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Regional Triennial Action Plan 2026-2028

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**WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS**

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CONTEXTUAL OVERVIEW

Over the next three years, the Europe Region will continue to have to address 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. Thank you for your input and involvement in shaping this action plan that supports WAGGGS' Global Strategy in our region and which will help us lead the Europe Region throughout the next triennium.

INTRODUCTION

The Regional Committee is responsible for developing the Regional Action Plan for each triennium. This includes drafting objectives and activities based on the needs expressed by Member Organisations (MOs) and the regional context in which we operate. The Triennial Action Plan (TAP) must also take into account the resources available, including financial, to ensure it is realistic and achievable.

The regional objectives for 2026–2028, which set out our region’s contribution to WAGGGS’ Global Strategy 2024–2029, have been shaped through input from MOs in a 6-month consultation process. The feedback received has helped to refine the objectives and activities, ensuring they reflect the shared vision and priorities of the Movement. A short summary of this feedback is included in the annex to this document.

The Europe Regional Committee proposes the following Action Plan for the 2026–2028 triennium. We believe this plan reflects both the collective priorities and the diversity of needs across the region, and that it provides a strong foundation for our shared work over the coming triennium. While the plan has been developed by the Regional Team, it belongs to all Member Organisations in the region, and its success depends on our joint commitment to deliver it together.

BACKGROUND

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.

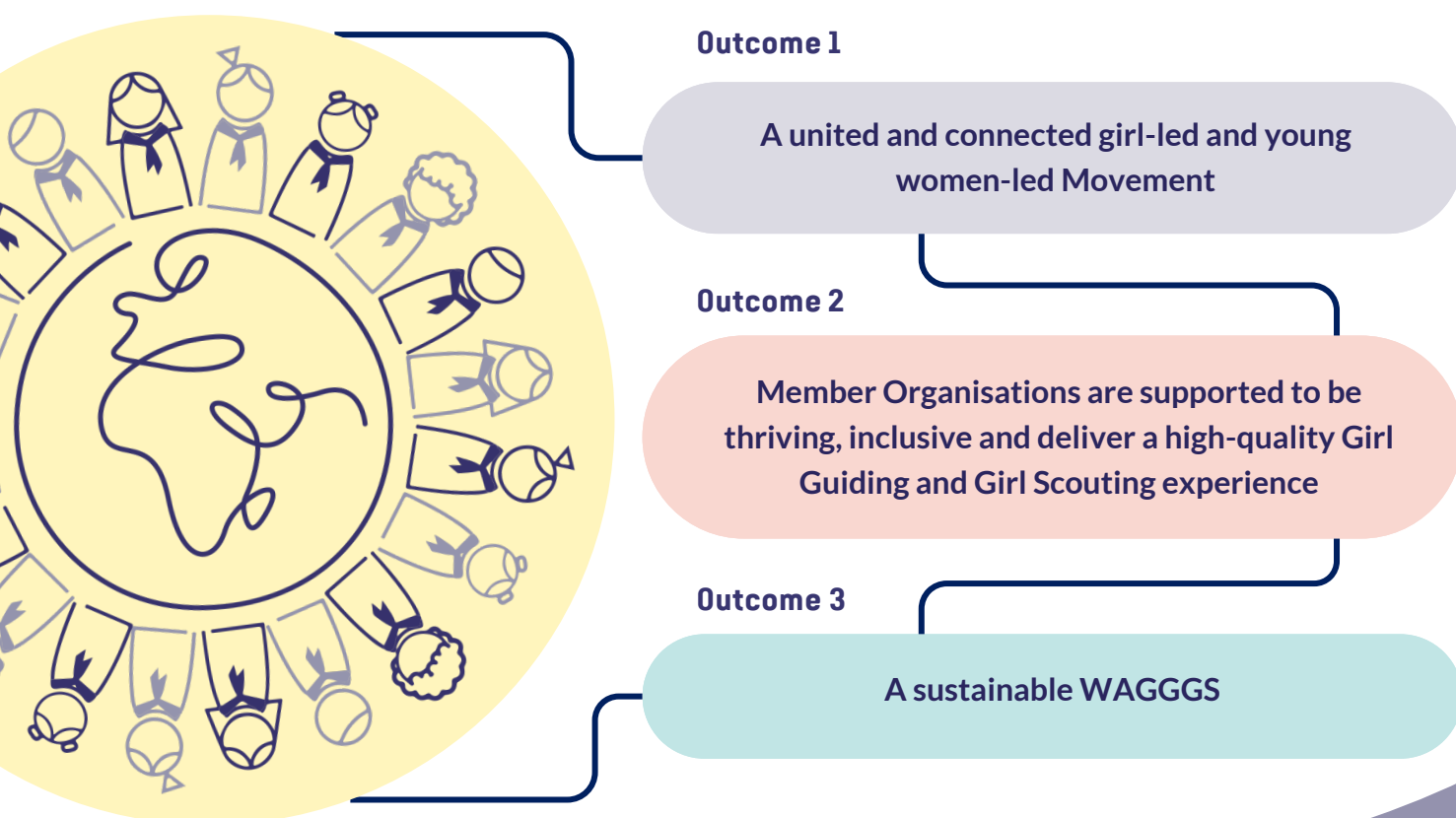
The WAGGGS 2024-2029 Global Strategy outlines how the Global Team will contribute to Compass 2032 over the next six years of the journey.

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.

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.



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 three priorities 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, leading the Movement towards Compass 2032. 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:

Identity and Unity of the Movement

- We will focus on: Building common understanding around Girl Guiding and Girl Scouting’s characteristics and principles
- Facilitating collaborative decision-making and dynamic dialogue between MOs and WAGGGS that shapes the Movement's future
- Representing the Movement by raising its profile and communicating its impact to external audiences
- Developing and sharing research and learning around Movement trends
- Sharing and celebrating the heritage, values and impact of Girl Guiding and Girl Scouting

Strengthening the Relevance and Educational Impact of Girl Guiding and Girl Scouting

- We will focus on: Bringing MOs together to work on our characteristics and principles
- Developing thinking, resources, and activities at regional and global levels to innovate around non-formal education and leadership development across the Movement.
- Offering capacity development that strengthens the quality of Girl Guiding and Girl Scouting.

Meaningful Global Connections for Girls and Young Women

- We will focus on: Facilitating global connections and experiences where girls and young women develop leadership and global citizenship
- Coordinating opportunities for girls and volunteers across the Movement

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.

TRANSPARENT

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

FROM GLOBAL AIMS TO THE 2026-2028 TRIENNIAL ACTION PLAN

To help us focus on achieving 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.

The Triennial Action Plan plays a vital role in linking WAGGGS' global aims with the specific needs of the Europe Region. It takes the Outcomes, Areas of Action, and Results from the Global Strategy and translates them into concrete, regional terms.

The Triennial Action Plan defines the Objectives that reflect the realities and priorities of the Europe Region. The plan's Objectives are statements of what the region aims to achieve over the triennium, ensuring efforts are aligned with global outcomes while responsive to the region's needs.

To monitor progress, the TAP includes Success Statements and Key Performance Indicators (KPIs) for each objective. A success statement describes the intended positive change, while KPIs provide measurable indicators to track progress. Together, these elements ensure the region's work is purposeful and accountable.

INPUT TO THE 2026-2028 TRIENNIAL ACTION PLAN

To ensure the Triennial Action Plan for 2026-2028 is grounded in the realities, ambitions and priorities of our Member Organisations, the Europe Regional Committee carried out a consultation process enabling Member Organisations to contribute their insights, experiences and forward-looking priorities.

Key themes that emerged from the consultation included membership retention and growth and 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 contexts and needs.

The feedback received has been instrumental in shaping both the strategic direction and specific activities proposed in this Plan. A summary of the responses gathered during the consultation is included in the annex to this document.

TRIENNIAL ACTION PLAN 2026-2028

The Europe Regional Committee proposes the following Triennial Action Plan for 2026–2028, developed in close consultation with Member Organisations across the Region. This plan outlines the key priorities, objectives and activities that will guide our work over the next three years. The plan contains key performance indicators, which will be reported in the 2026-2028 Triennial Report.

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 Region	Amplified a strong and visible identity for WAGGGS Europe Region	At least 50% of MOs report having offered WAGGGS initiatives to the members of their organisation
				At least 20% of MOs know how to use the WAGGGS visual identity within their MOs
			A greater understanding of how to articulate and promote our characteristics and principles across MOs	WAGGGS International Commissioners report being supported in the integration of WAGGGS into their member organisation e.g. by using WAGGGS initiatives and/or visual identity

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	Provide MOs with opportunities and resources to share and celebrate the international Girl Guiding and Girl Scouting Movement	Enabled all MOs to celebrate WAGGGS 100-year anniversary	WAGGGS inspired annual themes are introduced and defined by the Regional Committee at the start of the triennium and at least 50% of MOs report knowing the theme
	The profile, external recognition and visibility of Girl Guiding and Girl Scouting is improved	Streamline efforts in external representation, ensuring we are utilising our impact to achieve the WAGGGS Vision	Established WAGGGS Europe Region 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 equality mission
				WAGGGS Europe Region participates in at least three international policy fora annually, ensuring representation in key discussions on girls' rights and leadership, diversity and inclusion
			Built a thorough external representation framework focused on impact and building network	WAGGGS Europe Region develops new collaborations with at least two civil society organisations by 2028

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	At least 50% of MOs collaborate 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 WAGGGS Europe Region and other WAGGGS Regions to allow exchange and collaboration	WAGGGS connections beyond the Europe Region are enabled for 25% of Europe Region MOs
				By 2028, at least 50% of MOs report that international connections 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 Region offer to promote collaboration, culture exchange and youth-led initiatives amongst our MOs	30% of WAGGGS Europe Region working group members are under the age of 30
				All regional initiatives include volunteers of different age-groups involved and working together
				2028 reporting shows that young people's input directly influenced decision-making, policy, or programme outputs in the Region

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 on the platform
				WAGGGS Europe Region offers opportunities for MOs to share national initiatives and events and foster opportunities for experiencing girl guiding and scouting across borders
			Actively engaged with cross-MO networks and amplified those synergies	WAGGGS Europe Region offers presence at physical events of all self-organised cross-MO networks at least once per triennium.
			Enabled a transparent and equitable collaboration with WOSM Europe	WAGGGS Europe Region has committed to the joint action plan, has been visible in all joint events, and has reported on the progress of the collaboration with WOSM Europe
				WAGGGS Europe Region has identified areas for cooperation with WOSM Europe on matters of external representation

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 Events with the support of the Europe Region	By 2028, MOs have hosted WAGGGS events in the region with support from WAGGGS
			MOs feeling confident in including WAGGGS elements when facilitating national and international spaces	The region has delivered two annual sessions to equip MOs with the knowledge and skills to create a sense of belonging to WAGGGS by integrating WAGGGS initiatives into their events
				MOs are supported with the implementation and promotion of WAGGGS initiatives such as the Leadership Model and "Girl-led Action on Climate Change Programme, (GLACC), especially MOs that have lower presence of WAGGGS initiatives
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 has been provided that learning spaces for MOs to develop and share their work on the volunteer journey, sustainable finance, and membership growth and retention."

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
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	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	At least 40% of MOs know the Gender Diversity Mainstreaming Toolkit
				All WAGGGS Europe events include a volunteer focused on accessibility
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 Region activities and events	Introduced the WAGGGS Growing and Learning Framework across the region	By 2027, at least 50% 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	WAGGGS Europe Region publishes an annual impact report, showing 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 strengthen collaboration with other members of the WAGGGS global team beyond the Europe Regional Team to help achieve the goals of Compass 2032.	Shared needs with and experienced support from WAGGGS teams beyond the Europe Region in delivering the Triennial Action Plan 2026 – 2029	By 2028, 40% of MOs have the opportunity to access capacity building offers with support from WAGGGS global colleagues
				By 2027, an approach to support MOs with growth and retention is developed alongside other members of 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	WAGGGS Europe Region shares committee agendas and quarterly activity reports with MOs
	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 forum for all regional volunteers to connect is established within WAGGGS existing platforms
				By 2028, 75% of volunteers report a stronger understanding of global and regional initiatives and how they connect
			Provided all volunteers and staff with opportunities for personal development	By 2027, at least 70% 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 complete 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 evaluations show that safeguarding training is applied effectively in real-world situations

ACTIVITY PLANNER 2026-2028

Below is an overview of the activities planned so far for 2026, 2027 and 2028. It reflects the activities and formats that Member Organisations (MOs) have consistently identified as valuable through feedback and evaluation and for which, in many cases, plans have already begun.

The 2026-2028 Europe Regional Committee will develop more detailed plans on an annual basis to deliver the many objectives defined in this Triennial Action Plan. Those more detailed event plans will also look at addressing the call for a more balanced approach between in-person and online events offered by the Europe region.

The Europe Region's activities in 2026-2028 will explore innovative formats and delivery methods that ensure accessibility, sustainability, and inclusiveness for all members. This will include collaboration with MOs to co-host and co-create events and activities, as well as the WAGGGS approach of cost-neutral events.

2026			
Activity	Description	Delivers on outcome(s)	Delivered by
Volunteers Meeting	First meeting for the regional volunteer teams to provide training, team-building, and to plan the work for the rest of the triennium	1, 2, 3	WAGGGS Europe Regional Team
The Scout and Guide Academy	Annual event to provide an integrated solution to training and sharing experiences in aspects of Scouting and Guiding through a holistic approach to development	1, 2	WAGGGS Europe Regional Team and WOSM Europe
WAGGGS IC meeting	Provide an opportunity for ICs to connect, collaborate and exchange during an in-person meeting in the first half of the year	1	Co-hosted by an MO and WAGGGS Europe Regional Team
Regional gathering	Opportunity to consult MOs on regional business before or during the World Conference	1	WAGGGS Europe Regional Team
Fundraising initiatives	Identify funding frameworks and submit bids to support the delivery of the Triennial Action Plan	3	WAGGGS Europe Regional Team

ACTIVITY PLANNER 2026-2028

2027

Activity	Description	Delivers on outcome(s)	Delivered by
Volunteers Meeting	Working and capacity building meeting for the regional volunteer teams	1, 2, 3	WAGGGS Europe Regional Team
The Scout and Guide Academy	Annual event to provide an integrated solution to training and sharing experiences in aspects of Scouting and Guiding through a holistic approach to development	1, 2	WAGGGS Europe Regional Team and WOSM Europe
IC Forum	Event for ICs to connect, collaborate and exchange with a focus on collaboration between WAGGGS and WOSM Europe	1	WAGGGS and WOSM Europe
Fundraising initiatives	Identify funding frameworks and submit bids to support the delivery of the Triennial Action Plan	3	WAGGGS Europe Regional Team

2028

Activity	Description	Delivers on outcome(s)	Delivered by
Volunteers meeting	(Online) meeting for the regional volunteer teams	1, 2, 3	WAGGGS Europe Regional Team
The Scout and Guide Academy	Annual event to provide an integrated solution to training and sharing experiences in aspects of Scouting and Guiding through a holistic approach to development	1, 2	WAGGGS Europe Regional Team and WOSM Europe
Roverway	Large scale event providing opportunities of intercultural exchange, learning and self-development to young participants across the WAGGGS and WOSM Europe Regions	1, 2	WAGGGS Europe Regional Team, Programmes Team, Capacity Building Team and WOSM Europe
Youth event	To engage and prepare young members of delegations for the Regional Conference	2	WAGGGS Europe Regional Team
Europe Regional Conference	Elect the new Europe Regional Committee, report back on the triennium and agree on the next triennial action plan	1, 2	WAGGGS Europe Regional Team, Governance Team
Fundraising initiatives	Identify funding frameworks and submit bids to support the delivery of the Triennial Action Plan	3	WAGGGS Europe Regional Team

FINANCES

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

Income

The tables below show the forecasted income for the Europe Region for 2026-2028.

The WAGGGS allocation will depend on the success of fundraising and income generation efforts in the coming years and 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 the WAGGGS Giving Day, so this has been built into the forecast for the 2026-2028 triennium.

The level that has been included for European Contribution is based on the basic fee model as per the European Contribution paper, which is the lower of the two models being presented. The difference in income between the two models is approximately €15,000.

Certain events, such as the Academy, are cost neutral so you will see that the income and expenditure for this are the same.

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

Forecast income by year	2026	2027	2028	Total
European Contribution	200,000	185,000	170,000	555,000
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
Roverway	-	-	50,000	50,000
Volunteers Meeting	20,000	20,000	-	40,000
The Academy	70,000	10,000	70,000	150,000
WAGGGS IC Meeting	20,000			20,000
General Operating Grant	125,000	125,000	125,000	375,000
WAGGGS Giving Day	5,000	5,000	5,000	15,000
Total Income	515,000	420,000	495,000	1,430,000

FINANCES

Expenditure

The expenditure outlined below has been grouped into the two main areas below and aligned to the priorities contained within this Regional Action, which the new Europe Regional Committee can use flexibly to achieve the greatest return on investment for the Region. Where the Europe Region has 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 Europe 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
Programme Delivery				
• 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 – WAGGGS IC Meeting	20,000			
• 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
Governance and Operations				
• 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
Total Expenditure	512,500	460,000	575,500	1,548,000
Total Income	515,000	420,000	495,000	1,430,000
Net Surplus / (Deficit)	2,500	(40,000)	(80,500)	(118,000)

FINANCES

Overall Position

Total income for the triennium is forecast to be €1,430,000 with total expenditure of €1,548,000. The Regional Committee considers this reasonable based on the proposal for the Europe Contribution along with the reduction in our reserves to the range we want to maintain as we transition to the proposed new model. The Committee recognises the evolving context within the Region and among our Member Organisations. Accordingly, expenditure allocations will be reviewed annually and adjusted as necessary in line with the Budget process to ensure responsiveness to emerging needs

Our forecasted reserves are in the table below:

Reserves (EUR)	European Contribution (Restricted)	Surf Smart Grant (Restricted)	WAGGGS General Funds	Total Reserves
• Closing balance 31 December 2023 / Opening balance 1 January 2024	253,119	6,525	2,307	261,951
• Forecasted Movements 2024	(22,468)	(18)	(2,307)	(24,793)
• Closing balance 31 December 2024 / Opening balance 1 January 2025	230,651	6,507	-	237,158
• Forecasted Movements 2025	16,141	(6,507)		9,634
• Closing balance 31 December 2025 / Opening balance 1 January 2026	246,792	-	-	246,792
• Forecasted Movements 2026	2,500			2,500
• Closing balance 31 December 2026 / Opening balance 1 January 2027	249,292	-	-	249,292
• Forecasted Movements 2027	(40,000)			(40,000)
• Closing balance 31 December 2027 / Opening balance 1 January 2028	209,292	-	-	209,292
• Forecasted Movements 2028	(80,000)			(80,000)
• Closing balance 31 December 2028 / Opening balance 1 January 2029	129,292	-	-	129,292

Conclusion

The Europe Regional Committee has developed this Triennial Action Plan not only as a collaborative effort, but also to allow for active participation from both the next Regional Committee and the Member Organisations of the Europe Region. Our shared commitment will be essential to achieving the objectives and goals set for the future of the Europe Region.

The priorities outlined in this plan are aligned with the WAGGGS Global Strategy and focus on key areas where support is most needed in our region. We recognise that this plan is ambitious, but we are committed to adapting activities as needed, in line with available resources and evolving needs. In recent years, we have demonstrated our ability to innovate and respond to change.

We are confident that, with your continued engagement and collaboration, the Europe Region will be stronger, more united, and thriving by 2028—well-positioned to achieve our shared goals and lead the final steps toward Compass 2032.



Annex

About the Consultation

The first draft of the 2026-2028 Europe Triennial Action Plan was shared with Member Organisations on 3 February, along with an invitation to send written feedback via an online form or by writing to europe.reco@waggggs.org by 25 February. The Regional Team hosted an online workshop to provide additional details, offer a space for Member Organisations to give feedback, and answer questions

A second draft was shared on 17 March. This stage was an opportunity to review a fuller draft of the 2026-2028 Triennial Action Plan, including the regional funds allocation and key performance indicators, and to give feedback either in writing, via a call, and/or at consultation workshop.

- 48 MO representatives registered to attend workshops.
- 22 MOs were represented during the online sessions.
- 8 MOs provided feedback by completing the online form.
- 7 MOs submitted additional written feedback

General Feedback

Member Organisations provided valuable feedback on the 2026-2028 Triennial Action Plan and were positive about its direction and focus. Enhanced membership retention and growth were highlighted as key priority areas. Feedback encouraged reflection on the role of the region in facilitating MO-to-MO skill-sharing and problem solving, as well as their interest in co-creating or co-delivering elements of the plan. MOs also requested better adaptation of WAGGGS resources to suit their specific contexts and needs and asked the Regional Team to consider how both the input and impact of young people will be measured and evaluated. The input received has helped shape the plan's development. Below is a summary of the feedback received:

Key Outcomes Identified

1. Top Areas of Need

Member Organisations identified the following as priority areas where they currently need support:

- Membership growth and retention
- Finance and fundraising
- Programme design and delivery
- Leadership practice
- Advocacy and youth participation

2. Priorities for Achieving Global Strategy Outcome 1: A United Girl and Young Woman-Led Movement

Most requested areas for focus included:

- Providing networking and regional engagement opportunities including in-person as well as online events
- Supporting participation of young women
- WAGGGS' image and visibility

3. Priorities for Achieving Global Strategy Outcome 2: Thriving, Inclusive MOs Delivering Quality Experiences

Frequently mentioned themes included:

- Sharing learning and partnership across MOs
- Contextualising our programme offer
- Recruiting and retaining volunteers

4. Priorities for Achieving Global Strategy Outcome 3: A sustainable WAGGGS

Frequently mentioned themes included:

- Transparency in decision-making and financial reporting
- Supporting the volunteer journey