

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 Asia Pacific Region. This Plan will set the direction and priorities for the Region over the next three years. Following consultation, it will outline the **services and activities** the regional team will deliver to add value to the Movement in our Region, and how we will align our efforts with the **WAGGGS Global Strategy and Compass 2032** – our unifying vision adopted by written resolution ahead of the 37th World Conference in 2021.

About the First Draft Consultation

The first draft of the 2026–2028 Asia Pacific Regional Triennial Action Plan was shared with Member Organisations on 20 February, along with an invitation to submit written feedback via an online form or by writing to ap.reco@waggggs.org by 19 March. The regional team also hosted an online workshop to provide additional information, create space for Member Organisations to share feedback, and answer questions.

As part of this first stage of consultation:

- **21** MO representatives registered to attend the workshop.
- **20** MOs were represented during the online session.
- One MO provided feedback via the online form.
- One MO submitted additional written feedback.

Feedback Received So Far

Member Organisations have provided **valuable insights** on the draft Action Plan and expressed support for its overall direction and focus. In summary, MOs emphasised the need for a **strong and cohesive identity for the Girl Guide and Girl Scout Movement**, and called for **meaningful youth participation** at all levels – participation that goes beyond tokenism. They also highlighted the importance of strengthening MO development through **self-assessment and capacity building**.

MOs noted that these goals could be achieved through a **stronger combination of virtual and in-person approaches** that engage girls and young women, foster connection and collaboration among MOs in the Region, and strengthen links between MOs and the Regional team. Additionally, MOs shared constructive feedback on operational improvements needed both at the regional and MO level to ensure the success of the Action Plan.

Below is a summary of the feedback received:

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

| Feedback | Response |
|---|---|
| <p>MOs requested that the Region prioritise the objective of "A strong and cohesive identity for the Girl Guide and Girl Scout Movement" by building on the successful regional communications approach that centres the experiences, stories, and narratives of girls and young women. MOs also emphasised the need for a strong foundation in Girl Guiding and Girl Scouting, to help girls and MOs develop a lasting passion for the Movement. They suggested the creation of resources that enable members to reconnect with the basics. Finally, MOs requested support at the organisational level to help achieve these aims.</p> | <p>The Regional Team recognises the impact this area of action can have and has therefore prioritised it with extensive deliverables. The Team also acknowledges the effort required to achieve this objective and envisions the formation of a Volunteers' Sub-Committee. Support from Member Organisations will be essential in reaching this goal.</p> |
| <p>MOs highlighted that creating global connections for girls and young women to build leadership and global citizenship is important. However, they emphasised the need to recognise that both in-person and virtual formats have their own advantages and limitations. MOs expressed a preference for a blended approach that allows participation in regional activities through both formats.</p> | <p>The Regional Team has therefore ensured that focus will be given to creating both in-person and virtual opportunities. Wherever possible, a hybrid format will be explored.</p> |
| <p>The work on Meaningful Youth Participation should not focus solely on young women, but should also incorporate intergenerational aspects and prioritise educating Member Organisations on its concepts and practical application.</p> | <p>The Regional Team understands the need for capacity building at the MO level and the importance of intergenerational engagement to support meaningful youth participation. The deliverables and objectives have been designed to address these needs.</p> |

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

| Feedback | Response |
|---|---|
| <p>When providing support, MOs requested feedback mechanisms, benchmarking, and baseline assessments – favouring a combination of self-assessment and objective evaluation to enable a more data-driven approach to activities.</p> | <p>The Asia Pacific Regional Team will continue to use the Capacity Assessment Tool (CAT) for this purpose and will support MOs in completing it, either online or in person.</p> |
| <p>Membership retention emerged as a strong priority area.</p> | <p>The Asia Pacific Regional Committee is ready to host a global roundtable on Membership Growth and to reach out to MOs for one-on-one support, as requested.</p> |
| <p>All capacity-building approaches should combine learning and sharing opportunities, with an obligation on the part of MOs to meet targets set by the region.</p> | <p>The Regional Team is focusing on both the regional event and providing one-on-one support for all MOs.</p> |

Outcome 3: A sustainable WAGGGS - Asia Pacific Region

| Feedback | Response |
|--|--|
| <p>MOs mentioned that in strengthening the volunteer operational model, there is a need to consider greater flexibility in roles, such as shadow roles, smaller responsibilities, and job-sharing opportunities.</p> | <p>The Regional Team has gained similar insights from the past two trienniums, having worked with the Volunteers' Sub-Committee and alongside the Motion 7 Working Group. While working on the structure for the next Volunteers' Sub-Committee, the team will consider the feedback received.</p> |

Based on the feedback received, the Regional Committee has reviewed and updated the plan where necessary. In addition to the feedback, we acknowledge that the **Regional Team and MOs are eager to reach more girls and young women**. However, we cannot overlook the limitations around our resources and capacity. The plan is ambitious and will not be possible without the support of MOs. Therefore, we expect **proactive involvement from MOs** to achieve this. As requested by MOs, we have also added measurable KPIs under each objective area.

Second Draft Consultation:

9 April - 9 May 2025

This stage provides 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 provide feedback either in writing or via a call. This version also includes the proposed activities, organised by year, based on the first stage of the consultation process, 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 ap.reco@wagggg.org no later than **9 May 2025**.

Regional Triennial Action Plan Consultation Timeline (Second Stage)

| ACTION | DATE |
|---|--------------|
| DRAFT PLAN V2 CONSULTATION PACK SHARED | 9 April 2025 |
| DEADLINE FOR MOS TO FEEDBACK ON V2 DRAFT PLAN | 9 May 2025 |
| FINAL PLAN SHARED | 19 JUNE 2025 |

The second draft, **Document 4B: 2026-2028 Regional Triennial Action Plan**, is attached to this communication. The final version of the 2026-2028 Regional Triennial Action Plan will be circulated on 19 June 2025.

Yours in Guiding and Girl Scouting,
Asia Pacific Regional Committee



15TH Asia Pacific Regional Conference
19-23 August 2025 • India
The Bharat Scouts and Guides

Regional Triennial Action Plan 2026-2028

Document 4B

APRIL 2025

INTRODUCTION

Over the next three years, the Asia Pacific 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 Asia Pacific 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 Asia Pacific 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 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 Asia Pacific Region 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.

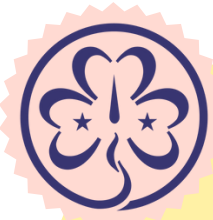
To support this, WAGGGS has prioritised its efforts and committed to work according to the Purpose, Principles, and Priorities in the tables below and on the next page. This framework was developed to enable making decisions around all areas of the WAGGGS offer beyond those “business as usual” functions.

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.

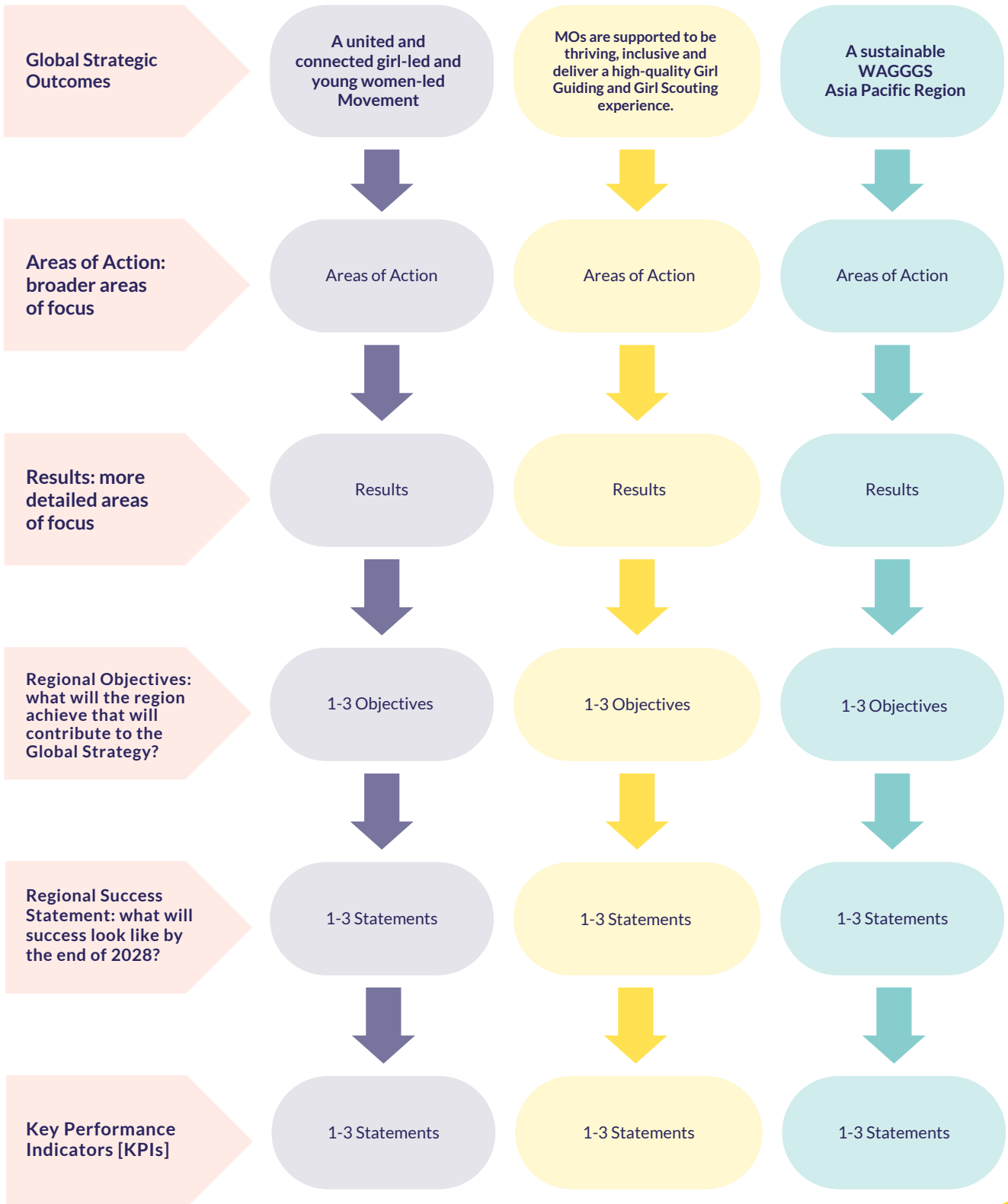
We will strengthen participation by making priorities and decision-making processes accessible and understandable to MOs, volunteers and girls and young women.

TRANSPARENT

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



SHAPING THE 2026-2028 REGIONAL ACTION PLANS

The recent WAGGGS MO Survey serves as a first starting point for input into the next Asia Pacific 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 outlines the responses from Member Organisations (MOs) in the Asia Pacific Region to the MO survey launched in September 2024. The survey invited MOs to participate in a brief online questionnaire over a 6-week period to contribute to shaping the 2026-2028 Triennial Regional Action Plans. Additionally, it provided the region with valuable insights into the current state of our Movement, helping to identify both immediate and future needs of MOs.

The survey also offered an opportunity to evaluate the impact of the Regional Team's support to MOs and explore strategies for strengthening collaboration, ensuring the sustainability of individual MOs as well as the broader Movement.

A total of **20 out of 26 MOs (77%)** responded to the survey. The following data presents responses to key questions related to the 2026-2028 Triennial Action Plan.

1. Member Organisations' needs

Member Organisations were asked to indicate the areas where they currently have some needs. The highest responses were related to Finance and Fundraising, Membership Growth and Retention, and Image and Visibility, underscoring a significant need for improved financial stability, sustainable growth, and increased visibility. MOs also highlighted the importance of enhancing digital capabilities, as well as strengthening advocacy and youth participation.

Other areas identified as needing attention include human resources, safeguarding, and governance. Conversely, topics such as programme design and delivery, diversity, equity and inclusion, leadership practices, planning, and monitoring and evaluation received fewer responses, suggesting that these areas may either be lower priorities or are already well-established in many organisations.

Overall, the survey reveals that while the needs of MOs are diverse, the majority seek a regional focus on financial resilience, growth, visibility, digital capacity, and advocacy and youth participation.

Graphic 1: Member Organisations' Needs

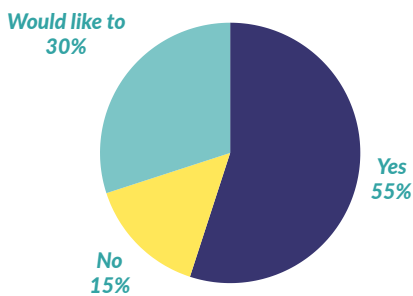


2. MO to MO collaboration during the 2022-2025 triennium

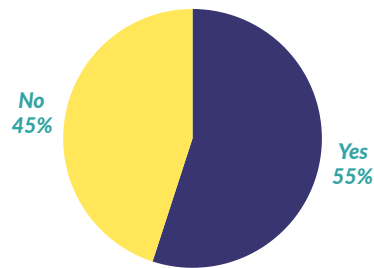
An analysis of collaboration among Member Organisations (MOs) during the 2022–2025 triennium shows that most MOs (11) have actively engaged in partnerships with other MOs. A notable number (6) expressed interest in collaborating but have yet to establish partnerships. Only 3 MOs indicated no interest in collaboration.

Furthermore, the role of WAGGGS in facilitating these collaborations appears significant. Among the MOs that have collaborated, 55% reported that WAGGGS played a role in helping establish these partnerships, while 45% stated that WAGGGS was not involved. This underscores the importance for the region to continue actively supporting and promoting collaborations to meet the growing interest among MOs.

Graphic 2A: Collaboration Among MOs



Graphic 2B: WAGGGS as a Collaboration Facilitator



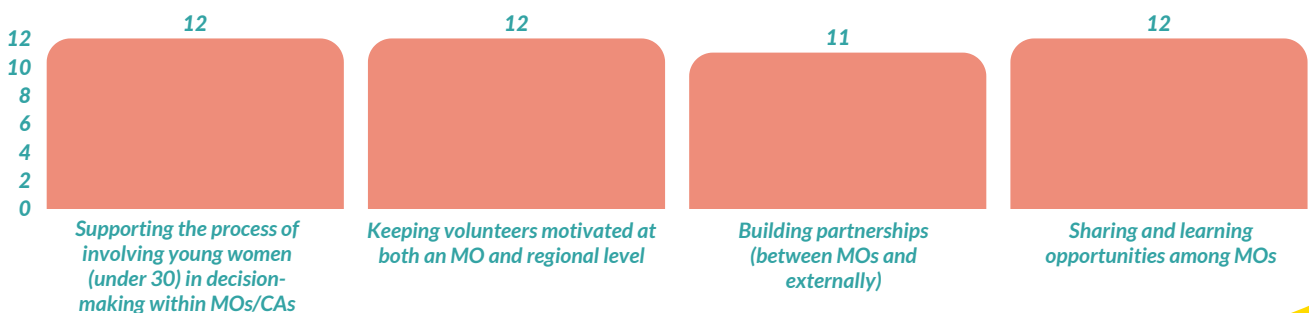
3. Top three activities/initiatives MOs would like the region to prioritise over the next three years (2026 –2029) to achieve Global Strategy Outcome 1: A United Girl and Young Women-led Movement

The priorities identified by MOs for the next three years (2026–2029) to achieve Global Strategy Outcome 1 focus on empowering young women in leadership roles, ensuring volunteer engagement, and enhancing networking opportunities. Specifically, MOs emphasize the importance of:

- * Involving young women in leadership and decision-making roles.
- * Keeping volunteers motivated and engaged at both the MO and regional levels.
- * Expanding networking opportunities to foster collaboration and shared learning across MOs.

These priorities highlight the need for a balanced approach, focusing on building internal capacity, promoting leadership development, and enhancing external partnerships to strengthen the movement’s overall impact.

Graphic 3: Top Activities to Prioritise Over the Next Three Years to Achieve Outcome 1



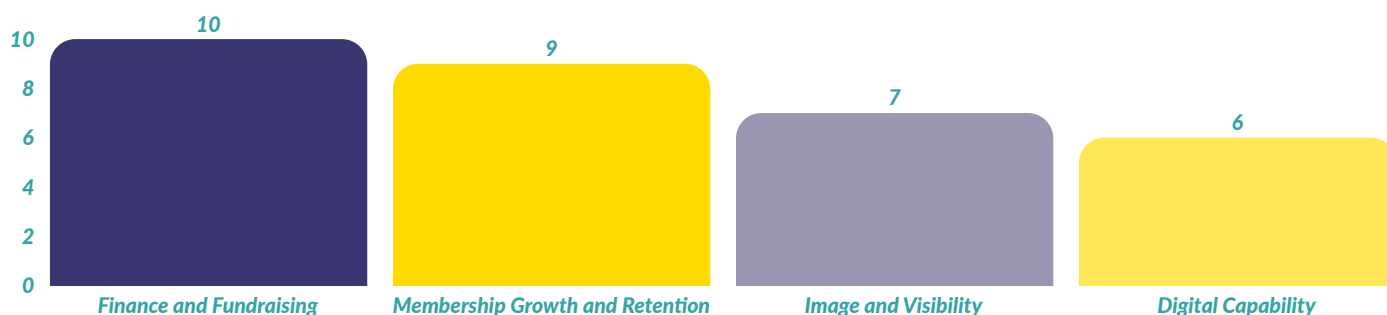
4. Top three areas MOs would like the region to prioritise over the next three years (2026-2028), to achieve Global Strategy Outcome 2: MOs are supported to be thriving, inclusive, and deliver a high-quality Girl Guiding/Girl Scouting experience

For Outcome 2, Member Organisations identified several key areas they would like the region to prioritise in the next three years (2026–2028), including finance and fundraising, membership growth and retention, image and visibility, and digital capability. Specifically:

- **Finance and Fundraising:** Ensuring sustainable financial management and fundraising practices to support operational stability was a priority for 10 MOs.
- **Membership Growth and Retention:** Strengthening efforts to recruit and retain members was highlighted as a priority by 9 MOs.
- **Image and Visibility:** Enhancing brand visibility and public awareness was identified as a key focus by 7 MOs.
- **Digital Capability:** Improving digital capabilities was noted as a priority by 6 MOs.

These priorities reflect a clear focus on financial sustainability, membership engagement, increased visibility, and digital transformation to support thriving and inclusive Member Organisations.

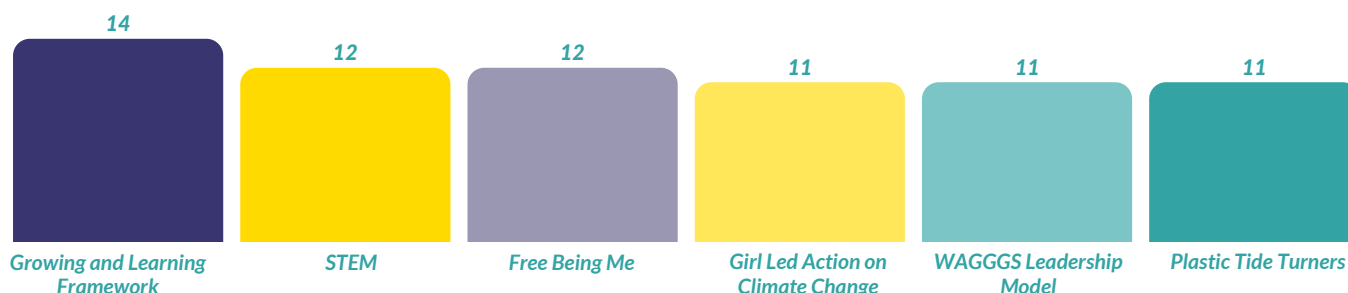
Graphic 4: Top Activities to Prioritise Over the Next Three Years to Achieve Outcome 2



5. WAGGGS programmes and initiatives

Member Organisations were surveyed to identify any current WAGGGS programmes or initiatives they consider particularly valuable and would like included in the upcoming Regional Triennial Action Plan (TAP). The top six programmes identified by the MOs are illustrated in the chart below. The Growing and Learning Framework was mentioned by 14 out of 20 MOs, while both STEM and Free Being Me were cited by 12 MOs. Additionally, Girl Lead Action on Climate Change, the WAGGGS Leadership Model, and Plastic Tide Turners were highlighted by 11 MOs.

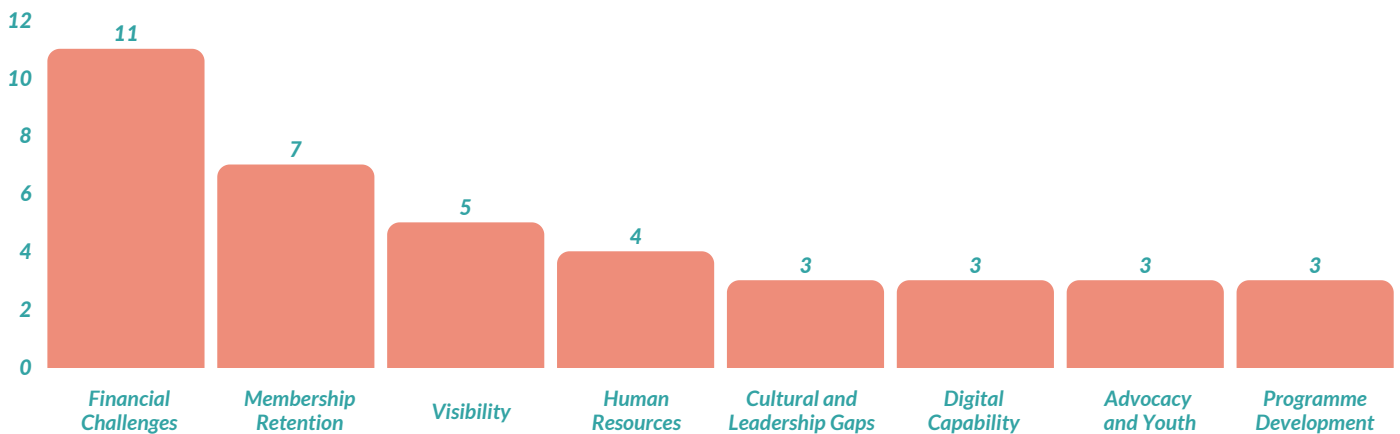
Graphic 5: MOs Preferred Programmes and Initiatives



6. The main challenges faced by MOs in the region

When asked about the primary challenges currently faced by Member Organisations in the region, MOs highlighted a range of concerns. The most commonly cited issue, mentioned by 11 out of 20 MOs, was finance, followed by membership retention, which was identified by 7 MOs. Other challenges included visibility and human resources, raised by 5 and 4 MOs, respectively. Additionally, 3 MOs pointed out challenges related to cultural and leadership gaps, digital capability, advocacy and youth participation, and program development. These identified challenges reflect the needs of MOs, suggesting that the region should prioritize these areas in the upcoming triennium.

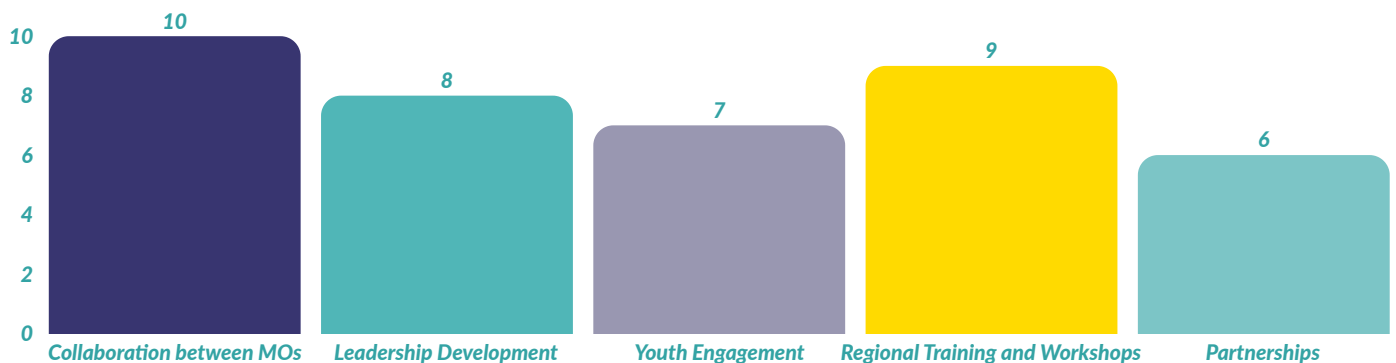
Graphic 6: MOs Challenges



7. Perceived opportunities in the region

When asked about the opportunities in the region that Member Organisations believe are most valuable and would like to see further leveraged, 10 out of 20 MOs emphasized the importance of strengthening inter-MO relationships and collaboration. A common theme among their responses was the desire for more in-person trainings and workshops, which provide opportunities for members to meet, exchange ideas, and build mutual understanding. Additionally, leadership development and youth engagement emerged as key areas MOs want to see further explored. MOs also expressed interest in forming more partnerships with other MOs, donors, and like-minded organisations.

Graphic 7: Opportunities in the Region



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



Member Organisations shared their suggestions for thematic initiatives, expressing a strong desire to maintain focus on areas such as Mental Health, STEM, Networking and exchanges between MOs, and Training frameworks for leaders. Additionally, outdoor activities and international camps were frequently highlighted as important topics by the respondents.

Key Themes

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

- Strengthening finance and fundraising capabilities to ensure sustainable operations
- Promoting membership growth and retention, focusing on both youth members and volunteers
- Enhancing the movement's image, visibility, and awareness
- Advancing digital capabilities
- Providing more opportunities, tools, and resources for bilateral or multilateral collaboration
- Building partnerships within and beyond the Movement
- Supporting the inclusion of young women in decision-making processes
- Empowering youth and fostering leadership development as a strategy to attract new members
- Integrating the WAGGGS leadership model framework as a key deliverable for Member Organisations (MOs)
- Developing new funding opportunities

These themes underscore a strong emphasis on improving financial sustainability, boosting awareness of the movement, fostering collaboration, and ensuring long-term growth.

TRIENNIAL REGIONAL ACTION PLAN

The Asia Pacific 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 | Celebrating Girl Guiding and Girl Scouting across the Movement by sharing the experiences, stories, and narratives of girls and young women. | Amplified the transformative impact of Girl Guiding and Girl Scouting in the Asia Pacific Region, empowering girls to find their voice, belong in their communities, and shape them for the better. | Achieve a cumulative 60% increase in total reach and impressions across all digital and offline channels over the triennium. |
| The profile, external recognition and visibility of Girl Guiding and Girl Scouting is improved | Enhancing the external recognition and visibility of Girl Guiding and Girl Scouting by ensuring consistent use of WAGGGS branding at Regional and MO level. | Established a consistent, strong, and visible identity for Girl Guiding and Girl Scouting across the Asia Pacific Region. | 100% of the regional team—including committee members, volunteers, and staff—and all hosting MOs consistently apply WAGGGS branding to strengthen regional visibility and identity. |
| | Providing MOs with effective tailored support, resources and development opportunities. | MOs are confident in communicating their identity and impact to members, donors, and key stakeholders. | At least 10 MOs report increased confidence in communicating their identity and impact to members and donors. |
| Area of Action: 1.2 Unity, solidarity and active collaboration in the Movement | | | |
| Result | Objectives | Success Statement: By 2028 we will have... | KPIs |
| Networking opportunities and synergies between Member Organisations are strengthened | Providing networking opportunities for MOs to connect, learn and share experiences via a blended learning approach across the region fostering and strengthening synergies between MOs. | MOs feel strengthened through mutual learning, connection, and shared experiences with each other. | At least 20 MOs engage with one or more other MOs through regional virtual or in-person networking and learning opportunities, with a minimum of 13 reporting strengthened connections and learning as a result. |
| Collaborative decision-making and active dialogue mechanisms between MOs and WAGGGS shape the Movement's future | Facilitating ongoing and meaningful engagement between AP MOs and the AP Regional Team for collaborative decision making. | Maintained ongoing dialogue with MOs to understand and respond to their needs, expectations, and challenges, supporting collaborative efforts to shape the future of the Movement. | 80% of Asia Pacific MOs actively participate in at least two annual dialogues with the AP Regional Committee through various channels, and report feeling positively supported in their development. |

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

Area of Action: 1.3 Global connections for girls and young women to build leadership and global citizenship

| Result | Objectives | Success Statement: By 2028 we will have... | KPIs |
|--|--|--|--|
| The quality and impact of initiatives that facilitate global connections for girls and young women are assessed and strengthened | Facilitating high quality, impactful, and high reach leadership and global citizenship experiences for girls and Young Women, while enhancing their access to leadership opportunities and decision-making spaces. | More girls and young women have participated in high-quality and impactful international events that enhance their leadership journeys and global citizenship. | Girls and young women from at least 20 Member Organisations participate in high-quality and impactful virtual or international events that strengthen their leadership and global citizenship experiences. |
| | Facilitating knowledge sharing among MOs, enabling more girls and young women to develop their leadership competencies. | More MOs are collaborating to provide girls and young women with increased leadership opportunities and meaningful global connections. | At least 10 MOs collaborate to provide girls and young women with increased leadership opportunities and meaningful global connections. |

Area of Action: 1.4 Meaningful youth participation at regional and global levels

| Result | Objectives | Success Statement: By 2028 we will have... | KPIs |
|---|--|--|---|
| Stronger mechanisms amplify youth voices and participation in WAGGGS initiatives | Increasing Young Women's participation at global, and regional initiatives. | More MOs are actively promoting and facilitating regional and global opportunities for girls and young women. | Young women from at least 20 MOs participate in global and regional initiatives. |
| Increased access to leadership opportunities and decision-making spaces at regional and global levels for young women | Enhancing the capacity of MOs to offer more opportunities of Meaningful Youth Participation and create a culture that fosters Meaningful Youth Participation | Increased investment in building the capacity of girls and young women for current and future leadership and governance roles. | At least 10 MOs embed Meaningful Youth Participation in their structures, policies, and programmes, demonstrating increased investment in the leadership and governance roles of girls and young women. |
| | Providing a platform for young Women to enhance their skills, build their capacity, express their opinions, and share their experiences in governance | | Young women from at least 15 MOs are actively engaged in the regional YWIG Network and feel supported to build the skills needed for future leadership and governance roles 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 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 | Facilitating MO knowledge sharing through a Community of Practice for quality Girl Guiding and Girl Scouting. | A peer-led learning and sharing environment was fostered, contributing to high-quality Girl Guiding and Girl Scouting programmes across the region. | At least 16 MOs actively participate in the Community of Practice focused on quality Girl Guiding and Girl Scouting. |

Area of action 2.2 Support MOs to provide high quality Girl Guiding and Girl Scouting

| Result | Objectives | Success Statement: By 2028 we will have | KPIs |
|--|--|---|---|
| MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities | Providing MOs effective tailored support, resources and development opportunities in the areas of (a) Growing and Learning Framework (b) Governance (c) Finance and Fundraising (d) Membership recruitment and retention and (e) Safeguarding. | MOs are strengthened through quality programmes, transparent and inclusive governance structures, enhanced financial capabilities, and sustainable membership growth. | At least 20 MOs receive tailored capacity-building support in the areas of (a) Growing and Learning Framework, (b) Governance, (c) Finance and Fundraising, (d) Membership Recruitment and Retention, and (e) Safeguarding – and report that the support has contributed to their organisational development. |

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

| Result | Objectives | Success Statement: By 2028 we will have | KPIs |
|---|---|--|--|
| WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework | Ensuring WAGGGS Global Programmes and initiatives as examples of best practise on the application of GAL. | Achieved greater alignment and synergy across the Region through increased delivery of WAGGGS Global Programmes and initiatives by MOs, showcasing best practice in applying the Growing and Learning Framework. | At least 20 MOs deliver WAGGGS Global Programmes and initiatives, applying the Growing and Learning Framework as a model of best practice. |

Outcome 3: A Sustainable WAGGGS - Asia Pacific 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 | Managing, monitoring and reporting on regional finances effectively. | Provided transparent information on the regional budget and expenses, accompanied by triennium reporting. | A triennial financial summary report is produced, including breakdowns of key spending areas, funding allocations, and financial trends. |
| Increased fundraised income in line with WAGGGS purpose and priorities | Increasing regional funds through FAPW WAGGGS, annual fundraiser initiative and Global Giving Day. | Achieved growth in both restricted and unrestricted funding across the region, supporting regional programmes and initiatives. | £85,000.00 raised through FAPW membership contributions for restricted funding, £25,000 raised through the Juseon Byun Leadership Fund, and £15,000 raised through the regional annual fundraiser drive and Global Giving Day. |

Area of action 3.2 Operational Efficiency

| Result | Objectives | Success Statement: By 2028 we will have | KPIs |
|--|---|---|---|
| Robust management systems and processes (e.g. data management, MEL, communications) are in place | Regular monitoring on progress of triennium plan to ensure transparency and efficiency | Produced a triennial report that effectively highlights the value, impact, and outcomes of regional work. | A triennial report is produced, demonstrating the value, impact, and outcomes of regional work. |
| Volunteer operational model implemented consistently and adds value across WAGGGS | Strengthening regional volunteer operational models by establishing teams with defined roles and tasks aligned with the delivery of the Regional Action Plan. | Ensured the regional volunteer subcommittee included a diverse representation of volunteers with varied skill sets from across MOs, created meaningful and visible roles for AP regional volunteers, modeled best practices in volunteer management, and supported the wellbeing of our volunteers throughout the region. | 100% of regional volunteer roles are filled, with volunteers demonstrating clear awareness of their responsibilities, actively fulfilling them, and reporting positive impacts on their personal, professional, and Girl Guiding/Girl Scouting lives. |

Area of action 3.3 Global Team Culture and Effectiveness

| Result | Objectives | Success Statement: By 2028 we will have | KPIs |
|--|---|---|--|
| Effective Global Team leadership and team management | Providing support and platform for the Regional Committee to enhance their leadership and team management skills, ensuring efficient execution of deliverables. | Empowered the regional committee by providing the necessary support, resources, and opportunities to enhance their leadership and team management skills. | 100% of the regional committee members report feeling supported and empowered to enhance their leadership and team management skills, enabling them to perform effectively in their roles. |

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.

Note:

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

| 2026 | | | | | |
|--|----------------|---|---|-------------------------|---|
| | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
| Outcome 1: A united and connected girl and young women-Led Movement | 1.1 | AP Communications Plan | Implement the Asia Pacific Regional Communications Plan, with the support of the Asia Pacific Regional Volunteer Communications Sub-Committee, focusing on amplifying the voices and experiences of girls and young women through: (1) Facilitating MO- and girl-led social media takeovers, (2) Amplifying stories from World Centres, global leadership events, and programmes, (3) Establishing a dedicated communications team for key events, supported by hosting MOs, (4) Highlighting opportunities, historical milestones, and impactful narratives, and (5) Featuring WAGGGS opportunities and updates. | £0.00 | Regional Communications Sub Committee |
| | 1.1 | AP 55 Years History Book | Update the 40 Years of Asia Pacific Region History book and publish the 55 Years of Asia Pacific Region History book in celebration of 100 years of WAGGGS, ensuring the heritage of the movement is preserved, archived, and communicated to keep it alive. | £1,500.00 | AP volunteer/s onboarded for the purpose |
| | 1.1 | Virtual Course on Girl Guiding and Girl Scouting | Launch a virtual foundational course on WAGGGS and Girl Guiding/Girl Scouting, hosted on Campfire, to equip members with a strong foundation and deepen their understanding of WAGGGS as both an organisation and a movement. | £0.00 | Region+ Capacity Building Team |
| | 1.1 | Virtual Capacity Building Training on WAGGGS Branding | Organise virtual training for MOs and the regional team on WAGGGS branding, in collaboration with the WAGGGS Capacity Building Team. | £0.00 | Region+ Capacity Building Team |
| | 1.1 | 1:1 Support on Image, Visibility and Branding | Provide tailored one-on-one support to MOs on image, visibility, and branding, in collaboration with the WAGGGS Capacity Building Team. | £1,000.00 | Region+ Capacity Building Team |
| | 1.2 | Reach Out Grants | Allocate nine Reach Out grants to MOs, covering youth exchange, leader exchange, and MO capacity building. | £12,000.00 | Committee Lead for FAPW Liaison from Committee |
| | 1.2 | Campfire for Collaboration | Promote and utilise Campfire as the primary platform for learning and knowledge sharing. | £0.00 | Region+ Capacity Building Team |
| | 1.2 | Virtual Chief Commissioners (CCs) and International Commissioners (ICs) Calls | Organise annual virtual calls for Chief Commissioners (CCs) and International Commissioners (ICs) to provide a consistent platform for connection and collaboration. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | MOs-led Sub Group | Facilitate the creation of flexible, MO-led thematic and sub-regional forums, calls, and/or workshops. | £1,000.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | MOs Sharing and Collaboration | Include opportunities for MOs to share best practices in all regional virtual and in-person learning activities, integrating peer learning wherever possible. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | Virtual Chief Commissioners (CCs) and International Commissioners (ICs) Calls | Organise annual virtual calls for Chief Commissioners (CCs) and International Commissioners (ICs) to provide a consistent platform for leadership engagement. | £0.00 | Regional Committee Member Organisations Relationship Lead |

2026

| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|---|------------------|--|--|--|--|
| Outcome 1: A united and connected girl and young women-Led Movement | 1.2 | International Commissioners (ICs) Induction | Organise an annual induction for newly elected or appointed International Commissioners (ICs) in the region. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | Collaborative Decision Making with MOs | Facilitate participation and collaborative discussions and decision-making at the Asia Pacific Regional Conference, World Conference, and during the census and consultations on key issues (e.g., Global Strategy and Plan, Regional Plan, Membership Fee), to help shape movement-wide strategies. | £0.00 | Country Committee Contact |
| | 1.2 | MOs Focused Communications | Provide MOs with access to WAGGGS-related information at both regional and global levels via email, MOs' preferred informal channels, and the monthly AP Connection newsletter. | £0.00 | Country Committee Contact and Regional Committee Communications Lead |
| | 1.2 | Annual MOs and Committee Call | Conduct an annual structured virtual dialogue with MOs to assess needs and provide strategic updates. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.2 | MOs Visit | Carry out targeted in-person visits to MOs to offer tailored support, strengthen relationships, and address specific needs. | £2,000.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.2 | APR Gathering at the World Conference | Organise the Asia Pacific Regional Gathering at the World Conference to support collaborative decision-making that drives the region's future. | £1,500.00 | Asia Pacific Committee |
| | 1.3 | Virtual Global Days Celebration | Host virtual celebrations for key global events—namely World Thinking Day, International Day of the Girl, and International Friendship Day—to foster engagement and awareness. | £500.00 | Asia Pacific Committee and Events Sub Committee |
| | 1.3 | Joint AP and MO-World Centre-led in person and virtual events | Coordinate joint Asia Pacific Region and MO-World Centre-led in-person and virtual events (e.g., camps, workshops) celebrating 100 years of WAGGGS throughout the triennium, to strengthen connections among girls and young women while building leadership and global citizenship. | £1,000.00 | Regional Committee Lead on Learning and Leading/ Capacity Building |
| | 1.3 | MOs Learning | Facilitate collaboration and learning opportunities for MOs to enable more girls and young women to develop leadership competencies through shared experiences at virtual and in-person events. | £0.00 | Regional Committee Lead on Learning and Leading/ Capacity Building |
| | 1.4 | Young Women Participation | Engage MOs in conversations to increase girl participation in governance events (e.g., Regional and World Conferences) and global leadership programmes such as the Juliette Low Seminar and the Helen Storrow Seminar. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | World Centre Opportunities | Promote and expand access to World Centre learning and leadership opportunities for girls and young women. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Volunteering Opportunities for YW | Encourage and support young women to become global and regional volunteers. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Advocacy Champions | Support the participation of young women in becoming global advocacy champions. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Guide to Starting Your Meaningful Youth Participation (MYP) Journey | Develop a "Guide to Starting Your Meaningful Youth Participation (MYP) Journey" in collaboration with the Young Women in Governance Network, based on Motion 32 research and the Meaningful Youth Participation Framework, to help MOs apply MYP principles within their structures and programmes. | £0.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | 1:1 Support on Meaningful Youth Participation | Provide tailored support to MOs in the area of Meaningful Youth Participation. | £1,000.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | YW in Governance Alumni Group | Facilitate and support the Young Women in Governance Alumni Group, fostering ongoing engagement and leadership development. | £0.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | YW in Governance Network | Establish a new Young Women in Governance Network—comprising young women interested in governance and those already involved—offering structured capacity-building to enhance leadership skills and governance readiness. | £1,500.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | JBL Grant for YW | Support girls and young women in implementing their own leadership and governance-related projects through the Juseon Byun Leadership Project Grant. | £3,500.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| 1.4 | Project 3L Grant | Support MOs and young women in lifelong learning through the Project 3L grant. | £12,000.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team | |

2026

| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|--|-----------------------|--|---|----------------------------------|--|
| Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience | 2.1 | Growing and Learning Community of Practice | Facilitate the establishment and operation of a Community of Practice for MOs to share knowledge, foster peer-led learning, and enhance the quality of Girl Guiding and Girl Scouting programs across the region, aligned with the Global Growing and Learning Forum and supported by one-on-one assistance from WAGGGS in the area of GAL. | £0.00 | Committee Lead on Capacity Building |
| | 2.2 | Capacity Assessment Tool | Support MOs in completing and revisiting the Capacity Assessment Tool, leading to the identification of priorities for their development. | £1,000.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 2.2 | GAL Forum | Facilitate the participation of MOs in the Growing and Learning (GAL) Forum. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 2.2 | 1:1 Support in Area of GAL | Provide one-on-one support to MOs in the area of GAL through the Global GAL Volunteer Structure | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Governance | Assist MOs in reviewing their constitution by helping them assess, update, and align their governance structures with best practices. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | In person Capacity Building Training on Fund Development | Organise in-person training on Fund Development, followed by tailored one-on-one support to MOs in finance and fundraising, including strategic financial guidance, coaching on sustainable funding models, and assistance in developing resource mobilisation plans. | £0.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Membership Growth | Provide one-on-one support to MOs in membership growth and retention. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Safeguarding | Provide individual support to MOs to formulate their safeguarding policy. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | Mainstreaming Safeguarding Practice | Integrate safeguarding orientation and training into all areas of regional work to foster a culture of safety and awareness. | £0.00 | Committee Lead on Capacity Building |
| | 2.3 | Global Programme | Promote global initiatives and programme opportunities with MOs, aiming to increase their participation and engagement in these programmes. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| 2.3 | WAGGGS Global Village | Support MOs in delivering WAGGGS Global Village initiatives at their events, amplifying the reach of WAGGGS initiatives at all levels of the organisation. | £0.00 | Regional Committee + Global Team | |

2026

| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|---|----------------|---|---|-------------------------|---|
| Outcome 3: A sustainable WAGGGS Asia Pacific region | 3.1 | Regional Finance Management | Build the capacity of the Asia Pacific Regional Committee in financial management. | £0.00 | Capacity Building Team |
| | 3.1 | FAPW General Assembly | Support the delivery of the FAPW Assembly. | £4,000.00 | Committee Lead for FAPW Liaison |
| | 3.1 | FAPW Chapter Fundraising | Assist the FAPW Working Group in implementing FAPW Chapter programs and initiatives for fundraising. | £1,000.00 | Committee Lead for FAPW Liaison |
| | 3.1 | FAPW Reporting | Provide bi-annual financial and programmatic reports to FAPW for the newsletter and reporting purposes, aimed at increasing membership contributions. | £0.00 | Committee Lead for FAPW Liaison |
| | 3.1 | WAGGGS Global Giving Day | Promote WAGGGS Giving Day at the regional level. | £0.00 | Asia Pacific Committee |
| | 3.1 | Regional Annual Fundraiser | Plan and deliver the annual AP Region fundraising initiative. | £1,000.00 | Committee Lead on Finance and Fundraising |
| | 3.2 | Regional Monitoring, Evaluation and Learning | Build the capacity of the Asia Pacific Regional Committee in Monitoring, Evaluation, and Learning. | £0.00 | Capacity Building team |
| | 3.2 | Regional Plan Monitoring and Reporting | Establish regular reporting and monitoring mechanisms to track and document progress on the regional action plan. | £0.00 | Committee Chair |
| | 3.2 | Asia Pacific Regional Volunteer Sub Committee | Form the Asia Pacific Regional Volunteer Sub-Committee for the triennium 2026-28. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | Volunteer Survey | Conduct an annual survey on volunteer experience in collaboration with the global Volunteer Engagement Team. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | Virtual Volunteer Gathering | Organise an annual virtual sharing and social event for volunteers. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | WAGGGS Volunteers Pool | Promote volunteer pool information at both global and regional levels to make it accessible to MOs. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | Volunteers' Capacity Building | Increase volunteer capacity and motivation through regular inductions and capacity-building opportunities via global learning programs within WAGGGS (e.g., World Centre and global program initiatives). | £1,000.00 | Committee Lead on Volunteer Management |
| | 3.2 | Volunteers' Learning Conversations | Ensure annual learning conversations for the Asia Pacific Regional Volunteer Sub-Committee with their staff/volunteers/committee leads. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | AP Awards | Recognise volunteers and staff at MOs and the regional level through Leadership Awards, AP Appreciation Awards, and Volunteer Engagement Awards. | £1,000.00 | Committee Lead on Volunteer Management |
| | 3.3 | Regional Committee Induction | Deliver the Asia Pacific Regional Committee onboarding induction. | £0.00 | Committee Lead on Volunteer Management |
| | 3.3 | In Person Regional Committee Meeting | Organise the annual Asia Pacific Regional Committee meeting. | £9,516.00 | Committee Chair |
| | 3.3 | Regional Committee Capacity Building | Build the capacity of the Asia Pacific Regional Committee in areas identified as needing development. | £0.00 | Committee Chair |
| | 3.3 | Regional Committee Learning Conversation | Ensure annual learning conversations for the Asia Pacific Regional Committee. | £0.00 | Committee Chair |

2027

| | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|--|----------------|---|---|-------------------------|--|
| Outcome 1: A united and connected girl and young women-Led Movement | 1.1 | AP Communications Plan | Implement the Asia Pacific Regional Communications Plan, with the support of the Asia Pacific Regional Volunteer Communications Sub-Committee, focusing on amplifying the voices and experiences of girls and young women through: (1) Facilitating MO- and girl-led social media takeovers, (2) Amplifying stories from World Centres, global leadership events, and programmes, (3) Establishing a dedicated communications team for key events, supported by hosting MOs, (4) Highlighting opportunities, historical milestones, and impactful narratives, and (5) Featuring WAGGGS opportunities and updates. | £0.00 | Regional Communications Sub Committee |
| | 1.1 | Inperson Capacity Building Training on Image and Visibility | Deliver a triennial in-person regional workshop on Image and Visibility in collaboration with the WAGGGS Capacity Building Team. | £5,000.00 | Region+ Capacity Building Team |
| | 1.1 | 1:1 Support on Image, Visibility and Branding | Provide tailored one-on-one support to MOs on image, visibility, and branding, in collaboration with the WAGGGS Capacity Building Team. | £1,000.00 | Region+ Capacity Building Team |
| | 1.2 | Reach Out Grants | Allocate nine Reach Out grants to MOs, covering youth exchange, leader exchange, and MO capacity building. | £12,000.00 | Committee Lead for FAPW Liaison from Committee |
| | 1.2 | Campfire for Collaboration | Promote and utilise Campfire as the learning and knowledge-sharing platform. | £0.00 | Region+ Capacity Building Team |
| | 1.2 | Virtual Chief Commissioners (CCs) and International Commissioners (ICs) Calls | Organise annual virtual Chief Commissioners (CCs) and International Commissioners (ICs) calls as a consistent platform for CCs and ICs to connect and collaborate. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | MOs-led Sub Group | Facilitate the creation of flexible MO-led thematic and sub-regional forums, calls, and workshops. | £2,000.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | MOs Sharing and Collaboration | Provide opportunities for MOs to share best practices in all regional virtual and in-person learning activities, integrating peer learning where possible. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | Virtual Chief Commissioners (CCs) and International Commissioners (ICs) Calls | Organise annual virtual Chief Commissioners and International Commissioners calls as a consistent platform for leadership engagement. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | International Commissioners (ICs) Induction | Organise annual International Commissioners (ICs) induction for newly elected or appointed ICs of the region. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | Collaborative Decision Making with MOs | Facilitate participation, collaborative discussions, and decision-making at the Asia Pacific Regional Conference, World Conference, census, and consultations regarding key issues (Global Strategy and Plan, Regional Plan, Membership Fee, etc.) to shape movement-wide strategies. | £0.00 | Country Committee Contact |
| | 1.2 | MOs Focused Communications | Provide MOs with access to WAGGGS-related information at both regional and global levels via email, MOs' preferred informal channels, and the monthly newsletter AP Connection. | £0.00 | Country Committee Contact and Regional Committee Communications Lead |

2027

| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|---|----------------|---|---|-------------------------|---|
| Outcome 1: A united and connected girl and young women-Led Movement | 1.2 | Annual MOs and Committee Call | Conduct an annual structured virtual dialogue with MOs to assess needs and provide strategic updates. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.2 | MOs Visit | Conduct targeted in-person visits to MOs to provide tailored support, strengthen relationships, and address specific needs. | £2,000.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.3 | Virtual Global Days Celebration | Organise virtual celebrations for key global events such as World Thinking Day, International Day of the Girl, and International Friendship Day, fostering engagement and awareness. | £500.00 | Regional Committee + Events' Specific Sub Committee |
| | 1.3 | Joint AP and MO-World Centre-led in person and virtual events | Jointly organize AP Region and MO-World Centre-led in-person and virtual events (camps, workshops, etc.) celebrating 100 years of WAGGGS across the triennium, to increase connections for girls and young women, building leadership and global citizenship. | £2,000.00 | Regional Committee Lead on Learning and Leading/ Capacity Building |
| | 1.3 | MOs Learning | Facilitate collaboration and learning opportunities for MOs to enable more girls and young women to develop their leadership competencies through sharing opportunities at virtual and in-person events. | £0.00 | Regional Committee Lead on Learning and Leading/ Capacity Building |
| | 1.4 | Young Women Participation | Facilitate conversations with MOs to increase the participation of girls in governance events (Regional and World Conference) and global leadership programs, such as the Juliette Low Seminar and Helen Storrow Seminar. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | World Centre Opportunities | Promote and expand access to World Centre learning and leadership opportunities for girls and young women. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Volunteering Opportunities for YW | Promote and encourage young women to become global and regional volunteers. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Advocacy Champions | Facilitate the participation of young women in becoming global advocacy champions. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Inperson Intergenerational Event | Conduct regional in-person training on Intergenerational Leadership, bringing together Young Women in Governance Network members and MO leadership to develop mentorship programs within MOs, enabling young women to shadow leaders and practice governance at the MO level. | £7,500.00 | Committee Lead on Meaningful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | 1:1 Support on Meaningful Youth Participation | Provide tailored support to MOs in the area of Meaningful Youth Participation. | £1,000.00 | Committee Lead on Meaningful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | YW in Governance Alumni Group | Facilitate and support the Young Women in Governance Alumni Group, fostering continuous engagement and leadership development. | £0.00 | Committee Lead on Meaningful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | YW in Governance Network | Establish a new Young Women in Governance Network for young women interested in governance and those already in governance, ensuring structured capacity-building support to enhance leadership skills and governance readiness. | £0.00 | Committee Lead on Meaningful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | JBL Grant for YW | Support girls and young women in running their own leadership and governance-related projects through the Juseon Byun Leadership Project Grant for young women. | £3,500.00 | Committee Lead on Meaningful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |
| | 1.4 | Project 3L Grant | Support MOs and young women in lifelong learning through the Project 3L grant. | £12,000.00 | Committee Lead on Meaningful Youth Participation + Meaningful Youth Participation Sub Committee + Global Team |

2027

| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|--|----------------|--|---|-------------------------|--|
| Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience | 2.1 | Growing and Learning Community of Practice | Facilitate the establishment and operation of a Community of Practice for MOs to share knowledge, foster peer-led learning, and enhance the quality of Girl Guiding and Girl Scouting programs across the region, aligned with the Global Growing and Learning Forum and supported by one-on-one assistance from WAGGGS in the area of GAL. | £0.00 | Committee Lead on Capacity Building |
| | 2.2 | Capacity Assessment Tool | Support MOs in completing and revisiting the Capacity Assessment Tool, leading to the identification of priorities for their development. | £2,000.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 2.2 | 1:1 Support in Area of GAL | Provide one-on-one support to MOs in the area of GAL through the Global GAL Volunteer Structure | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Governance | Assist MOs in reviewing their constitution by helping them assess, update, and align their governance structures with best practices. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | In person Capacity Building Training on Fund Development | Organise in-person training on Fund Development, followed by tailored one-on-one support to MOs in finance and fundraising, including strategic financial guidance, coaching on sustainable funding models, and assistance in developing resource mobilisation plans. | £5,000.00 | Committee Lead on Capacity Building |
| | 2.2 | Global Membership Growth Roundtable | Lead a global in-person roundtable on membership growth, open to all WAGGGS MOs, to drive membership expansion through peer exchange, expert insights, and best practice sharing. | £8,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Membership Growth | Provide one-on-one support to MOs in membership growth and retention. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Safeguarding | Provide individual support to MOs to formulate their safeguarding policy. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | Mainstreaming Safeguarding Practice | Integrate safeguarding orientation and training into all areas of regional work to foster a culture of safety and awareness. | £0.00 | Committee Lead on Capacity Building |
| | 2.3 | Global Programme | Promote global initiatives and programme opportunities with MOs, aiming to increase their participation and engagement in these programmes. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 2.3 | WAGGGS Global Village | Support MOs in delivering WAGGGS Global Village initiatives at their events, amplifying the reach of WAGGGS initiatives at all levels of the organisation. | £0.00 | Regional Committee + Global Team |

2027

| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|---|----------------|--|---|-------------------------|---|
| Outcome 3: A sustainable WAGGGS Asia Pacific region | 3.1 | FAPW Chapter Fundraising | Assist the FAPW Working Group in implementing FAPW Chapter programs and initiatives for fundraising. | £1,000.00 | Committee Lead for FAPW Liaison |
| | 3.1 | FAPW Reporting | Provide bi-annual financial and programmatic reports to FAPW for the newsletter and reporting purposes, aimed at increasing membership contributions. | £0.00 | Committee Lead for FAPW Liaison |
| | 3.1 | WAGGGS Global Giving Day | Promote WAGGGS Giving Day at the regional level. | £0.00 | Asia Pacific Committee |
| | 3.1 | Regional Annual Fundraiser | Plan and deliver the annual AP Region fundraising initiative. | £500.00 | Committee Lead on Finance and Fundraising |
| | 3.2 | Regional Plan Monitoring and Reporting | Establish regular reporting and monitoring mechanisms to track and document progress on the regional action plan. | £0.00 | Committee Chair |
| | 3.2 | Volunteer Survey | Conduct an annual survey on volunteer experience in collaboration with the global Volunteer Engagement Team. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | Virtual Volunteer Gathering | Organise an annual virtual sharing and social event for volunteers. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | WAGGGS Volunteers Pool | Promote volunteer pool information at both global and regional levels to make it accessible to MOs. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | Volunteers' Capacity Building | Increase volunteer capacity and motivation through regular inductions and capacity-building opportunities via global learning programs within WAGGGS (e.g., World Centre and global program initiatives). | £300.00 | Committee Lead on Volunteer Management |
| | 3.2 | Volunteers' Learning Conversations | Ensure annual learning conversations for the Asia Pacific Regional Volunteer Sub-Committee with their staff/volunteers/committee leads. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | AP Awards | Recognise volunteers and staff at MOs and the regional level through Leadership Awards, AP Appreciation Awards, and Volunteer Engagement Awards. | £500.00 | Committee Lead on Volunteer Management |
| | 3.3 | In Person Regional Committee Meeting | Organise the annual Asia Pacific Regional Committee meeting. | £9,685.00 | Committee Chair |
| | 3.3 | Regional Committee Capacity Building | Build the capacity of the Asia Pacific Regional Committee in areas identified as needing development. | £0.00 | Committee Chair |
| | 3.3 | Regional Committee Learning Conversation | Ensure annual learning conversations for the Asia Pacific Regional Committee. | £0.00 | Committee Chair |

2028

| | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|--|----------------|---|---|-------------------------|--|
| Outcome 1: A united and connected girl and young women-Led Movement | 1.1 | AP Communications Plan | Implement the Asia Pacific Regional Communications Plan, with the support of the Asia Pacific Regional Volunteer Communications Sub-Committee, focusing on amplifying the voices and experiences of girls and young women through: (1) Facilitating MO- and girl-led social media takeovers, (2) Amplifying stories from World Centres, global leadership events, and programmes, (3) Establishing a dedicated communications team for key events, supported by hosting MOs, (4) Highlighting opportunities, historical milestones, and impactful narratives, and (5) Featuring WAGGGS opportunities and updates. | £0.00 | Regional Communications Sub Committee |
| | 1.1 | 1:1 Support on Image, Visibility and Branding | Provide tailored one-on-one support to MOs on image, visibility, and branding, in collaboration with the WAGGGS Capacity Building Team. | £1,000.00 | Region+ Capacity Building Team |
| | 1.2 | Reach Out Grants | Allocate nine Reach Out grants to MOs, covering youth exchange, leader exchange, and MO capacity building. | £12,000.00 | Committee Lead for FAPW Liaison from Committee |
| | 1.2 | Campfire for Collaboration | Promote and utilise Campfire as the learning and knowledge-sharing platform. | £0.00 | Region+ Capacity Building Team |
| | 1.2 | Virtual Chief Commissioners (CCs) and International Commissioners (ICs) Calls | Organise annual virtual Chief Commissioners (CCs) and International Commissioners (ICs) calls as a consistent platform for CCs and ICs to connect and collaborate. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | MOs-led Sub Group | Facilitate the creation of flexible MO-led thematic and sub-regional forums, calls, and workshops. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | MOs Sharing and Collaboration | Provide opportunities for MOs to share best practices in all regional virtual and in-person learning activities, integrating peer learning where possible. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | Virtual Chief Commissioners (CCs) and International Commissioners (ICs) Calls | Organise annual virtual calls for Chief Commissioners (CCs) and International Commissioners (ICs) to provide a consistent platform for leadership engagement. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | International Commissioners (ICs) Induction | Organise annual International Commissioners (ICs) induction for newly elected or appointed ICs of the region. | £0.00 | Regional Committee Member Organisations Relationship Lead |
| | 1.2 | Collaborative Decision Making with MOs | Facilitate participation, collaborative discussions, and decision-making at the Asia Pacific Regional Conference, World Conference, census, and consultations regarding key issues (Global Strategy and Plan, Regional Plan, Membership Fee, etc.) to shape movement-wide strategies. | £0.00 | Country Committee Contact |
| | 1.2 | MOs Focused Communications | Provide MOs with access to WAGGGS-related information at both regional and global levels via email, MOs' preferred informal channels, and the monthly newsletter AP Connection. | £0.00 | Country Committee Contact and Regional Committee Communications Lead |
| | 1.2 | Annual MOs and Committee Call | Conduct an annual structured virtual dialogue with MOs to assess needs and provide strategic updates. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |

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| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|--|----------------|---|---|-------------------------|---|
| Outcome 1: A united and connected girl and young women-Led Movement | 1.2 | MOs Visit | Conduct targeted in-person visits to MOs to provide tailored support, strengthen relationships, and address specific needs. | £2,000.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.2 | 16th APR Conference | Organise the 16th Asia Pacific Regional Conference for collaborative decision-making that drives the future of the region. | Unknown | Asia Pacific Committee + Conference Sub Committee |
| | 1.3 | Virtual Global Days Celebration | Organise virtual celebrations for key global events such as World Thinking Day, International Day of the Girl, and International Friendship Day, fostering engagement and awareness. | £500.00 | Regional Committee + Events' Specific Sub Committee |
| | 1.3 | Joint AP and MO-World Centre-led in person and virtual events | Jointly organize AP Region and MO-World Centre-led in-person and virtual events (camps, workshops, etc.) celebrating 100 years of WAGGGS across the triennium, to increase connections for girls and young women, building leadership and global citizenship. | £1,000.00 | Regional Committee Lead on Learning and Leading/ Capacity Building |
| | 1.3 | MOs Learning | Facilitate collaboration and learning opportunities for MOs to enable more girls and young women to develop their leadership competencies through sharing opportunities at virtual and in-person events. | £0.00 | Regional Committee Lead on Learning and Leading/ Capacity Building |
| | 1.4 | Young Women Participation | Facilitate conversations with MOs to increase the participation of girls in governance events (Regional and World Conference) and global leadership programs, such as the Juliette Low Seminar and Helen Storrow Seminar. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | World Centre Opportunities | Promote and expand access to World Centre learning and leadership opportunities for girls and young women. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Volunteering Opportunities for YW | Promote and encourage young women to become global and regional volunteers. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | Advocacy Champions | Facilitate the participation of young women in becoming global advocacy champions. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 1.4 | 1:1 Support on Meaningful Youth Participation | Provide tailored support to MOs in the area of Meaningful Youth Participation. | £1,000.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Partiicipation Sub Committee + Global Team |
| | 1.4 | YW in Governance Alumni Group | Facilitate and support the Young Women in Governance Alumni Group, fostering continuous engagement and leadership development. | £0.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Partiicipation Sub Committee + Global Team |
| | 1.4 | YW in Governance Network | Establish a new Young Women in Governance Network for young women interested in governance and those already in governance, ensuring structured capacity-building support to enhance leadership skills and governance readiness. | £0.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Partiicipation Sub Committee + Global Team |
| | 1.4 | Pre Conference YW in Governance Workshop | Organize the Pre-Regional Conference Young Women in Governance event. | £7,500.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Partiicipation Sub Committee + Global Team |
| | 1.4 | JBL Grant for YW | Support girls and young women in running their own leadership and governance-related projects through the Juseon Byun Leadership Project Grant for young women. | £3,000.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Partiicipation Sub Committee + Global Team |
| | 1.4 | Project 3L Grant | Support MOs and young women in lifelong learning through the Project 3L grant. | £12,000.00 | Committee Lead on Meanful Youth Participation + Meaningful Youth Partiicipation Sub Committee + Global Team |

2028

| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|---|----------------|--|---|-------------------------|--|
| Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience | 2.1 | Growing and Learning Community of Practice | Facilitate the establishment and operation of a Community of Practice for MOs to share knowledge, foster peer-led learning, and enhance the quality of Girl Guiding and Girl Scouting programs across the region, aligned with the Global Growing and Learning Forum and supported by one-on-one assistance from WAGGGS in the area of GAL. | £0.00 | Committee Lead on Capacity Building |
| | 2.2 | Capacity Assessment Tool | Support MOs in completing and revisiting the Capacity Assessment Tool, leading to the identification of priorities for their development. | £1,000.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 2.2 | 1:1 Support in Area of GAL | Provide one-on-one support to MOs in the area of GAL through the Global GAL Volunteer Structure | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Governance | Assist MOs in reviewing their constitution by helping them assess, update, and align their governance structures with best practices. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Membership Growth | Provide one-on-one support to MOs in membership growth and retention. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | 1:1 Support in Area of Safeguarding | Provide individual support to MOs to formulate their safeguarding policy. | £1,000.00 | Committee Lead on Capacity Building |
| | 2.2 | Mainstreaming Safeguarding Practice | Integrate safeguarding orientation and training into all areas of regional work to foster a culture of safety and awareness. | £0.00 | Committee Lead on Capacity Building |
| | 2.3 | Global Programme | Promote global initiatives and programme opportunities with MOs, aiming to increase their participation and engagement in these programmes. | £0.00 | Country Committee Contact and Regional Committee MOs Relationship Lead |
| | 2.3 | WAGGGS Global Village | Support MOs in delivering WAGGGS Global Village initiatives at their events, amplifying the reach of WAGGGS initiatives at all levels of the organisation. | £0.00 | Regional Committee + Global Team |

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| Outcome | Area of Action | Activity | Description | Estimated Cost (Region) | Deliver by |
|---|----------------|--|---|-------------------------|---|
| Outcome 3: A sustainable WAGGGS Asia Pacific region | 3.1 | Regional Financial Report | Produce the triennium financial report | £0.00 | Capacity Building Team |
| | 3.1 | FAPW Gathering | Support the delivery of the FAPW Gathering. | £4,000.00 | Committee Lead for FAPW |
| | 3.1 | FAPW Chapter Fundraising | Assist the FAPW Working Group in implementing FAPW Chapter programs and initiatives for fundraising. | £1,000.00 | Committee Lead for FAPW Liaison |
| | 3.1 | FAPW Reporting | Provide bi-annual financial and programmatic reports to FAPW for the newsletter and reporting purposes, aimed at increasing membership contributions. | £0.00 | Committee Lead for FAPW Liaison |
| | 3.1 | WAGGGS Global Giving Day | Promote WAGGGS Giving Day at the regional level. | £0.00 | Asia Pacific Committee |
| | 3.1 | Regional Annual Fundraiser | Plan and deliver the annual AP Region fundraising initiative. | £1,000.00 | Committee Lead on Finance and Fundraising |
| | 3.2 | Regional Plan Monitoring and Reporting | Establish regular reporting and monitoring mechanisms to track and document progress on the regional action plan. | £0.00 | Committee Chair |
| | 3.2 | Regional Report | Produce the triennium report on the action plan | £0.00 | Committee Chair |
| | 3.2 | Volunteer Survey | Conduct an annual survey on volunteer experience in collaboration with the global Volunteer Engagement Team. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | Virtual Volunteer Gathering | Organise an annual virtual sharing and social event for volunteers. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | WAGGGS Volunteers Pool | Promote volunteer pool information at both global and regional levels to make it accessible to MOs. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | Volunteers' Capacity Building | Increase volunteer capacity and motivation through regular inductions and capacity-building opportunities via global learning programs within WAGGGS (e.g., World Centre and global program initiatives). | £500.00 | Committee Lead on Volunteer Management |
| | 3.2 | Volunteers' Learning Conversations | Ensure annual learning conversations for the Asia Pacific Regional Volunteer Sub-Committee with their staff/volunteers/committee leads. | £0.00 | Committee Lead on Volunteer Management |
| | 3.2 | AP Awards | Recognise volunteers and staff at MOs and the regional level through Leadership Awards, AP Appreciation Awards, and Volunteer Engagement Awards. | £500.00 | Committee Lead on Volunteer Management |
| | 3.3 | Regional Committee Induction | Deliver the Asia Pacific Regional Committee onboarding induction, along with the annual meeting for the year. | £0.00 | Committee Lead on Volunteer Management |
| | 3.3 | In Person Regional Committee Meeting | Organise the annual Asia Pacific Regional Committee meeting. | £10,000.00 | Committee Chair |
| | 3.3 | Regional Committee Capacity Building | Build the capacity of the Asia Pacific Regional Committee in areas identified as needing development. | £0.00 | Committee Chair |
| | 3.3 | Regional Committee Learning Conversation | Ensure annual learning conversations for the Asia Pacific Regional Committee. | £0.00 | Committee Chair |

FINANCES

The tables below show the forecasted income and expenditure for the Asia Pacific Region for the 2026-2028 period.

Income

The regional income for 2026-2028 is projected to align with the 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 expansions or reductions in activities.

| Forecasted income by year | 2026 | 2027 | 2028 | Total |
|--|-------------------|-------------------|-------------------|--------------------|
| WAGGGS Regional Allocation | £25,116.00 | £25,869.00 | £26,516.00 | £77,501.00 |
| WAGGGS Contribution towards Regional Conference | -- | -- | Unknown | -- |
| Friends of Asia Pacific WAGGGS (FAPW) | £30,000.00 | £25,000.00 | £30,000.00 | £85,000.00 |
| Juseon Byun Leadership Fund | £9,000.00 | £7,000.00 | £9,000.00 | £25,000.00 |
| Other fundraising initiatives (e.g WAGGGS Giving Day, Regional Fundraiser) | £5,000.00 | £5,000.00 | £5,000.00 | £15,000.00 |
| Total Income | £69,116.00 | £62,869.00 | £70,516.00 | £202,501.00 |

Expenditure

The table below shows the forecasted income and expenditure for the Asia Pacific Region for the 2026-2028 period.

The expenditure outlined on the following page has been grouped into two main categories:

- **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 initiatives 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 to the management and training of regional volunteers and the development of regional fundraising resources.

| Expenditure by year | 2026 | 2027 | 2028 | Total |
|------------------------------|-------------------|--------------------|-------------------|--------------------|
| Programme delivery | £43,500.00 | £67,500.00 | £45,000.00 | £156,000.00 |
| Governance and operations | £17,516.00 | £11,985.00 | £17,000.00 | £46,501.00 |
| Total Expenditure | £61,016.00 | £79,485.00 | £62,000.00 | £202,501.00 |
| Total Income | £69,116.00 | £62,116.00 | £70,516.00 | £202,501.00 |
| Net Surplus/(Deficit) | £8,100.00 | -£16,616.00 | £8,516.00 | £0,000.00 |

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
- The annual income and expenditure may not always align, as income from the FAPW and JBL Fund varies depending on the fundraising activities planned for each year. However, the total income generated over the triennium should be sufficient to cover the overall expenses for the same period. In the meantime, while fundraising is ongoing, Region plan to use reserves from the FAPW and JBL Fund to support planned activities.

Overall Position

Total income for the triennium is forecast to be £202,501.00 with total expenditure of same amount. 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 Asia Pacific 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 webinars, large-scale virtual programs and events. 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 an Asia Pacific 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 ap.reco@waggggs.org by **9 May 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 9), 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 Asia Pacific Regional team at ap.reco@waggggs.org or rupa.gautam@waggggs.org who will be happy to speak with you.

