

Dear Member Organisations,

Thank you for participating in the first stage of the consultation to develop the 2026-2028 Regional Triennial Action Plan for the Europe Region. The Regional Triennial Action Plan sets the direction for and priorities of the Europe Region for the next three years. It will, after consultation, describe the activities and offer the regional team will deliver and Member Organisations will engage in to add value to the Movement in our region. This plan contributes to the delivery of the WAGGGS Global Strategy and Compass 2032: our unifying vision as adopted by written resolution before the 37th World Conference in 2021.

### **About the First Draft Consultation**

The first draft of the 2026-2028 Europe Regional Triennial Action Plan was shared with Member Organisations (MOs) on 3 February. Members were asked to provide feedback in writing, via an online form or by email to [europa.reco@waggggs.org](mailto:europa.reco@waggggs.org) by 1 March. The regional team hosted online workshops to provide additional details, and to offer spaces for Member Organisations and volunteers to give feedback and ask questions.

During the first stage of consultation:

- 32 MO representatives registered to attend the MO workshop.
- 16 MOs were represented during the MO workshop.
- 15 volunteers attended the workshop for volunteers
- 8 MOs provided feedback by completing the online form.
- 3 MOs submitted additional written feedback

### **Feedback received so far**

Member Organisations and regional volunteers provided valuable feedback on the 2026-2028 Europe Regional Triennial Action Plan and were positive about its direction and focus. They highlighted enhanced membership retention and growth as key priority areas and encouraged reflection on the role of the region in facilitating MO-to-MO skill-sharing and problem solving. Member Organisations also requested better adaptation of WAGGGS resources to suit their specific contexts and needs. The input received has helped shape the next stages of the plan's development. Below is a summary of some of the feedback received:

## Outcome 1: A united and connected girl and young women-Led Movement

Feedback	How feedback will be reflected in the plan
MOs requested stronger networking opportunities including in-person events.	The regional team recognise this as a priority and aims to facilitate clearer communication channels and opportunities for structured networking, providing MOs with spaces to collaborate and share best practice
MOs said stronger mechanisms are needed to amplify youth voices.	New regional initiatives include a balanced mix of age groups working together along with specific goals to recruit young people to leadership positions
MOs called for better visibility of WAGGGs internally and externally.	Activities to create a shared regional identity and to establish a structured advocacy approach, showing a unified voice on key issues

## Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience

Feedback	How feedback will be reflected in the plan
MOs felt their knowledge and experience could be leveraged to solve common issues.	Development of a structured approach to MO-to-MO learning, enabling stronger cross-border partnerships and mentoring between organisations with different strengths.
Many MOs find existing WAGGGS initiatives difficult to implement, and requested greater flexibility and adaptation to fit national structures.	Provision of practical guidance on integrating global initiatives into national structures along with the provision of region-specific resources
MOs would like support with volunteer recruitment and retention.	Development of approaches to supporting and retaining volunteers, with a focus on mental health and wellbeing

### Outcome 3: A sustainable WAGGGS Europe region

Feedback	How feedback will be reflected in the plan
MOs requested more transparency on funding, operations and decision-making	New regional reporting to provide MOs with clear insights into how regional decisions affect them
MOs and volunteers mentioned that volunteers experience and journey could be improved	Stronger integration with global mechanisms for volunteer journeys in our regional volunteer management

Based on the feedback received, the plan has been reviewed and updated.

#### Second Draft Consultation:

**17 March - 28 April 2025**

This stage is an opportunity to review the updated draft of the 2026-2028 Europe Regional Triennial Action Plan, including the regional funds framework and key performance indicators, and to give feedback either in writing or via a call. This version does not include details of proposed activities that will take place each by year. These will be shared in the next stage of the consultation.

**You can request a meeting with a member of the Regional Team or submit your feedback in writing by emailing [europa.reco@waggggs.org](mailto:europa.reco@waggggs.org) by 28 April 2025.**

#### Regional Triennial Action Plan Consultation Timeline (Second Stage)

The second draft, document 5C: 2026-2028 Europe Regional Triennial Action Plan is attached to this communication. The final proposed version of the 2026-2028 Europe Regional Triennial Action Plan will be circulated on 17 May 2025.

Thank you for your continued input to this process.

Yours in Guiding and Girl Scouting,

Europe Regional Committee



# Document 5C

**Regional Triennial Action Plan  
2026 - 2028**

**March 2025**

# INTRODUCTION

Over the next three years, the Europe Region will continue addressing the ongoing impact of global challenges, including the enduring effects of the pandemic, climate change, economic pressures, unstable political contexts, and social and gender inequalities. These issues have profoundly affected young people, restricting their access to quality education, diverse experiences, new opportunities, and safe spaces, while also having a negative impact on their mental health.

These challenges have also created significant obstacles for organisations like ours, such as the need for ongoing adaptation to financial pressures and a reassessment of how we engage with and support our members and communities. This includes restoring lost opportunities and exploring innovative approaches to our work, collaborations, and partnerships.

While recent years have brought new possibilities, such as the shift to digital platforms that have expanded our reach and brought us closer together, they have also highlighted the importance of personal interactions, adaptability, and flexibility.

Despite these challenges, the Europe Region has demonstrated remarkable resilience and resourcefulness. Together, we have embraced opportunities to reimagine how we support and empower girls and young women, inspiring them to take initiative and lead in their communities. These efforts have created a strong base to build upon as we move ahead.

As we plan for the next three years, we aim to build a strong, inclusive, and thriving region. This will involve addressing emerging challenges, promoting sustainable growth, and creating meaningful opportunities for leadership and development. Your input and involvement will be key in shaping an action plan that supports WAGGGS Global Strategy in our region and that will help us lead the Europe Region throughout the next triennium.

## BACKGROUND

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

The regional objectives for 2026-2028 will set out our region's contribution to WAGGGS' Global Strategy 2024-2029. These objectives will drive the Triennial Action Plan, which will be presented to the Regional Conference in 2025. This consultation process on the draft version of the region's Triennial Action Plan is quite important as it will help us to refine the objectives and activities for the next years to come, embracing the vision of the Movement.

### OUR COLLECTIVE VISION FOR THE MOVEMENT

In 2021, we adopted Compass 2032 as the long-term vision statement for the Girl Guide/Girl Scout Movement. It provides the direction of travel for every Member Organisation and the WAGGGS Global Team 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:

### 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.**

Working towards Compass 2032 is a shared responsibility for the WAGGGS Global Team and all Girl Guide and Girl Scout organisations. By adopting this twelve-year vision for the Movement, we collectively committed to aligning our individual strategies to the Compass 2032 collective vision.

The WAGGGS 2024-2029 Global Strategy outlines how the Global Team will contribute to Compass 2032 over the next six years of the journey.

The three-year rolling action plans approved by the World Board complete the 12-6-3 Strategic Planning Cycle, by outlining the activities we will deliver at global and regional levels to support the achievement of our global goals and vision. Therefore, the Europe Regional Triennial Action Plan for 2026-2028 must be closely aligned with the Global Strategy for 2024-2029.

The current Global Strategy, as approved by the WAGGGS World Conference in 2023, outlines the following overarching goals and key outcomes:

## GLOBAL STRATEGY 2024-2029 GOAL

**By 2029 WAGGGS will be a sustainable, girl-led organisation, connecting an inclusive Movement where every and any girl can feel empowered, safe, and confident to change her world.**

### **Outcome 1**

**A united and connected girl-led and young women-led Movement**

### **Outcome 2**

**Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience**

### **Outcome 3**

**A sustainable WAGGGS**

The success of our strategy depends on a sustainable organisational foundation, and being in a strong position both financially and operationally.

To support this, WAGGGS has prioritised its efforts and committed to work according to the Purpose, Principles, and Priorities in the tables below and on the next page. This framework was developed to enable making decisions around all areas of the WAGGGS offer beyond those “business as usual” functions.

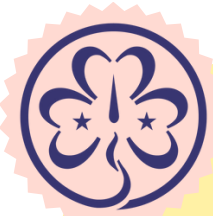
The priorities (3) are based on Member Organisation feedback regarding the support they most value from WAGGGS. The principles have been developed based on Member Organisation and World Board feedback. Jointly, they support our common Purpose of leading the Movement towards Compass 20232. By testing our work against the Purpose, Priorities, and Principles, we challenge ourselves to prioritise, design, and take decisions that support sustainability, add the greatest value to Member Organisations, and leverage the power and possibilities of our global Movement.

Purpose: Everything we do will lead the Movement towards Compass 2032		
Priorities: Our offer will prioritise the three areas MOs most want WAGGGS to focus on, in a sustainable manner:		
<p style="text-align: center;"><b>Identity and Unity of the Movement</b></p> <p>We will focus on:</p> <ul style="list-style-type: none"> <li>• Building common understanding around Girl Guiding and Girl Scouting’s characteristics and principles</li> <li>• Facilitating collaborative decision-making and dynamic dialogue between MOs &amp; WAGGGS that shapes the Movement’s future</li> <li>• Representing the Movement by raising its profile and communicating its impact to external audiences</li> <li>• Developing and sharing research and learning around Movement trends</li> <li>• Sharing and celebrating the heritage, values and impact of Girl Guiding and Girl Scouting</li> </ul>	<p style="text-align: center;"><b>Strengthening the Relevance and Educational Impact of Girl Guiding and Girl Scouting</b></p> <p>We will focus on:</p> <ul style="list-style-type: none"> <li>• Bringing MOs together to work on our characteristics and principles</li> <li>• Developing thinking, resources, and activities at regional and global levels to innovate around non-formal education and leadership development across the Movement.</li> <li>• Offering capacity development that strengthens the quality of Girl Guiding and Girl Scouting</li> </ul>	<p style="text-align: center;"><b>Meaningful Global Connections for Girls and Young Women</b></p> <p>We will focus on:</p> <ul style="list-style-type: none"> <li>• Facilitating global connections and experiences where girls and young women develop leadership and global citizenship</li> <li>• Coordinating opportunities for girls and volunteers across the Movement</li> </ul>



## PRINCIPLES

As well as strongly aligning to one or more of these priorities, all areas of our offer must be designed and delivered according to the following principles:



### FACILITATING COLLABORATION

We will prioritise the role of facilitator and network builder over direct delivery. We will make things happen by bringing MOs together, strengthening relationships, and promoting partnership between MOs. We will focus our resources where, as a global organisation, we can uniquely add value.

We will be girl and young women-led, prioritising meaningful youth participation in how we design, deliver and evaluate our work, and how we make decisions as an organisation.

### GIRL AND YOUNG WOMEN-LED

We will be volunteer-driven, enabling us to add more value to MOs with our resources and benefit from the collective expertise and different perspectives of volunteers and staff by working in partnership. We will be clear about the respective roles and responsibilities for staff and volunteers in designing and delivering our offer.

### VOLUNTEER-DRIVEN

### WIDE-REACHING

We will design and prioritise initiatives that are accessible to, and benefit the maximum number of MOs.

### REALISTIC

We will fully cost all proposed initiatives and activities, considering both financial and human resources. We will not undertake any initiatives or activities without full funding.

### RESPONSIBLE IMPACT

We will assess the long-term impact and equity of our decisions and prioritise initiatives that strengthen the sustainability of MOs and the Movement. We will be mindful of how our work impacts the wider world; actively considering our environmental footprint and our commitment to being an inclusive and anti-racist organisation.

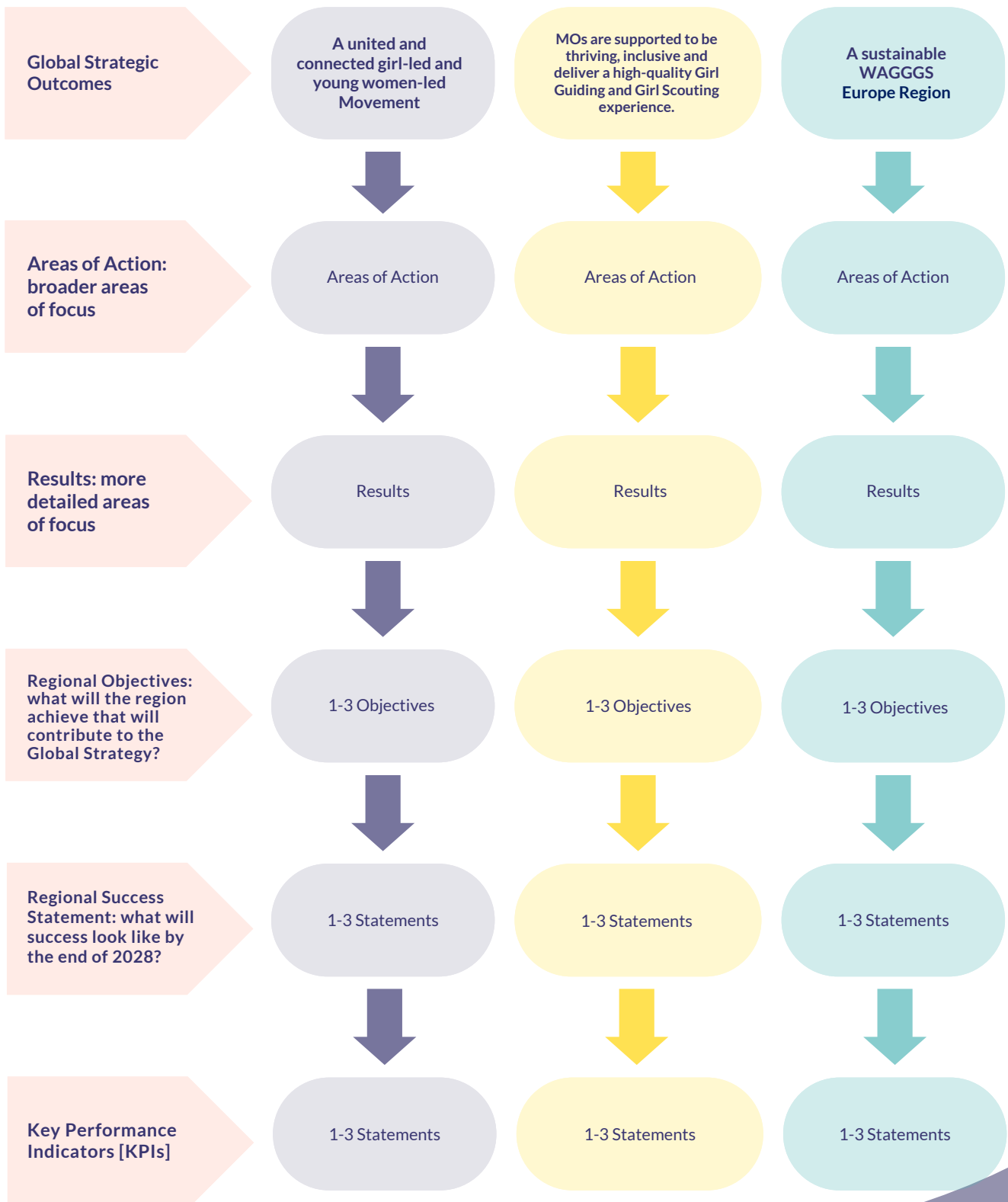
We will strengthen participation by making priorities and decision-making processes accessible and understandable to MOs, volunteers and girls and young women.

### TRANSPARENT

To help us focus on how we will achieve WAGGGS's three strategic outcomes, each of the Global Strategy 2024-2029 outcomes has been broken down into Areas of Action; the broad areas for focus over the next six years to deliver against each outcome.

These areas of action are underpinned by Results we would expect to see, and the Key Activities we will deliver to achieve these.

### OVERARCHING REGIONAL PLAN 2026-2028



To help us focus on how we will achieve WAGGGS's three strategic outcomes, each of the Global Strategy 2024-2029 outcomes has been broken down into Areas of Action; the broad areas for focus over the next six years to deliver against each outcome.

These areas of action are underpinned by Results we would expect to see, and the Key Activities we will deliver to achieve these.

## OUTCOMES FRAMEWORK 2024-2026

<b>Outcome 1: A united and connected girl and young women-Led Movement</b>	
<b>A strong and cohesive identity for the Girl Guide and Girl Scout Movement</b>	
Result 1.1	Girl Guiding and Girl Scouting characteristics and principles are articulated and promoted across the Movement
Result 1.2	The heritage, values and impact of Girl Guiding and Girl Scouting are shared and celebrated across the Movement
Result 1.3	The profile, external recognition and visibility of Girl Guiding and Girl Scouting is improve
<b>Unity, solidarity and active collaboration in the Movement</b>	
Result 1.4	Networking opportunities and synergies between Member Organisations are strengthened
Result 1.5	Collaborative decision-making and active dialogue mechanisms between MOs and WAGGGS shape the Movement's future
<b>Global connections for girls and young women build leadership and global citizenship</b>	
Result 1.6	The quality and impact of initiatives that facilitate global connections for girls and young women are assessed and strengthened
Result 1.7	Increased reach and accessibility of initiatives that facilitate meaningful global connections for girls and young women
<b>Meaningful youth participation at regional and global levels</b>	
Result 1.8	Stronger mechanisms amplify youth voices and participation in WAGGGS initiatives
Result 1.9	Increased access to leadership opportunities and decision-making spaces at regional and global levels for young women

**Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality GG and GS experience**

**MO collaboration and networking for quality Girl Guiding and Girl Scouting**

Result 2.1	Stronger mechanisms facilitate MO knowledge sharing on quality Girl Guiding and Girl Scouting
Result 2.2	Co-creation and collaboration spaces support MOs to make Girl Guiding and Girl Scouting more relevant to every and any girl

**Support MOs to provide high quality Girl Guiding and Girl Scouting**

Result 2.3	MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities
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**WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting**

Result 2.4	WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework
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**Outcome 3: A sustainable WAGGGS**

**Financial Sustainability**

Result 3.1	Financial management systems and processes are optimised
Result 3.2	World Centres are commercially sustainable
Result 3.3	Increased fundraised income in line with WAGGGS purpose and priorities

**Operational Efficiency**

Result 3.4	Robust management systems and processes (e.g. data management, MEL, communications) are in place
Result 3.5	Volunteer operational model implemented consistently and adds value across WAGGGS

**Global Team Culture and Effectiveness**

Result 3.6	Enhanced collaboration processes and practices across WAGGGS Global Team
Result 3.7	Effective Global Team leadership and team management
Result 3.8	Robust HR management supports staff and volunteers to thrive and excel (e.g. recruitment, induction, L&D, performance management)
Result 3.9	The Global Team experience is aligned with WAGGGS values and code of conduct

## SHAPING THE 2026-2028 REGIONAL TRIENNIAL ACTION PLANS

The recent WAGGGS MO Survey served as a first starting point for input into the next Europe Region Triennial Action Plan (TAP). The following analysis shows the results and some suggestions of how these could translate into our new TAP.

### RESULTS OF THE MO SURVEY

This report presents the responses from Member Organisations in the Europe Region to the MO survey launched in September 2024. The survey invited MOs to complete a brief online questionnaire over a period of six weeks to help shape the 2026-2028 Regional Triennial Action Plans. It also provided the region with valuable insights into the current state of our Movement, enabling the identification of both the immediate and future needs of Member Organisations.

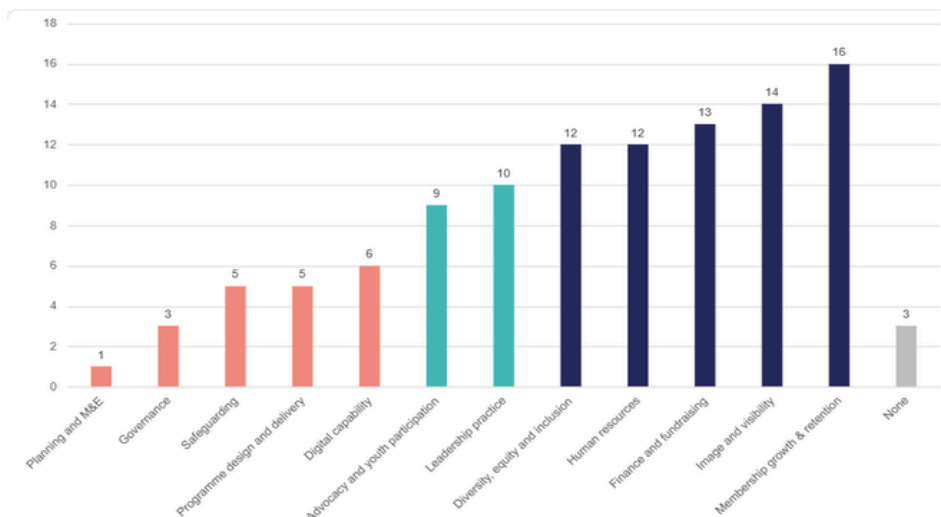
The survey served as an opportunity to assess the impact of the Regional Team’s support to MOs and explore ways to strengthen collaboration, ensuring the sustainability of both individual Member Organisations and the wider Movement.

28 out of 42 Member Organisations (67%) responded to the survey. For MOs with a federative structure, where Component Associations responded individually, their responses were consolidated to reflect the overall perspective of the Member Organisation as a whole.

The below data shares the response to the main questions related to the Triennial Action Plan 2026-2028.

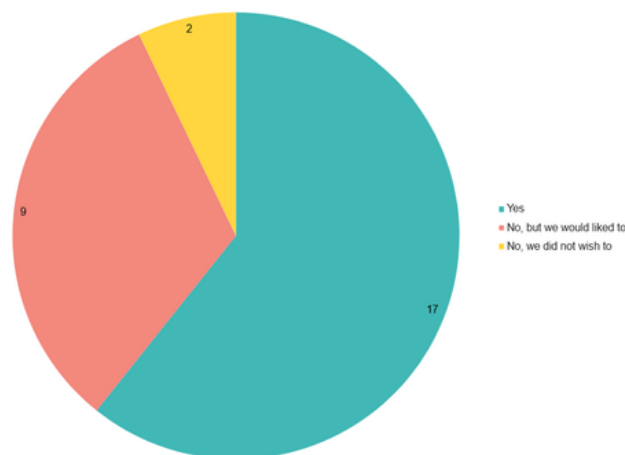
#### 1. Member Organisations’ needs

Member Organisations were asked to indicate the areas where they currently have some needs. Improving membership growth and retention, image and visibility, and finance and fundraising received the highest responses, highlighting a strong need for sustainable growth and increased visibility and awareness. Member Organisations also emphasised the need to enhance human resources and diversity, equity, and inclusion practices and foster well-structured. Leadership practice and advocacy and youth participation are also shown to be areas of need, where areas such as digital capability, programme design and delivery, safeguarding, and governance received fewer responses, indicating that these are either lower priorities or are already well-established in many organisations. The low priority assigned to planning and monitoring & evaluation suggests confidence in these areas or limited resources dedicated to them. Overall, the survey points the region to focus on growth, visibility, financial resilience, and inclusive practices



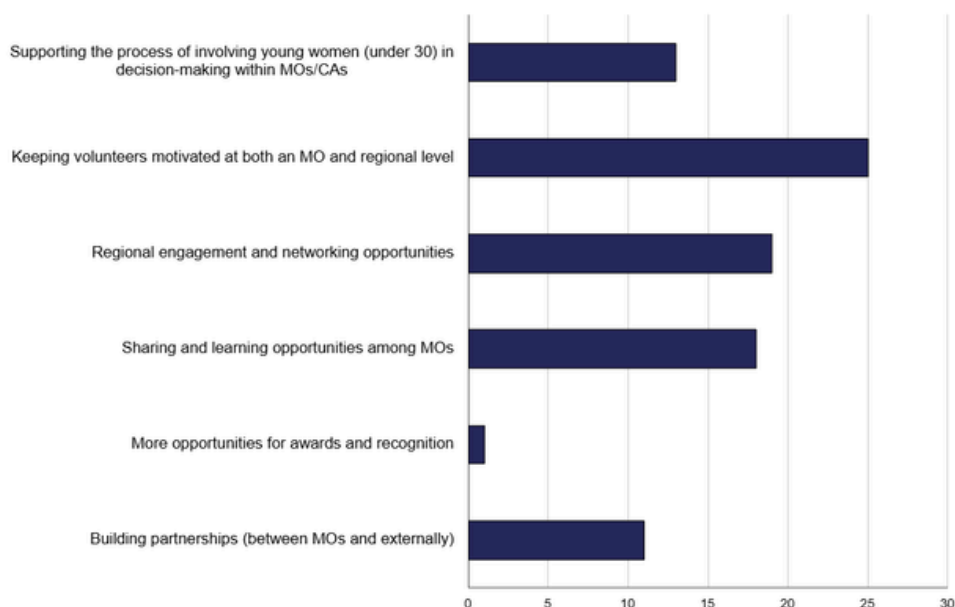
## 2. MO to MO collaboration during the 2022-2025 triennium

The analysis of collaboration among Member Organisations during the 2022–2025 triennium reveals that the majority (17) have actively collaborated with another MO, while a significant number (9) expressed interest in doing so but have not yet established partnerships. Only 2 MOs indicated no desire to collaborate. However, the role of WAGGGS in facilitating these collaborations appears limited, as 14 MOs reported that WAGGGS did not play a role in establishing their partnerships, while only 2 acknowledged its involvement. This highlights a need for the WAGGGS Europe Regional team to take a more active role in supporting and fostering collaborations to meet the growing interest among MOs.

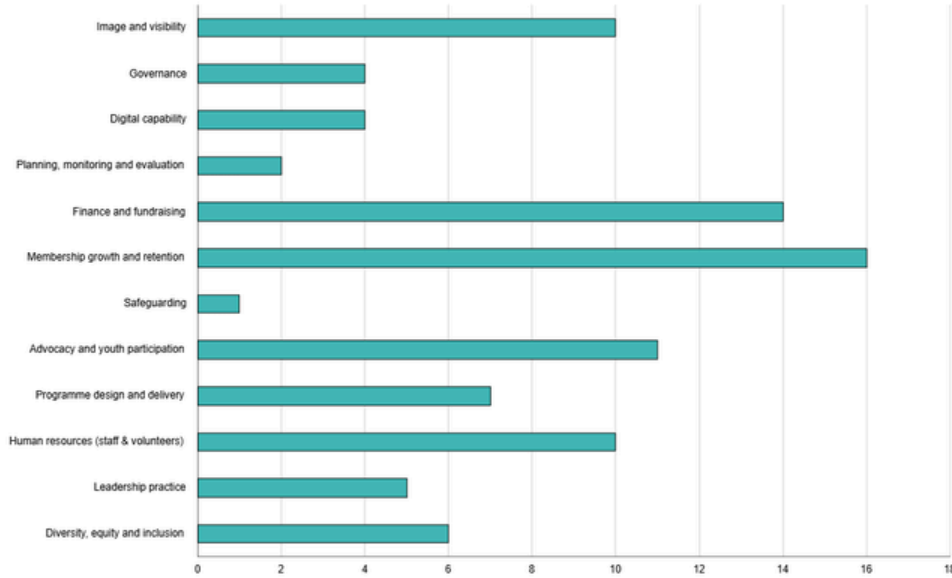


## 3. Top three activities/initiatives MOs would like the region to prioritise over the next three years (2026 –2029) to achieve Global Strategy Outcome 1: A United Girl and Young Women-led Movement

The top priorities for MOs over the next three years (2026-2029) to achieve Global Strategy Outcome 1 focus on empowering young women in decision-making, keeping volunteers motivated, and enhancing regional engagement. Key areas include: involving young women in leadership roles, maintaining volunteer engagement at both the MO and regional levels, creating networking opportunities for collaboration, fostering shared learning among MOs, and building partnerships internally and externally. These priorities emphasise both internal capacity-building and external networking to strengthen the organisation’s impact.

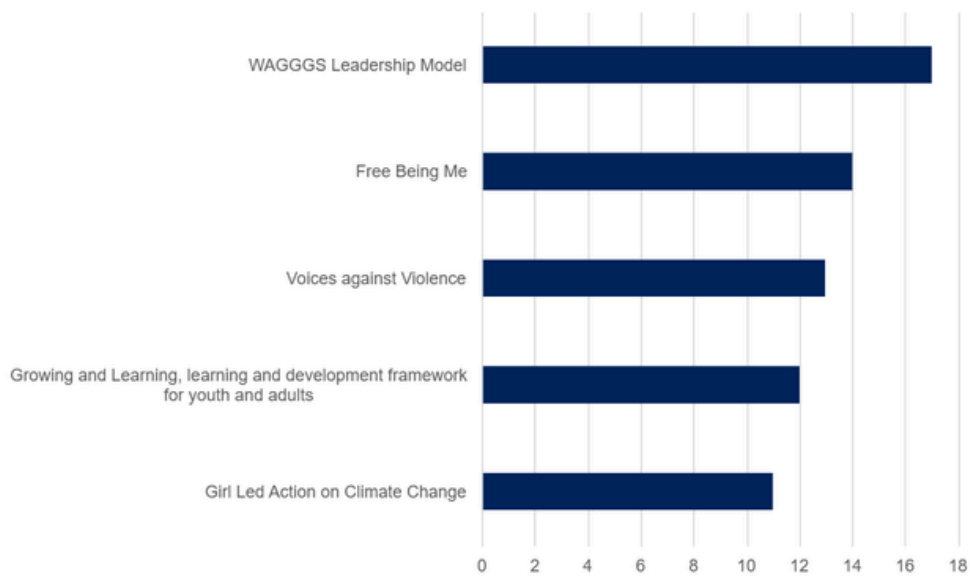


**4. Top three areas MOs would like the region to prioritise over the next three years (2026-2028), to achieve Global Strategy Outcome 2: MOs are supported to be thriving, inclusive, and deliver a high-quality Girl Guiding/Girl Scouting experience**



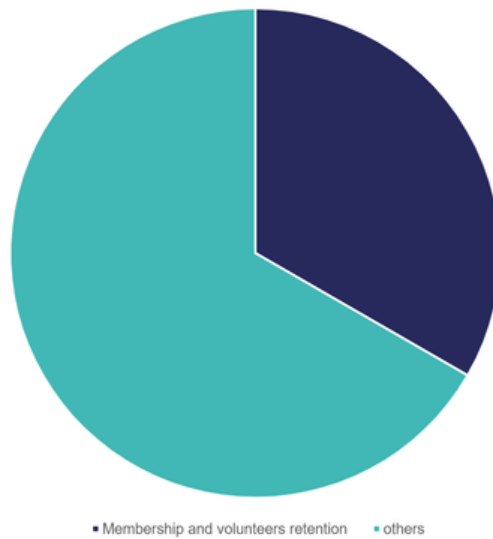
**5. WAGGGS programmes and initiatives**

MOs were asked if there were any current WAGGGS programmes or initiatives they found particularly valuable and would like the Region to include as part of the TAP. The selected top 5 WAGGGS programmes are shown in the below chart. 17 out of 28 MOs mentioned the WAGGGS Leadership Model. Free Being Me was mentioned by 14 MOs, while Voices Against Violence and Growing and Learning (learning and development framework for youth and adults) were mentioned by 13 and 12 MOs respectively. Girl Lead Action on Climate Change was selected by 11 MOs.



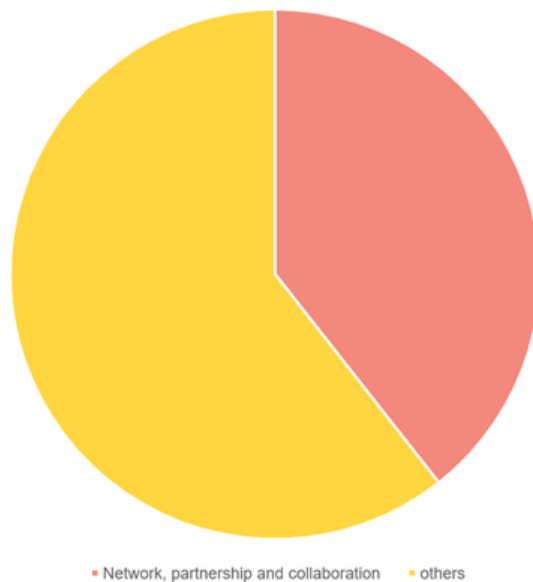
## 6. The main challenges faced by MOs in the region

When asked about the main challenges Member Organisations are currently facing in the region, MOs mentioned a diverse range of concerns and challenges. However, a significant portion, 16 out of 48 comments spoke directly to the struggles of retaining and motivating members and volunteers. We see these challenges growing over the past years, particularly following the impacts of COVID19, and align with a broader Europe-wide trend affecting many volunteer-driven organisations. Addressing these issues should be a central focus in the development of the Triennial Action Plan.



## 7. Perceived opportunities in the region

Similarly, when asked about the opportunities in the Region that Member Organisations most use and would like to see leveraged, 13 out of 33 comments highlighted the importance of networks, partnerships, and collaboration. The responses referred to inter-MO relationships such as networking opportunities for individuals responsible for specific areas within MOs, connections with other NGOs and WOSM, and WAGGGS Europe's external partnerships, including the EU. A recurring theme in these comments is the value placed on fostering stronger connections through more in-person meetings, which allow members to meet, learn from one another, and build mutual understanding.





## 8. Suggestions of initiatives or projects to be included in the Triennial Action Plan

MOs voiced their concerns regarding thematic initiatives and highlighted a strong desire to continue focusing on Climate Change, Advocacy, and Mental Health and potentially even enhance our initiatives towards these themes.

# MENTAL HEALTH ADVOCACY CLIMATE

### Key Themes

The survey highlights the following recurrent themes, listed in no particular order:

MOs highlighted needs for more support in the following areas:

- Ensuring membership retention (youth members and volunteers)
- Keeping volunteers motivated, improving the volunteering experience, and increasing retention
- Empowering youth and fostering leadership development as a strategy to attract new members
- Integrating the WAGGGS leadership model framework as a key deliverable for MOs
- Developing new funding opportunities

MOs said they experience value in the following areas:

- Supporting the inclusion of young women in decision-making processes
- Providing more opportunities, spaces, and resources for collaborations between Member Organisations
- Building partnerships and connections both within and outside the Movement
- Participation in joint events

These themes reflect a strong focus on volunteer engagement, youth empowerment, collaboration, and sustainable growth.

## REGIONAL TRIENNIAL ACTION PLAN 2026-2028

In Europe and across the world, civil society is facing increasing pressure. Governments are tightening restrictions, financial challenges are growing, and conflicts are forcing many young people to migrate. At the same time, climate change and political issues are demanding more attention from young people, while mental health concerns are worsening.

Our Member Organisations (MOs) and their members are affected by these challenges in different ways. In recent years, many MOs in the region have struggled to find volunteers for key roles essential to running their organisations.

Now that the pandemic is behind us, the region has more opportunities to meet in person than in previous triennia. However, several MOs still face significant barriers to travel due to visa restrictions and the extremely high cost of transport.

This Triennial Action Plan sets the direction for the next three years. It builds on the region's past work while focusing on new objectives aligned with the WAGGGS global strategy.

This stage of the plan sets out where we want to be in three years, and the successes we wish to see. Specific actions to achieve our goals will be set out after the current consultation stage.

Outcome 1: A united and connected girl and young women-Led Movement				
Area of Action	Result	Objectives	Success Statement: By 2028 we will have...	KPI
A strong and cohesive identity for the Girl Guide and Girl Scout Movement	Girl Guiding and Girl Scouting characteristics and principles are articulated and promoted across the Movement	We will work holistically across events, offers, programme implementation, and communications to build a strong and visible identity for WAGGGS Europe	Amplified a strong and visible identity for WAGGGS Europe	At least 50% of MOs report having offered WAGGGS initiatives to the members of organisation
			A greater understanding of how to articulate and promote our characteristics and principles across MOs	We have created opportunities for WAGGGS International Commissioners to be supported in the integration of WAGGGS into their member organisation

Outcome 1: A united and connected girl and young women-Led Movement				
Area of Action	Result	Objectives	Success Statement: By 2028 we will have...	KPI
A strong and cohesive identity for the Girl Guide and Girl Scout Movement	The heritage, values and impact of Girl Guiding and Girl Scouting are shared and celebrated across the Movement	Support MOs in addressing the questions on diversity, equity, and inclusion within the Europe region	Provided our MOs with resources enabling them to address subjects of diversity, equity and inclusion	An annual regional theme is introduced into the Region and at least 50% of MOs report knowing these themes
				The Gender Diversity Mainstreaming Toolkit is known by at least 25% of MOs
				All WAGGGS Europe events are supported by a volunteer focused on accessibility
		Streamline efforts in external representation, ensuring we are utilising our impact to achieve the WAGGGS Vision	Established WAGGGS Europe as a key influencer and leader in youth advocacy	A policy and advocacy network evaluation is conducted by 2027, ensuring all affiliations align with WAGGGS' gender equity mission
				WAGGGS Europe participates in at least three international policy fora annually, ensuring representation in key discussions on girls' rights and leadership, diversity and inclusion
				WAGGGS Europe develops new collaborations with at least two civil society organisations by 2028
		Built a thorough external representation framework focused on impact and building network		

Outcome 1: A united and connected girl and young women-Led Movement				
Area of Action	Result	Objectives	Success Statement: By 2028 we will have...	KPI
Unity, solidarity and active collaboration in the Movement	Networking opportunities and synergies between Member Organisations are strengthened	We will support the development of MO-to-MO long term partnerships, short term project cooperation and networking opportunities to enhance synergies	Offered all MOs an opportunity to take part in a cross-MO network or partnership to learn from others and share their best practice	By 2028, 100% of MOs are offered participation in a cross-MO network or partnership
				At least 50% of MOs collaborative annually
				At least one annual event includes an opportunity for MOs to network and share best practice
Global connections for girls and young women build leadership and global citizenship	The quality and impact of initiatives that facilitate global connections for girls and young women are assessed and strengthened	We will work towards strengthening connections with the other WAGGGS regions to learn, develop and flourish	Enabled strong, lasting connections between the Europe Region and other WAGGGS Regions to allow exchange and collaboration	A global cultural exchange programme is delivered by 2028, with participation from at least 25% of Europe Region MOs
				By 2028, at least 50% of participating MOs report that international connections have strengthened their leadership development.
Meaningful youth participation at regional and global levels	Stronger mechanisms amplify youth voices and participation in WAGGGS initiatives	We will ensure participation and impact of young members at WAGGGS governance, training and networking events	Delivered a WAGGGS Europe offer to promote collaboration, culture exchange and youth-led initiatives amongst our MOs	30% of WAGGGS Europe Region working group membership is under the age of 30
				All new regional initiatives have a balanced mix of different age-groups involved and working together

**Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience**

Area of Action	Result	Objectives	Success Statement: By 2028 we will have ....	KPI
MO collaboration and networking for quality Girl Guiding and Girl Scouting	Stronger mechanisms facilitate MO knowledge sharing on quality Girl Guiding and Girl Scouting	We build on existing initiatives for MOs to access more opportunities, programmes and communications	Created spaces for direct communication between MOs	By 2028 all regional MOs are present on Campfire and at least 75% actively engage and contribute to the Campfire community
			Actively engaged with cross-MO networks and amplified those synergies	WAGGGS Europe Region offers opportunities for MOs to share national initiatives and events and foster opportunities for experiencing girl guiding and scouting across borders
			Enabled a transparent and equitable collaboration with WOSM Europe	All self-organised cross-MO networks are offered WAGGGS Europe presence at their physical events at least once in the triennium.
				WAGGGS has committed to the joint action plan and reported on the progress on the collaboration with WOSM Europe
				WAGGGS Europe has identified areas for cooperation with WOSM Europe on matters of external representation
				MOs are supported with the implementation and promotion of WAGGGS initiatives such as the leadership model and GLACC, with a special focus on MOs that have lower presence of WAGGGS initiatives

**Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience**

Area of Action	Result	Objectives	Success Statement: By 2028 we will have ....	KPI
MO collaboration and networking for quality Girl Guiding and Girl Scouting	Co-creation and collaboration spaces support MOs to make Girl Guiding and Girl Scouting more relevant to every and any girl	We will build capacity in our MOs to facilitate spaces to experience the international guiding and girl scouting community	MOs successfully leading WAGGGS Europe Events with the support of the Region	MOs are identified and supported to become hosts of WAGGGS events in the region
			MOs feeling confident in including WAGGGS elements when facilitating national and international spaces	The region delivers 2 sessions per year aimed at giving MOs the knowledge and skills needed to integrate WAGGGS to their MO events
Support MOs to provide high quality Girl Guiding and Girl Scouting	MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities	We will support our MOs with critical organisational needs such as volunteer journey, sustainable finance and membership growth and retention	Enabled opportunities to engage with strategic level volunteers of MOs allowing our support to reach beyond IC-level and result in a deeper MO impact	An annual opportunity is delivered that has learning spaces for MOs to develop and share their efforts on volunteer journey, sustainable finance and membership growth and retention.
WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting	WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework	We will implement the WAGGGS Leadership model and other relevant frameworks in all WAGGGS Europe activities and events	Introduced the WAGGGS Growing and Learning Framework across the region	By 2027, at least 30% of MOs report knowing the WAGGGS Growing and Learning Framework

Outcome 3: A sustainable WAGGGS Europe Region				
Area of Action	Result	Objectives	Success Statement: By 2028 we will have ....	KPI
Financial Sustainability	Increased fundraised income in line with WAGGGS purpose and priorities	We will implement an equitable European Contribution model	An equitable EC model that all MOs contribute to supports the work of the region.	By 2028, 95% of MOs contribute to the European Contribution (EC) model annually
		We will have a fundraising plan to support the areas of work of the Region	A fundraising plan that addresses the short- and long-term needs of the Region	By 2027, a structured fundraising plan is implemented, addressing financial needs.
Operational Efficiency	Robust management systems and processes (e.g. data management, Monitoring Evaluation Learning, communications) are in place	We will continue to work closely with the World Bureau to improve our regional monitoring and reporting	A public cost and impact report will showcase the value of the Region	An annual regional impact report is published, measuring WAGGGS Europe's contributions to MOs and the broader movement.
			Our MOs see and understand the quality and value of the work of the Region	By 2027, at least 80% of MOs express increased satisfaction with regional operations and transparency.
	Volunteer operational model implemented consistently and adds value across WAGGGS	We will ensure that volunteers of the WAGGGS Europe Region feel safe, included and able to flourish through their role	More diverse volunteer roles, with a focus on flexibility, inclusivity, personal development and community	By 2028, at least 90% of regional volunteers and staff report feeling increased value and support in their roles
				All regional volunteers undergo safeguarding and leadership training at the start of their roles

Outcome 3: A sustainable WAGGGS Europe Region				
Area of Action	Result	Objectives	Success Statement: By 2028 we will have ....	KPI
Global Team Culture and Effectiveness	Enhanced collaboration processes and practices across WAGGGS Global Team	We will work towards strengthening collaboration together with WAGGGS global team towards achieving Compass 2032	Shared needs with and experienced support from the Global team in delivering the Triennial Action Plan 2026 - 2029	By 2028, 40% of MOs have the opportunity to access capacity building offers with support from the global teams
				By 2027, an approach to support MOs with growth and retention is developed alongside the WAGGGS global team.
			Adapted global initiatives to the regional context for our members	Two global initiatives (programmes, events, activity packs) have been made accessible to the Europe Region by 2028
Operational Efficiency	Effective Global Team leadership and team management	We will continue to explore innovative ways to ensure transparency in decision-making	Improved our MOs understanding of the Region's decision making and operations	Agendas of Committee Meetings are shared with MOs and impact or regional activity reports are shared with MOs quarterly.
	Robust HR management supports staff and volunteers to thrive and excel (e.g. recruitment, induction, L&D, performance management)	We continuously build a strong bond between volunteers and staff in delivering the Regional Action Plan with the focus on wellbeing, mental health, purpose and community.	A regional team that supports each other, collaborates and feels appreciated	By the end of 2026, a platform is established where all regional volunteers can connect is established
			Provided all volunteers and staff with opportunities for personal development	By 2028, 75% of volunteers express a stronger understanding of global and regional initiatives and how they connect
				By 2027 at least 70 percent of all staff and volunteers in the region will have been offered training within their field of expertise



Outcome 3: A sustainable WAGGGS Europe Region				
Area of Action	Result	Objectives	Success Statement: By 2028 we will have ....	KPI
Global Team Culture and Effectiveness	The Global Team experience is aligned with WAGGGS values and code of conduct	We work by the code of conduct and WAGGGS values	Members of the regional team adhere to the code of conduct and demonstrate the WAGGGS values	All regional volunteers have completed their onboarding training.
			All members of the regional team feel respected and safe and contribute to creating a brave space for all	Event assessments and incident response evaluation shows that safeguarding training is fully integrated with staff and volunteers applying it effectively in real-world situations.

## FINANCES

The following tables show the forecast income and expenditure in the Europe Region for the 2026-2028 period.

### Income

The WAGGGS Regional allocation will depend on the success of fundraising and income-generation efforts in the coming years. It will be approved annually by the World Board at its December meeting. However, we expect WAGGGS to continue the allocation in line with the amount received in 2025. Around €38,000 of any allocation the Region receives goes towards the cost of one member of staff, which aligns with all other Regions. We have continued to see steady fundraising income from WAGGGS Giving Day. Therefore, this is built into the forecast for the 2026-2028 triennium.

The amount included in this paper for European Contribution is based on the mid-level 'Basic Fee model' outlined in the European Contribution paper. To see the various levels of income built on the Low / High Basic Fee Model and the rate per member, please refer to the European Contribution paper being shared in March 2025.

Certain events, such as the Academy, are cost-neutral, so you will see that the income and expenditure for this are the same. We have also indicated in the table below that funding opportunities will be sought for the in-person Volunteers Meeting and for Facilitators / Committee presence at Roverway.

To ensure flexibility, the Regional Triennial Action Plan includes contingencies to accommodate potential expansion or reduction of activities.

Forecast income by year	2026	2027	2028	Total
European Contribution	€153,450	€153,450	€153,450	€460,350
WAGGGS allocation for Staff Member	€38,000	€38,000	€38,000	€114,000
Potential WAGGGS Allocation for Governance and Programme	€37,000	€37,000	€37,000	€111,000
Grant funding for Roverway	-	-	€50,000	€50,000
Grant funding for Volunteer Meeting	€20,000	€20,000	-	€40,000
The Academy	€70,000	€10,000	€70,000	€150,000
General Operating Grant	€125,000	€125,000	€125,000	€375,000
WAGGGS Giving Day	€5,000	€5,000	€5,000	€15,000
<b>Total Income</b>	<b>€448,450</b>	<b>€388,450</b>	<b>€478,450</b>	<b>€1,315,350</b>

## FINANCES

### Expenditure

Expenditure has been grouped into two main areas and aligned to the priorities contained within this Triennial Action Plan, which the new Regional Committee can use flexibly to achieve the greatest return on investment for the Region. Where Europe Region plans specific events then these have been shown.

- **Programme Delivery** – Includes activities under Outcomes 1, 2 and 3 except those related to WAGGGS (global and regional) governance initiatives and activities.
- **Governance and operations** – Covers all governance-related initiatives and activities, such as in- person Regional Committee meetings, Regional Conference, grants to Member Organisations to support participation at World and Regional Conferences and other events and visits to Member Organisations. It also includes operational costs such as those related with the management and training of regional volunteers, or the development of regional fundraising resources.

The detailed budgets for each specific year have not been approved, hence the information below is subject to change. The budget process is undertaken around September each year for the following year and is approved by the World Board around December. As a result, what we provide at this stage is a financial forecast showing how the deliverables of our Triennium Action Plan will be supported.

The Regional Committee will make every effort to keep costs in line with income received as noted above.

## FINANCES

Forecast expenditure by year	2026	2027	2028	Total
<b>Programme Delivery</b>				
• Outcome 1 - A united and connected girl and young women-Led Movement	€ 20,000	€ 25,000	€ 18,000	€ 63,000
• Outcome 2 - Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience	€ 18,500	€ 11,000	€ 13,500	€ 43,000
• Outcome 2 - The Academy	€ 70,000	€ 10,000	€ 70,000	€ 150,000
• Outcome 2 - IC Forum	-	€ 20,000	-	€ 20,000
• Outcome 2 - Roverway	-	-	€ 50,000	€ 50,000
• Outcome 3 - A sustainable WAGGGS Europe Region	€ 25,000	€ 25,000	€ 5,000	€ 55,000
<b>Governance and Operations</b>				
• Regional Committee Meeting	€ 10,000	€ 10,000	€ 10,000	€ 30,000
• Regional Conference	-	-	€ 40,000	€ 40,000
• Staff Costs and Training	€ 306,000	€ 315,000	€ 324,000	€ 945,000
• Operational Costs	€ 35,000	€ 36,000	€ 37,000	€ 108,000
• Audit, Legal and Professional Fees	€ 8,000	€ 8,000	€ 8,000	€ 24,000
<b>Total Expenditure</b>	<b>€ 492,500</b>	<b>€ 460,000</b>	<b>€ 575,500</b>	<b>€ 1,528,000</b>
<b>Total Income</b>	<b>€ 448,050</b>	<b>€ 388,450</b>	<b>€ 478,450</b>	<b>€ 1,315,350</b>
<b>Net Surplus / (Deficit)</b>	<b>(€ 44,050)</b>	<b>(€ 71,550)</b>	<b>(€ 97,050)</b>	<b>(€ 212,650)</b>

### Overall Position

Total income for the triennium is forecast to be €1,315,350 with total expenditure of €1,528,000. The Regional Committee considers this a reasonable based on the mid-point of our Europe Contribution paper along with the usage of our reserves as we transition to a proposed new model. The Regional Committee acknowledges and responds to the current situation in the Region and among our Member Organisation and expenditure allocations will be reviewed annually and adjusted as needed to reflect new circumstances in line with the Budget process.

## Questions to consider while reviewing the second draft

We encourage you to reflect on these questions and share your insights either in writing or via a call. **You can request a meeting with a member of the Regional Team or submit your feedback in writing by emailing [europa.reco@waggs.org](mailto:europa.reco@waggs.org) by 28 April 2025.** Your input is vital to shaping a plan that meets the needs of our Region and empowers us to move forward together.

As we shape the Triennial Action Plan 2026-2028, which regional support, capacity-building services, or activities do you see as most impactful in advancing our shared vision and strategic goals?

Considering our vision and strategic priorities, are there any current activities you believe the Region should discontinue to better focus on our priorities?

Considering the principles that should guide our regional offer design (page 6), are there any activities or initiatives the region should consider to deliver differently or where the region (or Member Organisations) could play a different role?

How diversified should our plan be to reflect different MO priorities?

How could our regional partnership with the European Scout Region evolve to better support WAGGGS's vision and strategic outcomes?

## Conclusion

As highlighted at the start of this process, the Europe Regional Committee has developed this initial draft of the Regional Triennial Action Plan to serve as a framework for discussion and consultation with all Member Organisations. Our aim is to foster collaboration and shared decision-making throughout this journey.

We acknowledge that this plan is ambitious, but we remain committed to adjusting activities as needed based on available resources and the operating context. In recent years, we have demonstrated our ability to innovate and adapt—through educational webinars, virtual meetings, large-scale programs and events, and the sharing of regional curricula and programming. With your engagement and the dedication you have consistently shown, we are confident we can achieve our shared goals.

The core priorities outlined in this draft align with the WAGGGS Global Strategy and focus on the key areas where we believe the region requires further support. Together, with your input, we will refine and finalise a plan that enables us to reach our objectives.

By 2028, we envision a Europe Region that is stronger, more united, and thriving—ready to lead the last remaining steps toward Compass 2032.



### Questions?

If you have any questions, please contact the Europe Regional team who will be happy to speak with you at [europa.reco@waggggs.org](mailto:europa.reco@waggggs.org).

