

# DOC 3 TRIENNIAL REPORT 2021-2023

May 2023



**DREAM, ACT, LEAD:  
THE FUTURE IS OURS**

**38th WAGGGS World Conference**



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



# Who we are

We are 8.8 million girls and young women in 152 countries.

For over 100 years, Girl Guiding and Girl Scouting has been the largest global movement focused on creating opportunities for girls and young women to learn by doing, have fun and practise leadership.

Through Girl Guiding and Girl Scouting girls and young women, from all walks of life, learn to believe in themselves as leaders who have the power, resilience, and agency to help others and make their world a better place.

At our core is our model for non-formal education, which supports the development of young people to take the lead, make choices and gain skills to create a better world.

WAGGGS, supported by 1,000 volunteers from over 100 Member Organisations and 90 staff in over 30 countries, works to bring this Movement together in achieving these goals.

We are immensely grateful to our supporters, partners and volunteers around the world who have helped us deliver on our mission and vision over the last three years and who have ensured that Girl Guiding and Girl Scouting continues to deliver positive value for girls and young women around the world.





# Message from the Chair of the World Board and the Chief Executive

This has been a very unusual triennium and this report comes at a critical time for WAGGGS and the Movement.

Since early 2020, WAGGGS pivoted its offering in response to the pandemic. We worked closely with our Member Organisations to ensure that we directed our resources to serve their needs. This was achieved while also hibernating our World Centres, renegotiating grants and contracts and reducing our staff cohort. We also succeeded in working more digitally and working more through volunteers.

In 2021, we hosted our 37th World Conference online for the first time, where we celebrated the approval of Compass 2032 as the new vision and direction for the Movement. Compass 2032 reaffirmed our collective ambition and responsibility to further bring girls and young women into the centre of our Movement.

2022 and 2023 have been characterized by the return to face-to-face Girl Guiding and Girl Scouting. WAGGGS cautiously reopened the World Centres ensuring we were able to deliver a high-quality Girl Guiding and Girl Scouting experience and assuring the safety of our guests. Recognising the importance of bringing the Movement together and building on the digital innovations we deployed during the pandemic, we re-orientated the Regional Conferences, Helen Storrow Seminar and Juliette Low Seminar to ensure they allowed as wide as possible attendance.

This period also saw improvements in our offering to volunteers and girls and young women. We increased our volunteer pool to over 900 and worked to improve the volunteer experience and lifecycle. We succeeded in raising funds to develop and deliver new programmes on Climate Change and STEM.

Throughout this triennium WAGGGS championed the voice of girls and young women at global spaces, with our advocacy champions taking part in COP26 in Glasgow, and the UN Commission on the Status of Women among others.

We were a Movement of 10.2m members in 2019 (pre-pandemic) which dropped to 8.2m in 2021. It's a testament to the resilience of Girl Guiding and Girl Scouting that membership numbers are increasing again, with 8.8m members at the last census.



Like many global organisations, as well as many Member Organisations, at the end of this triennium, WAGGGS is less financially stable, with lower income and smaller reserves than at the beginning of the triennium.

In this report, you will find detail on the progress and achievements against activities under each of the strategic themes from the two strategies this triennium – 2021 Strategy and 2022-23 Global Strategy – which bring our achievements and work to life.

Yours in Girl Guiding and Girl Scouting

Heidi Jokinen  
Chair of the World Board

Anna Segall  
Chief Executive





# Triennial Report 2021-2023

This triennial report covers the period of 2021 to 2023. Unlike previous trienniums, during this three-year period WAGGGS delivered against two different strategies.

## 2021 Strategy

In 2021 the world was still grappling with the complexities of COVID-19 and how to manage the health, social, economic and emotional impact of the pandemic. In 2020, only 8% of our Member Organisations were operating as usual. WAGGGS, like many of our Member Organisations, entered 2021 under immense operational and financial strain. We had to close the World Centres, shut our offices in London and Brussels, and reprioritise our work to best serve the needs of our Member Organisations. Because of the pandemic, we were unable to hold the World Conference in 2020 as planned. Therefore, in November 2020, the Movement, approved a one-year strategy for the organisation which extended our 2018-2020 Strategic Themes for another year.

## Vision

All girls are valued and take action to change the world.

## Mission

To enable girls and young women to develop their fullest potential as responsible citizens of the world.

## Three strategic themes

1. More opportunities for more girls
2. Greater global influence
3. Strong and vibrant movement

The full 2021 Strategy can be found [here](#).



## 2022-2023 Global Strategy

In 2021, Member Organisations approved Compass 2032, our new 12-year vision for the Movement. Compass 2032 is an aspirational vision to guide both WAGGGS and our Member Organisations to create a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together. At the same time by April 2021, 42% of Member Organisations had seen or expected to see their membership numbers drop, for some, significantly. Many were still uncertain about their operations or financial position. Therefore, WAGGGS presented to the Movement a two-year strategy which prioritised services and activities that would enable the Movement to start delivering Compass 2032 while supporting MOs as they began to recover from the COVID-19 pandemic. Central to this strategy was focusing on supporting girls and young women so that by the end of the triennium we could rise to the challenge of becoming a truly girl-led Movement.

We set four strategic themes for 2022-23.

### (New Compass 2032) Vision

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.

### Four strategic themes

1. Thriving Member Organisations, thriving Movement
2. International connections and global community
3. Quality Girl Guiding and Girl Scouting
4. Leadership and Voice

We also prioritized a fifth theme which was focused on ensuring WAGGGS was a strong global organization positioned to support the Movement.

The Global Strategy 2022-23 can be found [here](#).

This report provides a summary of our achievements under both strategies with the financial report at the end covering the full three-year period.



## 2021 Strategy

During the 37th World Conference in 2021, the Regional Conferences in 2022 and through our regular report to the Movement following World Board meetings, WAGGGS has provided regular updates on the delivery against the 2021 Strategy. The 2021 strategy included six performance indicators outlined below:

### Key Performance Indicators

	KPI	Achievement
1	WAGGGS will develop substantive activity with at least 65% of Member Organisations through delivery of content, activity or engagement with Members, leaders, volunteers and girls and young women.	65%
2	WAGGGS will work with at least 50 Member Organisations to connect, share and learn from each on operational work to improve resilience through the global hub, regional committees, working groups, and shared learning experiences.	119
3	WAGGGS will support the Movement in bringing the Girl Guides and Girl Scouts experience and the voice of the girl to four global policy spaces.	5
4	WAGGGS will mobilise at least £1.5M in new funds and partnerships for unique girl-led programmes for the Movement.	£1.6m
5	At least 25% of MOs take up tailored capacity building support based upon the results of Capacity Assessment Tool findings.	28%
6	80% of attendees are satisfied or better with the first virtual 37th World Conference.	93%

This year covers the second year of the COVID-19 pandemic. These two years posed significant, unforeseeable challenges for the Movement and for WAGGGS. Our engagement surveys showed that Girl Guiding and Girl Scouting operations around the world had been severely financially and operationally impacted. We lost two million members.

Coming into 2021, WAGGGS had embedded our learnings from the first year of the pandemic to ensure we continued to deliver for the Movement. We also recognised the need to continue to be flexible and nimble to meet the circumstances and the needs of Member Organisations across the world.



## Compass 2032

In 2021 we approved Compass 2032 – our shared vision for the Movement for the coming 12 years. We set ourselves the ambitious vision of

**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.**

This shared vision captures the desires and aspirations of girls and young women and focuses our work to make this a reality. Over the coming years, WAGGGS plans to work with Member Organisations to build into their own workplan and strategies how they can contribute to this.

The delivery of Compass 2032 also underlined WAGGGS's ambition to be an increasingly collaborative organisation seeking input from Member Organisations, regions and girls and young women across the world. The development of Compass 2032 involved consultations in our four official languages, and additional engagements and discussions with Regional Committees, and written submissions. In total 444 people took part from 90 MOs with 45% of those participating under 30. This consultative model is one we will build upon to set the standard for how the Movement drives WAGGGS's strategy. Learn more about Compass 2032 [here](#).





## More Opportunities for More Girls

In 2021, WAGGGS:

- Worked closely with our donors to pivot our programmes from face-to-face delivery to online delivery, allowing us to continue to deliver a wider range of impactful and engaging programmes to the Movement. In 2021, despite national lockdowns due to COVID-19, WAGGGS delivered ten programmes in over 50 countries, reaching more than 250,000 girls. WAGGGS Free Being Me programme on body confidence and self-esteem was downloaded over 19,000 times in 2021 in 52 countries. This programme has also been renewed for an additional five years allowing WAGGGS to reach many more girls and young women. After 18 years, 2021 was the penultimate year of our UPS programme on enabling greater inclusivity and diversity in the Movement. Leveraging this funding WAGGGS worked with girls and young women from diverse backgrounds to deliver empowerment programmes, so girls understand their rights and are better able to contribute to a more gender equal and inclusive world. Our Youth Exchange South to South Girls (YESS) programme recruited over 48,000 new girls and young women to the Movement despite COVID-19 restrictions.
- Through our World Centres, ran over 200 virtual sessions that offered girls and young women the opportunity to meet and learn about other cultures. The closure of the World Centres was felt by girls and young women and by our Girl Guiding and Girl Scouting alumni, so these programs allowed World Centres to continue to build relationships and affinity with the Movement. The World Centre team worked hard to keep the spirit of the World Centres alive by delivering virtual tours throughout this year and hosting Virtual Global Campfires. The July 2021 campfire was attended live by 11,000 girls and young women and watched 25,000 more times in the days and weeks after. True to the spirit of community action, our team in Sangam delivered a COVID-19 rapid response project in Pune – running awareness and vaccination sessions and distributing over 1,200 hot meals to people in quarantine.
- Began building our online global hub Campfire, which we launched in 2022. Campfire is designed to be our digital home, where leaders from across the Movement can share resources, tools and ideas and a platform which WAGGGS can use to deliver online training, events and volunteer management. In time we expect Campfire will become a virtual space where the Movement can meet and engage regularly.



## Greater Global Influence

In 2021, WAGGGS:

- Delivered our inspirational Helen Storrow Seminar online under the theme, 'Leading change for an equitable, nature-positive, carbon neutral world'. This was the first time that the programme was delivered online and saw 28 girls and young women develop their leadership skills, with a further 485 attending our online pop-up sessions.
- Through a series of international engagements, we supported girls and young women to take a stand on the issues and topics important to them. We supported over 750 young women to take part in global events to lobby decision makers. Our advocacy champions were present at COP26, the Generation Equality Forum and the UN Commission on the Status of Women. We led engagement with Member Organisations during key global campaigns, like Menstrual Hygiene Day and 16 Days of Activism.
- For international Day of the Girl, we supported our members to raise awareness about the issues that matter most to them. We delivered the #WriteHerStory activity pack which garnered over 500 social media posts and delivered our first ever podcast series featuring four young women's advocacy journey. The activity pack was downloaded over 3,800 times in 55 countries.
- Launched its new climate change programme, Girl Led Action on Climate Change, with a curriculum designed to support girls and young women to learn and take action in Benin, Lesotho and Tanzania.





## A Strong and Vibrant Movement

In 2021, WAGGGS:

- Delivered the first ever virtual World Conference in July. The 37th World Conference, originally planned to be delivered in Uganda in 2020, had to be pushed back to 2021 and moved online due to the COVID-19 pandemic. Over five days, 1,300 people joined us for a programme of learning, networking and decision making on the direction of our Movement. With the help of a legion of volunteers, translators and supporters, the Movement was able to debate and discuss key issues facing the Movement and to vote electronically on important motions that would help us achieve our Compass vision. Of special importance at this World Conference were motions adopted to address barriers to meaningful engagement of girls and young women in our decision making; these explicitly requested greater representation of under 30's in WAGGGS governance.
- Launched our Leadership Development Framework – a bold framework developed in a co-creation model that helps girls and young women connect what they do with what they want to achieve. This work builds on our Leadership Model which enables girls and young women to work on their behaviours as leaders. The Leadership Development Framework is being used by over 50% of the Movement and we were able to pilot the integration of the framework into our Girl Experience programme in Kenya, training 369 leaders and some 3,000 Girl Guides.
- Delivered far beyond our size with the support of over 900 volunteers. WAGGGS recruited 105 new volunteers across five regions in 2021, taking our volunteer representation to over 100 MOs. Volunteers work alongside the staff body as part of the Global Team to deliver capacity building programmes in Fundraising, Growth and Retention, and Leadership Practice, to name a few, and also to enable the smooth functioning of the Movement through our Governance, Translation and Regional Teams.
- Generous donations of £3.1m (£1.6m in new income and £1.5m in renewals from current donors) allowed the organisation to deliver a wide range of programmes and services to the Movement. We tested new fund development ideas in 2021 including our first giving day which raised over £152,000. The Olave Baden Powell Society, the World Foundation and our Friends groups continue to be key supporters and enablers of the organisation during this tough period, ensuring that the World Centres were maintained and that WAGGGS could continue to provide services to the Movement.



## Challenges

This period was not without its challenges and WAGGGS had to respond in a flexible manner to consider the different circumstances being experienced by our staff and volunteers, the organisation, the Movement and the local contexts where we operate.

## Governance

Leveraging UK emergency legislation, WAGGGS held the 37th World Conference virtually. This was the first time we had held such an event in this manner, and it required significant effort to ensure that the whole Movement had the opportunity to participate and were able to engage and experience the conference equally. The schedule was compact so that different time zones could take part, and we coordinated an extensive team of volunteers to successfully deliver the World Conference.

WAGGGS also needed to undertake voting outside of World Conference, making use of the written resolution process, to approve Compass 2032 and the Global Strategy 2022-2023.

## Finance

WAGGGS heavily invested in its finance function in 2021. The Audit, Finance, and Risk committee worked closely with staff and consultants to implement upgrades to our finance system and modernise our operations and processes.

Responding to MOs' request for more financial information WAGGGS also started to share regular quarterly summary financial reports following World Board meetings.

## Fundraising

The fundraising environment continued to be extremely challenging in 2021. Many donors scaled back or paused their social giving programmes, while many others, reflecting on the pandemic, changed their strategies in relation to the causes they would support.

This period focused on effective stewardship of our current donors – working with them to stretch and pivot funding to deliver more online and to engage girls and young women in new and innovative ways. In this environment most of our donors stood by WAGGGS, and in a limited number of cases scaled up their giving.

The Olave Baden Powell Society, the World Foundation of Girl Guides and Girl Scouts Inc. and our Friends groups continued to support and give generously throughout the pandemic by supporting our Giving Day and other campaigns.

Given the lack of in-person events, income from merchandise sales and World Thinking Day dropped considerably.



## World Centres

The World Centres remained closed to Girl Guides and Girl Scouts through 2021. Where travel restrictions allowed, Pax Lodge and Our Chalet took private bookings although these were limited in number. The World Centre teams continued to maintain the World Centres and focused on running an extensive virtual programme so that they remained relevant to the Movement.

With the generous support of the World Foundation, WAGGGS was able to substantially cover the costs of the World Centres.

In December 2021, Guías de Mexico ceased operational management of Our Cabaña. The World Board undertook an extensive plan to review and decide on future options for the centre.





## Global Strategy 2022-23

In 2022 much of the world was still experiencing significant restrictions on travel and social gatherings, while in other parts of the world vaccination programmes were being rolled out and for many, life was returning to (a new) normal. In 2023, much of the world has now moved beyond COVID-19 and is in a period of recovery. However, this recovery has not been without significant challenges including the impact of the war in Ukraine and the effect of the global economic challenges associated with record high inflation and the related cost of living crisis.

During these two years WAGGGS has successfully delivered on many important initiatives but it has also been a time where the organization has faced significant challenges. In 2022, three of WAGGGS World Centres reopened to Girl Guides and Girl Scouts; we were largely able to return to face-to-face delivery; and our Global Team were again able to travel, meet and support the Movement through a range of programmes and activities. However, the impact of inflation and the pandemic years has contributed to a less stable financially position for the organisation, requiring WAGGGS to draw down on its reserves.

This report is going out in the second quarter of 2023. While much of the work outlined in the 2022-23 Global Strategy has been completed, some of the work is ongoing, and a few areas still to be started or deferred. The World Board with the support of the staff team has had to make decisions on timelines and scale of some key areas of work taking account of the availability of resource. The highlights outlined cover some of the key events and activities undertaken by WAGGGS to date. Our assessment of progress towards the Key Performance Indicators is an indication of where we believe we will be by the end of the year.

At the end of 2023, WAGGGS will develop an Impact Report covering 2022-23. This will be shared with the Movement in early 2024.





## Summary of achievements

Key performance indicators (Global Strategy 2022-2023)

Key:

- Completed – completed at time of reporting;
- On track – will be complete by the end of 2023;
- Mostly complete – will be over 80% complete by the end of 2023, require longer timeframes or, due to limited resources, has been modified in scope.

	KPI	Anticipated progress by end 2023
1	75% of MOs across all WAGGGS regions are actively engaged in WAGGGS opportunities and services (for example our global programmes, capacity development support, international experiences, workshops and trainings).	On track
2	We will mobilise a minimum of £6.7m in restricted funding to support our activities.	On track
3	WAGGGS will deliver a framework with supporting tools and engagement spaces on Compass 2032, to support MOs to integrate Compass 2032 into their strategic plans.	On track
4	At least 50% of MOs take up capacity building support based upon the results of the Capacity Assessment Tool.	On track
5	WAGGGS will work with at least 80% of MOs to connect, share and learn from each other, including through Campfire, where 50% of users are regularly active and satisfied with the system.	Mostly completed Over 50% of users active.
6	At least 85% of MOs are represented in the WAGGGS Volunteer Network, with 50% of network members actively engaged in volunteering and/or learning and development opportunities.	Mostly completed 70%+ MOs in the volunteer pool



	KPI	Anticipated progress by end 2023
7	80% of attendees are satisfied or better with the 2022 Regional Conferences and 2023 World Conference	On track
8	100% of MOs who have requested support on updating their child protection and safeguarding policy receive support from WAGGGS.	On track
9	Two million girls and young women will benefit from WAGGGS programmes in 2022-23.	Mostly completed 1.5-1.8m
10	WAGGGS will bring girls' and young women's' voices to four global policy spaces per year.	Completed
11	50% of MOs have started to implement the Girl Guide and Girl Scout leadership model.	On track
12	50% increase in young women participating in decision making within WAGGGS' global and regional governance structures.	Completed





## Motions (Global Strategy 2022-2023)

Motions passed at the 37 World Conference (July 2021) – see appendix 2 for greater detail about the Motions.

Key:

- Completed – completed at time of reporting;
- On track – will be complete by the end of 2023;
- Mostly complete – will be over 80% complete by the end of 2023, require longer timeframes or, due to limited resources, has been modified in scope;
- Deferred – planned in the 2022-3 Global Strategy to be deferred to 2024-29 period.

Motion	Anticipated progress by end 2023
<b>Motion 2 and Motion 3</b> Motions relating to the inclusion of members under 30 on the World Board and in Regional Committees.	On track
<b>Motion 5</b> Update the Constitution to facilitate remote general meetings in the future.	Completed
<b>Motion 7 and Motion 10</b> Make editorial changes to the Constitution to increase clarity. Make changes to the Constitution as necessary to implement the Motions passed at the 37th World Conference.	Completed
<b>Motion 8</b> Long-term strategic policies and procedures which impact Member Organisations require a participatory Member Organisation consultation process.	Completed
<b>Motion 9</b> Constitution update to provide for elected Trustees and Regional Chairs to remain in post should elections not be able to be held in a triennium.	Completed
<b>Motion 11 and 12</b> Work with MOs who have successfully integrated young women into decision making to strengthen skills and capacity to support young people being involved in governance.	On track



Motion	Anticipated progress by end 2023
<p><b>Motion 13 and 14</b> Utilise international opportunities, like World Conference and Regional Conferences, to organise preconference events for young women and create dedicated opportunity for their inclusion in the main event.</p>	Completed
<p><b>Motion 15</b> Ensure the recruitment processes for the World Board and Regional Committees uses diverse dissemination channels, with sufficient time, to allow for broad communication and engagement with national and local networks.</p>	On track
<p><b>Motion 16</b> Develop a framework that translates the GG/GS principles into a core set of growth goals for all guides and scouts around the globe.</p>	On track
<p><b>Motion 17</b> Creation of a space for Member Organisations to talk about educational methods and programme.</p>	Mostly complete
<p><b>Motion 18</b> Explore ways to make programmes, events, resources, and opportunities more accessible to girls and young women beyond the four official languages</p>	Mostly complete
<p><b>Motion 19</b> Share opportunities for engagement at high level policy, advocacy, and decision-making processes and platforms with Member Organisations to lead and deliver the engagement.</p>	Deferred
<p><b>Motion 20</b> Provide MOs with strengthened reporting against WAGGGS Strategic Plan, objectives, outcomes and KPI's, budget and human resource.</p>	On track



Motion	Anticipated progress by end 2023
<b>Motion 21</b> To keep 'peacebuilding' in mind in the development of educational tools and materials.	Deferred
<b>Motion 22</b> Develop guidelines for communication, engagement and consultations with MOs in decision making processes.	On track
<b>Motion 23</b> Every effort is made to replace a World Board member within five months of the vacancy announcement.	On track
<b>Motion 24</b> Establish a working group to explore the obstacles to face-to-face participation of MOs in global conferences.	Deferred
<b>Motion 25</b> Hold virtual events prior to World Conference to get to know World Board candidates.	Completed





## Theme 1: Thriving Member Organisations, Thriving Movement

This theme supports MOs to be girl-focused, agile organisations with growing impact, and remain relevant in their communities in a fast-changing world.

### KPIs

- WAGGGS will deliver a framework with supporting tools and engagement spaces on Compass 2032, to support MOs to integrate Compass 2032 into their strategic plans.
- At least 50% of MOs take up capacity building support based upon the results of the Capacity Assessment Tool.

### WAGGGS:

- Started working with MOs at the Regional Conferences (June-September 2022) to develop a set of tools to support MOs to respond to Compass 2032 in their own strategies and workplans. We are currently piloting a more developed set of tools in India, with plans for a second pilot in Cambodia in mid-2023. A small team of volunteers is taking a lead on developing the resources. In the second half of 2023, WAGGGS aims to expand this support to MOs by making the resources available on Campfire.
- Ran its #ListenToGirls campaign for International Day of the Girl (IDG) (11 October 2022). Every year since 2012, we have used IDG as a moment to celebrate girls' raising their voices. This year WAGGGS paired up the campaign with consultations with girls and young women to explore what Girl Guiding and Girl Scouting means to them. We had responses from 7,276 girls from 32 countries. 59% of those who took part were 7-17. We plan to share the results of the survey in the second half of 2023. The 2023 IDG theme will be launched before World Conference.
- Undertook a full review of the Capacity Assessment Tool (CAT) – updating both how it is structured and how assessments are undertaken. We have also added new modules on safeguarding and youth participation. MOs will now be able to request support on specific areas of the CAT rather than undertake the whole CAT evaluation. This review was undertaken by a dedicated group of volunteers and staff working online and in person across 2022. The new CAT tool will be launched in 2023 at World Conference, with roll out planned for the second half of the year.
- Established the Non-Formal Education Hub on Campfire. It is the first community of practice on Campfire bringing together experts in adult training and youth engagement to connect, discuss, learn and develop new ideas on what quality learning means for youth and adults in the Movement. There are currently 80 members from 27 MO's. Every six weeks WAGGGS hosts conversations on quality learning between specialists in the Movement. WAGGGS is currently exploring funding opportunities. If funding is secured, we intend to run a global forum on Non-Formal Education in Girl Guiding and Girl Scouting – the ambition is to hold the event in 2025.



## Theme 2: International Connections and Global Community

This theme prioritises actions that will make the Movement an inclusive and connected sisterhood for more girls and women.

### KPIs

- WAGGGS will work with at least 80% of MOs to connect, share and learn from each other, including through Campfire, where 50% of users are regularly active and satisfied with the system.
- At least 85% of MOs are represented in the WAGGGS Volunteer Network, with 50% of network members actively engaged in volunteering and/or learning and development opportunities.
- 80% of attendees are satisfied or better with the 2022 Regional Conferences and 2023 World Conference.

### WAGGGS:

- Reopened Pax Lodge, Sangam and Our Chalet in 2022, closed due to COVID-19 in 2020. Throughout the year the World Centres delivered over 170 enrichment programmes and connected over 12,000 Girl Guides and Girl Scouts, from 52 different Member Organisations. The centres also hosted 35 young women (age 18-30) on their residential Volunteer Leadership Programme. In August 2022, the WAGGGS World Centres launched a new website and marketing campaign to promote them to a wider audience. In 2023, we will be running an MO engagement campaign, meeting with Regional Committees, International Commissioners and MOs to make sure the World Centres are being used by the Movement. We will also be launching our online platform for delivering virtual programmes again in an effort to make sure more girls and young women can have an international experience.
- Delivered its first hybrid Juliette Low Seminar (JLS) on Leadership to over 400 participants from 87 MOs. Kicking off in December 2022 and running for six months, JLS participants will be undertaking their 100 Girls Projects aimed at building Leadership skills of girls aged 12-18 in their local communities. With funding from Julie Dawson, in the second half of 2023 we will run three more leadership events at our World Centres, including Kusafiri, for 100 girls and young women. We will have reached over 30,000 girls and young women with leadership activities by the end of 2023. More information can be found [here](#).
- Will deliver the Helen Storrow Seminar on Leadership and Environmental Sustainability at Our Chalet in December 2023. We will build on the experience of past Helen Storrow Seminars to deliver an engaging leadership programme with a focus on girl-led advocacy. We will also support MOs to run their own pop-up seminars alongside ours, widening the reach of the event – replicating the success of this model at the last seminar.



- Worked with our Regional Committees, in mid-2022, to deliver five regional conferences across three months. Depending on travel restrictions and access to technology WAGGGS delivered a hybrid series this triennium. The Regional Conference are a space for MOs to connect, share, learn and delve deeper into WAGGGS's work and the work of other MOs in their region. Across the series 980 participants joined the session with an average of 31.6% participants being under 30 years old. With an average of 98% satisfaction rating, the Regional Conferences were a huge success.
- Has shifted its volunteer management system from Mobilize to Campfire in order to enhance engagement and training opportunities for volunteers. This transition has also allowed for a refresh of the volunteer pool. Currently, there are more than 1,000 volunteers from 107 MOs, with over 50% actively involved. In the latter half of 2023, a recruitment drive is planned to further strengthen the capacity-building teams and expand language diversity, offering volunteering opportunities to volunteers who do not speak English, for the first time.
- Worked to improve volunteer engagement over the volunteer life cycle. The volunteer space on Campfire has been enriched with courses and resources on key areas of WAGGGS's work, including bringing volunteers into the 2024-2029 strategy development process. At the start of this year, two surveys were launched by WAGGGS – the Volunteer Experience survey and the Managers of Volunteers survey. These surveys were conducted to gain insights into the experiences of volunteers at WAGGGS, and the support provided. The Managers of Volunteers survey received responses from 43 managers, with 93% expressing general satisfaction with the support provided by WAGGGS and confidence in the completion of tasks by their teams. The data collected from the Volunteer Experience survey will be reviewed in May 2023, with results to be published later in the year.
- Launched Campfire, in early 2022. The online platform currently has 2,062 community members, of which 1,432 are active, from 138 MO's. The platform has already become a repository of information and resources with the Global Team transitioning activities, programmes and initiatives on to it (like the STEM consultation, 16 Days of Activism and JLS) and WAGGGS is working to ensure that more content is available on Campfire by the end of the year. Campfire will be used to deliver the digital elements of World Conference, in the same way as it was used for the 2022 Regional Conferences.
- Celebrated World Thinking Day. Running since 1932, and celebrated every February 22nd, World Thinking Day continues to be an iconic moment in the Girl Guiding and Girl Scouting calendar. Centred on the environment and peacebuilding, the 2022 theme Our World, Our Equal Future follows our three-year journey for Girl Guides and Scouts to become environmentally conscious leaders. In 2022, the World Thinking Day pack was downloaded over 40,000 times, translated into 10 languages, and reached over 160,000 people across our social media channels. Over 54,000 badges and 2,045 pins were sold, with nearly £45,000 raised. For 2023, alongside our World Thinking Day pack, we ran the Walk the World campaign which has already registered over 46 million steps walked. So far, the World Thinking Day badge has sold over 80,000 times and the pack has been downloaded 38,000 times. More information can be found [here](#).



## Theme 3: Quality Girl Guiding and Girl Scouting

Compass 2032 challenges the Movement to create more spaces where girls feel brave and can be leaders today who are ready for the future. To meet this challenge, both MOs and WAGGGS must offer relevant, exciting, accessible and learner-led non-formal learning opportunities that supports Girl Guides and Girl Scouts to practise leadership and explore issues that matter to them.

### KPIs

- 100% of MOs who have requested support on updating their child protection and safeguarding policy receive support from WAGGGS.
- Two million girls and young women will benefit from WAGGGS programmes in 2022-2023.

### WAGGGS:

- In support of Motion 16, is creating a Quality Learning and Development framework to support MOs to strengthen their programmes and improve the quality of the learning experience they offer their youth and adult members. In 2022, the framework was piloted in Kenya, where the national programme has been updated. Planned for launch at World Conference, the framework will set the foundation for all our work to strengthen quality Girl Guiding and Girl Scouting across the Movement. Later in the year we will create tools to accompany the framework to support MOs applying it in both their educational programmes and adult training and development.
- Started, in early 2022, working with Caribbean MOs to enable more effective Girl Guiding and Girl Scouting online. We held four workshops attended by 13 MOs, to support them to adapt and deliver Guiding online. A team of volunteers is adapting the resources from those workshops for wider dissemination to the Movement via Campfire in the second half of 2023.
- Climate change programme, Girl Led Action on Climate Change (GLACC) has expanded from three countries in Africa, in 2021, to nine new countries in Latin America and the Caribbean. From Q2 of 2023, the programme will be extended to a further two countries in Africa and to India. Phase 1 (in three MOs) had 45,000 Girl Guides complete the curriculum, who went on to reach over 100,000 members of their community. The programme resources are already available [here](#), for MOs to access and use, and should funding allow we aim to bring more MOs online in 2024-2025.



- As part of our vision and strategy to create more safe spaces where girls feel brave, has developed a package of workshops and activities to support MOs in strengthening their safeguarding policy and practice. In 2022 the Girl Experience team (part of Core Mission) piloted a safeguarding capacity-building project with five MOs in Africa and Asia. In early 2023, WAGGGS recruited a team of fourteen Global Safeguarding Specialists from all five regions. We aim to deliver this new programme to a minimum of ten Member Organisations this year.
- Saw the completion of Global Youth Mobilisation (GYM) – a joint initiative of the Big 6 youth organisations. The GYM put power and decision-making directly into the hands of young people through their youth panel. In total, GYM invested \$5million dollars in young people to support post-COVID recovery in 125 countries across the world. 605,000 young people were reached through 654 youth-led projects. Within WAGGGS, 18 MOs were awarded a total of \$155,000 to deliver youth-led initiatives that supported COVID-19 recovery in their countries including projects on mental health, gender equality and social entrepreneurship. In addition, a further five MOs received funding through the local-solutions initiative and WAGGGS organised a youth summit for those involved in GYM across the AP region, at Sangam in November 2022. The full impact report can be accessed [here](#).
- Continues to raise funds and deliver programmes across a range of areas that Girl Guides and Girl Scouts are interested in. In 2022 and 2023, WAGGGS delivered over 20 different programmatic and thematic areas, projected to reach between 1.5m and 1.8m young people, in over 60 MOs delivered by the Global Programmes Team, Core Mission Team, Membership and Regional Support Team. This is slightly lower than expect due to ongoing pandemic lockdowns in some MOs and reduced funding for some large programmes, like Free Being Me.





## Theme 4: Leadership and Voice

To become a girl-led Movement we must support both girls and young women to take the lead, speak out and participate in decision making at all levels.

### KPIs

- WAGGGS will bring girls' and young women's voices to four global policy spaces per year.
- 50% of MOs have started to implement the Girl Guide and Girl Scout leadership model.
- 50% increase in young women participating in decision making in WAGGGS global and regional governance structures

### WAGGGS

- Continues to leverage International Day of the Girl (IDG), October 11, as a moment for girls to raise their voice on issues of importance to them. For IDG 2022, we developed a short activity pack for girls and young women, to deliver at the unit level, which doubled as a youth consultation. We asked girls what Girl Guiding and Girl Scouting means to them and what they want to learn in Girl Guiding and Girl Scouting. A total of 7,276 girls and young women from 32 different countries took part in the consultation. This helped us understand better what girls want from the Movement to inform our future WAGGGS strategy, as well as strengthening capacity on youth consultation at a local level. For IDG in 2023, the campaign will focus on 'resilience' as a key skill to develop when advocating for issues you care about.
- Recruited two youth participation advisors who have been collecting case studies from MOs across the world to identify areas of good practice. These insights will form the basis for a series of resources on youth participation from across the Girl Guide and Girl Scout Movement. Based on this we are developing a framework to strengthen youth participation in WAGGGS and in the Movement and creating a training for the Global Team on youth participation, which will be used as a foundation for MO capacity building on youth participation. If resources allow, we aim to build a virtual community of practice on Campfire.
- Delivered girl-led advocacy training through our funded programmes. In 2022, we delivered a training for advocacy mentors through Girl-Led Action on Climate Change in Latin America and the Caribbean. We trained 18 young women from 9 countries so they could mentor 5 girls each to deliver advocacy projects on climate change response. This allowed us to create a library of girl-led advocacy courses and resources on Campfire, available to all Campfire members.



- In 2022, provided an opportunity for 14 young women as Global Advocacy Champions to participate in the Commission on the Status of Women (CSW) at the UN. The Global Advocacy Champions from Argentina, Rwanda, Benin, India, New Zealand, Tanzania, Chile, Ghana, Zimbabwe, Lebanon, Sri Lanka, Japan, Malaysia and Madagascar met with their country decision makers and engaged on a global platform with senior officials to talk about their experiences of climate change, the specific impact it has on girls and how they want policies to reflect that and ensure that girls are part of the decision-making process.
- In the lead up to each Regional Conference in 2022, hosted a pre-event for young women under 30, delivering on Motion 14 passed at the 37th World Conference. In addition, on average, 31.6% of the participants across the five Regional Conferences were under 30.
- In the lead up to the 38th World Conference in 2023, and with the support of the Olave Baden-Powell Society, will deliver the “Get Ready for Governance Programme”, a pre-conference series of events for World Conference participants under 30. We will be organising online webinars and a dedicated space on WAGGGS’s online platform, Campfire, for participants under 30 to build their WAGGGS governance and World Conference knowledge. In addition, we will be hosting up to 120 participants under 30 in Cyprus on the day before World Conference for them to connect, network and prepare for the conference. These delegates will actively participate in World Conference and represent the voices of girls and young women across the Girl Guide and Girl Scout Movement. WAGGGS will arrange a follow-up event, post-World Conference, to enable the participants to connect online with each other again to reflect and share their next steps to apply their learnings.
- In support of Motion 2 and Motion 3 passed at the 37th World Conference, we have been working to increase the number of under 30 representatives on our Regional Committees and the World Board. The election process has been designed to ensure that, as far as practicable and dependent on nominations received, the World Board and each Regional Committee has at least two members under the age of 30. At the Regional Conferences in 2022, 11 out of a total of 30 volunteers (37%) of those elected to serve on a Regional Committee were under the age of 30. This increased from 20% of Regional Committee members at the beginning of the last triennium (2019-2022) and 18% in the 2016-2019 triennium. Following the 37th World Conference in 2021, there was one out of 12 elected trustees (8%) (not including the Regional Chairs) under 30 on the World Board. In the lead up to the 38th World Conference, five out of the 17 candidates (29%) standing for the World Board 2023-2029 are under the age of 30.



## Future Proofing Our Global Organisation

To ensure WAGGGS is best positioned to support a strong, relevant girl-led Movement we must be an effective global membership organisation. We must meet all our legal and governance obligations, value and support personnel and volunteers, and innovate to be sustainable and relevant for the future. In the Global Strategy 2022-23, WAGGGS highlighted four areas where WAGGGS would invest additional time and expertise where resources allowed.

### **Responsible management of a global organisation**

- While developing Compass 2032, WAGGGS began a process of improving its 'model' for consultation and engagement with the Movement, ensuring greater touch points in our four official languages so that all Members can meet and engage on the strategic decisions facing our Movement. This methodology has developed to include open consultation sessions in our four languages, followed by written feedback, and finally the option to have individual or group meetings with delivery leads. Throughout WAGGGS aims to capture and reflect back the content of these discussions to allow the Movement to understand and hear the voices of the entire Movement.
- In the same vein, and for greater transparency and enhanced information-sharing, following each World Board meeting, WAGGGS has begun circulating updates on the main areas of discussion at the meetings alongside key quarterly information on the organisation's finances and the status of payment of Membership Fees.
- The Membership Fee Working Group was established and explored options for a new WAGGGS Membership Fee model. In March 2023, a document was circulated which updated the fee structure which has not been updated since 2015, taking into consideration the impact of inflation on WAGGGS Membership Fee and the wealth bands of MOs.
- WAGGGS has developed a new Safeguarding policy which was adopted by the World Board in May 2022. The new policy has a strong policy statement and a set of core message to keep girls and young women safe so they can thrive in our Movement. It acknowledges more clearly how and where we work with children which was not covered in the 2019 policy. It has an expanded focus to cover all operational areas of work and sets out seven organisation safeguarding standards that cover working with Member Organisations, Volunteers, and children and young people. Training of key staff started in 2022 and this will be rolled out to all staff in 2023. The new policy can be found [here](#).
- WAGGGS continues to meet all its legal and statutory obligations as a charity under UK charitable law.



### **Rewarding roles for staff and volunteers**

- As described earlier (under theme: Thriving Member Organisations, Thriving Movement), WAGGGS has moved our volunteer community onto Campfire. This gave us the opportunity to develop a number of new resources for improved volunteer engagement, and also to improve the full volunteer life cycle. A volunteer survey circulated earlier this year will provide greater insight into the WAGGGS volunteer experience. Anecdotally, volunteers have identified improved induction and resource availability, alongside inclusion in the development of the Global Strategy 2024-2029, to be very positive.
- These last few years, during the pandemic and recovery years, have been difficult for staff and the volunteers who work diligently to deliver on our mission and vision. WAGGGS has continued to offer training and support and this year reviewed our compensation to ensure we are offering competitive and equitable pay to our staff. WAGGGS undertook a staff survey in 2021. The data from this has helped inform our offer to staff and engagement between staff and management.
- In March 2022, WAGGGS published its Diversity, Equity and Inclusion: WAGGGS Anti-Racism Report and Action Plan. The report highlights experiences of racism within the organisation and outlines a series of recommendations and steps the organisation has taken and will continue to take to address the concerns. Following the report, we set up a Diversity, Equity, Inclusion working group and a Black and Global Majority staff network to ensure the organisation continues to work to be an anti-racist organisation. In 2023, WAGGGS will roll out anti-racism and allyship training to staff, the Senior Management Team and the World Board. The report can be found [here](#).

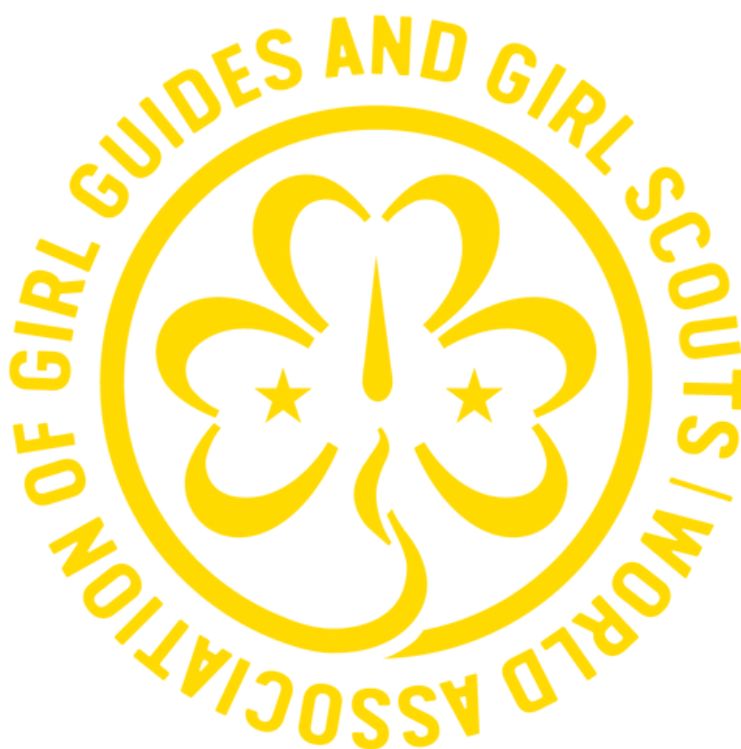
### **Resourcing growth and evidencing impact**

- WAGGGS donor driven income has been steadily growing since the pandemic, with WAGGGS securing £3.36m in 2022, and aiming to secure £3.45m in 2023 (restricted and unrestricted). Although this is still below pre-pandemic donor income, which was over £4.5m in 2020, we do expect this trend to improve year on year, and income to steadily recover to pre-pandemic levels.
- Our individual and/or alumni donors from the Olave Baden Powell Society, the World Foundation and the Friends groups continue to give generously to WAGGGS. The World Centres were generously supported by the World Foundation throughout the pandemic. We continue to experiment with new giving campaigns like Giving Day, planned giving and legacy commitments. In 2022, WAGGGS received a new major donation from an individual donor for USD\$2m over 3 years to support leadership development across the world.
- WAGGGS currently has two staff, recruited through funded programmes, dedicated to monitoring, and evaluating our programming and its impact upon girls and young women. Impact measurement across all of our work remains an area where we will continue to look to make further investment.



## World Centres

- In 2022 Pax Lodge, Sangam and Our Chalet re-opened and have been accepting Girl Guides and Girl Scouts from across the world. While not quite at pre-pandemic levels (of 25,900 bed nights), the World Centres performed well ending the year 26% over their annual bed night booking target with 19,417 bed-nights compared to a target of 15,407. Looking ahead the World Centres are in a good position with a strong pipeline of Guiding and Scouting bookings, funded programmes and external bookings.
- The World Board decided to reopen of Our Cabana under WAGGGS management in January 2023, after nearly 10 years of management by Guías de Mexico. WAGGGS are working with key stakeholders to develop a reopening strategy which lays the foundations for Our Cabaña to operate sustainably into the future. Timelines have not been finalised, and we continue to keep the Movement well informed of developments.





## Challenges

### **Income**

The Movement has shrunk to 8.8m members across the 152 Member Organisations. This is a 13% drop from the high at the start of 2020 when the Movement had 10.2m members. Across the Movement the complexities of the pandemic continue to affect MO ability to operate and deliver. Volunteering numbers have dropped as lifestyles have been forced to shift. Many MOs that had to reduce their size, services and offer during the pandemic are finding their financial situation more precarious.

The war in Ukraine, high inflation and cost of living increases have all impacted on the underlying costs of delivering Girl Guiding and Girl Scouting across the world. We know that many of our MOs are looking to stretch scarce resources further.

This wider context including pandemic recovery also has impact on the donor market. Many institutional donors reprioritised their social giving during and after the pandemic. Inflationary increases have further affected institutional giving.

The combined impact of these different areas has had a negative impact on WAGGGS income. In both 2022 and 2023 we have seen fewer MOs pay their Membership Fees in full – at the start of 2023, WAGGGS received a little under £1m of £1.4m due for 2022 with 62 MOs paying none or only a portion of their fees.

Taking account of these factors, WAGGGS has been investing heavily in building a new pipeline of well aligned donors to cultivate whilst also evaluating what areas of WAGGGS's work is most likely to appealing to different types of donors.

### **Staff**

Inflation and the cost-of-living crisis have impacted on our staff. Following the pandemic period where large numbers of people were locked down and unable to travel, meet and connect with family and friends, moving straight into a period of economic downturn has been difficult.

With this financially constrained period the World Board has supported staff through salary increases to meet the economic pressures of the current crisis however we have not been able to keep pace with the levels of inflation.

Our ambition continues to be to ensure WAGGGS is offering rewarding opportunities for its staff.



### **World Centres**

The World Centres reopened in 2022. After two years of closure, it has taken time to rebuild their bookings base, re-hire staff and operate at capacity. We have seen bookings increase both from Girl Guide and Girl Scout groups looking to experience these centres and from the wider public. We are cautiously optimistic that we will see larger number of Girl Guides and Girl Scouts from a wider range of countries coming back to the World Centres.

The staff team are working on a reopening strategy for Our Cabaña. With support from the World Foundation and the Friends group we aim for Our Cabaña to be a sustainable World Centre in the coming years. It will take time to build up the pipeline of bookings and to develop a sound operational model for the centre. The World Board will regularly review progress on Our Cabaña to ensure operational and financial sustainability.





## Financial Performance

This financial report covers the 2021-2023 period. At the time the Global Strategy 2023-23 was being developed, WAGGGS was undertaking a thorough review and overhaul of its finance function which continued into 2022. During the past two years, WAGGGS has updated its finance systems, and made improvements to the policies and processes that underpin a finance function.

The 2021 accounts have been audited and can be found on our website [here](#). The 2022 accounts have been closed but not yet audited – this will be completed in quarter three of 2023 in line with UK statutory deadlines. Therefore, the figures presented for 2022 may change slightly during the audit process. The 2023 figures are based upon budget approved by the World Board.

The 2023 budget was approved before the World Board decision to reopen Our Cabaña. WAGGGS is currently working on a reopening strategy for the centre with some financial support pledged by the World Foundation and the Friends groups. Should Our Cabaña and the plan and budget for its reopening have or be likely to have an impact on WAGGGS's overall financial position, the World Board, with input and advice from the Audit, Finance and Risk committee, will review the proposals and determine the next steps.

Table 1: Triennial Income and Expenditure against budget

Total Figures in £000	2021 Audited	2022 Unaudited	2023 Budget	Triennium Projected	Triennium Budget	Variance
Income	4,790	6,439	8,103	19,332	20,815	(1,483)
Expenditure	(5,845)	(6,812)	(9,747)	(22,404)	(22,848)	444
<b>Surplus/(Deficit)</b>	<b>(1,055)</b>	<b>(373)</b>	<b>(1,644)</b>	<b>(3,072)</b>	<b>(2,033)</b>	<b>(1,039)</b>
<b>Funded by</b>						
Membership Fees – WAGGGS	(1,305)	(1,522)	(1,465)	(4,292)	(4,260)	(32)
Membership Fees – European Contribution	(273)	(271)	(286)	(830)	(793)	(37)
Other restricted income	(1,886)	(2,452)	(3,952)	(8,290)	(10,161)	1,871
Other unrestricted income	(1,326)	(2,194)	(2,400)	(5,920)	(5,559)	(361)
Reserves – Restricted	(632)	(283)	(1,258)	(2,173)	(493)	(1,680)
Reserves – Unrestricted	(423)	(90)	(386)	(899)	(1,582)	683
<b>Total Expenditure</b>	<b>(5,845)</b>	<b>(6,812)</b>	<b>(9,747)</b>	<b>(22,404)</b>	<b>(22,848)</b>	<b>444</b>



Table 2: Projected movement in Unrestricted Reserves

Total Figures in £000	2021 Audited	2022 Unaudited	2023 Budget	Triennium Projected	Triennium Budget	Variance
Opening Reserves (Unrestricted)	3,399	3,283	2,591	3,399	3,399	0
Net Operating deficit Investment Gain/(Losses)	(423)	(90)	(386)	(899)	(1,582)	683
Closing Reserves (Unrestricted)	3,283	2,591	2,205	2,205	1,817	388

Income and Expenditure has increased each year driven by the end of pandemic lockdowns and restrictions which has allowed greater visitor numbers to World Centres and more opportunities for funding of programmes.

Across the triennium WAGGGS expects an income of £19.33m and a spend of £22.40m with a deficit of £3.07m, which is £1m worse than was budgeted. It is important to remember that this deficit is made up of both restricted and unrestricted funds.

Much of WAGGGS fund development activity results in the funding being restricted by the donor as to how and when it can be used. This means that WAGGGS cannot use these funds to support general operations and cannot redirect the use of the funds without first getting agreement from the donor. Of the total deficit of £3.07m (per Table 1 above) approximately £2m is related to restricted funds. This restricted fund deficit of £2m is a result of the timing difference between when donor funds are received and when the related expenditures are incurred.

WAGGGS expects a £1m unrestricted deficit this triennium, which is £0.7m better than budget. This lower-than-expected deficit is the result of cost cutting across the organisation in 2022 and 2023, including dramatically reducing our international travel, reducing our ambition in some areas, and making greater use of technology to deliver programming (such as our capacity building support). Much of the 2023 deficit is the result of inflation increasing the cost of WAGGGS's operations. This unrestricted deficit will need to be funded by our unrestricted reserves.

At the start of 2021, WAGGGS had £3.4m in unrestricted general reserves which are invested per WAGGGS Investment Policy and managed by a professional investment firm under the oversight of the Audit, Finance and Risk Committee. Taking into consideration the unrestricted deficit across the three years (£1m) and the known investment gains and loss over the 2021 and 2022 period (2023 will not be known until the end of this year), WAGGGS anticipates having £2.2m in unrestricted reserves at the end of the triennium.



## INCOME

Table 3: Unrestricted Income overview

Total Figures in £000	2021 Audited	2022 Unaudited	2023 Budget	Triennium Projected	Triennium Budgeted	Variance
Membership Fees	1,305	1,522	1,465	4,292	4,260	32
Fundraising	863	722	580	2,165	2,107	58
World Centres	188	1,225	1,494	2,907	2,707	200
Merchandise	114	142	207	463	529	(66)
Investments	86	105	119	310	255	55
Other	75			75	42	33
<b>Total Income</b>	<b>2,631</b>	<b>3,716</b>	<b>3,865</b>	<b>10,212</b>	<b>9,900</b>	<b>312</b>

### **Membership fees**

Based on the Membership Fee Policy approved by the Movement at the 37th World Conference, WAGGGS has invoiced for £4.3m in Membership Fees this triennium.

Membership Fee invoices in 2021 were £450k lower than would normally have been the case as WAGGGS offered all Member Organisations a reduction in membership fees if needed as a result of the pandemic. 51 Member Organisations sought and benefited from this reduction.

Unfortunately, the amounts invoiced do not reflect the actual amounts received by WAGGGS. At the start of 2023, WAGGGS had received just under £1m of the over £1.5m Membership Fees due for 2022 – with 62 Member Organisations having paid none or only a portion of their fees. If this trend continues, WAGGGS’s unrestricted reserves at the end of 2023 will be significantly lower than the £2.2m reported above in Table 2.

Further, non-payment and/or untimely payment of Membership Fees has a significant impact on WAGGGS’s ability to plan and manage its cashflow, resulting in the need to draw further from its reserves.





## Fundraising

Table 4: Unrestricted fundraising income

Total Figures in £000	2021 Audited	2022 Unaudited	2023 Budgeted	Triennium Projected	Triennium Budget	Variance
Corporate and Strategic Partnerships	105		8	113	372	(259)
Trusts and Foundations	227	198	0	425	259	166
Individual donors and supporter groups	531	524	572	1,627	1,476	151
<b>Total Income</b>	<b>863</b>	<b>722</b>	<b>580</b>	<b>2,165</b>	<b>2,107</b>	<b>58</b>

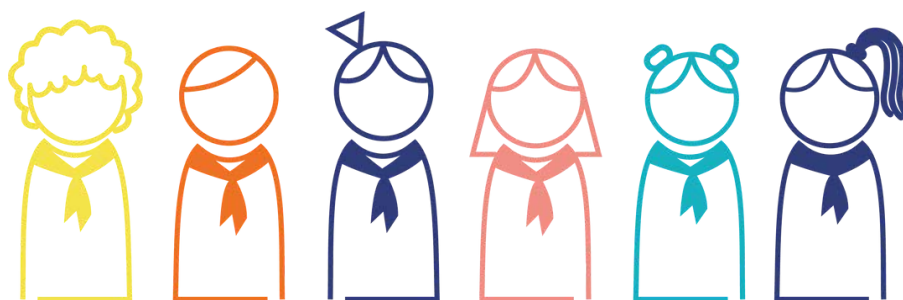
Unrestricted income performed better than expected across the triennium by £103k.

WAGGGS has been testing new strategies to increase unrestricted income with fundraising campaigns run for World Thinking Day, International Women's Day and Giving Day. Giving Day in 2021 raised over £150k and in 2022 raised over £130k.

The Olave Baden-Powell Society, World Foundation and the Friends groups continue to provide unrestricted income to support unrestricted operations and programmes.

World Thinking Day and merchandise sales are still below pre-pandemic levels but are improving. Merchandise sales are expected to be over £200k in 2023.

In 2023, WAGGGS is capturing the unrestricted income from our restricted donor grants differently. WAGGGS applies a 10% (approx.) overhead to cover central costs of the organisation which in the past has been recorded as unrestricted income. Going forward this overhead will be captured within the specific restricted fund. This aim is to make tracking donor income easier within our financial system. Therefore, unrestricted income in Corporate and Strategic Partnerships, and Trusts and Foundations will be much less going forward.





## World Centres

Table 5: World Centres income and expenditure

Total Figures in £000	2021 Audited	2022 Unaudited	2023 Budgeted	Triennium Projected	Triennium Budget	Variance
Total Income	448	1,225	1,944	3,617	2,750	867
Total Expenditure	(888)	(1,384)	(1,965)	(4,237)	(3,408)	(829)
<b>Surplus/(Deficit)</b>	<b>(440)</b>	<b>(159)</b>	<b>(21)</b>	<b>(620)</b>	<b>(658)</b>	<b>38</b>
Kusafiri	(64)	(29)	4	(89)	(168)	79
Our Cabana	(274)	(97)	(56)	(427)	(301)	(126)
Our Chalet	(88)	13	55	(20)	(86)	66
Pax	(14)	(46)	(24)	(84)	(103)	19
Sangam	(440)	(159)	(21)	(620)	(658)	38
<b>Net Surplus/(Deficit)</b>	<b>448</b>	<b>1,225</b>	<b>1,944</b>	<b>3,617</b>	<b>2,750</b>	<b>867</b>

These figures are World Centre income from bookings and other income-generating activities. The vast majority of World Centre income is through bookings, the World Centres also sell some merchandise and receive restricted grant income. These figures are for the total World Centre income and expenditure.

The World Centres performed slightly better than budget for the triennium. Uncertain about what restrictions would continue post-pandemic and how this would impact tourism and bookings, WAGGGS anticipated that the World Centres would make a net loss of £658k. However, during this period we expect the centres, as a group, to make a loss of £620k.

During 2021, while the World Centres remained shut to Girl Guide and Girl Scout bookings, WAGGGS was able to open Our Chalet and Pax Lodge to outside guests. Pax Lodge also was fortunate to have a local school hire the centre for six months and it was also able to rent out its car park. Both these agreements brought in much needed income.

In 2022, the World Centres reopened as normal, and we have seen 19,417 bookings across the year. The World Centres benefited from restricted grants from the World Foundation and Friends groups to support their operating costs and WAGGGS was able to deliver a number of grant-funded programmes through the centres.



## Investments

The 2021-22 period has been a turbulent period for investments. WAGGGS made £307k gain on its investments in 2021. However, in 2022 we made a £602k loss resulting in a net loss of £295k over the two years. This is an unrealised loss at this point, as we still hold the investments. It would only be upon sale of the investment that any loss or gain in the value of that investment would be realised.

WAGGGS received dividends of £86k in 2021, £105k in 2022 and expects to receive £119k in 2023 on its investments.

## Merchandise

Through our World Centres and through our activity delivery (like World Thinking Day) WAGGGS sells merchandise. Focused on a Guiding and Scouting customer based while the World Centres were closed and our face-to-face programmatic activity was limited merchandise sales was lower than previous years. We expect in 2023, with all the World Centres open, the hosting of a number of in person activities and events we will see an increase in merchandise income. Across the triennium merchandise sales will raise £435k of unrestricted funds, £94k behind budget.

## Restricted Income

Table 6: Restricted fundraising income

Total Figures in £000	2021 Audited	2022 Unaudited	2023 Budget	Triennium Projected	Triennium Budget	Variance
Corporate and Strategic Partnerships	763	846	2,071	3,680	5,795	(2,115)
Trusts and Foundations	651	1,206	1,703	3,560	3,127	433
Individual donors and supporter groups	472	468	136	1,076	698	378
<b>For Total Income</b>	<b>1,886</b>	<b>2,520</b>	<b>3,910</b>	<b>8,316</b>	<b>9,620</b>	<b>(1,304)</b>

\*WAGGGS receives other restricted income outside of these fundraising teams, from events, programmes at World Centres, and investments dividends (at Our Chalet).

WAGGGS will raise less than planned in restricted grants this triennium, however we expect the final results for the Triennium to be better than the table above shows. In early 2023 WAGGGS received some large grants originally planned for receipt in 2022 (such as Surf Smart funding from Norton), which may mean that WAGGGS will perform better than expected in 2023. However, we are cautious in our analysis as we have seen changes in the donor landscape as described earlier in the report and some of our donors gave less (like Dove) or stopped giving after the pandemic as their priorities changed (like UPS). Therefore the 2023 budget has a large new business component. Corporate, foundations and institutional donors are the main source of WAGGGS's restricted income.



In 2021 WAGGGS developed a fundraising strategy which focused on five core areas – Climate Change, Menstrual Hygiene Management, Gender Based Violence, Leadership and STEM. During the triennium WAGGGS has brought in new funding from multiple donors to support Climate Change and successfully partnered with UN Women and UNICEF for our gender-based violence programme Stop the Violence. In late 2022 we began building out our STEM offering with a Movement-wide consultation and have had some initial support from Johnson and Johnson for this. An individual donor has generously supported a multiyear programme on Leadership which will allow WAGGGS to significantly expand our offering to Member Organisations.

WAGGGS has also started to expand its donor pool to include institutional funders. WAGGGS has been the recipient of grants from the EU for the Academy and our EU operations for many years. In 2023 these grants have increased in size. We have also started submitted proposals to the EU and FCDO for our other thematic areas.

WAGGGS’s new business pipeline is growing, and we hope to see a new set of multiyear partnerships develop in the coming six months.





## EXPENDITURE

TOTAL FIGURES IN £000	2021 Actual (Audited)		2022 Actual (Unaudited)		2023 Budget		TOTAL (2021-23)		Variance (budget vs actual)	
	UR	R	UR	R	UR	R	UR	R	UR	R
<b>Core Mission</b>	<b>279</b>	<b>83</b>	<b>314</b>	<b>192</b>	<b>217</b>	<b>682</b>	<b>810</b>	<b>957</b>	<b>169</b>	<b>(170)</b>
Staff	231		220	27	170	211	621	239	94	(92)
Activity	48	83	94	165	47	470	189	718	74	(78)
<b>Executive and Corporate Services</b>	<b>813</b>	<b>42</b>	<b>817</b>	<b>60</b>	<b>1,164</b>	<b>19</b>	<b>2,794</b>	<b>121</b>	<b>420</b>	<b>(607)</b>
Staff	425	39	423	60	598	0	1,445	99	190	(99)
Activity	388	3	395	0	566	19	1,349	22	208	(508)
<b>Global Programmes</b>	<b>89</b>	<b>2,214</b>	<b>34</b>	<b>1,744</b>	<b>(61)</b>	<b>2,942</b>	<b>62</b>	<b>6,900</b>	<b>186</b>	<b>1,100</b>
Staff	73	530	20	311	103	214	197	1,055	(22)	154
Activity	16	1,684	13	1,433	(164)	2,728	(135)	5,845	206	948
<b>Governance and Events</b>	<b>255</b>	<b>22</b>	<b>211</b>	<b>0</b>	<b>234</b>	<b>0</b>	<b>701</b>	<b>22</b>	<b>141</b>	<b>(22)</b>
Staff	136	0	147	0	152	0	435	0	60	0
Activity	119	22	64	0	83	0	266	22	79	(22)
<b>Fundraising</b>	<b>333</b>	<b>250</b>	<b>567</b>	<b>253</b>	<b>794</b>	<b>17</b>	<b>1,694</b>	<b>520</b>	<b>568</b>	<b>(499)</b>
Staff	251	151	422	14	457	0	1,131	165	411	(165)
Activity	82	99	145	239	336	17	563	356	156	(335)
<b>Membership and Regional Support Services</b>	<b>177</b>	<b>292</b>	<b>269</b>	<b>411</b>	<b>290</b>	<b>1,225</b>	<b>736</b>	<b>1,928</b>	<b>411</b>	<b>(855)</b>
Staff	149	172	113	201	117	217	379	590	292	(216)
Activity	28	120	156	210	173	1,008	358	1,338	116	(639)
<b>International Operations and World Centres</b>	<b>570</b>	<b>288</b>	<b>1,268</b>	<b>324</b>	<b>1,636</b>	<b>265</b>	<b>3,475</b>	<b>877</b>	<b>(151)</b>	<b>(421)</b>
Staff	343	10	632	13	770	0	1,745	23	(211)	22
Activity	227	278	637	311	866	265	1,730	854	58	(443)
<b>Other</b>										
<b>Travel</b>	<b>4</b>	<b>15</b>	<b>165</b>	<b>206</b>	<b>96</b>	<b>342</b>	<b>265</b>	<b>563</b>	<b>(105)</b>	<b>(195)</b>
<b>Depreciation</b>	<b>65</b>	<b>32</b>	<b>40</b>	<b>29</b>	<b>28</b>	<b>46</b>	<b>133</b>	<b>107</b>	<b>197</b>	<b>14</b>
<b>Total Unrestricted Expenditure</b>	<b>2,585</b>		<b>3,686</b>		<b>4,399</b>		<b>10,670</b>		<b>1,836</b>	
<b>Total Restricted Expenditure</b>		<b>3,238</b>		<b>3,219</b>		<b>5,538</b>		<b>11,995</b>		<b>(1,655)</b>

Note:

1. This table is based up on financial information at April 2023. 2021 figures are audited. 2022 figures are unaudited and may change following audit. 2023 figures are budget as approved by the World Board in January 2023 – WAGGGS undertook a reforecasting exercise for 2023 in April 2023 which is not reflected in the table above.
2. Variance column compares the triennial expenditure budget (as presented in the 2022-23 Global Strategy agreed by the Movement in December 2021) with the actuals and budget presented above.

The expenditure budget in the 2022-23 Global Strategy was developed in Q3-4 of 2021. At the time, much of the world was still in strict pandemic restrictions. WAGGGS planned its expenditure based upon some key assumptions, e.g., that international travel would open up (as it was starting to at the time in a few countries) but restrictions would continue to limit our ability to deliver face-to-face or receive a significant number of guests to our World Centres. As the world reopened, our delivery changed and we began to refine our activities in 2022 and 2023, our expenditure pivoted to match.

Across the triennium, WAGGGS anticipates spending £181k less than budget. Within this, WAGGGS's unrestricted expenditure is nearly £2m less than budgeted (£1.84m) while our restricted expenditure has increased by £1.66m. WAGGGS achieved this by reducing our unrestricted expenditure overall and where possible mobilising greater restricted grants to cover activities that would have been resourced from unrestricted funds.

Staff are WAGGGS highest single cost at 36% for the triennium – in 2023 staff costs are at their lowest at 32%. WAGGGS has reduced its unrestricted staff cost against budget. WAGGGS will spend about £420k in total less in this triennium on staff, of which we have reduced unrestricted staff expenditure by £816k, shifting about £395k of those costs to restricted funds.



As the World Centres reopened and WAGGGS brought new funding online our staff staffing numbers have increased. In 2021, WAGGGS had an average of 78 staff representing 67 Full Time Equivalents (FTE). By the end of 2023, we expect this to have risen to an average of 86 staff representing 73 FTE.

Overall activity expenditure has followed suit, with WAGGGS delivering more activity to the Movement than budgeted (£180k approx.) driven by an increased spend of £1.08m from grants while reducing our unrestricted activity expenditure by £900k approximately.

This has impacted where costs were incurred at the departmental level.

As discussed earlier in the report, there have been strategic shifts by many of our donors towards new and different areas, leaving WAGGGS with less funding for our thematic grant programmes. Therefore, our Global Programmes Team, which predominately delivers our grant funded activity, delivered nearly £1.3m less activity over the triennium. This however was offset by more restricted funding for our Membership and Regional Support (MaRS) and International Operations and World Centre activities.

Higher restricted expenditure within the MaRS team is predominately driven by regional spending against regional action plans funded from regional fundraising and, in the case of the Europe region, success in mobilising grants to support regional activity. MaRS spending from unrestricted funds is £411k lower than budget.

Expenditure at the World Centres is £572k higher than expected. Relaxation of travel restrictions, especially in the UK and Switzerland, coupled with a large appetite for travel, saw higher guest numbers. The reopening of our Cabaña in 2023, with new funding from donors, has also added to increased expenditure overall.

In 2021, when the budget for this triennium was produced, WAGGGS was still uncertain about how travel restrictions would impact parts of the world. Therefore, we made provisions for activities (like hosting of regional conference or World Board meetings) within team activity lines without committing to online or in person delivery. The relaxation of travel restrictions allowed WAGGGS to deliver more face-to-face activities, than was envisaged in 2021, when this budget was created. Given the financial constraints WAGGGS is in, the World Board asked the organisation to scale back its unrestricted funded travel in 2023, with the exception of World Conference.

WAGGGS has no plans to make any major investments in its office, World Centres, IT or other fixed assets. The World Bureau operating costs have been reduced due to less staff coming to office regularly.



## Acknowledgements

Her Royal Highness Princess Benedikte of Denmark

Her Majesty Queen of Malaysia Seri Paduka Baginda The Raja Permaisuri Agong Tunku  
Hajah Azizah Aminah Maimunah Iskandariah

### ***The Changemaker Award (£1,000,000+ Lifetime Giving)***

- Julie Dawson (USA)

### ***The Innovators Awardees (£100,000+ Lifetime Giving)***

- Caroline and Steve Finneran (USA)
- Diane White (USA)
- Elizabeth LaMacchia (USA)
- Martha Smith (USA)
- Ann Von Rettig (Finland)
- Tricia Tilford (USA)

### ***The Leaders Awardees (£50,000+ Lifetime Giving)***

- Barbara Bonifas (USA)
- Charlotte Christ -Weber (Switzerland)
- Sandy Craighead (USA)
- Susan Goldsmith (USA)
- Marlene Logan (USA)
- Kate Marx (USA)
- Elaine Patterson (Canada)
- Ellen Petrino (USA)
- Deborah Robinson (USA)
- Barbara Schliebe (USA)
- Wendy Smibert (Australia)
- Mr Clifford White (USA)

### ***The Princess Benedikte Awardees (£25,000+) Lifetime Giving***

- Beverly Burton (Canada)
- Tracy Burton (Canada)
- Chris Burton (Canada)
- Morna Ferguson (UK)
- Janette Gibson (Australia)
- Pat Haight (USA)
- Corinna Hauri (Switzerland)
- Ann Marie Horner (USA)
- Barbara Johnson (USA)
- Jill Johnstone (Australia)
- Jean Kohler (USA)
- Antoinette Kunz-Oeri (Switzerland)
- Gail LaMotte (USA)
- Liesbeth Linjzaad (Netherlands)
- Kris McGee (Canada)
- Valerie Pace (USA)
- Lynne Price (Australia)
- Barbara Putney (USA)
- Hilda Roderick (USA)
- Anne Scott (Australia)
- Mary Ellen Snow (USA)
- Puan Sri Suwini Bingei (Malaysia)
- Gail Tsuboi (USA)
- Lynn Wilbur (USA)
- Leilani Wilmore (USA)
- Dato Soo Min Yeoh (Malaysia)





## Acknowledgements

### **Our many supporters, including**

- Friends of the World Centres,
- Regions and WAGGGS Member Organisations
- Olave Baden-Powell Society
- World Foundation for Girl Guides and Girl Scouts Inc.
- The Girl Guides of Canada – Guides du Canada – (Canadian World Friendship Fund)

### **Our many partners and donors**

- AKO Foundation
- The Allan and Nesta Ferguson Charitable Settlement
- Avon Foundation for Women
- The Barrett Family Foundation
- COSARAF Charitable Foundation
- Council of Europe, European Youth Foundation
- Dove (Unilever)
- Duke of Edinburgh's International Award Foundation
- Erasmus+
- The Eric Frank Trust
- European Youth Council
- Food and Agriculture Organisation (FAO)
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- Johnson & Johnson
- King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID)
- Knorr-Bremse
- Mint Velvet
- Norton
- Norwegian Agency for Exchange Cooperation (Norec)
- Nutrition International
- Office of the United Nations Secretary-General's Envoy on Youth
- Oak Foundation
- Players of People's Postcode Lottery; funds awarded through Global Postcode Trust
- Save the Children
- Swedish Postcode Foundation
- The Ummah Foundation
- UN Environment Programme
- UN Foundation
- UN Women
- UNICEF
- University of Exeter Economic and Social Research Centre
- The UPS Foundation
- UK Trefoil Guild
- WASH United
- World Health Organisation
- World Organisation of the Scout Movement (WOSM)
- Young Men's Christian Association (YMCA)
- Young Women's Christian Association (YWCA)





## Appendix 1: List of programmes

Funded by: Grant (100% funded from external sources), Mixed (part funded by grants, part funded by WAGGGS) or WAGGGS (100% funded by WAGGGS funds)

Programme name	Funding
Girl Led Action on Climate Change (GLACC)	Grant
Youth Exchange South to South (YESS)	Grant
Surf Smart	Grant
Free Being Me / Action on Body Confidence	Grant
Plastic Tide Turners Challenge	Grant
World Centre Volunteer Leadership Programme	Mixed
Helen Storrow Seminar	Mixed
Stop the Violence campaign	Mixed
Global Advocacy Champion programme	Mixed
Rosie's World (menstrual hygiene manager)	Mixed
Girl Powered Nutrition	Grant
Her World Her Voice	Grant
Global Girls Leadership Programme	Grant
Quality Learning and Development	Grant
Get Ready for Governance Programme powered by the Olave Baden-Powell Society (World Conference pre-event for participants under 30)	Grant
Juliette Low Seminar 2022	Mixed
World Thinking Day 2021; 2022; 2023	WAGGGS



Programme name	Funding
International Day of the Girl 2021; 2022; 2023	WAGGGS
International Women's Day 2021; 2022; 2023	WAGGGS
Capacity Building – Fundraising;	Mixed
For Her Digital World	WAGGGS
Hardship Fund	Grant
New Member Organisation	Grant





## Appendix 2: Update on the Motions passed at the 37th World Conference

### Motions 2 and 3

#### Motion 2

The World Conference:

- a) approves a requirement for the World Board to include at least two members under the age of 30; and
- b) approves the necessary changes to the WAGGGS Constitution and Bye-Laws outlined in conference document 3b and shown as tracked changes on the copy of the constitution.

#### Motion 3

The World Conference:

- a) approves to introduce a requirement for every newly elected Regional Committee to have at least two members under the age of 30 (as far as practicable); and
- b) approves the necessary changes to the WAGGGS Constitution and Bye-Laws outlined in conference document 3b and shown as tracked changes on the copy of the constitution.

### Progress

WAGGGS Constitution and Bye-Laws has been updated.

The Rules of Procedure (with effect from the Regional Conferences in 2022) have included provisions in the election process to facilitate (where possible or as far as practicable) two young women under the age of 30 on each Regional Committee and the World Board.

### Motion 5 (as amended)

The World Conference:

- a) agrees to make provision in the WAGGGS constitution to facilitate the introduction of remote general meetings in future i.e. for Member Organisations to be able to participate in and vote at World Conferences without being physically present, through the use of technology; and
- b) approves the necessary changes to the WAGGGS Constitution and Bye-Laws outlined in conference document 3b and shown as tracked changes on the copy of the constitution - with the additional text in the amendment that explicitly states that the World Board shall consider making arrangements for remote attendance only in exceptional circumstances.

### Progress

WAGGGS Constitution and Bye-Laws has been updated.



## Motion 7

The World Conference:

- a) acknowledges the need to make some editorial changes in the Constitution to increase clarity and to remove inconsistencies and the potential for differing interpretations; and
- b) approves the necessary changes to the WAGGGS Constitution and Bye-Laws outlined in conference document 3b and shown as tracked changes on the copy of the constitution.

### Progress

WAGGGS Constitution and Bye-Laws has been updated.

## Motion 8

The following sub-clause is added to Bye-Law VII - Policies and procedures:

- 7.2 Decisions resulting in long-term strategic policies and procedures which impact Member Organisations require a participatory Member Organisation consultation process. This consultation process must include a written announcement sent in advance to all Member Organisations clearly stating the scope, objectives and timeline of the process.

### Progress

WAGGGS Constitution and Bye-Laws has been updated.

Since the last World Conference, WAGGGS has engaged in a number of extensive consultations with Member Organisations. WAGGGS's model for consultation builds on the structure deployed during the development of Compass 2032.

- The Movement is informed about an upcoming large strategic matter for consultation.
- An initial draft is circulated. A first round of consultations is undertaken in our four languages, making use of virtual tools to ensure accessibility and data capture.
- A second draft is circulated which incorporates the feedback from the first draft. A second round of consultations is undertaken. This has been either virtual or via written feedback. Alongside this WAGGGS aims to provide a report on the feedback from the first round to show how the input was incorporated.
- A final draft is then circulated for approval by the Movement.
- Where necessary, and to improve our understanding of key topic areas, WAGGGS has also employed surveys and topic specific meetings within this process.



This process has been used:

- In the lead up to Regional Conferences in 2022, consultation sessions were held in each region with Member Organisations to gain feedback on the first draft of the Regional Action Plan.
- More recently, in the development of the WAGGGS Strategy 2024-2029, WAGGGS hosted a series of online consultation sessions in language groups reaching 255 representatives from 81 different Member Organisations, with 42% of participants under the age of 30.

This is a 'working' model and WAGGGS will continue to refine the structure to ensure consultations support the widest number of Members and are manageable within the resources of the organisation.

On specialist topic areas WAGGGS has worked with volunteers to set up other consultation models for Movement engagement.

- In November 2022, the Membership Fee Working Group hosted a number of consultation workshops for Member Organisations to share their thoughts and opinions on the membership fee model.
- In the lead up to World Conference, there have also been opportunities for Member Organisations to provide feedback on the draft membership fee proposals 2024-2026 and the Rules of Procedure.
- In October 2022, linked to International Day of the Girl, we launched the Girls Speak Up Consultation with the aim of giving girls and young women a voice in the Movement. 7,276 girls and young women from 32 different countries participated in the consultation.

### **Motion 9 (as amended)**

The World Conference:

- a) agrees to make provision in the WAGGGS constitution that in circumstances where a World Conference or Regional Conference cannot be held in the normal triennial cycle, the Elected Trustees and Regional Chairs shall remain in office until such time as elections can be held (subject to their willingness to do so); and
- b) approves the necessary changes to the WAGGGS Constitution and Bye-Laws outlined conference document 3b and shown as tracked changes on the copy of the constitution.

### **Progress**

WAGGGS Constitution and Bye-Laws has been updated.



## Motion 10

The World Conference authorises the World Board to make such minor changes to the Constitution and Bye-Laws as are necessary following the decisions made by Member Organisations at the 37th World Conference in order to implement the Motions as passed.

### Progress

WAGGGS Constitution and Bye-Laws has been updated where appropriate.

## Motion 11 (as amended)

The World Conference:

- a) recommends that WAGGGS work with Member Organizations which have successfully integrated young women into their decision-making processes to collaborate to develop a curriculum/programme/training material to be used by MOs on decision making to strengthen skills and build capacities of adolescents and youth to meaningfully engage in decision making roles;
- b) recommends that WAGGGS work with Member Organizations which have successfully integrated young women into their governance processes to collaborate to develop a curriculum/programme/training material on governance to strengthen skills and build capacities of adolescents and youth to meaningfully engage in governance roles; and
- c) recommends that WAGGGS regularly communicate success stories about young women in decision-making roles assessing the progress made in increasing the number of Young Women at the global, regional and national levels of WAGGGS' decision-making bodies and highlighting the impact of different mechanisms in place to strengthen meaningful adolescent and youth engagement.

### Progress

WAGGGS undertook to collaborate with MOs to develop curriculum and training materials that support youth engagement in decision making and facilitate MO sharing of success stories on Campfire.

In 2022 and 2023, we have conducted a scoping review to identify MOs which have integrated young women into decision-making and governance as well as those with great examples of 'meaningful youth participation'. We have had calls with over 40 MOs to understand their work in this area and collect success stories.

We are currently creating a training resource on meaningful youth participation and have included youth participation in the update of the Capacity Assessment Tool. After the new CAT launch at World Conference, we will be rolling out MO capacity building support on youth participation. These tools will all be made available on Campfire. As resources allow, we will collect and share success stories from across the Movement.



## Motion 12

The World Conference recommends that a comprehensive training be included in the induction/orientation cycle, whether in-person or virtual, on meaningful adolescent and youth leadership and engagement, for all new and current WAGGGS volunteers and WAGGGS staff.

### Progress

Closely related to the Motion above (Motion 11) WAGGGS aim for this period was to work with MOs to develop a shared understanding of good practice in youth participation and use this to train the WAGGGS Global Team

Through our work on understanding, capturing and developing a framework of good practice on meaningful youth participation, we are currently designing a training on meaningful youth participation for the WAGGGS Global Team, which will be offered as a live workshop in the second part of 2023, and will have a version on Campfire, accessible to all members of the Global Team. We are also setting up a youth participation action plan for WAGGGS, to strengthen youth participation practices within the Global Team.





## Motion 13

The World Conference recommends:

- a) to utilise international opportunities such as the World Conference to organize, with youth, a pre-conference event for the youth delegates (young women under age 30) attending as part of the MO delegation and this could be organized as an in-person or virtual space dedicated for young women to connect, network and prepare for the main event to meaningfully participate in all processes of the World Conference;
- b) to ensure young women are fully included, dedicate a prominent space to young women, (a role such as organizer, leader, facilitator, panellist, etc.) during plenary and thematic sessions of the World Conference; and
- c) the proposed motion is to be implemented for at least the next two World Conferences.

## Progress

In the lead up to the 38th World Conference in 2023, and with the support of the Olave Baden-Powell Society, WAGGGS will be delivering the “Get Ready for Governance Programme”, a pre-conference series of events for World Conference participants under 30. We will be organising online webinars and a dedicated space on WAGGGS’s online platform, Campfire, for participants under 30 to build their WAGGGS governance and World Conference knowledge. We will also be hosting up to 120 girls and young women in participants under 30 in Cyprus on the day before World Conference, for them to connect, network and prepare for the conference. These delegates will actively participate in World Conference and represent the voices of girls and young women across the Girl Guide and Girl Scout Movement throughout the deliberations. WAGGGS will also arrange a follow-up event, post-World Conference, to enable the participants to connect with each other again online to reflect and share next steps to apply their learnings. A similar program of events is expected to be delivered in advance of the 39th World Conference in 2026.

In the planning and delivery of the 38th World Conference, emphasis has been placed on having young women under 30 in prominent roles.

Linked to the outcomes of Motion 8, 11 and 12, our ambition is that after World Conference and in the next triennium WAGGGS will improve upon this and offer more opportunities for girls and young women to have more opportunities to meet, prepare and fully engage in decision making in the Movement.



## Motion 14

The World Conference recommends:

- a) to utilise international opportunities such as the Regional Conferences to organize, with youth, a pre-conference event for the youth delegates (young women under age 30) attending as part of the MO delegation and this could be organized as an in-person or virtual space dedicated for young women to connect, network and prepare for the main event to meaningfully participate in all processes of the Regional Conferences;
- b) to ensure young women are fully included, dedicate a prominent space to young women, (a role such as organizer, leader, facilitator, panellist, etc.) during plenary and thematic sessions of the Regional Conferences; and
- c) the proposed motion is to be implemented for at least the next two Regional Conferences.

## Progress

In the lead up to each Regional Conference in 2022 we hosted a pre-event for young women under 30. In some regions these pre-events were conducted online, and in others they took place in-person. Data from the evaluation forms completed by young women at some of these events showed that many of them considered the pre-events as an important event to understand governance and the many opportunities available to young women in the movement at different levels (regional and global).

On average, 31.6% of the participants across the five Regional Conferences were under 30.

Also, young women were seen in prominent capacities, beyond attending the Young Women's Event. For example, the Regional Conference in Africa had the youngest teller in Africa Region, young women being members of the planning team for Regional Conference and many young women delivered sessions during the conference





## Motion 15 (as amended)

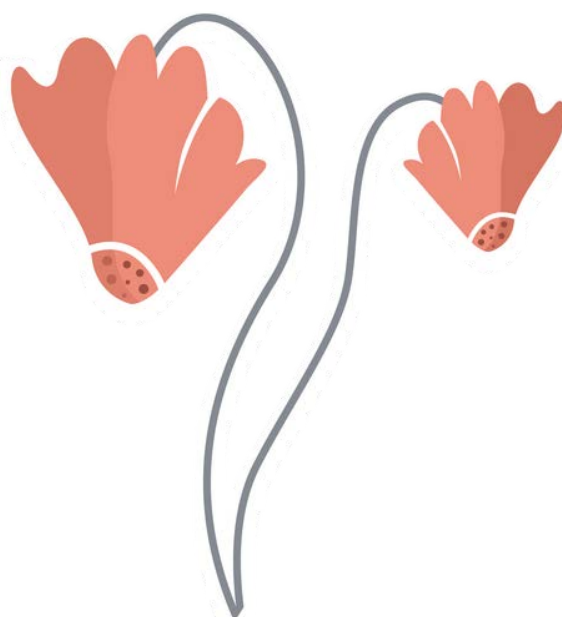
The World Conference recommends the Nominations Committee to ensure the recruitment process for the World Board and Regional Committees;

- a) use diversified dissemination channels, with opportunities posted across all communication platforms at key designated times in the election process and facilitate information exchange between Member Organisations as to best practices in communicating the information with their national and local networks;
- b) organize virtual spaces in all WAGGGS official languages at minimum one month prior to the deadline for call for applications, for interested applicants and Member Organisations to question and clarify the requirements of the role, understand questions on the application and receive required support in strengthening the knowledge around the nomination and election processes; and
- c) develop a process in collaboration with Member Organizations through which young women can provide feedback that will assist WAGGGS and Member Organizations to understand barriers and improve processes for young women to access global and regional nomination and election processes.

## Progress

A special area has been created on Campfire for potential nominees and Member Organisations to access information about the nominations process. Information about the nominations process was also shared via WAGGGS's social media channels and by email.

In January 2023, members of the Nominations Committee and the World Board hosted two information sessions for potential nominees and Member Organisations to ask questions about the role and responsibilities of the World Board and the nominations process.





## Motion 16

The World Conference recommends that the World Board launch a task force with the task to create a framework and a tool(kit). Recommending that this task force represents at least one MO of each Region and one member of each Regional Committee.

The Conference recommends to develop a framework that translates the GG/GS principles into a core set of growth goals for all guides and scouts around the globe. The framework should clarify the impact MOs can achieve by operationalisation of these goals into their national programme. The framework also should clarify how the existing WAGGGS specific programmes and trainings could be used to work on a certain growth goal.

Recommending the creation of a tool(kit) for MOs to support the translation of this growth goals into their national educational programme (based on pedagogical insights of childhood and young adulthood) taking into account the needs of the different age groups and the influence of the environment on our guides and scouts. The tool(kit) should integrate an approach on personal growth and framing a continuity of (personal) development throughout the different age groups from an age group to another.

## Progress

WAGGGS is in the process of creating a framework for Quality Learning and Development in Girl Guiding and Girl Scouting. To be launched at World Conference, this framework is the result of a dedicated group of programme and training specialists from MO's, WAGGGS volunteers and staff working together.

When complete the framework will be the foundation for all our work to strengthen quality Girl Guiding and Girl Scouting across the Movement. With support from WAGGGS, when completed MO's will be able to use it in their national programme and delivery. Further, WAGGGS will embed the framework into all WAGGGS's programmes and activities. This framework:

- sets outcomes for personal development across seven different areas (spiritual, moral, intellectual, emotional, physical, social and environmental) and across age groups,
- explains the Movement's methodology and brings together pedagogical concepts to reach these outcomes,
- articulates our unique way of delivering this quality experience through the Girl Guide and Girl Scout educational method and the Girl Guide and Girl Scout leadership model,
- supports Member Organisations to strengthen their own programmes and frameworks and improve the quality of the learning experience they offer their youth and adult members,
- reinforces the coherence and consistency of the way we deliver and articulate our offer as a Movement.



## Motion 17

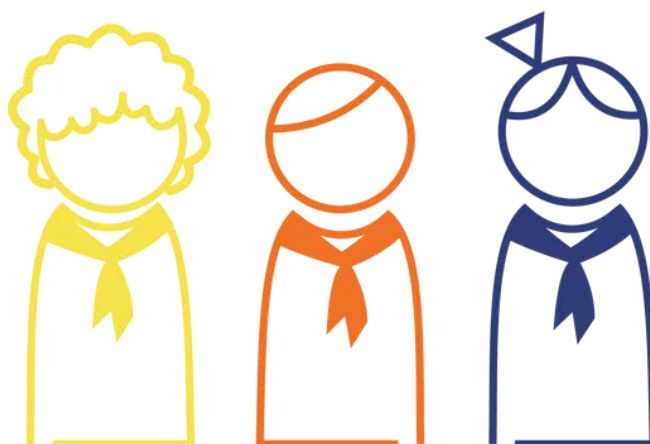
The 37th World Conference calls for the creation of a space for Member Organisations to talk about educational methods and programme. It could be either a physical space such as a hub, or it could utilise existing gathering places like World Centres, or it could consist in virtual gathering hubs in the form of webinars. This would have a great impact not only on programme design for WAGGGS, but also because it would provide Member Organisations with a space to exchange on Guiding perspectives, and tighten collaboration between Member Organisations. It would also provide Member Organisations with guidance on how to align our movement with global needs, and overall it would guarantee a tighter collaboration between Girl Guiding and Girl Scouting organisations to make our movement thrive in the delivery of our mission and vision.

Finally, we would like to clarify that, in the creation of this space for gathering and debate about educational methods and programme, we believe it is for World Board and WAGGGS staff to determine what is more convenient in the allocation of resources, including whether it is physical or virtual.

## Progress

We have created the Non-Formal Education Hub on Campfire – it is our first community of practice on Campfire, and is a space for specialist from MOs, those in charge of programme and training, to come together to connect, discuss, learn, inspire and create resources on what ‘quality learning’ means for the Movement. We currently have about 80 members from 27 different MOs.

This community has been offering free to attend conversations every six weeks on quality learning between specialists in the Movement, which can also be watched on YouTube and on the hub on Campfire. If funds allow, we intend to offer an in-person Non Formal Education Forum event in the next few years.





## Motion 18

The World Conference recommends that WAGGGS explores ways in making WAGGGS programmes, events, resources, and opportunities more accessible in a timely manner to girls and young women from Member Organisations which speak or operate in languages beyond the four official languages of WAGGGS.

### *Progress*

WAGGGS has invested in Campfire as the central library of resources, tools, events and opportunities. Campfire, although still relatively new is constantly having new materials added. It was chosen in part because it has the functionality to translate content into numerous languages, beyond our four official languages. With the app developer, OpenSocial, we are exploring other ways to improve the functionality to allow for greater reach and accessibility.

WAGGGS also is expanding our volunteer cohort to include a wider range of languages to ensure we can reach and support a wider group of Member Organisations. We have for the first time offered volunteering opportunities to people who do not speak one of our four languages.





## Motion 19

The World Conference recommends:

- a) that should WAGGGS consider there is less capacity within the organization to handle an external invitation or opportunity which requires engagement of girls and young women at regional and global high-level policy, advocacy and decision-making processes and platforms, then WAGGGS shall share the opportunity with all Member Organizations to lead and proceed with the required steps for the participation and engagement of adolescent girls and young women at the mentioned processes and platforms. Regions shall be informed of the same;
- b) that the interested Member Organizations will confirm with WAGGGS and keep the Region informed about their interest to take up such a role and the MO will be fully responsible for their participation and engagement, including but not limited to supporting their members to register, preparing the members to participate and speak, supporting members with financial requirements as feasible to be a part of the above mentioned processes and platforms;
- c) that WAGGGS confirm with the interested Member Organisation/s and keep the respective Region/s informed about the Member Organization's engagement and expected role including but not limited to be a part of the organizing committee of the external partner proposing the event, to register participants under the name of "World Association of Girl Guides and Girl Scouts" and to nominate speakers to represent WAGGGS;
- d) that WAGGGS should develop a Standard Operating Procedure (SOP) and share the relevant documents including but not limited to guidelines for engagement, safeguarding policies and position papers of WAGGGS on sensitive issues and thematic areas as appropriate with the interested Member Organizations to help prepare their members for the above-mentioned processes and platforms;
- e) in support of this recommendation all Member organizations are highly encouraged to create a volunteer group of leaders within the national organization in advance to respond to such immediate and urgent invitations and opportunities. This will help the MO to prepare girls and young women to participate and speak at such global and regional spaces. The leaders selected to the MO volunteer group could include but not limited to adult leaders, adolescent and youth members, members in the global facilitators pool, former youth delegates, former advocacy champions and any interested member willing to support the MO's engagement;
- f) that upon the completion of the engagement, the Member Organizations shall report to WAGGGS after the engagement using the standard and simple reporting format. Report will be shared with the respective WAGGGS teams along with photographs, videos, consent forms and other content required for the promotion of WAGGGS engagement at the above-mentioned spaces on communication platforms within and outside the organization;
- g) that the Member Organization shall continue to follow-up with the participants upon the completion of the engagement to ensure their learnings are shared with a wider group of girls and young women within and outside the MO; and
- h) that should Regions and/or Member Organisations receive any such external invitations and opportunities they shall share the information with WAGGGS and/or Regions, to follow the same procedure as mentioned above.



## Progress

In the 2022-2023 strategy we recognised that this would require careful consideration to be managed in ways that are safe, resource-effective, guarantee consistency of approach on issues of key importance, and properly represent the full diversity of our Movement. WAGGGS has not had the capacity to deliver this Motion in this triennium and therefore will explore possibilities in the 2024-2029 strategy. We have developed an advocacy plan which will form part of the delivery of the Global Strategy 2024-2029.

During this triennium, WAGGGS has recruited and trained global advocacy champions 26 MOs to advocate on behalf the Movement. We:

- Attended Commission on the Status of Women (CSW) in 2022 (online only) and 2023 online and in person at the UN in New York;
- Trained 399 young women as advocacy champions for plastic Tide Turners programme;
- Continue to train girls and young women on successful climate change advocacy through Girl-Led Action on Climate Change programme;
- Support advocacy development at MOs through our YESS exchange programme;
- Launched, in March 2023, a call for new advocacy champions for our Surf Smart programme.





## Motion 20 (as amended)

That the World Board provides Member Organisations with strengthened reporting on delivery against the WAGGGS Strategic Plan objectives, outcomes and Key Performance Indicators, and budget, including information on WAGGGS finance and human resources.

- a) The Annual Report (required to be submitted to the UK Charity Commission each 31 October) will continue to report progress against objectives and outcomes in the Strategic Plan, with a new focus on reporting against Key Performance Indicators.
- b) The Annual Report will include, in addition to all statutory reporting obligations (e.g., profit and loss, balance sheet, cashflow, reserves movement), analysis of
  - i. income and expenditure performance against the triennial budget (restricted and unrestricted funds);
  - ii. movement in reserves with variance against the triennial budget (restricted and unrestricted);
  - iii. income and expenditure for each WAGGGS Region and movement in regional reserves.
- c) The Annual Report will include a summary of personnel, defined in full-time equivalents, differentiated by restricted and unrestricted funding.
- d) This reporting will commence for the year ended 31 December 2021.
- e) In addition to the annual reporting outlined above, the World Board will provide Member Organisations with summary quarterly reporting (for the quarter ended 31 December 2021 and thereafter) on income and expenditure and movement in reserves after the relevant World Board meeting.

## Progress

With effect Q3 2021, WAGGGS has been providing Member Organisations with a summary quarterly financial report containing information on WAGGGS's financial situation and results by quarter and membership fee payments to date, as well as significant developments with material impact on our financial situation (e.g., major grants received).

WAGGGS has also shared a number of updates during the triennium on delivery against the WAGGGS Global Strategy, KPIs and budget including regular updates after each World Board meeting, a live webinar in February 2022, a written update in February 2022 and a global presentation at each Regional Conference in 2022.

The Annual Report and Accounts for the year ended 2021, reporting on delivery against the WAGGGS Strategic Plan objectives, outcomes and Key Performance Indicators, and budget, including information on WAGGGS finance and human resources. was submitted on time to the Charity Commission and is available on the WAGGGS website [here](#).



## Motion 21 (as amended)

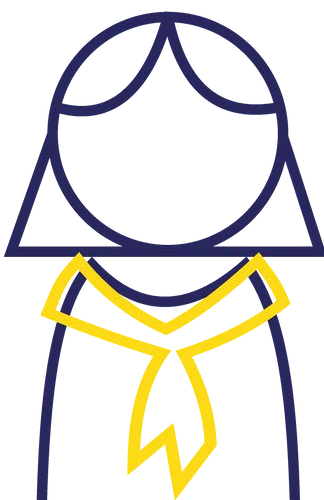
The World Conference:

- a) Recognizes that peacebuilding is an ongoing process of creating inclusive societies for girls and young women to thrive in, which requires constant effort and attention as a mindset across our movement, being interconnected with many issues that girls and young women are facing today.
- b) Recommends WAGGGS keep peacebuilding in mind in the development of educational tools and materials, which we do in cooperation with partner organizations or independently, to facilitate the implementation of the relevant parts of the United Nations Youth, Peace and Security Agenda at a local and national level.
- c) Encourages the World Board to make continued efforts positioning WAGGGS as a stakeholder in peacebuilding, and actively contribute to relevant global processes with regards to youth, peace and security.

## Progress

As shared in the Global Strategy 2022-2023 due to resource constraints, new work around youth, peace and security would not be a focus in 2022-23. Instead WAGGGS explored opportunities to integrate a greater focus on peace building into our programmes and international experiences. In 2022-2023, we changed the World Thinking Day themes around so that the 2023 activity pack revolved around the environment and peace. The Juliette Low Seminar (JLS) in 2024 will be themed around peacebuilding.

We will explore opportunities to deliver against this Motion in the 2024-29 strategy.





## Motion 22 (as amended)

The World Conference recommends that WAGGGS develops guidelines for communication, engagement and consultation with Member Organisations in WAGGGS decision-making process taking into consideration the importance of WAGGGS as a member-led organisation, the impact of decisions on MOs, transparency, diversity within WAGGGS, effective communication, respect for feedback, and with regular updates to Member Organisations, in an agreed and practical timeline.

### Progress

Closely linked to Motion 8, WAGGGS has not developed a set of guidelines but has been building a model for consultation with the Movement. This model is flexible aims to make use of technology to ensure that the widest number of Members are able to access and take part in WAGGGS decision making. It involves ensure ample time is provided to Members to review and feedback. More information can be found in Motion 8.

The Governance Committee will be reviewing capacity to develop this further in the next triennium.

## Motion 23

The World Conference decides that in the event of a World Board vacancy, WAGGGS should make all necessary efforts to replace vacant members within five months of the vacancy announcement.

### Progress

This has not been applicable in this triennium.





## Motion 24

The World Conference requests the World Board to set up a working group with the task of:

- Conducting a study on:
  - The obstacles restraining face-to-face participation of WAGGGS member organizations in global conferences. The working group may wish to draw up a list of criteria it considers relevant to select for study. This list should include at least financial obstacles, along with other known or unknown obstacles at this stage: politics, limited volunteer resources, etc.;
  - The difficulties for OMs to participate in meeting formats(digital, hybrid) other than face-to-face participation of all members of their delegation in a face-to-face world conference;
  - The obstacles to the organization of world conferences in formats other than face-to-face meetings of all members of delegations;
  - The benefits of the various conference formats for Member Organizations, WAGGGS and the global Girl Guide and Girl Scout movement;
- Building our knowledge and experiences of MOs, WAGGGS Regional Committees, World Board, and anyone outside WAGGGS who they think it useful to question.
- Developing concrete proposals to overcome barriers to MO participation in global conferences.
- Reporting on study findings and proposals for ensuring MOs' effective participation in World Conferences in a study report submitted to WAGGGS member organizations at least four months before the next World Conference.

### Progress

This has been deferred to after the 2023 38th World Conference and will be undertaken in preparation for the 39th World Conference in 2026.

## Motion 25

The World Conference encourages the holding of formal virtual events organized by WAGGGS prior to the World Conference to get to know the candidates to the World Board Elections and to give them enough time and space to present themselves.

### Progress

In the lead up to the 38th World Conference, the Nominations Committee will be hosting a series of three 'Meet the Candidate' sessions in June 2023 to enable Member Organisations to get to know the World Board Candidates better and ask questions ahead of the World Conference. Each session will feature 5-6 different candidates and interpretation in all four WAGGGS official languages will be available in each session.

The Rules of Procedure also now include a commitment that WAGGGS will organise virtual events prior to each World Conference to enable Member Organisations to get to know the candidates to the World Board and to give them time and space to present themselves.



**DREAM, ACT, LEAD:  
THE FUTURE IS OURS**



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