

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 Western Hemisphere Region. This Regional Triennial Action Plan will set the direction and priorities of the Western Hemisphere Region for the next three years. It will, after consultation, describe the services and activities the regional team will deliver to add value to the Movement in our region, and how we will pivot our work to contribute to 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 Western Hemisphere Regional Triennial Action Plan was shared with Member Organisations on 10 February, together with an invitation to send written feedback via an online form or by writing to wh.reco@waggggs.org by 14 March. The regional team hosted an online workshop to provide additional details, offer a space for Member Organisations to give feedback, and answer questions.

As part of the first stage of this consultation:

- 15 MO representatives registered to attend a workshop.
- 13 MOs were represented during the online session.
- 1 MO provided feedback by completing the online form.
- 0 MOs submitted additional written feedback

Feedback received so far

Member Organisations provided valuable feedback on the 2026-2028 Regional Triennial Action Plan and were positive about its direction and focus. They highlighted having strong and cohesive identity for the Girl Guide and Girl Scout Movement; build stronger mechanisms to facilitate MO knowledge sharing on quality Girl Guiding and Girl Scouting and ensuring MOs access to effective tailored support, educational resources and high-quality learning and development opportunities as key areas, and emphasised the importance of financial sustainability, especially for MOs.

The input received has helped shape the next stages of the plan's development. Below is a summary of the feedback received:

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

Feedback	Response
Add to objective 2: "leverage the experiences and/or knowledge of MO members" - Have a database where MO members can share their knowledge, skills and specialties, in support of this objective.	The regional team recognise this could be a key area for collaboration and will explore ways to support this idea and will analyse the factibility

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

Feedback	Response
The third objective (of the third area of action) is very similar to the second objective of the second area of action. It's important to familiarise yourself with the resources in order to apply them.	Adjustments were made to the wording of the objective and the success statement to make it clearer.

Outcome 3: A sustainable WAGGGS Western Hemisphere region

Feedback	Response
Financial training for MOs needs to be simple. In addition, MOs could benefit from training in grant proposal writing, budgeting and financial management.	The regional team recognise this as a key area for collaboration and will explore ways to support it by sharing the regional context and MO realities with the Capacity Building teams.

Based on the feedback received, the Regional Committee has reviewed and updated the plan where necessary.

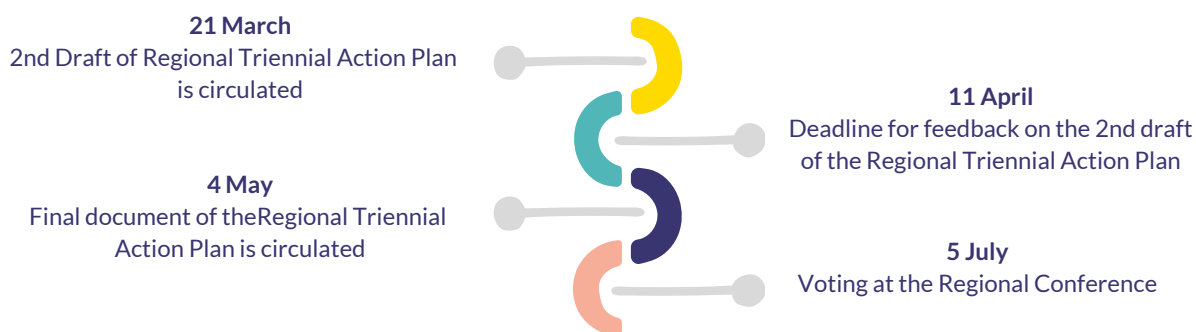
Second Draft Consultation

21st March – 11th April 2025

This stage is an opportunity to review the full draft of the 2026-2028 Regional Triennial Action Plan, including the regional funds allocation and key performance indicators, and to give feedback either in writing or via a call. This version also includes the proposed activities based on the first stage of the consultation process, organised by year, with priority given to activities that directly address the Region's needs.

You can request a meeting with a member of the Regional Team or submit your feedback in writing by emailing wh.reco@wagggg.org by 11th April 2025.

Regional Triennial Action Plan Consultation Timeline (Second Stage)



The second draft, document 4B: 2026-2028 Regional Triennial Action Plan is attached to this communication. Final version of the 2026-2028 Regional Triennial Action Plan will be circulated on date month 2025.

Yours in Guiding and Girl Scouting,
Western Hemisphere Regional Committee



17TH Western Hemisphere Regional Conference
03-06 July 2025
Virtual

Regional Triennial Action Plan 2026-2028

Document 4B

MARCH 2025

INTRODUCTION

Over the next three years, the Western Hemisphere 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 Western Hemisphere 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 Western Hemisphere 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 expressed needs and the context we will be operating in. The Triennial Regional Action Plan 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 Regional Action Plan, which will be presented to the Regional Conference in 2025. This consultation process on the draft version of the Triennial Regional Action Plan will help us 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 Western Hemisphere 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.

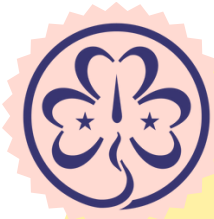
To support this, WAGGGS has prioritised its efforts and committed to work according to the Purpose, Principles, and Priorities in the tables below and on the next page. This framework was developed to enable making decisions around all areas of the WAGGGS offer beyond those “business as usual” functions.

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, 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:		
<p>Identity and Unity of the Movement</p> <ul style="list-style-type: none"> • 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 & 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 	<p>Strengthening the Relevance and Educational Impact of Girl Guiding and Girl Scouting</p> <ul style="list-style-type: none"> • 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. 	<p>Meaningful Global Connections for Girls and Young Women</p> <ul style="list-style-type: none"> • 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.

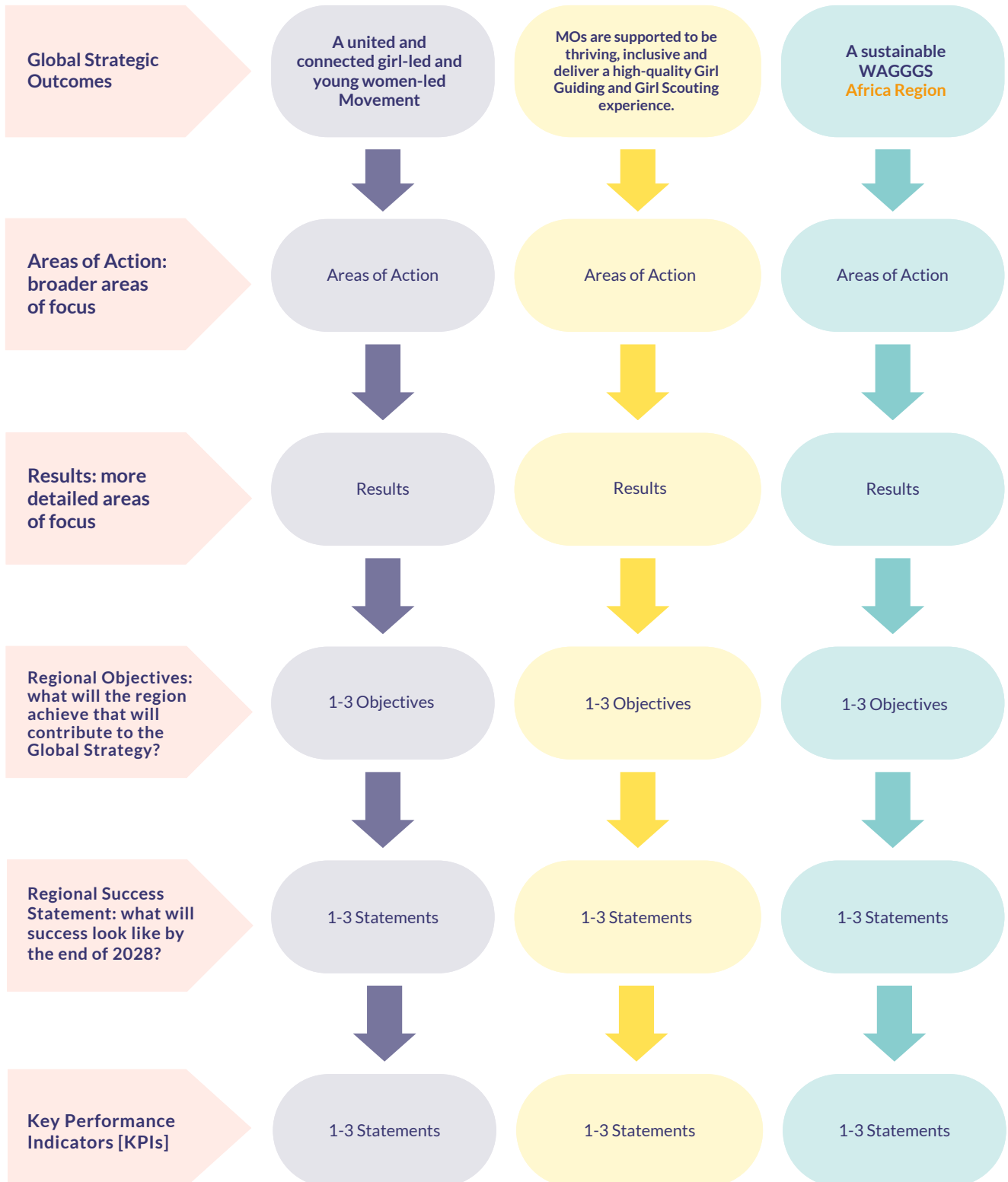
We will strengthen participation by making priorities and decision-making processes accessible and understandable to MOs, volunteers and girls and young women.

TRANSPARENT

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.



SHAPING THE 2026-2028 REGIONAL ACTION PLAN

The recent WAGGGS MO Survey serves as a first starting point for input into the next Western Hemisphere 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 Western Hemisphere Region to the MO survey launched in September 2024. The survey invited MOs to complete a brief online questionnaire over a period of 6 weeks to help shape the 2026-2028 Triennial Regional 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.

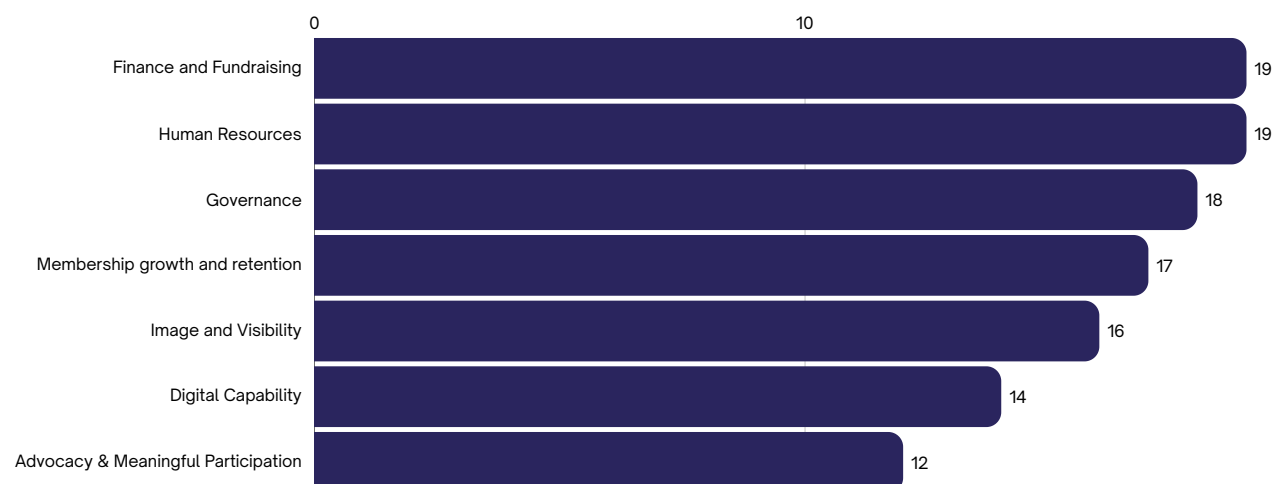
The survey served as an opportunity to assess the impact of the Regional Team's support to MOs and explore ways to strengthen collaboration, ensuring the sustainability of both individual Member Organisations and the wider Movement.

26 out of 35 Member Organisations (74%) 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

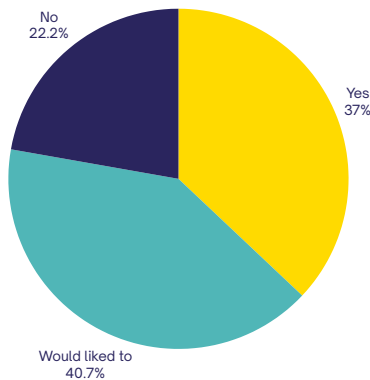
Member Organisations were asked to indicate the areas where they currently have some needs. Improving human resources, finance and fundraising, and governance received the highest responses. MOs also mentioned a strong need for sustainable growth and increased visibility and awareness; They also emphasised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



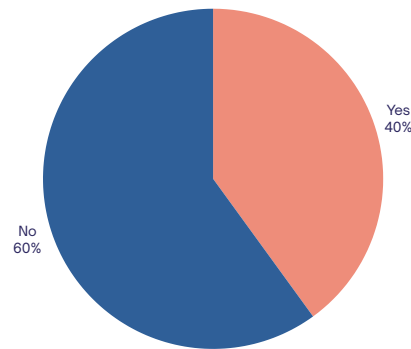
Graphic 1: Member Organisation Needs

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

The analysis of collaboration among Member Organizations during the 2022–2025 triennium reveals that 10 of the respondent 26 MOs have actively collaborated with another MO, while the same percentage (37%) expressed interest in doing so but have not yet established partnerships. One MO mentioned initial contacts were made, and 6 MOs indicated no desire to collaborate. However, the role of WAGGGS in facilitating these collaborations appears limited, as most MOs reported that WAGGGS did not play a role in establishing their partnerships, while only 4 acknowledged its involvement. This highlights a need for the WAGGGS Regional team to take a more active role in supporting and fostering collaborations to meet the growing interest among MOs.



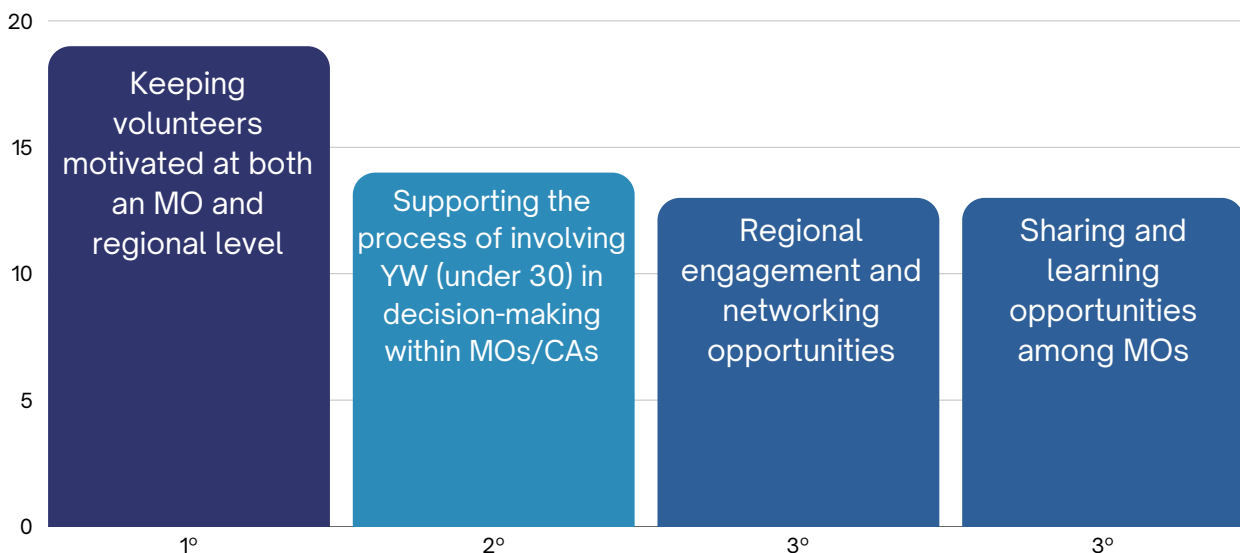
Graphic 2: Collaboration among MOs



Graphic 3: WAGGGS as a collaboration facilitator

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

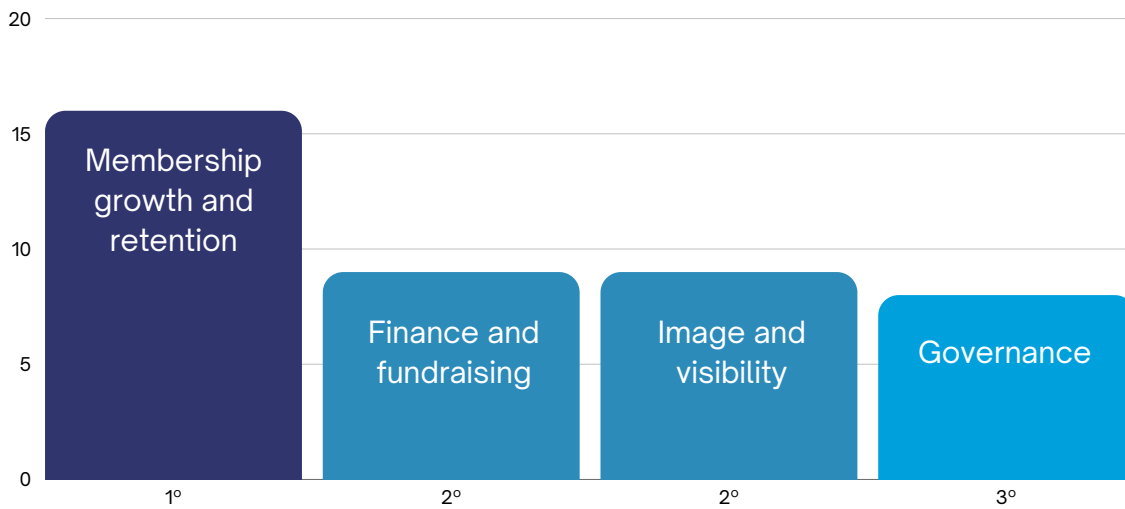
The top priorities for MOs over the next three years (2026-2029) to achieve Global Strategy Outcome 1 focus on keeping volunteers motivated, empowering young women in decision-making, and enhancing regional engagement. Key areas include: involving young women in leadership roles, maintaining volunteer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



Graphic 4: Top activities to prioritise over the next three years to achieve outcome 1

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

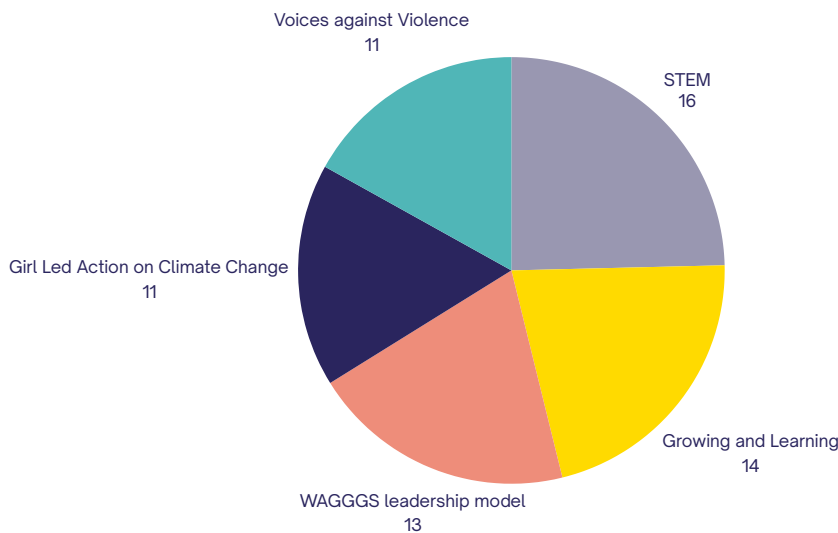
Under Outcome 2, Member Organisations shared they would like prioritised strengthening member recruitment, retention strategies and delivering innovative programmes to increase diversity and engagement in Girl Guiding and Girl Scouting experiences. Ensuring sustainable financial and fundraising management practices to support MOs' operational stability and enhancing brand visibility and public awareness were mentioned as priority areas by 9 MOs, while strengthening governance structures, including decision-making and accountability were mentioned by 8 associations.



Graphic 5: Top activities to prioritise over the next three years to achieve outcome 2

5. WAGGGS programmes and initiatives

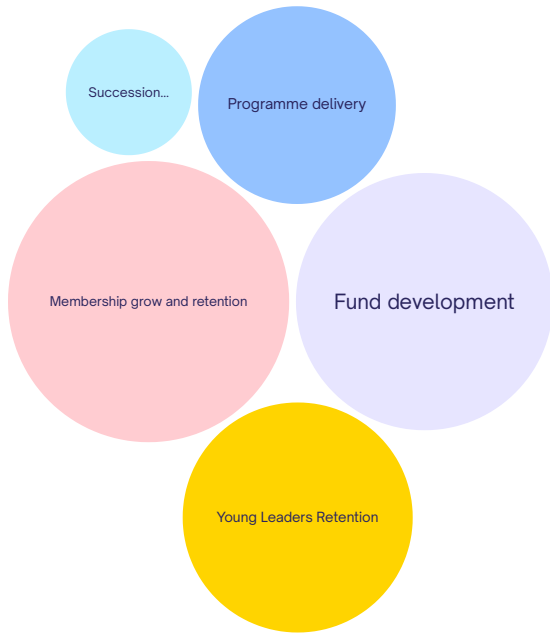
MOs were asked if there were any current WAGGGS programmes or initiatives they found particularly valuable and would like the Region to include as part of the TAP. The selected top 5 WAGGGS programmes are shown in the below chart. 16 out of 26 MOs mentioned STEM. Growing and Learning (learning and development framework for youth and adults) was mentioned by 14 MOs, while the WAGGGS Leadership Model and Girl Lead Action on Climate Change were mentioned by 13 and 11 MOs respectively. Voices against Violence was selected by 11 MOs.



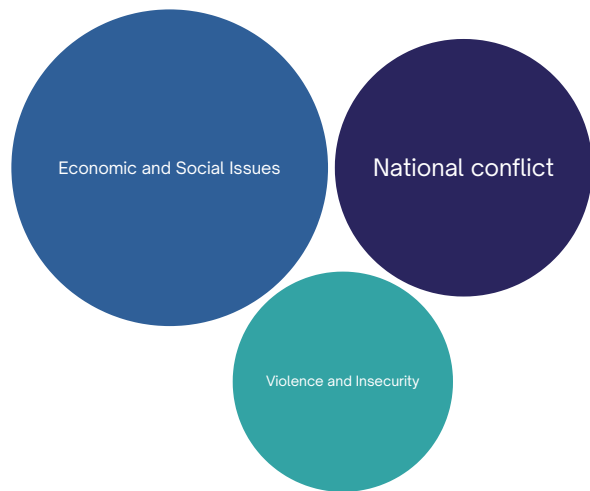
Graphic 6: Top WAGGGS programmes and initiatives for the Region

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 spread of concerns and challenges. However, half of the respondent comments spoke directly to the struggles of maintaining and motivating members and volunteers, and financial . We see these challenges growing over the past years, particularly following the impacts of COVID19, Addressing these issues should be a central focus in the development of the Triennial Action Plan.



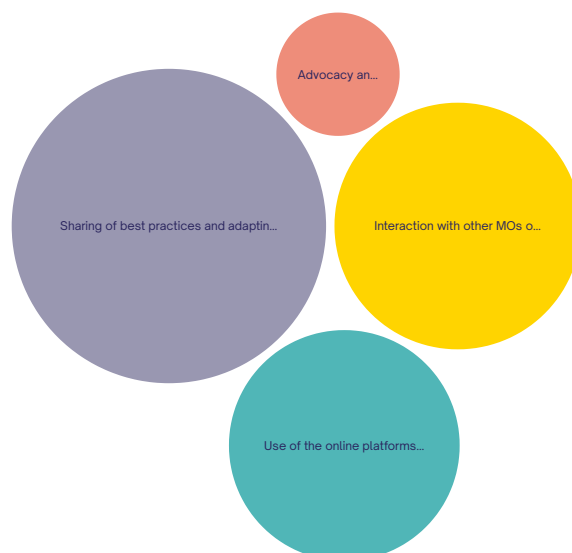
Graphic 7: MO challenges



Graphic 8: External challenges

7. Perceived opportunities in the region

Similarly, when asked about the opportunities in the Region that Member Organizations use most and would like to see taken advantage of, 13 of 26 comments highlighted the importance of networks, partnerships and collaboration. Responses referred to relationships between MOs, such as networking opportunities for people responsible for specific areas within the MOs. A recurring theme in these comments is the value placed on fostering stronger connections through more meeting spaces using apps and online resources.



Graphic 9: Opportunities in the Region

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

Sustainability Climate Change

Exchange spaces for MOs International experiences

Mental Health

MOs expressed their concerns regarding the thematic initiatives and highlighted a strong desire to focus on sustainability and climate change and highlighted the importance of a collaborative effort by Caribbean MOs on this matter. On the other hand, mental health, international experiences and more exchange spaces for MOs were the topics most mentioned among the respondents.

Key Themes

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

- Ensuring membership retention (youth members and volunteers)
- Developing new funding opportunities
- Keeping volunteers motivated, improving the volunteering experience, and increasing retention
- Supporting the inclusion of young women in decision-making processes
- Empowering youth and fostering leadership development as a strategy to attract new members
- Providing more opportunities, tools, and resources for collaboration
- Sharing of best practices and adapting to the national circumstances

These themes reflect a strong focus on volunteer engagement, youth empowerment, collaboration, and sustainable growth. In addition, it is worth to mention that during the first consultation phase, some Member Organizations requested to continue with the regional pilot programme "Pen Pals."

TRIENNIAL REGIONAL ACTION PLAN

The Western Hemisphere Regional Committee proposes the following objectives and key performance indicators (KPIs) for MOs' consideration. These are based on conversations with MOs over the past year and the latest WAGGGS campaign survey in 2024.

Outcome 1: A united and connected girl and young women-Led Movement			
Area of Action: 1.1 A strong and cohesive identity for the Girl Guide and Girl Scout Movement			
Result	Objectives	Success Statement: By 2028 we will have...	KPIs
The heritage, values and impact of Girl Guiding and Girl Scouting are shared and celebrated across the Movement	Strengthen partnerships and advocacy efforts to enhance the external recognition and visibility of Girl Guiding and Girl Scouting in the Western Hemisphere	Enhanced widespread recognition and visibility of Girl Guiding and Girl Scouting in the region by 2028, through strategic partnerships and engagement with young women and member organizations in the region,	Maintain content creation partnerships with young women from at least 9 MOs in the region. Increase social media engagement by 20% across Western Hemisphere platforms.
The profile, external recognition and visibility of Girl Guiding and Girl Scouting is improved			Implement 1 advocacy campaign per quarter on key issues affecting girls and young women or highlighting the accomplishments of girls and young women within the movement.
Area of Action: 1.2 Unity, solidarity and active collaboration in the Movement			
Networking opportunities and synergies between Member Organisations are strengthened	Promote MOs to connect with each other to encourage cross-fertilization of practices, and to strengthen the connections across the region	sub regional gatherings where MOs learn together and from each other.	Networking and exchange among MOs are facilitated through the Committee's presence at four subregional events, ensuring at least one session led by the region at each event and the participation of at least 50% of the MOs in the region.
Collaborative decision-making and active dialogue mechanisms between MOs and WAGGGS shape the Movement's future	Deliver effective, inclusive, and intergenerational governance and leadership of the Movement offering practical resources (e.g: Pre-event for YW for ReCo, YW webinars, etc).	developed and promoted practical resources and spaces that help MOs to better understand the value of the intergenerational approach and encourage the senior leadership to include young women in governance.	Offer at least 2 initiatives that promote and increase the number of Young Women in Governance and Leadership positions based on the survey at the beginning of the triennium and the data from past regional events in the last 6 years.
Area of Action: 1.3 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	Promote MOs to connect with each other to encourage cross-fertilization of practices, and to strengthen the connections across the region	held sessions in English and in Spanish for MOs to share successes and best practices, in topics relevant to them	Offer 2 sessions in each language to explain how to access and complete the GAL training in Campfire. 6 session to MOs to share their best practices.
Increased reach and accessibility of initiatives that facilitate meaningful global connections for girls and young women			Plan and/or support at least 3 initiatives that promote the international connections and opportunities for girls, young women and volunteers, with the participation of at least 50% of Western Hemisphere Region
Area of Action: 1.4 Meaningful youth participation at regional and global levels			
Stronger mechanisms amplify youth voices and participation in WAGGGS initiatives	Support the promotion and delivery of global opportunities, initiatives, and programmes by encouraging MOs to participate and engage with the offer.	displayed all global opportunities, initiatives and programmes on the WH regional calendar and shared with MOs in a timely manner, and are available in English and Spanish .	Update the global calendar in Campfire in a monthly basis. Create and send regional newsletters every 6 onths. Send emails every 1 month with upcoming activities.
Increased access to leadership opportunities and decision-making spaces at regional and global levels for young women	Provide girls and young women with regional spaces that offer cultural connections and international opportunities	offered spaces for the international connection of girls and young women.	Plan and/or support at least 3 initiatives that promote international connections and opportunities for girls, young women and volunteers, with the participation of at least 50% of Western Hemisphere 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 2.1 MO collaboration and networking for quality Girl Guiding and Girl Scouting

Result	Objectives	Success Statement: By 2028 we will have	KPIs
Stronger mechanisms facilitate MO knowledge sharing on quality Girl Guiding and Girl Scouting	Support the promotion and delivery of global opportunities, initiatives, and programmes by encouraging MOs to participate and engage with the offer.	displayed all global opportunities, initiatives and programmes on the WH regional calendar and shared with MOs in a timely manner, and are available in English and Spanish	For the webinars, to have the interaction of the 3 subregions, and the participation of 70% of MOs to share their good practices. Regarding the emails, increase the number of participants between the first email and the last one in at least 30%.
Co-creation and collaboration spaces support MOs to make Girl Guiding and Girl Scouting more relevant to every and any girl	Amplify girls and young women's experiences, stories, and narratives as the heart of our Movement both regionally and globally	provided interactive activities and events that strengthen the participation of girls and young women, ensuring that their voices are heard and incorporated into the Movement's strategies and actions	Each interview achieves a minimum of 1,000 views and 100 engagements (likes, comments, shares) across YouTube and social media within the first three months of release. 80% of featured participants report feeling that their voices were amplified and their experiences valued in post-interview feedback.

Area of action 2.2 MO collaboration and networking for quality Girl Guiding and Girl Scouting

MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities	Promote accessible, inclusive, diverse, safe, and brave Regional spaces, so that MOs leverage this same approach on the national level	accessible, inclusive, diverse, safe, and brave regional spaces that provide an inspiring regional model for MOs. supported MOs to adopt this approach at the national level, creating environments that foster inclusive participation.	80% of participating MOs report increased capacity to create inclusive and safe spaces. 70% of MOs demonstrate measurable improvements in inclusivity based on self-assessment results.3 webinars with the participation of at least 75% of MOs and at least 25% made changes in their policies.
	Ensure MOs are aware of the available resources and understand how to apply those materials in practice, and support the integration of these tools in their national programs and materials/documents.	offered activities and events that allow MOs to be fully informed about the available resources and understand their practical application.	At least 75% of MOs report and increased awareness and accessibility of available resources through surveys.1 tool/resource/activity per each regional volunteer team based on the requests of MOs.

Area of action 2.3 WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting

WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework	Ensure that the WAGGGS offer (resources, opportunities and activities) are reaching the MOs, so they are aware and understand how to apply and promote them within their members.	supported MOs to effectively integrate these tools into their programmes, materials, and national documents, thereby enhancing the impact of their initiatives.	At least 75% of MOs report and increased awareness and accessibility of available resources through surveys.Count on the Global Team for the ICs Annual Gathering and other specific webinars.
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Outcome 3: A sustainable WAGGGS Western Hemisphere Region			
Area of Action 3.1 Financial Sustainability			
Result	Objectives	Success Statement: By 2028 we will have...	KPIs
Financial management systems and processes are optimised	Responsibly manage Regional funds by checking the budget regularly, efficiently managing finances, and committing to financial transparency. Encourage MOs to engage in responsible financial management.	provided transparent information about the regional budget and expenses, with regular reporting.	Financial report in midyear and year-end newsletter.
Increased fundraised income in line with WAGGGS purpose and priorities		supported MOs to understand their duties as trustees under their governance model.	3 MOs change their budgeting practices
		provided opportunities for financial and budgeting training through the appropriate Capacity Building team, with MOs achieving a greater understanding of the finance and budgeting processes for the national budgeting, including membership fees.	<ol style="list-style-type: none"> 50% of MOs participate in training. Follow-up in 6 months indicates that half of the MOs that took the training have utilized it in their budgeting process.
Area of Action 3.2 Operational Efficiency			
Volunteer operational model implemented consistently and adds value across WAGGGS	Create and work along with strong Regional Volunteer teams that have significant roles and specific tasks aligned with delivering the Regional Action Plan	informed MOs about the value and impact of the work done by regional volunteers for the delivery of the Regional Action Plan	All MO's are informed about their specific regional volunteer's contributions and skills used or learned during the triennium.
	Offer a consistent and positive volunteer experience to volunteers through the use of the volunteer management toolkit.	received positive feedback from regional volunteers on their volunteering experience at a regional level	80% of regional volunteers rate their experience as very or highly satisfactory
Area of Action 3.3 Global Team Culture and Effectiveness			
Robust HR management supports staff and volunteers to thrive and excel (e.g. recruitment, induction, L&D, performance management)	The regional volunteer pool is inclusive and reflective of the make-up of the region.	an inclusive regional team that reflects the diversity of the region, and ensures the equitable participation of different subregions, cultures, and MOs perspectives.	Each sub-region is represented equitably in the regional volunteer pool.

ACTIVITY PLANNER 2026-2028

Below is an overview of planned activities for 2026, 2027 and 2028 which will provide an outline for the 2026-2028 Regional Committee to develop the annual regional action plans.

Notes:

- £0.00 – Indicates that the cost is not covered by the region or that there is no cost.

2026					
Outcome	Area of Action	Activity	Description	Estimated Cost (Region)	Deliver by
Outcome 1: A united and connected girl and young women-Led Movement	1.1	Maintain MOs well informed and updated	Newsletters every 6 months include impact reports to highlight the successes, engagement and influence of young women in the movement and encouraging participation of young women in global and regional advocacy and girl-led opportunities and maintain the Global Calendar in Campfire up to date.	£0,00	Region + Global Programmes + World Centres
	1.1	Social Media Campaigns	Partner with young women in the movement as social media influencers, (MO Mondays, World Centres Wednesdays, special dates).		Region
	1.2	Regional & global presence in subregional initiatives	Provide ongoing support to subregional activity Caribbean Link (if reformed by Caribbean MOs)	£10,000.00	Region
	1.2	Support Young Women in Governance	Pre-event for Young Women in regional and world conferences, and other possible events Launch a base survey to monitor the impact of the experience of young people's participation in these events and other initiatives. Build the Young Women in Governance Alumni network		Region
	1.3	Support MOs to develop and update their programme	Support MOs to develop and update their programme based on the GAL Framework and provide capacity building Hold sessions (language specific) for MOs to share their best practices.	£6,000.00	Region + Capacity Building Experts
Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience	2.1	Webinars between MOs	Webinars between MOs in specific topics that the MOs has requested and that other MOs can offer their support, facilitated by the regional team	£500,00	Region
	2.1	Maintain MOs well informed and updated	Send emails every 3 months with the main activities/opportunities that are coming.		Region
	2.1	WH Table Talk Interviews:	Leverage the ongoing table talk series to highlight the success stories and experiences of girls and young women within the region to produce atleast one 10-20 minute table talk interview per month to be published on Youtube and promoted on social media.		Region
Outcome 3: A sustainable WAGGGS Western Hemisphere region	3.1	Finances transparency	Provide semi-annual report to region via the newsletter that contains easy to understand information	£2,000.00	Region
	3.1	CB webinar	Survey MOs to gauge the level of understanding of their duties under their constitution and provide training through the appropriate Capacity Building team to inform MOs of their responsibilities. Survey MOs in 6 months to see if they are changing their practice and/or their constitution		Region + Capacity Building Experts
	3.1	CB webinar	Financial and budgeting training is made available through the appropriate Capacity Building team, with MOs achieving a greater understanding of the finance and budgeting process for the national budget.		Region + Capacity Building Experts
	3.2	Volunteer Management	Volunteer team leads report to the volunteer management lead what skills the team members gained or used doing their role. Survey volunteers upon completion of their role to gauge their satisfaction with their volunteer experience.	£0,00	Region + Volunteer Management Team

2027

Outcome	Area of Action	Activity	Description	Estimated Cost (Region)	Deliver by
Outcome 1: A united and connected girl and young women-Led Movement	1.1	Regional Newsletters	Newsletters every 6 months include impact reports to highlight the successes, engagement and influence of young women in the movement and encouraging participation of young women in global and regional advocacy and girl-led opportunities.	£0.00	Region + Global Programmes + World Centres
	1.1	Social Media Campaigns	Partner with young women in the movement as social media influencers, (MO Mondays, World Centres Wednesdays, special dates ...).		Region
	1.2	Regional & global presence in subregional initiatives	Provide leadership and support to the Latin American Gathering, focusing on issues relevant to the sub-region.	£6,000.00	Region
	1.3	Support MOs to develop and update their programme	Support MOs to develop and update their programme based on the GAL Framework and provide capacity building Hold sessions (language specific) for MOs to share their best practices.	£2,000.00	Region + Capacity Building Experts
	1.4	Meaningful Youth Participation	Continue with the Regional Youth Forum Launch Pen Pal Program Pilot	£1,000.00	Region + Meaningful Youth Participation Team
Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience	2.2	CB webinar	Create a mentorship initiative that includes a self-assessment toolkit for MOs to review and enhance their practices related to inclusivity, diversity and safe spaces. MOs who have effectively adopted inclusive methods in their programs can assist others by working together in collaborative spaces and quarterly regional workshops	£0,00	Region + Capacity Building Experts
	2.2	CB webinar	Deliver a series of webinars to create/update the safeguarding national policies.	£0,00	Region + Capacity Building Experts
	2.1	Maintain MOs well informed and updated	Send emails every 3 months with the main activities/opportunities that are coming.	£0,00	Region
Outcome 3: A sustainable WAGGGS Western Hemisphere region	3.1	Finances transparency	Provide semi-annual report to region via the newsletter that contains easy to understand information	£0,00	Region
	3.2	Volunteer Management	Volunteer team leads report to the volunteer management lead what skills the team members gained or used doing their role. Survey volunteers upon completion of their role to gauge their satisfaction with their volunteer experience.	£0,00	Region + Volunteer Management Team
	3.2	Volunteer Management	MOs receive a letter upon completion of the volunteer's role	£0,00	Region + Volunteer Management Team
	3.3	Volunteer Management	Examine the make-up of the regional volunteer pool to assess the sub-regional representation, and create a plan to reach out to MOs in under represented sub-regions.	£0,00	Region + Volunteer Management Team

2028

Outcome	Area of Action	Activity	Description	Estimated Cost (Region)	Deliver by
Outcome 1: A united and connected girl and young women-Led Movement	1.1	Regional Newsletters	Newsletters every 6 months include impact reports to highlight the successes, engagement and influence of young women in the movement and encouraging participation of young women in global and regional advocacy and girl-led opportunities.	£0.00	Region + Global Programmes + World Centres
	1.1	Social Media Campaigns	Partner with young women in the movement as social media influencers, (MO Mondays, World Centres Wednesdays, special dates ...).		Region
	1.2	Support Young Women in Governance	Pre-event for Young Women in regional and world conferences, and other possible events Maintain the Young Women in Governance Alumni network updated	£8,000,00	Region
	1.4	Meaningful Youth Participation	Support the delivery of global opportunities, such as Youth WAGGGS Centenary Camp	£8,000,00	Region + Meaningful Youth Participation Team
Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience	2.1	Webinars between MOs	Webinars between MOs in specific topics that the MOs has requested and that other MOs can offer their support, facilitated by the regional team	£500,00	Region
	2.1	Maintain MOs well informed and updated	Send emails every 3 months with the main activities/opportunities that are coming.		Region
	2.1	WH Table Talk Interviews:	Leverage the ongoing table talk series to highlight the success stories and experiences of girls and young women within the region to produce atleast one 10-20 minute table talk interview per month to be published on Youtube and promoted on social media.		Region
Outcome 3: A sustainable WAGGGS Western Hemisphere region	3.1	Finances transparency	Provide semi-annual report to region via the newsletter that contains easy to understand information	£0,00	Region
	3.2	Volunteer Management	Volunteer team leads report to the volunteer management lead what skills the team members gained or used doing their role. Survey volunteers upon completion of their role to gauge their satisfaction with their volunteer experience.	£0,00	Region + Volunteer Management Team
	3.2	Volunteer Management	MOs receive a letter upon completion of the volunteer's role	£0,00	Region + Volunteer Management Team
	3.3	Volunteer Management	Examine the make-up of the regional volunteer pool to assess the sub-regional representation, and create a plan to reach out to MOs in under represented sub-regions.	£0,00	Region + Volunteer Management Team

FINANCES

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

Income

The regional income for 2026-2028 is projected to align with 2025 figures, with a small inflationary increase to reflect current financial trends.

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

Forecasted income by year	2026	2027	2028	Total
WAGGGS Regional Allocation	£30,000.00	£30,000.00	£30,000.00	£90,000.00
WAGGGS Contribution towards Regional Conference	--	--	Unknown*	--
Income from regional events and activities	--	--	--	--
Other fundraising initiatives (e.g WAGGGS Giving Day)	£2 000,00	£2 000,00	£2 000,00	£6,000,00
Total Income	£32,000.00	£32,000.00	£32,000.00	£96,000,00

Notes:

* WAGGGS Regional Conference contribution cannot be assumed at this time.

Expenditure

The table below shows the forecast income and expenditure in the xxx Region for the 2026-2028 period.

The expenditure outlined on pages 16 to 18 has been grouped into two main areas:

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

Expenditure by year	2026	2027	2028	Total
Programme delivery	£18,500,00	£16,000,00	£16,500,00	£51,000,00
Governance and operations	£12,500,00	£10,000,00	£15,000,00	£37,500,00
Total Expenditure	£31,000,00	£26,000,00	£31,500,00	£88,500,00

Total Income	£32,000.00	£32,000.00	£32,000.00	£96,000,00
Net Surplus/(Deficit)	£1,000,00	£6,000,00	£500,00	£7,500,00

Notes:

- Regional staff salaries and fees are covered by WAGGGS Membership and Regional Support Team’s budget
- Any unused funds will be reallocated to programme delivery activities.

Overall Position

Total income for the triennium is forecast to be £96,000.00, with total expenditure of £88,500.00. The Regional Committee considers this a prudent approach that acknowledges and responds to the current situation in the Region and among our Member Organisations. Expenditure allocations will be reviewed annually and adjusted as needed to reflect new circumstances.

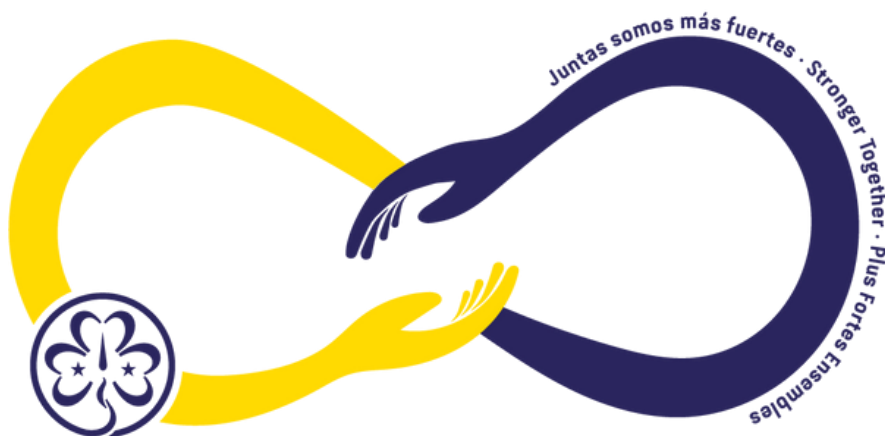
CONCLUSION

As highlighted at the start of this process, the Western Hemisphere Regional Committee has developed this initial draft of the Triennial Regional 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 coffee hours, large-scale virtual programmes 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 Western Hemisphere Region that is stronger, more united, and thriving—ready to lead the last remaining steps toward Compass 2032.



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 wh.reco@waggs.org by 11 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 other 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?

Is there anything missing?



Questions?

If you have any questions, please contact the Western Hemisphere Regional team at wh.reco@waggs.org or who will contact you.