



## **ACTION PLAN and BUDGET 2024-26**

*This is a summary of the three-year Action Plan and Budget for WAGGGS for the period 2024-2026. The Action Plan and Budget was approved by the World Board in December 2023.*

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## INTRODUCTION

In 2019, the World Board decided WAGGGS would operate within a 12-6-3 model for strategy setting. This is the first time the organisation has worked within this framework, so the Action Plan and Budget 2024-26 has a different look and feel to previous strategic planning cycles, where the World Board reviewed and adopted a one-year operational plan and budget.

As this is the first time we have used the 12-6-3 model to develop a three-year Action Plan and Budget, the format, structure, and information that is presented here may alter in future years, based upon feedback and usability.

## CONTEXT

This section outlines the process of developing this three-year 2024-26 Action Plan and Budget, how it links to the six-year [Global Strategy 2024-29](#) approved at the 38<sup>th</sup> World Conference (2023) and how it responds to input from Member Organisations and other stakeholders in a range of consultations before, during and after World Conference. This includes consultations regarding “the offer, shape and size of a sustainable WAGGGS”.

### 12-6-3 model

The 12-6-3 strategy and planning model was adopted in 2019 to provide a more structured approach to strategic planning and budgeting within our triennial (three-year) structure. It has three parts:

#### 12 - Compass 2032<sup>1</sup>

Compass 2032 is the Movement’s twelve-year vision, approved in 2021 (delayed by a year due to the pandemic). It sets a vision for the world:

**Our vision is an equal world where all girls can thrive.**

And a vision for the Movement we need to become if we are to best contribute to building that world:

**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.**

Compass 2032 is a collective vision for the whole Movement, and all Member Organisations and WAGGGS should orient their work to contribute to it. Member Organisations are encouraged to consciously work towards Compass 2032 through their own strategies.

#### 6 - Global Strategy 2024-29<sup>2</sup>

At the 38<sup>th</sup> World Conference, the Movement approved the WAGGGS Global Strategy 2024-29. The strategy was developed through a multi-stage consultation process with Member Organisations, girls and young women and volunteers. This six-year strategy outlines how WAGGGS, as our global organisation, will continue to deliver responsively and effectively for the Movement, while also pivoting the organisation to work within its current funding and context. The strategy sets three outcomes for our organisation to focus on:

1. A united and connected girl and young women-led Movement,
2. Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience,
3. A sustainable WAGGGS.

The success of our strategy depends on a strong and sustainable organisational foundation. To enable us to deliver Outcomes 1 and 2, we will prioritise Outcome 3 to ensure WAGGGS is in a strong position financially and operationally.

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<sup>1</sup> [Compass 2032](#)

<sup>2</sup> [WAGGGS Global Strategy 2024 - 2029](#)

### 3 - Action Plan and Budget

This three-year Action Plan and Budget sets out how WAGGGS intends to deliver towards the strategy in the first three years of its six-year time frame. It describes the key areas we will focus on and the results we will aim for, and sets a framework for better tracking delivery and impact. It provides a detailed budget of both income and expenditure for 2024 and a more high-level budget for 2025 and 2026, both of which are based on the triennial budget approved at the 38<sup>th</sup> World Conference.

The 39th World Conference will need to adopt a high-level budget for 2027-29, the remaining three years of the WAGGGS Global Strategy 2024-29.

## **A SUSTAINABLE WAGGGS: PURPOSE, PRIORITIES AND PRINCIPLES**

Member Organisations at World Conference and in discussions on development of the Global Strategy 2024-29 were clear that WAGGGS must maximise impact against our vision, mission and strategy. Both World Conference and the World Board have been clear that the success of our strategy depends on a sustainable organisational foundation, and that to deliver Outcomes 1 and 2 of the Global Strategy, we must prioritise Outcome 3 to ensure WAGGGS is in a strong position financially and operationally. This requires clearer prioritisation across the organisation, driven by a stronger shared understanding of our purpose and what Member Organisations want from WAGGGS, as well as addressing the financial concerns.

To support this change, we will work according to the Purpose, Principles and Priorities in the table below. This framework was developed to enable us to make decisions around all areas of the WAGGGS offer beyond those “business as usual” functions we must fulfil as an organisation connecting and supporting a global Movement. The three priorities are based on Member Organisation feedback regarding the support they most value from WAGGGS. The principles have been developed based on Member Organisation and World Board feedback and discussions during consultations across the year. By testing our work against the Purpose, Priorities and Principles, we challenge ourselves to prioritise, design and fundraise differently. It will drive us to take decisions that support the sustainability of WAGGGS, add greatest value to Member Organisations, and leverage the power and possibilities of our global Movement.

Below is a table of the Purpose, Principles and Priorities and the key points under each.

## Purpose

Everything WAGGGS does must lead the Movement towards Compass 2032

## Priorities

Our offer will prioritise the three areas MOs most want WAGGGS to focus on, in a sustainable manner

### Identity and Unity of the Movement

#### We will focus on:

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

### Strengthening the relevance and educational impact of Girl Guiding and Girl Scouting

#### We will focus on:

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

### Meaningful global connections for girls and young women

#### We will focus on:

- Facilitating global connections and experiences where girls and young women develop leadership and global citizenship.
- Coordinating opportunities for girls and volunteers across the Movement.

## Principles

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

- FACILITATING COLLABORATION:** We will prioritise the role of facilitator and network builder over direct delivery. We will make things happen by bringing MOs together, strengthening relationships, and promoting partnership between MOs. We will focus our resources where, as a global organisation, we can uniquely add value.
- GIRL AND YOUNG WOMEN-LED:** 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.
- VOLUNTEER-DRIVEN:** 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.
- 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.
- WIDE REACHING:** We will design and prioritise initiatives that are accessible to, and benefit the maximum number of, MOs.
- RESPONSIBLE IMPACT:** We will assess the long-term impact and equity of our decisions and prioritise initiatives that strengthen the sustainability of MOs and the Movement. We will be mindful of how our work impacts the wider world; actively considering our environmental footprint and our commitment to being an inclusive and anti-racist organisation.
- TRANSPARENT:** We will strengthen participation by making priorities and decision-making processes accessible and understandable to MOs, volunteers and girls and young women.

## ACTION PLAN AND BUDGET 2024-26

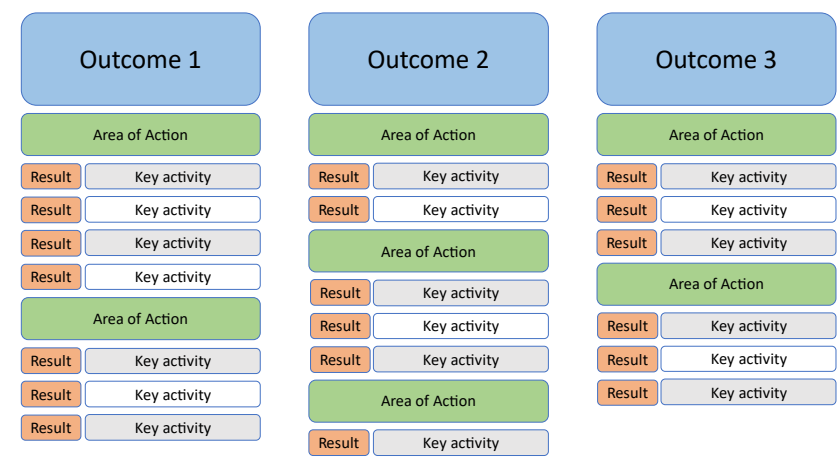
This section is structured as follows:

1. An Outcomes Framework for 2024-2026 which defines **Areas of Action** (the major areas of work of the organisation towards the strategic outcomes), the **Results** we would expect to see, and the **Key Activities** we will take to achieve these.
2. Outline **multiyear budget** including our reserves position.

Annex 1 provide additional information on the Motions approved at the 38<sup>th</sup> World Conference. Within each is a short narrative of when and where this Motion will be undertaken.

### Outcomes Framework 2024-26

The Outcomes Framework 2024-26 helps us focus on how we will achieve WAGGGS's three strategic outcomes, establishing greater cross-organisational clarity about how we will prioritise, track delivery and report impact. It defines **Areas of Action** (the major areas of work towards the strategic outcomes), the **Results** we would expect to see, and the **Key Activities** we will deliver to achieve these. We have used our Priorities and Principles to select and shape the areas of action and the results we are looking to deliver. Over 2024-26 we will further pivot our work towards the Purpose, Priorities and Principles.



#### Areas of Action

Within the Global Strategy 2024-29 there are three **outcomes**. We have broken them down into **Areas of Action**; the broad areas for focus over the next six years to deliver against each outcome. Each area of action is sufficiently high level to be relevant in the long term and across the organisation (so more than one team can attribute their work to it).

#### Results

We have identified one or more **Result** for each area of action, taking the purpose, priorities and principles into account. The results indicate where we will demonstrate specific achievement against each area of action, and in turn contribute towards the delivery of each strategic outcome. Results will be reviewed after three years and may change or stay the same for the full six-year period of the Global Strategy, enabling WAGGGS to evolve its focus to best deliver on each area of action.

For instance, one result in our Outcome Framework is “*Girl Guiding and Girl Scouting characteristics and principles are articulated and promoted across the Movement.*” This may not change over a six-year period as it is an area the Movement identified in our six-year strategy as a key priority for WAGGGS. Another result is: “*Financial management systems and processes are optimised.*”. WAGGGS will have achieved this result within the triennium, and therefore may want to develop a new or extended result to progressively drive improvements within finance.

### Key Activities

We have indicated some of the **Key Activities** which will contribute to each result, highlighting the most significant deliverables we are prioritising and tracking towards each result. Many of these will change year on year, as activities are completed or move to the next phase.

The Key Activities do not capture everything WAGGGS will do to achieve each result; rather they indicate where we are placing priority and see strongest contribution to our strategic outcomes. In creating our cross-departmental work plan, WAGGGS teams outlined nearly 200 activities at operational level delivered by volunteers and staff across the organisation, including both “Business as Usual” activity to deliver our basic functions as an organisation connecting and supporting a global Movement and a wide range of projects to support Member Organisations, girls and young women, and the Movement.

## OUTCOMES FRAMEWORK 2024-26

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

Outcome 2: Member Organisations are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience	
MO collaboration and networking for quality Girl Guiding and Girl Scouting	
Result 2.1	Stronger mechanisms facilitate MO knowledge sharing on quality Girl Guiding and Girl Scouting
Result 2.2	Co-creation and collaboration spaces support MOs to make Girl Guiding and Girl Scouting more relevant to every and any girl
Support MOs to provide high quality Girl Guiding and Girl Scouting	
Result 2.3	MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities
WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting	
Result 2.4	WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework

Outcome 3: A sustainable WAGGGS	
Financial Sustainability	
Result 3.1	Financial management systems and processes are optimised
Result 3.2	World Centres are commercially sustainable
Result 3.3	Increased fundraised income in line with WAGGGS purpose and priorities
Operational Efficiency	
Result 3.4	Robust management systems and processes (e.g. data management, MEL, communications) are in place
Result 3.5	Volunteer operational model implemented consistently and adds value across WAGGGS
Global Team Culture and Effectiveness	
Result 3.6	Enhanced collaboration processes and practices across the WAGGGS Global Team
Result 3.7	Effective Global Team leadership and team management
Result 3.8	Robust HR management supports staff and volunteers to thrive and excel (e.g. recruitment, induction, L&D, performance management)
Result 3.9	The Global Team experience is aligned with WAGGGS values and code of conduct

## 2024-26 BUDGET

### Summary

In the Global Strategy 2024-29 approved at World Conference, and as part of Outcome 3 - A Sustainable WAGGGS, the organisation committed to be 'budget neutral' with no unrestricted budgeted deficits by the 2025 financial year. The budget proposed below achieves this aim.

### 2024-26 Income and Expenditure

The 2024-26 budget is presented below in the same way as in the Global Strategy 2024-26 budget approved at World Conference. The 2024 figures have been revised based on updated information from across the organisation, while the 2025 and 2026 figures have not changed.

TOTAL FIGURES IN £000	2024	2025	2026	Total
Income	8,280	8,567	9,200	26,047
Expenditure	(9,503)	(8,567)	(9,200)	(27,270)
<b>Surplus / (Deficit)</b>	<b>(1,223)</b>	<b>0</b>	<b>0</b>	<b>(1,223)</b>
<b>Funded by</b>				
Membership Fees	(1,596)	(1,659)	(1,729)	(4,984)
European Contribution	(163)	(290)	(290)	(743)
Restricted Income	(3,213)	(3,028)	(3,352)	(9,593)
Unrestricted Income	(3,307)	(3,590)	(3,829)	(10,726)
Unrestricted Reserves	(71)	0	0	(71)
Restricted Reserves	(1,153)	0	0	(1,153)
<b>Total Expenditure</b>	<b>(9,503)</b>	<b>(8,567)</b>	<b>(9,200)</b>	<b>(27,270)</b>

### 2024 variance

Total income and expenditure (unrestricted and restricted) have increased by £290k and £1,112k respectively from the 2024 budget in the Global Strategy 2024-29.

Unrestricted income has decreased slightly while unrestricted expenditure has dropped significantly, resulting in our unrestricted deficit falling from £400k to £71k. WAGGGS has achieved this by pivoting and redesigning key areas of work, reducing some overhead costs, and gaining greater confidence in donor funds to support the reopening of Nuestra Cabaña.

Restricted (grant) income for 2024 has increased by over £300k. Restricted expenditure (that is, expenditure against grant income) has increased by £1,489k, resulting in a restricted deficit of £1,153k. This is a result of WAGGGS receiving the funding for this restricted work in 2023 – and therefore accounting for it in 2023 – while the delivery of activity will take place in 2024.

### Surplus/Deficit

WAGGGS anticipates a deficit across the triennium of £1.223m. £71k of this is unrestricted deficit in 2024 and £1.153m is restricted deficit in 2024. As outlined above, the restricted deficit is a result of a timing difference when grants are contracted and accounted for and when they are delivered. It is likely that in 2025 and 2026 we may have restricted surpluses or deficits. For 2025 and 2026 we have assumed that restricted income will net off for budgeting purposes.

### Reserves

Unrestricted reserves coming into 2024 are expected to be approximately £3m. WAGGGS reserves are held in the form of investments. WAGGGS expects that WAGGGS will enter 2025 and 2026 with roughly similar levels of reserves.

## Annex One – WORLD CONFERENCE MOTIONS

Motion	Work streams impacted
<p>1, 2, 3, 4, 5, 6</p> <p>Motion 1 - Amendable Rules of Procedure for Conferences            Motion 2 - Adoption of the Triennial Report 2021- 2023            Motion 3 - Approval of the Membership Fee Proposal for 2024-2026            Motion 4 - Approval of the WAGGGS Strategy 2024-2029            Motion 5 - Admission of Savez izviđača Hrvatske (SIH), the National Scout and Guide Association of Croatia, as a Full Member            Motion 6 (as amended) - More transparent decisions through expanded conference records</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>• Complete</li> </ul>	<p>Governance and MO engagement</p>
<p>7</p> <p>Motion 7 (as amended) - Research on the length of the term of office of Elected Trustees on the World Board</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>• This will form part of a larger governance review, proposed to start in late 2024 (after the EGM), to be taken to the 39th World Conference.</li> </ul>	<p>Governance and MO engagement</p>
<p>8</p> <p>Motion 8 (as amended) - Diversity and representation on all Committees and Working Groups of the World Board</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>• This Motion has been taken into consideration as part of the process for recruiting new members to the four World Board Committees (and will form the background to all other similar processes).</li> <li>• Recruitment for Committees close to finalised (for approval by World Board week of 19 February 2024).</li> </ul>	<p>Governance and MO engagement</p>
<p>9</p> <p>Motion 9 (as amended) - World Centres Evaluation</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>• The report and results of this work to be published by 31 December 2024.</li> </ul>	<p>World Centres Executive and Corporate Services</p>
<p>10</p> <p>Motion 10 (as amended) - Kusafiri World Centre permanently stationed in Ghana</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>• Work to support the current Kusafiri set up in Ghana is already in 2024 work plans.</li> </ul>	<p>World Centres Governance and MO engagement</p>
<p>11</p> <p>Motion 11 (as amended) - A global 'World Guide Jamboree' event to be held every four years</p> <p><b>Implementation</b></p>	<p>Governance and MO engagement Executive and Corporate Services</p>

	<ul style="list-style-type: none"> <li>This will be explored in 2025 and will only be undertaken should organisational resources allow.</li> </ul>	
12	<p>Motion 12 - Prioritise work on WAGGGS Strategy Outcome 3 'A sustainable WAGGGS' and call an EGM in 2024 to consider (and where appropriate approve) the output of the same.</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>EGM is scheduled for 14 September 2024.</li> <li>A consultant has been recruited to coordinate and manage the membership fee consultations and documentation preparation process in the lead up to the EGM.</li> <li>A small group of the World Board and staff will drive this work forward. A Membership Fee Review Group Steering Group has been established to work on the membership fee part of this work.</li> </ul>	Executive and Corporate Services Governance and MO engagement
13	<p>Motion 13 - Concrete Action on Climate Change</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>WAGGGS delivers a programme of work on climate change: Girl-Led Action on Climate Change programme (GLACC).</li> <li>Once WAGGGS has recruited to a new Communications Manager role, a communication strategy will be developed to look at both internal (organisational and Movement) and external communications. This will inform how we engage on thematic areas of our work.</li> <li>WAGGGS will work with informed stakeholders to better articulate our message on the topic of climate change.</li> <li>All our programmatic resources will be made available to the wider Movement through Campfire to expand their uptake and use.</li> </ul>	Programmatic and Technical Support Executive and Corporate Services Communications (recruiting Communications Manager)
14	<p>Motion 14 - Budget Guidelines for a Sustainable Economy</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>WAGGGS already has a set of budget guidelines which it uses to inform its work.</li> <li>Management will work with the Audit, Finance and Risk (AFR) Committee to review and improve upon current guidelines and practice.</li> <li>If AFR sees a need to bring in Member Organisations to understand their approach to budgeting, this will be done.</li> </ul>	Executive and Corporate Services
15	<p>Motion 15 - Strengthen WAGGGS' position on girls' rights</p> <p><b>Implementation</b></p> <ul style="list-style-type: none"> <li>Once WAGGGS has recruited to a new Communications Manager role, a communication strategy will be developed to look at both internal (organisational and Movement) and external communications. This will inform how we engage on thematic areas of our work.</li> <li>WAGGGS will work with informed stakeholders to better articulate our message on the topic of girls' rights.</li> <li>All our programmatic resources will be made available to the wider Movement through Campfire to expand their uptake and use.</li> </ul>	Executive and Corporate Services Communications (recruiting Communications Manager) Programmatic and Technical Support