



KUSAFIRI
WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS

KUSAFIRI REPORT 2025

KUSAFIRI WORLD CENTRE MOTION 10 EVALUATION



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Introduction

Since 1939, the WAGGGS' World Centres have been a distinctive part of how the World Association of Girl Guides and Girl Scouts (WAGGGS) brings its mission to life, creating spaces where Girl Guides and Girl Scouts connect across cultures, develop leadership skills, and experience the global sisterhood of the Movement.

Kusafiri World Centre was launched in 2012 to bring international opportunities directly to the Africa Region, to overcome barriers such as visa restrictions and high travel costs, that made it difficult for many African participants to access existing international experiences delivered elsewhere by WAGGGS. Unlike the other World Centres, Kusafiri was designed as a mobile centre, operating across multiple countries to reach more members and extend WAGGGS' global impact without the long-term costs, risks, and responsibilities of owning or maintaining a permanent facility.

In 2023, at the 38th World Conference, after 10 years of delivering a roaming Kusafiri model, Motion 10 was passed, tasking WAGGGS to trial a fixed location model, placing Kusafiri in Ghana for a three-year period (2024–2026) to support more programme delivery, sustainable operations, and stronger connections with the Movement and host community. This decision marked a significant new phase for Kusafiri.

This report fulfils the requirement set out in Motion 10, which called for an evaluation of the Kusafiri trial in Ghana to be shared with Member Organisations at least nine months before the 39th World Conference. This timeline ensures that Member Organisations (MO) have sufficient time to review and analyse the findings in advance of the conference.

This review should be read alongside the [2024 World Centre Evaluation](#), which evaluated the other four World Centres. Together, these two reports will inform the development of WAGGGS' World Centres strategic direction for the next ten years, which will be shared with Member Organisations at the 39th World Conference in Cambodia in June 2026.

Motion 10

Proposed Motion 10 (incorporating Amendment 10.1) - Kusafiri World Centre permanently stationed in Ghana

The World Conference recommends that:

- The World Board explores the possibility of having Kusafiri World Centre permanently stationed in one of the countries in the Africa Region.
- Kusafiri World Centre be stationed in Ghana from 2024 until 2026 as a trial to be reviewed at the next World Conference.
- The World Board establish a supervisory body with representatives from WAGGGS, the Africa Region, and Ghana Girl Guides Association to review implementation and progress of the trial process of Kusafiri World Centre to ensure that the operations, programmes and activities are meeting the same standards and qualities as a World Centre of WAGGGS.
- An evaluation report about the trial to be shared with Member Organisations at least nine months in advance of the 39th World Conference giving Member Organisations time to review and analyse it before the World Conference.

Voted on 31 July 2023 by electronic ballot.

Report Structure

This report evaluates the Kusafiri Motion 10 pilot in Ghana (2024–2026), assessing whether this fixed-location model is more effective than the previous roaming model in achieving Kusafiri's objectives. It examines what Kusafiri has delivered, how it has delivered it and who it has reached.

• Section One: Background and Context

An overview of Kusafiri's origin, its evolution since 2012.

- **Section Two: Objectives, Delivery, and Reach**

This section outlines Kusafiri's core objectives, the delivery models it has adopted and details the programmes and activities delivered since its inception. It also provides an analysis of who has accessed Kusafiri experiences—including participant numbers and regional representation and a comparison between the roaming and fixed models.

- **Section Three: Views and Experiences from the Movement**

Insights from volunteers, participants, leaders, and hosting Member Organisations who have engaged with Kusafiri, sharing their perspectives on its value, impact, and the experience of delivering a World Centre in their local context.

- **Section Four: Finances, Legal Context, and Risk Management**

This section outlines the financial models of both the roaming and fixed Kusafiri approaches, legal considerations such as insurance and land use, the role of MO-owned facilities, and key risks—financial, reputational, operational, and safety—for both WAGGGS and host Member Organisations.

- **Section Five: Conclusions, Recommendations, and Next Steps**

A synthesis of key findings, with recommendations to guide future decisions about Kusafiri's role, model, and contribution within the wider World Centres strategy.



Methodology

This report focuses on gathering and analysing existing data related to Kusafiri, providing a comprehensive overview of how the Centre currently operates and how it has operated in the past.

A consultative and evidence-based approach was used, involving engagement with a wide range of stakeholders, including representatives from the Ghana Girl Guides Association (the proposers of Motion 10), members of WAGGGS staff, and regional advisors. Input was also sought from the Africa Region, past participants, volunteers, and host Member Organisations. The report benefitted from the insights of the World Centre Consultant, who has worked closely with Kusafiri since 2013.

A full list of individuals and organisations consulted is included in **Appendix 2**.



Limitations

While this report aims to provide a comprehensive evaluation of Kusafiri World Centre, several limiting factors should be considered:

1. **Gaps in historical data:** The availability of full and accurate data on the operations and finances of Kusafiri is limited. This is largely due to past changes in WAGGGS's financial systems and inconsistencies in data capture across different Kusafiri events that were delivered by various WAGGGS departments.
2. **Limited access to partner-held data:** Due to the partnership-based delivery model of Kusafiri, WAGGGS does not hold all relevant financial data or primary financial records relating to delivery. As a result, the analysis is based on the information available internally and what has been shared by partner Member Organisations.
3. **Focus on current delivery:** This report concentrates on a current analysis of Kusafiri's status—examining ongoing activities, developments, and operational conditions. It does not seek to evaluate or predict future directions, which will be shaped by broader consultation and strategic planning processes.
4. **Scope of focus:** While the report includes views and experiences of hosting Member Organisations (MOs), its primary focus is an evaluation of WAGGGS's delivery model for Kusafiri—assessing how it functions, the impact it generates, and how it aligns with WAGGGS's wider strategic and operational goals.
5. **Changing global context:** This report reflects Kusafiri's current delivery context. However, the global environment is constantly evolving. Conflict, crises, economic shocks, and political change are unpredictable and may affect how the model performs in future. The outcomes observed in this period cannot be assumed to repeat under different conditions.

A Statement of Thanks and Gratitude to the Ghana Girl Guides Association

WAGGGS extends its heartfelt thanks and deep gratitude to the Ghana Girl Guides Association (GGGA) for their bold leadership, vision, and commitment in putting forward Motion 10 and hosting Kusafiri during this important pilot phase. Stepping into the role of fixed-location host was a courageous and pioneering act—one that marked a significant milestone in Kusafiri's journey.

Through dedication, creativity, and generosity, GGGA has helped bring Kusafiri to life in a new way, opening doors for more girls and young women to experience the magic of a World Centre close to home. GGGA's efforts have touched lives, built lasting connections, and contributed invaluable learning that will shape the next chapter of Kusafiri's future.

This has been more than a hosting role, it has been a true partnership and a shared investment in the growth of the Movement. WAGGGS is forever grateful to GGGA for walking this path with us and for the enduring impact that has been made.





SECTION ONE: **BACKGROUND AND CONTEXT**

Section One: Background and Context

History

Unlike the other World Centres, Kusafiri beginnings were without fixed physical premises, making its operations, reach, and costs uniquely different. Kusafiri is the product of years of discussion to bring a World Centre experience to the Africa Region (see reference to record of motions from World Conference commencing in 1999 – **Appendix Three**).

In 2010, at the Africa Regional Conference, it was unanimously agreed that the Africa Committee would explore opportunities to deliver World Centre experiences in the region. In July 2011, during the 34th World Conference in Scotland, a motion was passed to create an experimental two-year pilot project that could potentially lead to the creation of a fifth World Centre.

A roving model of delivering World Centre experiences in different locations across the Africa Region was developed—initially supported by a grant from the Maersk Moller Foundation (Denmark), with a project manager employed from within the Region. When the initial grant period ended, the Centre was managed by Africa Region and existing World Centre staff, delivering events that were either fully funded through participant fees or supported by secured external funding.

The project was evaluated, with results and recommendations presented at the 35th World conference in Hong Kong in 2014. The conference voted unanimously for the following: “The Fifth World Centre Pilot study has demonstrated the value of establishing a presence in Africa to host World Centre international experiences in line with WAGGGS Vision 2020”.

In October 2015, the roving World Centre was officially named **Kusafiri**, meaning “to journey” in Swahili—a name that reflects the model’s emphasis on movement, connection, and the idea that a sense of home can be created wherever the journey takes place. Alongside the name, a symbolic framework was developed to provide Kusafiri with meaning, identity, and continuity—helping to create a distinct and recognisable World Centre experience regardless of location. Over time, this has included elements such as a Kusafiri pin, certificates, ceremonial touches, and, on Kusafiri’s 10th birthday, a song.

Between 2012 and 2019, Kusafiri delivered 12 international events in 9 locations across Africa. These events were hosted in a variety of settings, including hotels, hostels and Member Organisation training facilities. MO-owned venues were used in Ghana, Benin, Nigeria, South Africa, and Kenya.

In 2023, the Ghana Girl Guides Association (GGGA) submitted Motion 10 to the 38th World Conference. The motion proposed exploring the possibility of establishing Kusafiri World Centre as a permanent centre based in one of the countries within the Africa Region. Specifically, it recommended that Kusafiri be located at the GGGA Training Centre in Ghana for an initial three-year trial period. This motion passed.

Understanding Gaps in Kusafiri’s Journey

Between its launch in 2012 and the current phase beginning in 2024, Kusafiri has delivered multiple events across various countries in the Africa Region. However, delivery has not occurred consistently on a year-by-year basis. This is partly due to the nature of the roaming delivery model, which required coordination with host countries and external funding. Additionally, from 2020 to 2022, no Kusafiri events were held due to the global COVID-19 pandemic which disrupted travel, planning, and in-person programming across all WAGGGS World Centres.

(See Appendix One for a list of events held.)



SECTION TWO: **OBJECTIVES, DELIVERY, AND REACH**

Section Two: Objectives, Delivery, and Reach



Kusafiri Objectives: Evolution and Relevance

When Kusafiri was first launched, the model aimed to test a new way of delivering high-quality World Centre experiences in the Africa Region—without the need for a permanent building. The focus was on increasing access to international opportunities for girls and young women in Africa while strengthening the capacity and visibility of Member Organisations (MOs) across the continent.

Early objectives included:

- Defining a unique, financially viable World Centre model tailored to the Africa Region.
- Delivering World Centre experiences through existing MO training centres, where available.
- Promoting community development through Girl Guiding/Girl Scouting.
- Increasing access to international experiences for members in the Africa Region.
- Building MO capacity to operate to international standards.
- Enhancing visibility, recognition, and partnerships for host MOs.

Development Over Time

By 2019, through consultation with the Africa Region Committee, these objectives were refined into a clearer operational strategy. The updated focus included:

- Improving accessibility for African members.
- Offering World Centre volunteer opportunities.
- Delivering event-based programming centred on learning and leadership.
- Supporting community action (primarily through participant-led follow-up).
- Positioning Kusafiri as a platform for intercultural exchange and international connection.

Are the Objectives Still Relevant Today?

Based on available evidence, including the 2025 WAGGGS Census Report, the objectives around increasing access for members in the Africa Region remain highly relevant. With 3.6 million members, the Africa Region experienced the highest membership growth of any region in the last triennium (15%). However, girls and young women continue to face significant barriers to accessing international opportunities outside the continent, such as financial constraints, visa requirements, and travel logistics.

There remains a strong desire among MOs for more international experiences and global connection—this is reflected in repeated calls for Global Jamborees and increased cross-regional opportunities through motions passed at both World and Regional Conferences.

At the same time, WAGGGS has introduced more targeted global tools for capacity building. The Capacity Assessment Tool 2.0 (CAT 2.0) now provides a standardised, self-assessment process for MOs to evaluate and strengthen their capabilities in areas like governance, finance, and volunteer management. Additional support is available through trained CAT Volunteers. While Kusafiri events may contribute to MO capacity, this is no longer one of the model's core purposes. Similarly, community action—originally a more central aim—is now typically framed as follow-up activity by participants after events, rather than a primary delivery outcome.

Core Purpose Today: International Connections

Kusafiri's ongoing value lies in its ability to bring international Girl Guiding and Girl Scouting experiences to the Africa Region—expanding access, strengthening regional identity, and enabling global engagement. In doing so, Kusafiri advances WAGGGS's Mission, Vision, and the strategic priorities outlined in [*Compass 2032*](#). The model helps foster leadership, intercultural understanding, and a sense of global sisterhood, while providing meaningful opportunities for both African and international participants.

The following updated objectives reflect the current purpose of Kusafiri and serve as the basis for assessing its delivery and impact going forward:

1. **Expand access** to international Girl Guiding and Girl Scouting experiences for girls and young women in the Africa Region.
2. **Provide high-quality, non-formal learning experiences** that foster intercultural understanding, personal development, leadership, and global citizenship.
3. **Strengthen identity, unity, and connection** within the Africa Region through shared experiences and regional collaboration.
4. **Bring the global Movement to Africa** by creating opportunities for international participants to engage with the Region, promoting cross-cultural exchange, and ensuring Kusafiri reflects the truly global nature of WAGGGS.

These objectives highlight Kusafiri's unique contribution within the World Centres portfolio and align with WAGGGS's broader goals of inclusion, empowerment, and global connection. They also reflect the evolving landscape of support tools, learning strategies, and partnership models now available across the Movement.



The Different Kusafiri Operating Models

Roaming Kusafiri Model

From 2012 to 2019, Kusafiri operated as a mobile World Centre, with events delivered in various countries across the Africa Region. (See Appendix One for more details.) This model provided an opportunity for MOs in the Africa Region to host WAGGGS-branded international events without requiring a permanent facility. While each event had its own nuances, the following provides a general description of how the model typically operated. When the "roaming model" is referred to throughout this report, it refers to this approach.

- **Event Locations**

Events are typically hosted in MO training centres. Where MO facilities are not available or suitable, venues such as hotels or hostels are used.

- **Event Delivery**

Programmes are coordinated by a WAGGGS-appointed consultant and/or a WAGGGS department in line with WAGGGS needs, and delivered in collaboration with the host MO.

- **Funding Structure and Participant Access**

Most events are fully funded through grants secured by WAGGGS. Participants may attend free of charge, contribute a portion of the costs, or be funded by their MO. In some cases, events operate on a user-pay basis, with limited scholarships available to support diverse participation.

- **Host Selection**

Host countries are selected through a formal expression of interest process. Proposals are assessed based on infrastructure, hosting capacity, and alignment with Kusafiri's objectives.

- **Programme Format**

Events are generally short in duration and focus on leadership development, intercultural exchange, and global citizenship. Programmes are usually based on existing WAGGGS curricula.

- **Volunteers**

This model does not have a structured volunteer programme, however volunteers from MOs are involved in the planning and delivery of events. Some events include international volunteers as part of the planning team.

- **Staff**

Initially grant funded staff were recruited and later led by World Centre staff in collaboration with the Africa Region team – where possible covered by restricted grants – though this is not always possible.

- **Language**

Some events are delivered in French, but most in English.

- **Financial Responsibility**

WAGGGS holds full financial responsibility for Kusafiri events under this model.

Fixed-Location Kusafiri Model

The fixed-location model for Kusafiri is currently being piloted between 2024 and 2026, with all events delivered from the Ghana Girl Guides Association (GGGA) Training Centre in Accra, Ghana. (See Appendix One for more details of events.) While individual events may vary, the following provides a general description of how the model typically operates. When the “fixed-location model” is referred to in this report, it refers to this approach.

- **Operational Management**

WAGGGS retains strategic oversight of Kusafiri. A WAGGGS-appointed consultant supports a GGGA team to deliver all elements of the fixed model.

- **Location**

All events are hosted at the GGGA Training Centre, located on a 20-acre site leased from Achimota School. The facility includes accommodation for up to 122 participants, indoor programme spaces, and outdoor activity areas.

- **Programme Structure & Booking Process**

A calendar of scheduled events is developed by GGGA and the consultant and published in advance. Programmes focus on leadership, culture, and related themes, in line with WAGGGS priorities. Events are publicly listed on the [WAGGGS Kusafiri website](#). Participants register and pay fees to attend. Some leadership events may offer limited event fee scholarships. Some WAGGGS events are also hosted at the Centre.

- **Capacity Building**

GGGA receives ongoing support from WAGGGS to strengthen internal processes, enhance risk management (including safeguarding), and improve the physical facilities.

- **Volunteers**

GGGA members volunteer to support Kusafiri activities, both on a regular basis and during specific events. In addition, international Kusafiri Volunteers are selected from the WAGGGS Volunteer Pool to support activities in person and remotely. To date, 10 volunteers have taken part in this programme.

- **Staff**

Kusafiri activities are supported by a part-time World Centre Consultant employed by WAGGGS, working approximately one day per week. GGGA staff also contribute time to planning and event delivery. Oversight is provided by the WAGGGS Head of International Operations.

- **Language**

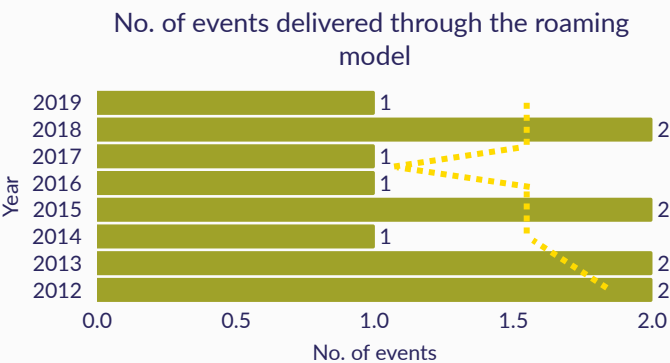
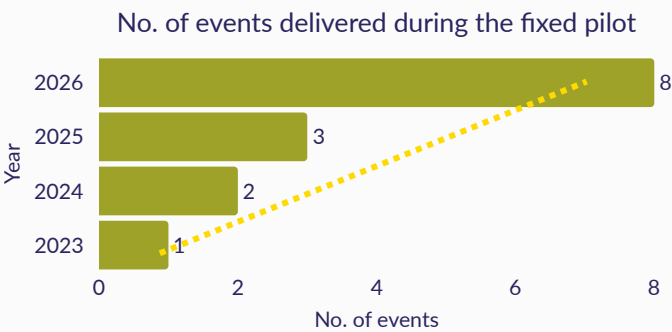
Events are delivered in French and English where both language groups are present.

- **Financial Responsibility**

Under this model, the majority of financial risk sits with GGGA. Event fees are collected in Ghana, and all associated expenses are managed locally. WAGGGS contributes some restricted funds to support consultant costs and specific activities.

Kusafiri Delivery

Number of events delivered



Key Observations

The data shows that the fixed-location pilot enabled a significant increase in the number of Kusafiri events delivered annually. Events rose from 1 in 2023 to a projected 8 in 2026. In contrast, during the roaming model years, no year exceeded 2 events, with most delivering just 1. This shift illustrates how the fixed model supported a move from limited, inconsistent delivery to a more scalable and sustained structure.

Several factors contributed to this change:

- **Strategic Mandate and Planning Certainty**

The fixed model operated under a three-year mandate (2024–2026), approved through Motion 10 at the 38th World Conference. This mandate provided strategic clarity and enabled forward planning. In contrast, the roaming model lacked long-term approval, with each event requiring separate justification—creating delays and limiting the ability to plan and scale. Note: The 2023 event was already scheduled to be held in Ghana at the time of Motion 10. This event has therefore been taken as part of the pilot.

- **Operational Efficiency Through a Stable Base**

With a consistent base at the **GGBA Training Centre in Ghana**, the fixed model benefited from established infrastructure, logistics, and support systems. In contrast, the roaming model required the creation of new systems, partnerships, and risk assessments for each event—consuming time and resources and limiting delivery capacity.

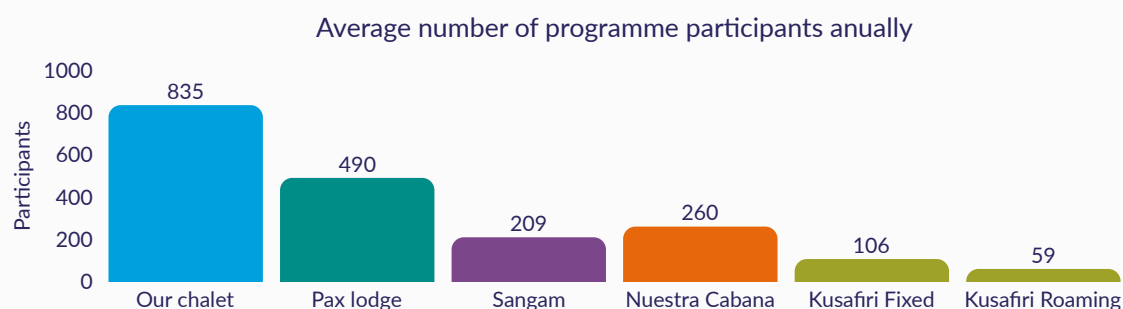
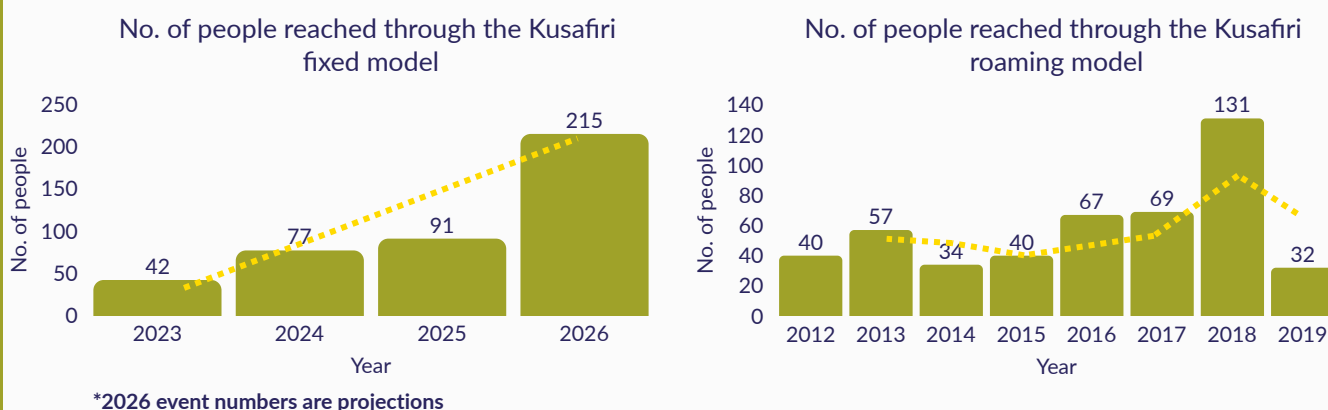
- **Scalable Funding Through User-Pays Approach**

The fixed model introduced a **user-pays system**, allowing participants to register and contribute directly to event costs. This reduced reliance on external grant funding, which had previously delayed or limited the delivery of roaming events. It also created a more stable financial model that supported increased event delivery.

- **Enhanced Delivery Through Deeper Partnerships and Continuity**

The fixed model fostered a strong, ongoing partnership with the **Ghana Girl Guides Association (GGGA)**. This supported more effective capacity building, consistent volunteer engagement, and better staff coordination—all of which contributed to more efficient and responsive event delivery.

Number of participants reached:



Key Observations

The **fixed-location model** has a **higher average number of participants per year** (106) compared to the roaming model (59). Participation under the fixed model has also grown year-on-year, with numbers projected to more than double in 2026 compared to 2025. This sharp increase is largely due to a high number of scheduled events in 2026—seven user-pays events plus one WAGGGS-hosted event – which is a large-scale event (Growing and Learning Forum) with an expected attendance of 160 participants. Similarly, a notable peak occurred in 2018 under the roaming model, when Kusafiri delivered both a funded event (a training for Juliette Low Seminar facilitators) and a user-pays cultural event simultaneously. Overall, the data suggests that the fixed model is more effective in reaching larger numbers of participants annually, however these examples illustrate how targeted scheduling and blended funding approaches significantly influence annual participation levels in both models. Two key factors contributed to this strength in the fixed model:

- **Central Base and Improved Planning**

The roaming model was marked by year-to-year variability in participation, with numbers ranging from 32 to 131 depending on factors such as funding availability, host country capacity, and event type. The absence of a central base and long-term planning capacity contributed to this inconsistency. In contrast, the fixed model has benefited from a consistent base at the GGGA Training Centre in Ghana. This stability has enabled improved communication, earlier promotion of events, and predictable systems for registration and logistics. The familiarity of the location, along with repeated use of infrastructure and partnerships, has reduced uncertainty for participants and contributed to Kusafiri's growing visibility and reputation. This was evident with Ghana being selected to host the WAGGGS global Growing and Learning event in 2026, leading to a major increase in participant numbers in 2026.

- **Improved Accessibility Through Open Registration**

Under the fixed model, Kusafiri adopted a user-pays, open registration approach, which allowed broader participation across the Movement. Individuals can book directly into experiences without needing to apply and be selected. This shift was made possible by two key enablers:

- **Stability and advanced planning** – With a consistent base, Kusafiri was able to promote events well in advance—often up to two years ahead—giving potential participants the time and information needed to plan and commit.
- **Investment in systems** – The World Centres website has been enhanced and now serves as a reliable platform to advertise Kusafiri events, manage bookings, and support global outreach.

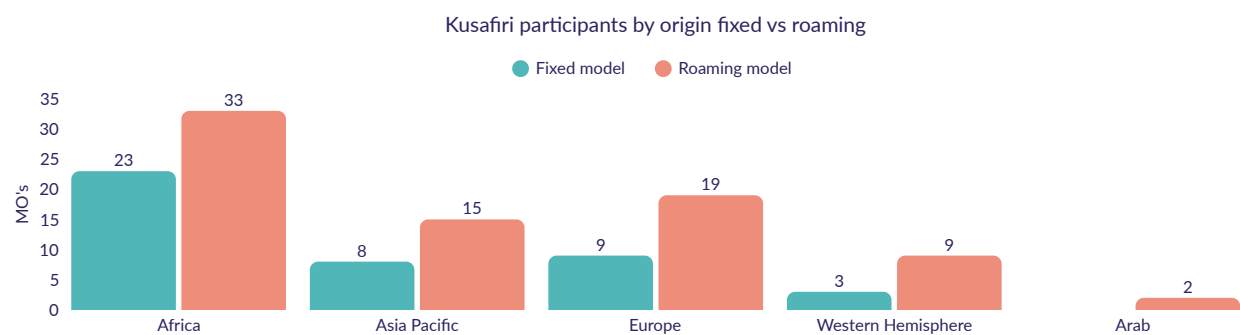
By comparison, during the roaming phase, nearly all events were by selection only, limiting access to a small group of chosen participants. While this supported targeted leadership development, it inherently restricted scale and reach.

- **Limited reach**

It is also worth noting that between 2012 and the present, 620 individuals have participated in a Kusafiri experience. By the conclusion of the fixed-location pilot at the end of 2026, this number is projected to rise to 939. While the overall reach has been relatively limited, the reported impact on participants has been consistently significant. For comparison, between 2019 and mid-2024 (excluding the COVID-19 years), the other four World Centres reported average annual programme participant numbers (these do not include guests using the centres for bed and board only) of 835 at Our Chalet, 490 at Pax Lodge, 260 at Nuestra Cabaña, and 209 at Sangam.



Participant Origin



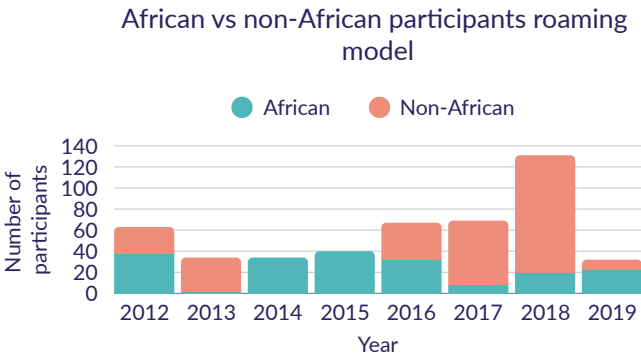
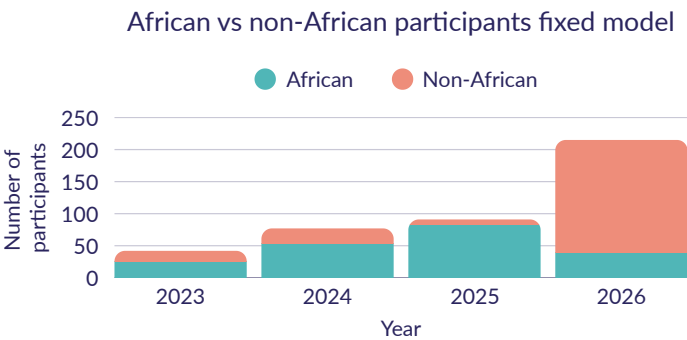
Key Observations

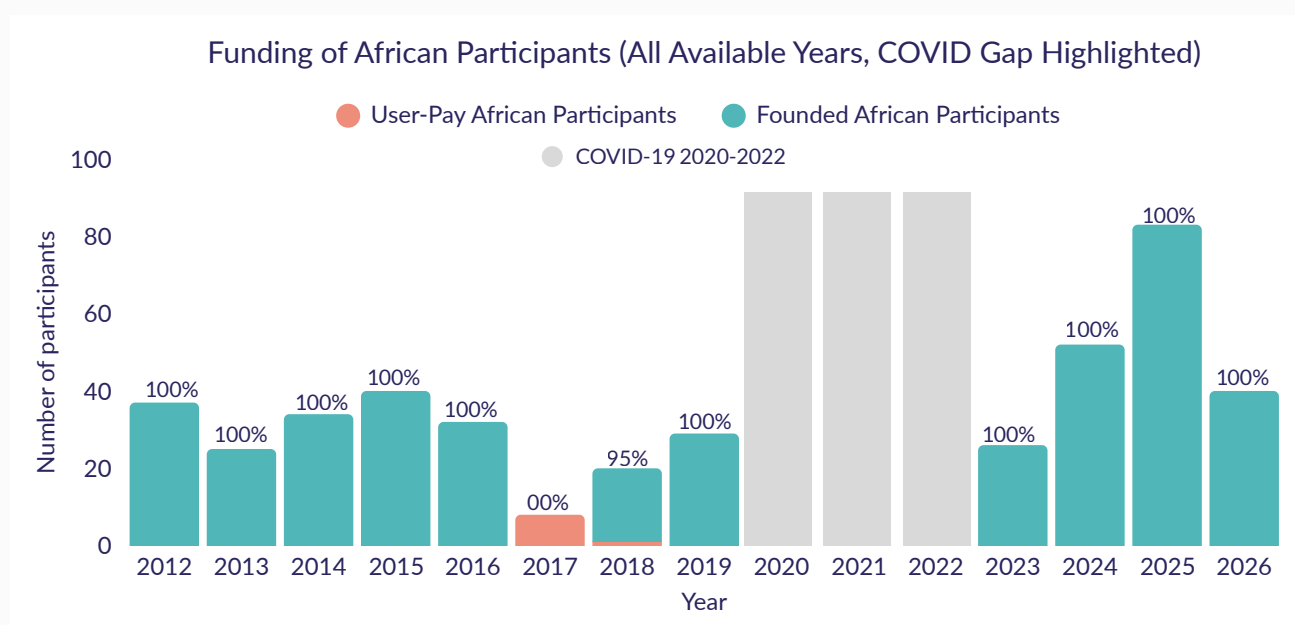
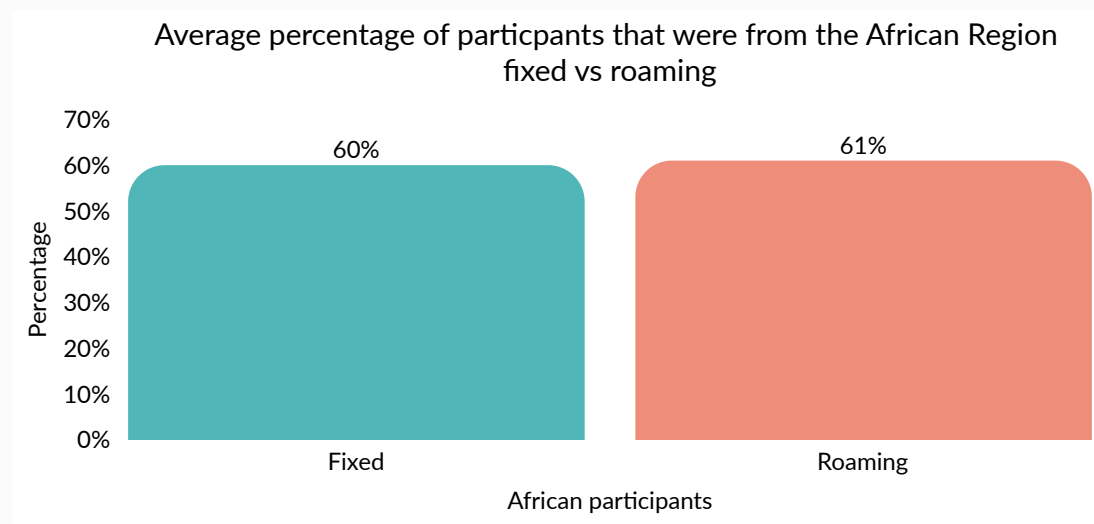
The data shows that the roaming model engaged a wider spread of MOs globally, particularly from Africa (33 MOs), Europe (19 MOs), and Asia Pacific (15 MOs). In contrast, the fixed model, while still engaging globally, has had a narrower international reach, with Africa remaining the dominant region (23 MOs), followed by lower participation from Europe (9 MOs) and Asia Pacific (8 MOs). Arab Region participation is the lowest in both models, with no Arab MOs attending fixed events and just two participating during the roaming phase. This mirrors broader World Centre trends, where Arab Region engagement remains the lowest across the Movement.

Africa stands out in both the roaming and fixed models of Kusafiri, with the highest number of participating MOs—directly aligning with Kusafiri’s primary purpose: to improve access to World Centre experiences for African MOs. This is particularly significant when compared to broader World Centre participation data from 2018–2024 (excluding the COVID-19 years), where only 3% of visitors came from Africa and just 2% from the Arab Region, compared to 55% from Europe and 36% from the Western Hemisphere. This contrast highlights Kusafiri’s unique and important role in shifting the balance and ensuring more equitable regional representation within the global Movement. (Reference: World Centre Evaluation 2024)

The broader reach to African MOs under the roaming model may be attributed in part to the early design of Kusafiri events, many of which were specifically targeted at the Africa Region. These events were not open to global participation, ensuring higher African representation. Additionally, by rotating across different African countries, the roaming model reduced visa and travel barriers for participants in each host country and its neighbouring MOs. In contrast, the fixed model—while still in Africa—requires all participants to travel to Ghana, where visa access and travel costs can still be limiting, especially for more distant or lower-resourced MOs. As a result, while the fixed model improves overall consistency and scale, the roaming approach may have better supported geographic inclusivity across the continent.

Participation from the Africa Region





Key Observations

Across both the fixed and roaming Kusafiri models, **the proportion of participants from the Africa Region has remained relatively consistent**, averaging **60% in the fixed model and 61% in the roaming model**. This indicates that simply changing the delivery model—from roaming to fixed—has **not significantly shifted regional representation**.

However, a deeper look at the data on **African participations per year (both roaming and fixed)** reveals a critical insight - that **most years, all but 2, 100% of African participants are fully or part funded – making access to funding—not location— the decisive factor in regional participation**.

Key points to note are:

When full or partial scholarships are available (as in 2025), African participation increases dramatically. When events are fully self-funded (as expected in 2026), attendance from the Region drops—despite the event taking place on the continent.

These patterns are consistent across Kusafiri's history:

- Funded or subsidised events drive higher African participation.
- Self-funded models limit access, regardless of location.

This highlights a fundamental consideration: **if Kusafiri is to deliver on its core aim—to improve access to World Centre experiences for African MOs—then financial accessibility must remain a central design principle.** Ensuring that young women from the Africa Region can take part, regardless of economic background, is essential to realising Kusafiri's founding purpose.





SECTION THREE:
**VIEWS AND
EXPERIENCES FROM
THE MOVEMENT**



Section Three: Views and Experiences from the Movement

While Kusafiri—like the other WAGGGS World Centres—does not currently have a robust system for measuring the immediate and longer-term impact of its programmes, it does collect feedback and insights in several ways to support continuous improvement of its events, programmes, and activities. These mechanisms include:

- **Participant feedback** gathered at the end of Kusafiri events, covering both the content of the programmes and participants' overall impressions of the experience. This includes elements such as facilities, logistics, programme and overall satisfaction. (Note: 620 participants to date) .
- **Evaluation forms from World Centre Volunteer Leadership Programme participants**, which offer reflections on the immersive volunteering experience at Kusafiri. These evaluations help capture personal development and skills gained, although they are limited to immediate reflections and do not track longer-term outcomes. (Note: 10 participants to date).
- **Ongoing dialogue with hosting Member Organisations and the Africa Regional Committee**, allowing Kusafiri to adapt its approach in response to regional needs, local contexts, and feedback from key partners.
- **Insights from the WAGGGS Annual Membership Engagement Surveys and other consultations**, which include broader perspectives on all World Centres and offer a snapshot of how Kusafiri is perceived within the wider Movement.



Summary of Participant Feedback

Participant feedback shows that both Kusafiri's roaming and fixed-location models offer similarly positive and impactful experiences. The key distinction lies in operations: the fixed site in Ghana, being newly established, showed some early-stage challenges, likely due to more responsibility falling on the host MO—unlike the roaming model, which brought in more external support.

Key Themes

- **Life-Changing Experiences:** Participants spoke of Kusafiri as their most meaningful WAGGGS experience, even when compared to other World Centres. Many described forming lifelong friendships, developing cultural appreciation, and gaining confidence and leadership skills.
- **Accessibility and Inclusion:** Kusafiri made international opportunities possible for many African participants who otherwise would not have been able to attend due to cost, distance, or visa barriers. One participant from Kenya described it as her “only real chance” to engage in a global WAGGGS experience in person.
- **Cultural Exchange and Connection:** Events offered immersive cultural experiences, from working with local women and creating art in communities to connecting with participants from around the world. These exchanges left a lasting impression and strengthened participants' sense of global sisterhood.
- **Ongoing Engagement and Leadership:** Some participants reported that their experience at Kusafiri inspired long-term involvement in the Movement. This included becoming Friends of the World Centres, fundraising, organising future trips, and joining Olave Baden-Powell Society (OB-PS).

Participant Voices

“

“It opened up my world in ways I could not imagine... Where Kusafiri goes, opportunity follows.”
— Ivy, Kenya

“I have learned to love myself more and to speak to myself kindly and I have gotten to know more about Ghana and Kusafiri.”
— Lucia, Zimbabwe

“We have so many differences and cultures but it is what makes us unique. Sharing of culture was the best! And so is speaking from different languages from every country and meeting international sisters in guiding.”
— Mandrindra, Madagascar

“A steep learning curve for the host... I hope to return to experience the African hospitality again.”
— Cheryl, New Zealand

“It has been my best experience—life-changing.”
— Nicola, UK

“I want to encourage the people of Kusafiri to always be as lovely and concerned for others as they are. My stay was amazing. This was the healthiest, happiest, and most beautiful week of my life in 2025!”
— Awa, The Gambia

“Ensure that all basic needs are fully functional to allow guests to feel more comfortable at the Centre (AC, water, Wi-Fi, etc.). The session translations were very good, but they extended the overall duration. It might be helpful to explore ways to make the translation simultaneous without interrupting the flow — for example, by using headphones.”
— Kalo, Madagascar

”



The fixed Kusafiri model in Ghana is creating a strong foundation for high-quality, culturally rich leadership events. While challenges typical of new sites exist, the consistent location offers opportunities to build on learning, improve operational delivery, and strengthen the overall participant experience over time.

Operational feedback from participants for fixed Kusafiri events

- **Warm Hospitality and Cultural Exchange:** Ghanaian hosts were frequently praised for their warmth, hospitality, and openness to sharing local culture. Many found the environment welcoming and inclusive, helping participants feel at home and connected.
- **Learning and Growth for Hosts:** Multiple facilitators recognised that hosting the first fixed-site Kusafiri events came with a steep learning curve for the local team. However, they also acknowledged visible progress and improvements across events, suggesting that a permanent location allows for long-term development and consistency in delivery.
- **Operational and Logistical Challenges:** Some challenges were identified, including gaps in logistical planning (e.g. post-event travel arrangements and briefing content), and facilitators taking on extra responsibilities to fill operational gaps.

◆ Summary of hosting Member Organisation's experiences

MOs that hosted Kusafiri—whether through its roaming model or the fixed-site pilot in Ghana—gained valuable insights and benefits from delivering a World Centre experience in their local context. Hosting raised the visibility of MOs, deepened partnerships, and offered meaningful opportunities for leadership development, cultural exchange, and membership engagement. However, it also brought operational challenges, especially related to planning, funding flows, and sustainability. The reflections below offer key lessons for future hosting arrangements.

Roaming Model

During the roaming phase of Kusafiri, feedback was collected from host Member Organisations to inform ongoing development. Host MOs were asked about the impact of the event, any changes made as a result, and their interest in hosting again.

Common Benefits Identified Across Hosting MOs

- **Increased Visibility and Recognition:** Hosting Kusafiri significantly raised the profile of many MOs, both nationally and within the Movement. It helped build relationships with government ministries and stakeholders, and in some cases, strengthened support from supervising ministries.
- **Capacity Building and Skill Development:** Events contributed to the personal and organisational development of young leaders and staff, increasing their confidence and ability to deliver international events. Hosts reported learning new skills in planning, fundraising, negotiation, and intercultural communication.
- **Stronger Community and Global Connections:** Hosting created opportunities for intercultural exchange and community engagement. Events brought local and international participants together and fostered a strong sense of sisterhood.



- **Economic and Operational Benefits:** MO Centres saw increased use and income, supporting their sustainability. Hosting also prompted the review or creation of policies and procedures and in Ghana infrastructure upgrades.
- **Membership Growth and Engagement:** Some MOs reported increased membership and the re-engagement of previously inactive members because of the excitement and visibility generated by the event.

Challenges Reported

- **Operational and Logistical Hurdles:** Several MOs faced issues with time management, uneven workload distribution, and challenges coordinating with international volunteers and hotel staff.
- **Financial Constraints:** Delays in fund transfers between WAGGGS and GGGA impacted service delivery. Currency exchange issues and underbudgeting were also reported.
- **Planning and Evaluation Gaps:** Some hosts noted a lack of daily evaluation mechanisms and limited preparation time, which affected the smooth execution of events.
- **Limited Integration:** In a few cases, international volunteers had little interaction with local teams, which limited the cultural exchange and team cohesion.

MOs consistently highlighted the **long-term legacy** of Kusafiri, noting that the model encourages creativity, innovation, and leaves behind meaningful contributions to the host organisation and community. While hosts expressed strong enthusiasm for hosting again, many also recommended that WAGGGS strengthen its systems and strategies to maximise the impact and improve logistical coordination for future events.



"Kusafiri offers a wide range of opportunities and creates a long-term legacy in its host countries... WAGGGS should put in place strategies to continually maximise the impact of experiences gained."
— Rwandan Girl Guides Association

Fixed model

This section shares reflections from the Ghana Girl Guides Association on their experience hosting Kusafiri as a fixed-location World Centre at their national training centre between 2023 and 2025. It captures key insights, lessons learned, and the impact of delivering Kusafiri in a consistent setting over this period.

Benefits identified:

- For many Ghanaian girls and young women, this was their first opportunity to access a World Centre experience without facing the barriers of international travel.
- Over 87 Ghanaian volunteers took on facilitation, logistics, and support roles, building leadership and professional skills.
- The pilot brought over £137,000 in programme funding, supporting both event delivery and improvements to the National Training Centre, including new bathrooms, air conditioning, white goods, water filters, meeting spaces, and the launch of "Our Corner" Kusafiri shop.
- Ghanaian participants gained exposure to global programmes on peacebuilding, sustainability, and leadership, while also sharing Ghanaian culture with international guests.



"Kusafiri's anchoring in Ghana has been a long-awaited dream come true for Guides and Scouts across Africa. Its permanence has sparked richer youth engagement, more diverse programming, and a sense of home that was once intangible. Today, when Kusafiri is mentioned, people know exactly where to go, to seek support, find community, and create impact. Decision-making has become more centered, and even in its early days, the Centre has built a legacy of lasting memorabilia and transformative experiences. It hasn't been without its challenges, but nothing truly meaningful comes easy. I believe Kusafiri's rootedness will continue to bring growth, opportunity, and deep connection, not just for our region, but for the entire global Movement."
Michelle – Programme Assistant, GGGA

However, several challenges were also identified:

- The demand on GGGA volunteers and staff to deliver Kusafiri activities alongside existing GGGA activities was demanding and challenging at times.
- There were delays in funding disbursement from WAGGGS, forcing GGGA to pre-finance activities, straining their internal budget.
- Some members felt that Kusafiri's branding and identity overshadowed GGGA's own, causing confusion and affecting national visibility.
- Uncertainty around the land lease for the GGGA Training Centre limited GGGA's ability to plan long-term.

These experiences led GGGA's National Council, in July 2025, to vote **not to continue hosting Kusafiri beyond the pilot phase**, citing the need to refocus on national priorities and internal capacity.

In their reflections, GGGA emphasised their pride in having hosted Kusafiri and their commitment to the Movement.

“

“Hosting Kusafiri elevated GGGA's status... and affirmed the value of having an accessible World Centre in the Africa Region... We remain grateful for the opportunity and committed to the Movement.”

- Janet Adu-Gyamfi, Chief Commissioner, GGGA





SECTION FOUR: **FINANCES, LEGAL, PROPERTY AND RISK**



Section Four: Finances, Legal, Property and Risk



Finances

Kusafiri’s financial model has been shaped by its core aim: to expand access to international Girl Guiding/Girl Scouting experiences for African members through a cost-effective approach. As the model has shifted between roaming and fixed-location phases, it has brought different financial implications for both WAGGGS and the hosting MOs. This section outlines the key financial considerations and differences between the two models.

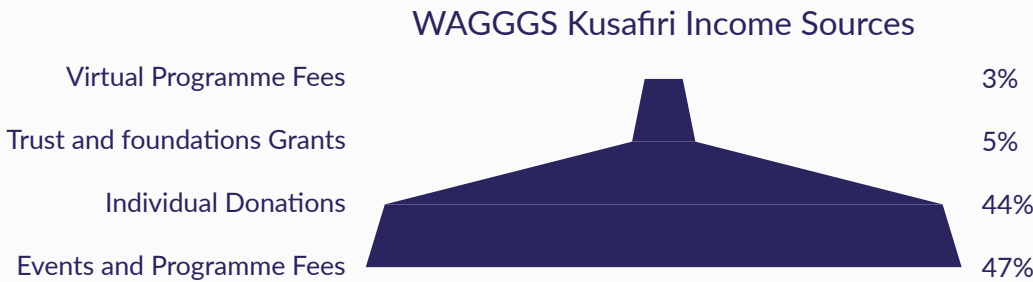
Kusafiri Funding Overview (2012–2026)

From 2012 to 2014, Kusafiri received a £150,000 grant from the Maersk Moller Foundation (Denmark). These funds supported the employment of a full-time project manager and the delivery of five funded events, with most participants receiving generous or full travel grants and event fee scholarships.

Between 2014 and 2019, Kusafiri was managed by existing WAGGGS staff from the Africa Region and Sangam World Centre, with some funding from WAGGGS reserves. Figures for this period are unavailable due to a change in WAGGGS’ finance system. Most events during this period (six out of eight) were funded through grants for larger programmes of work WAGGGS was delivering such as Prepared to Learn, Prepared to Lead and Juliette Low Seminar. Two ‘user pays’ events during this time generated a surplus of £13,680, which was restricted for future Kusafiri activities.

There were no Kusafiri activities from **2020 to 2022** due to the COVID-19 pandemic.

From 2023 to July 2025 (at the time of writing this report), WAGGGS received approximately £21,000 in income from the following sources: Virtual programme fees (3%), World Foundation grants (5%), individual donations—primarily from Friends of Kusafiri (44%)—and event and programme fees (47%).



Total expenditure for WAGGGS over the same period was approximately £58,000. Of this amount approximately £48,000 were core costs to WAGGGS of running Kusafiri. This includes 84% on WAGGGS Kusafiri Management Costs (project management, executive oversight, finance support), 14% on staff travel to the site to support the GGGA team, and 1% on bank charges and promotional materials respectively. The remaining £10,000 were on volunteer programme costs.

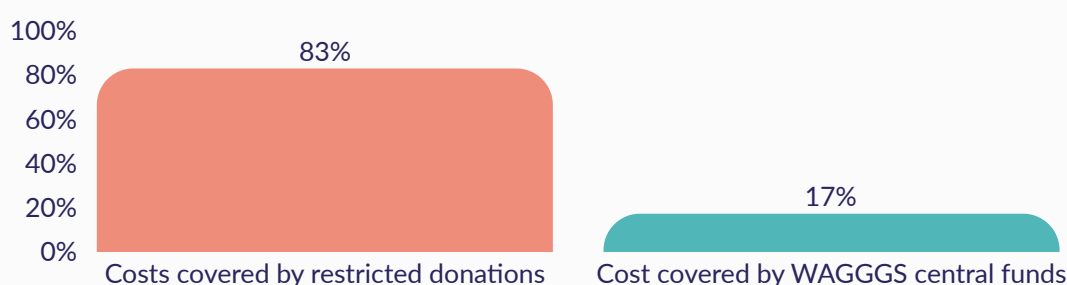


WAGGGS Kusafiri core cost drivers from 2023 - 2025



Of the £58,000, approximately £48,000 (83%) was covered by grants and donations received during this period or in earlier years and restricted to Kusafiri activities, and the remaining £10,000 (17%) was covered by WAGGGS core costs - all of which will be exhausted by the end of 2025.

Funding Sources for WAGGGS Kusafiri Costs 2023 - 2025



During this same period Ghana Girl Guides report receiving over £137,000 in programme funding, supporting both event delivery and improvements to their National Training Centre, including new bathrooms, air conditioning, white goods, water filters, meeting spaces, and the launch of “Our Corner” Kusafiri shop.

In 2026, Kusafiri is expected to generate income of £100,000+ from event fees, shop sales, food, transport, visas etc for Ghana Girl Guides. The WAGGGS costs for supporting Kusafiri in 2026 will be covered as much as possible by funding WAGGGS has already confirmed for the delivery of Leadership events in 2026, anything unable to be funded by restricted funds will need to be funded by WAGGGS core costs.

Key observations

In the **roaming model**, WAGGGS incurred additional costs due to the need for:

- Frequent site visits to new locations.
- Travel and logistics for staff and delivery teams.
- Higher coordination demands with each new host MO.

In the **fixed model**, these costs have reduced over time. While the Consultant was on-site for most events during the first two years (2024–2025), this is no longer required for 2026—representing potential future savings. In addition, fewer WAGGGS staff are needed on-site, as the host MO (Ghana Girl Guides Association) manages local logistics and delivery.

Funding Models: Funded vs User-Pays

The largest financial difference between the two models is the **approach to event funding**:

• Funded Events (Roaming Model):

Events were typically backed by a restricted grant with funds secured before commitments were made. These events were lower risk financially, provided budgets were carefully managed. However, host MOs still faced risks, such as:

- Pre-financing costs while awaiting disbursements.
- Budget shortfalls due to inflation or currency fluctuation.

- **User-Pays Events (Fixed Model):**

This model relies on participant fees to break even. It introduces **greater financial risk to the host MO**, who must:

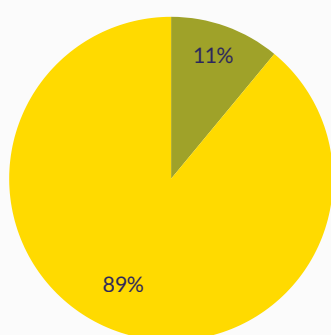
- Promote and fill the event in advance.
- Manage costs and income carefully to avoid deficits.

While this model enables flexibility and income generation, it also demands strong financial planning and marketing capacity.

Host MO Income and Financial Impact

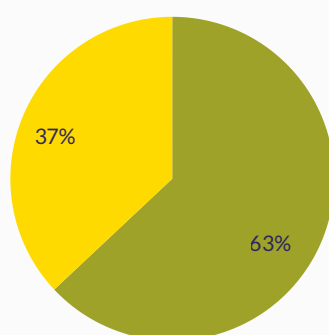
2023 host MO income split between Kusafiri activities and other

- Kusafiri activities
- MO other activities



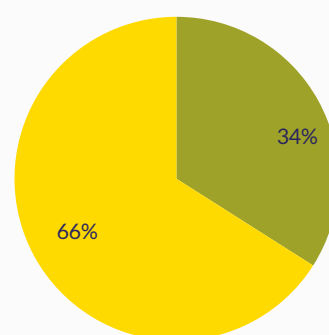
2024 host MO income split between Kusafiri activities and other

- Kusafiri activities
- MO other activities



2025 host MO income split between Kusafiri activities and other

- Kusafiri activities
- MO other activities



Over the course of the fixed pilot, Kusafiri became an increasingly important income stream for GGGA. As shown in the charts:

- In **2023**, Kusafiri represented just **11%** of GGGA's total income.
- By **2024**, this rose significantly to **63%**, driven by expanded delivery.
- In **2025**, Kusafiri activities were projected to contribute **34%** of total income.

This growing contribution allowed GGGA to invest in facility upgrades (e.g. bathrooms, furnishings, air conditioning), creating a stronger foundation for hosting. However, it also introduced financial management challenges, particularly in separating Kusafiri finances from broader MO budgets and adapting to variable income from user-pays events.

It is important to note that Kusafiri income varied year to year depending on the number of events and the size of each event. In contrast, GGGA's use of the facility for national activities remained relatively stable. This kind of variability is typical across all World Centres—while the number of user-paid events tends to remain stable, the total number of events delivered annually often fluctuates depending on grant availability and WAGGGS' global workload.

Considerations Around Venue Use

One critical financial consideration relates to **venue ownership**:

- Where Kusafiri events are hosted in **MO-owned or operated venues**, investment stays within the Movement, building long-term capacity.
- Where events are hosted in **external hotels or commercial venues** (common in the roaming model), funds benefit private enterprise. Additionally, delivering a true "WAGGGS World Centre" experience is more difficult in a commercial environment without the symbolic and cultural consistency MOs can provide.

In summary, while WAGGGS' staffing costs have remained relatively constant, the choice between funded vs user-paid events and the use of MO-owned vs commercial venues has a significant impact on both financial sustainability and alignment with WAGGGS's values. The fixed pilot has shown potential for revenue generation, but also highlighted the need for strong financial systems, risk management, and support structures to ensure success.

★ Legal

Regardless of delivery model, it is essential that Kusafiri operates within a clear and secure legal framework. While many legal considerations apply equally to both fixed and roaming approaches, the pilot of the fixed-location model in Ghana highlighted several important issues that should inform future planning and partnerships.

- **Insurance Requirements**

Public liability insurance is a critical safeguard for any organisation hosting international events. During the pilot, it became apparent that the Ghana Girl Guides Association (GGGA) did not initially have this coverage in place. WAGGGS supported the first year by co-funding 50% of the insurance premium; moving forward, GGGA has committed to covering this cost through event income in 2026. However, this represents a **significant financial burden** for the hosting MO and must be factored into future models. For WAGGGS, the absence of public liability insurance represents a **material risk** if an incident occurs on MO property during a WAGGGS event. Therefore, it should be a **minimum requirement** for any MO involved in delivering Kusafiri experiences.

- **Land Use and Facility Ownership**

For WAGGGS to commit to using a facility over multiple events or years, it is vital that the hosting MO has a **secure legal right to access and use the venue**. During the fixed model pilot, it was discovered that GGGA's land agreement with Achimota School had expired in 2019. While the partnership remained in place informally, the absence of a current legal document posed a risk to the continuity of Kusafiri operations. Future fixed or semi-fixed models must verify that **land tenure, facility ownership, or long-term lease agreements are current and legally valid** to avoid unexpected disruption.

- **Formal Agreements with Hosting MOs**

Whether under a fixed or roaming model, WAGGGS must ensure that a **clear, written agreement or Memorandum of Understanding (MoU)** is in place with the hosting MO. This agreement should outline roles, responsibilities, financial arrangements, branding, liability, safeguarding requirements, and dispute resolution. Importantly, this agreement must be formally approved by the MO's **governance body** to ensure legitimacy and continuity—avoiding challenges if leadership changes occur. Inconsistent or informal agreements can lead to confusion, misaligned expectations, and reputational risk for both parties.

- **Increased Organisational Liability in Long-Term Arrangements**

While WAGGGS carries a level of liability in any Kusafiri model, **longer-term or fixed-location arrangements naturally increase this exposure**. Over time, WAGGGS becomes more embedded in the day-to-day operations of the Centre and develops deeper knowledge of how programmes are delivered, where risks exist, and where gaps may lie. With that increased proximity and oversight comes a **greater duty of care** and a higher expectation of accountability. This further underscores the need for robust legal agreements, insurance coverage, and ongoing risk monitoring in any long-term partnership.

These lessons reinforce the need for **strong legal foundations** in any future model. By ensuring all legal, insurance, and property risks are identified and addressed early, WAGGGS can protect both itself and its partners, uphold its duty of care to participants, and build sustainable and credible delivery models for Kusafiri.

★ Property

A key principle guiding the delivery of Kusafiri—both in its roaming and fixed models—has been the preference to use MO-owned and operated facilities wherever possible. This approach ensures that WAGGGS's investment stays within the Movement, contributing to the long-term development of local infrastructure, rather than directing funds to external or commercial venues. It also supports a greater sense of ownership, visibility, and sustainability for host MOs.

However, existing MO-owned facilities have often required additional investment to meet the standards expected of a World Centre or international training experience. Event funding has, in many cases, been used to upgrade infrastructure—improving accommodation, accessibility, sanitation, or programming spaces. While this has added value to the hosting MO, it has also introduced complexity in terms of evaluating site readiness and prioritising improvements within tight budgets and timelines.

In the roaming model, not all MOs had access to suitable facilities. In several cases, Kusafiri events were delivered in external venues such as hotels or hostels. While often necessary, these arrangements have clear drawbacks. First, they divert funding away from the Movement into private enterprise. Second, they offer no long-term value or return—what some stakeholders described as “money down the drain.” Finally, delivering Kusafiri at non-MO venues often makes it more challenging to create the unique atmosphere of a WAGGGS International Experience—limiting the potential for cultural immersion, member engagement, and visible alignment with WAGGGS values.

Under the fixed-location pilot, the Ghana Girl Guides Association (GGGA) hosted Kusafiri at its national training centre in Accra. While having a fixed location offered many operational benefits, the land ownership arrangement presented a risk. This created uncertainty around the long-term security of the site: the land could be reclaimed, the rent increased, or new conditions imposed—any of which would have affected the stability of Kusafiri’s operations. Any future fixed-location model must account for the legal and financial risks associated with land tenure and prioritise written, current agreements when considering site selection.

In both models, rigorous risk assessment of properties must be a standard part of event planning. All venues—whether owned by an MO or externally hired—must meet clear and consistent safety, safeguarding, and accessibility standards. This includes reviewing fire safety protocols, access to clean water and sanitation, emergency response plans, child safeguarding measures, and insurance coverage. Where gaps exist, MOs should be supported to make improvements before events take place. Embedding robust property risk assessments into the Kusafiri model is essential for safeguarding participants, protecting WAGGGS and MO reputations, and ensuring duty of care is upheld at every level.

These reflections strongly support a future model that prioritises partnerships with MOs that own or have secure access to appropriate facilities. Investing in MO-owned infrastructure strengthens the Movement, builds long-term hosting capacity, and ensures that Kusafiri’s impact endures beyond a single event. Where external venues are unavoidable, careful consideration should be given to cost-benefit trade-offs, branding, safety, and experience design to ensure the core value of a World Centre is preserved.

Risk

This section outlines the key risks associated with delivering Kusafiri through both the fixed-location model (hosted by the Ghana Girl Guides Association) and the roaming model (hosted by various MOs across the Africa Region). While both approaches offer unique strengths, each presents a different risk profile for WAGGGS and the hosting MOs—ranging from financial and operational challenges to reputational and strategic considerations.

Fixed Model – Risk Overview

Risk Area	WAGGGS	Hosting MO (GGGA)
Financial	Under this model, WAGGGS has limited financial exposure, mainly covering the cost of the World Centre Consultant’s time, a contribution to WAGGGS’ overheads, and travel.	Risk of poor financial management related to Kusafiri activities. Cash flow challenges may arise due to delays in receiving funds from WAGGGS. Pre-financing event costs can place significant strain on the MO’s budget. Inflation and currency fluctuations can reduce purchasing power and impact budget accuracy. There is also a risk if Kusafiri operations begin to account for a large share of the MO’s overall financial activity, potentially affecting long-term sustainability.

Risk Area	WAGGGS	Hosting MO (GGGA)
Reputational	Risk of reputational damage if events are poorly delivered or access is perceived as inequitable. Confusion between Kusafiri and MO branding may cause reputational damage for WAGGGS.	Risk to the MO's visibility and identity if Kusafiri overshadows national efforts. Risk of perceived failure if issues are not well managed.
Health & Safety	Failure by the host MO to implement WAGGGS' health and safety guidance could result in participant injury, exposing both the MO and WAGGGS to legal and reputational risk.	The host MO holds primary responsibility for managing on-site incidents or injuries. Risks include gaps in safeguarding policies, emergency response protocols, and essential infrastructure (e.g. water filters, smoke alarms, evacuation systems). There is potential legal liability if an incident leads to harm and the MO is sued. In addition, host MO is responsible to have all relevant insurances in place, such as liability insurance, property or contents insurance, increasing financial and legal exposure.
Operational	Risk of inconsistent delivery quality due to dependence on MO capacity. Misalignment between WAGGGS expectations and local realities. Excessive staff time required to support the host MO.	Strain on volunteers and staff managing both Kusafiri and GGGA responsibilities. Risk of burnout or resource overload. Risk of host MO operations having a negative impact on the delivery of Kusafiri.
Legal & Compliance	Reputational risk to WAGGGS if issues arise around legal compliance, property use, or land lease agreements.	MO holds legal responsibility for the site, local compliance and all insurance coverage.
Strategic	Risk that the model does not fully meet its goal of improving access for African members.	Hosting Kusafiri may pull focus away from MO's national plans or stretch limited capacity.
Sustainability	Long-term sustainability may be at risk without diversified funding or stronger partnerships.	Wear and tear on facilities, high maintenance costs, and volunteer fatigue could affect long-term sustainability.

Roaming

Risk Area	WAGGGS	Hosting MO
Financial	WAGGGS has high financial responsibility, typically funding event delivery, covering most or all participant costs. Risk of financial loss if events are under-attended, underbudgeted, or if external funding falls through.	Limited financial risk, but possible strain if required to pre-finance elements locally. Potential loss if costs are not fully reimbursed or unexpected expenses arise.
Reputational	Reputational risk if events are poorly delivered, particularly in unfamiliar locations.	Risk to MO credibility if event challenges reflect poorly on their ability to host.
Health & Safety	Risk of reputational damage or legal exposure if incidents occur and WAGGGS' standards are not upheld across varied venues.	Responsibility for managing local safety and emergency response. Legal exposure if incidents occur at MO facilities or under their coordination.
Operational	High dependency on host MO capacity in varied settings can lead to inconsistencies. Coordination challenges with new partners for each event.	Pressure on MO staff and volunteers to plan and deliver international-standard events. Short lead times and unfamiliar processes can stretch resources. However, this is offset by hands on support from WAGGGS.
Legal & Compliance	Reputational exposure if legal or regulatory issues arise in host countries. Complexities of operating in multiple jurisdictions.	Responsibility for compliance with local regulations and permits. Risk of operating without full legal clarity if planning is rushed.
Strategic	Difficulty in achieving strategic consistency due to fragmented delivery. Reliant on external funding, which limits long-term planning.	Hosting can boost MO visibility and engagement but may be a one-off with limited sustained impact.
Sustainability	Delivery is reliant on grant funding and short-term planning cycles. Model lacks long-term infrastructure or staffing continuity.	No ongoing operational burden, but no lasting institutional benefit unless capacity-building is built in. Risk of missed learning if knowledge is not retained.

Key Observations

The key difference between the fixed and roaming Kusafiri models lies in how risk is distributed and managed. In the fixed model, the hosting MO (GGGA) assumes greater financial, operational, and legal responsibility—carrying the burden of infrastructure, staffing, and event delivery—while WAGGGS's exposure remains relatively low. This model allows for consistent planning and delivery but places sustained pressure on the host. In contrast, the roaming model centralises financial and delivery risk with WAGGGS, while hosting MOs face fewer long-term demands. However, roaming delivery can be inconsistent, harder to scale, and more complex to manage across varied locations.





SECTION FIVE: **CONCLUSIONS AND RECOMMENDATIONS**



Section Five: Conclusions and Recommendations

Since its launch in 2012, Kusafiri has played a meaningful role in expanding access to international Girl Guiding and Girl Scouting experiences within the Africa Region. Both the roaming and fixed-location models have delivered powerful, life-changing outcomes—supporting leadership development, fostering intercultural exchange, and strengthening connections across the Movement.

The fixed-location pilot in Ghana demonstrated clear advantages, including increased event frequency, stronger operational planning, and rising participant numbers. However, it also highlighted significant challenges—particularly around the demands placed on the host Member Organisation, the need for secure infrastructure, and clarity around identity and branding. Meanwhile, the roaming model offered flexibility and wider geographic reach but was limited in scale and continuity due to its reliance on one-off event funding.

A consistent finding across both models is that **funding—not location—is the primary driver of African participation**. When events are subsidised, participation rises. When fully self-funded, even locally hosted events become inaccessible to many. To truly fulfil its founding purpose, Kusafiri must keep **financial accessibility for African participants at the centre of its design**.

While total participation numbers remain modest—620 to date, with a projected rise to 939 by 2026—the reported impact has been consistently high. Participant and host feedback affirms that Kusafiri offers transformative experiences and strengthens WAGGGS's reach and relevance in the Region.

This phase of Kusafiri's journey would not have been possible without the bold leadership and partnership of the Ghana Girl Guides Association. Their commitment to piloting the fixed-location model has provided invaluable learning, strengthened the Movement in the Africa Region, and created meaningful opportunities for girls and young women. WAGGGS remains deeply grateful to GGA for their vision, dedication, and lasting contribution to Kusafiri's legacy.



Recommendations

Looking ahead, the future success of Kusafiri depends on balancing ambition with sustainability - ensuring adequate support, clearly defined roles, and alignment with WAGGGS' broader strategy. These broad insights and recommendations offer critical guidance for the World Board as it considers and shapes the next phase of Kusafiri and its role within the World Centres portfolio.

1. Remains focused on creating global opportunities for young women in the Africa Region, particularly those who may otherwise face barriers to international engagement.
2. Ensures financial accessibility must remain a central design principle, for example working with the fundraising team to secure funding for event fee scholarships and travel grants to increase the access to Kusafiri by members of the Africa Region, and consideration of a reduced fee for Africa Region MOs for attendance at Kusafiri events.
3. Strategic Mandate and Planning Certainty - Provides greater operational stability, supporting the successful delivery of both paid-for and grant-funded events and ensuring transparent, equitable recruitment processes.
4. Reduces unnecessary burden on both WAGGGS and the implementing MO, allowing for more focused and efficient delivery.
5. Avoids rebranding existing local training centres as Kusafiri, instead using MO-owned facilities as host venues for Kusafiri-branded experiences.
6. Establishes longer-term partnerships with a single MO, reducing operational costs by building familiarity with the site and eliminating the need for repeated scoping visits.
7. Strengthens reinvestment in the Movement by prioritising the use of MO-owned training centres rather than commercial venues, ensuring funds remain within the Movement.

APPENDIX

ONE: KUSAFIRI EXPERIENCES

ROAMING 2012 to 2019

Host	Year	What	#Pax	#African Region Pax
Ghana	2012	Fund Development and Leadership Development	19	19
South Africa	2012	Fund Development and Leadership Development	21	19
Rwanda	2013	Stop the Violence	49	21
Kenya	2013	Community Action Experience	8	4
Nigeria	2014	WLDP	34	34
South Africa	2015	Prepared to Learn, Prepared to Lead	26	26
Benin	2015	Prepared to Learn, Prepared to Lead	14	14
Ghana	2016	JLS	67	32
Madagascar	2017	Arts4Change	69	8
Uganda	2018	Facilitator Training	79	19
Uganda	2018	Cultural Event	52	1
Tanzania	2019	JLS	32	23



FIXED 2023 to 2025

Year	What	#Pax	#African Region Pax
2023	Celebrating Us	42	26
2024	FBM – Facilitators Training	20	20
2024	JLS	57	34
2025	U4SDG's	29	23
2025	Huduma kwa Utamaduni	2	0
2025	Africa Region Youth Event	60	60

PREDICTED 2026

What	#Pax
World Thinking Day	30
Arts4Change	15
15th Birthday	20
Huduma kwa Utamanduni	5
Experience Gamashie with Chalaewote	20
Community Adventures	3
Camping in the Wild	5
GAL Forum	160



TWO: CONSULTATIONS

Who	Role	Details
Janet Adu-Gyamfi	Chief Commissioner Ghana Girl Guides	Various meetings and conversations with Magdalene Thomas and Jen Barron while they were onsite in Ghana
National Council	Ghana Girl Guides	The National Council was convened in July to discuss further hosting Kusafiri experiences
Carine Ruremesha Faniry Rakotoarivony	Africa Region Manager Chair, Africa Region Committee	Online meeting with Magdalene Thomas and Jen Barron to discuss the Regions input to this report
Nadine El Achy Sally Elkes	Chief Executive, WAGGGS Deputy Chief Executive, WAGGGS	Online meeting with Magdalene Thomas and Jen Barron to discuss ideas about Kusafiri
Imogen Fitzpatrick Inga Pikse	Head of Strategic Partnerships and Communication Head of Philanthropy and Individual Giving	Online meeting with Magdalene Thomas and Jen Barron to discuss Kusafiri in relation to fundraising
Natalia Plou	Head of Membership and Regional Support, WAGGGS	Online meeting with Magdalene Thomas to discuss Kusafiri in relation to the Region and MOs in Africa

THREE: RECORD OF MOTIONS

World Conference	Date	Country	Motions
30th	1 Jul 1999	Ireland	1. World Centres. (as amended) There the WB recommends to the 30th WC that no further steps be taken towards the establishment of a fifth WC at this time, but that the issue of a fifth WC in Africa remain an agenda item for future consideration at the 31st World Conference. CARRIED
31st	1 Jul 2002	Philippines	2. (as amended) That further action regarding a fifth World Centre be deferred until the current World Centres have been proven financially sustainable and are operating at maximum capacity. And that the WB presents at the next World Conference a progress report on the financial sustainability of the four existing World Centres for the purpose of discussing the viability of the fifth World Centre. CARRIED

World Conference	Date	Country	Motions
32nd	1 Jul 2005	Jordan	12.1 That no further World Centre be established. NOT Carried 12.6 That the issue of a fifth World Centre in the Africa Region be retained as an Agenda Item for the 34th World Conference in 2011 and shall be considered in the new Strategic Plan of WAGGGS to be formulated at time. CARRIED
33rd	1 Jul 2008	South Africa	No Motions relating to fifth World Centre
34th	1 Jul 2011	U.K.	11.1 That the Conference endorses the direction proposed by the World Board for developing the fifth World Centre concept and that a report of the pilot project and recommendations for future actions be provided to the 35th World Conference. CARRIED (paper presented 12th July. Voting 15th July/)
35th	1 Jul 2014	Hong Kong	The Fifth World Centre Pilot study has demonstrated the value of establishing a presence in Africa to host world centre international experiences in line with WAGGGS Vision 2020. Noting the investment that has been made in developing the Fifth World Centre concept and the results within the last triennium and in order to enable WAGGGS to reach more girls and young women, and offer an experience based on the unique and special offerings of this continent it is recommended: Proposed Motion 11.1 That funds be raised externally in order that development work may continue in 2015 to 2017, with a view to having a financially sustainable model in place, which supports WAGGGS' strategic aims and objectives in relation to WAGGGS' international experiences, before the start of 2018 CARRIED Proposed Motion 11.2 That responsibility for on-going evaluation and decision making on emerging options be delegated to the World Board, in consultation with the Africa Region Committee and World Centres Committee. CARRIED

World Conference	Date	Country	Motions
36th	1 Sept 2017	India	Proposed Motion 11.3 That a further progress report be presented to the 36th World Conference in 2017. CARRIED Proposed Motion 11.4 That for 2015 to 2017 the World Board, in consultation with Africa Region Committee, consider the possibility of one-off international activities or events in Africa which continue to invest in Member Organization capacity development and capital improvements in MO training centres, subject to funding, resources and partners being identified. CARRIED 22 That Kusafiri, the fifth WAGGGS World Centre continues to run activities that are in line with WAGGGS vision and mission; that a programme of events is supported by the allocation of dedicated budget and that scholarships to attend continue to be provided. CARRIED Voted on Thursday 21 September 2017
37th	1 Jul 2021	Online	No Motions relating to Kusafiri
38th	1 Jul 2023	Cyprus	Motion 10 Proposed Motion 10 (incorporating Amendment 10.1) - Kusafiri World Centre permanently stationed in Ghana The World Conference recommends that: a) The World Board explores the possibility of having Kusafiri World Centre permanently stationed in one of the countries in the Africa Region. b) Kusafiri World Centre be stationed in Ghana from 2024 until 2026 as a trial to be reviewed at the next World Conference. c) The World Board establish a supervisory body with representatives from WAGGGS, the Africa Region, and Ghana Girl Guides Association to review implementation and progress of the trial process of Kusafiri World Centre to ensure that the operations, programmes and activities are meeting the same standards and qualities as a World Centre of WAGGGS. d) An evaluation report about the trial to be shared with Member Organisations at least nine months in advance of the 39th World Conference giving Member Organisations time to review and analyse it before the World Conference. Voted on 31 July 2023 by electronic ballot.



Kusafiri World Centre

<https://worldcentres.waggs.org/kusafiri/>

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