Develop pilot projects:

- Implement pilot projects in specific communities to showcase how a wellbeing economy can be realised at a local level, such as community-led renewable energy initiatives or sustainable transportation projects. For example, hubs in California, Canada, New Zealand and Scotland took part in a pilot project to implement WEAll's Policy Design Guide in their communities. You can watch their reflections on the projects here or glean insights in the playbook they developed.
 - Create demonstration sites that illustrate sustainable and inclusive business models, such as cooperatives or social enterprises that prioritise employee well-being and environmental stewardship.
 - Document the outcomes and lessons learned from pilot projects to share with others.
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Engage your communities:

- Conduct surveys and focus groups to understand the needs and priorities of local communities regarding a wellbeing economy.
- Organise town hall meetings or community dialogues to provide a platform for community members to voice their opinions and ideas.
- Support and/or collaborate with community-based organisations to co-design initiatives that address the specific challenges and opportunities of the community.

WE'RE LOOKING FORWARD TO WORKING WITH YOU ON THIS JOURNEY!