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# PART III ANNEX

## Annex 1: Progress Against Motions

Extraordinary General Meeting (2024)			
Motion number /title	Motion wording	Status	Comments
<b>Motion 1.1</b> Initial year of free membership for new Member Organisations	The Extraordinary General Meeting agrees that, following their admittance to membership of WAGGGS, new Associate or Full Member Organisations will be given one full year of free membership when joining WAGGGS for the first time. This will not apply to any Member Organisations moving from Associate to Full membership.	Completed	To be implemented as and when applicable. Constitution to be updated at 39th World Conference to reflect this change.
<b>Motion 1.2</b> Membership fees for Associate Members	The Extraordinary General Meeting agrees that: a. the membership fee paid by Associate Members in the first triennium of their membership will be calculated based upon a reduction of 50 per cent; and b. in subsequent triennia, and until full membership is achieved, the membership fee paid by Associate Members will be calculated based upon a reduction of 25 per cent.	Completed	To be implemented as and when applicable.
<b>Motion 1.3</b> Reduction of membership fee cap (from 55% to 50%) by an individual Member Organisation	The Extraordinary General Meeting agrees to amend the maximum percentage that any Member Organisation pays of the total membership fee income from 55 per cent to 50 per cent.	Completed	To be implemented as and when applicable.
<b>Motion 1.4</b> Application of a minimum and maximum rate-per-member range	The Extraordinary General Meeting agrees to introduce a minimum and maximum rate-per-member contribution for any Member Organisation (both Full and Associate) of between £0.01 GBP and £1.00 GBP.	Completed	To be implemented as and when applicable.

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Extraordinary General Meeting (2024)			
Motion number/title	Motion wording	Status	Comments
<b>Motion 1.5</b> Application of an inflationary uplift	The Extraordinary General Meeting agrees that an inflationary uplift may be applied to ensure that the Membership Fee Model is sustainable. The World Board will explain their rationale for any inflationary change, including how the inflationary uplift impacts on both WAGGGS and Member Organisations, when triennial membership fees are published.	Completed	To be implemented as and when applicable.
<b>Motion 1.6</b> Flexibility to adjust fees on an individual basis	The Extraordinary General Meeting agrees that, in exceptional cases, the World Board is able to agree a reduction in the fees payable by a Member Organisation, based on clear and transparent guidelines. These exceptional circumstances could include, but are not limited to, external forces such as hyperinflation, conflict, natural disasters, or circumstances in the Member Organisation such as extraordinary expenses, membership growth that exceeds the rate of income growth, or loss of significant income streams.	Completed	To be implemented as and when applicable. In the 2024-2026 triennium, this was utilised once for Malaysia.
<b>Motion 1.7</b> Transitional relief arrangements	The Extraordinary General Meeting agrees that transitional relief arrangements will continue to be applied where a Member Organisation has faced an increase or decrease on its membership fees between triennia of more than 33%. In addition, any increase in membership fees for a specific Member Organisation between triennia is capped at 100%.	Completed	To be implemented as and when applicable.
<b>Motion 1.8</b> WAGGGS wealth bands	The Extraordinary General Meeting agrees to adopt the following new wealth bands for the calculation of membership fees which will be updated on a triennial basis using the latest available World Bank income groups: [See table in Record of Decisions]	Completed	Implemented
<b>Motion 1.9</b> Cap on the number of members counted in each Member Organisation's membership fee calculations	The Extraordinary General Meeting agrees to extend the existing membership cap (which may limit the number of members counted in each Member Organisation's membership fee calculations) across all wealth bands as follows: [See table in Record of Decisions]  No Member Organisation will pay for less than 20 per cent of their total membership once these caps have been applied.	Completed	To be implemented as and when applicable.

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38th WoCo (2023)			
Motion number /title	Motion wording	Status	Comments
<b>Motion 1</b> Amendable Rules of Procedure for Conferences	<p>The 38th World Conference decides to change section 3.8 in Bye-Law III – World Conference as follows. The blue highlighted sections will be added.</p> <p>3.8 The Rules of Procedure for the World Conference are based on the constitution and these Bye-Laws and on policy established from time to time by the World Conference. The World Board shall review the operation of the Rules of Procedure at the end of each World Conference in consultation with Member Organisations. In advance of each World Conference, the Rules of Procedure shall be circulated before the deadline for proposing resolutions. The World Conference shall at the beginning of each of its meetings approve the Rules of Procedure proposed by the World Board. [For the avoidance of doubt, any resolution passed at a World Conference which amends the Rules of Procedure shall take effect from the end of that World Conference].</p>	Completed	Constitution updated.
<b>Motion 2</b> Adoption of the Triennial Report 2021- 2023	That the Triennial Report for 2021-2023 (Conference Document 3), be adopted.	Completed	Triennial Report adopted - no further action needed.
<b>Motion 3</b> Approval of the Membership Fee Proposal for 2024-2026	That the Membership Fee Proposal for 2024-2026 (Conference Document 8b) be approved.	Completed	Membership Fee Proposal approved and implemented, subsequently updated at EGM.
<b>Motion 4</b> Approval of the WAGGGS Strategy 2024-2029	That the WAGGGS Strategy 2024-2029 (Conference Document 4c), including the 2024-2026 Budget, be approved.	Completed	WAGGGS Strategy 2024-2029 approved and being implemented.

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38th WoCo (2023)			
Motion number /title	Motion wording	Status	Comments
<b>Motion 5</b> Admission of Savez izviđača Hrvatske (SIH), the National Scout and Guide Association of Croatia, as a Full Member	That Savez izviđača Hrvatske (SIH), the National Scout and Guide Association of Croatia, be recognised as a Full Member of the World Association of Girl Guides and Girl Scouts.	Completed	No further action needed.
<b>Motion 6</b> More transparent decisions through expanded conference records	<p>The 38th World Conference decides to amend the drafted RULES OF PROCEDURE in section 7 – KEY ROLES AND RESPONSIBILITIES, PROCEDURAL TEAM - and in section 14 - GLOSSARY, Record of Decisions - as follows. The blue highlighted parts will be changed.</p> <p>Section 7 - KEY ROLES AND RESPONSIBILITIES, PROCEDURAL TEAM                      After the conference, the Procedural Team is responsible for preparing the final record. <b>The content of the record shall be all decisions made during the conference and a summary of the main discussion points. The record shall not consist of a detailed narrative but rather shall be summary notes of each session including the outlined components.</b></p> <p>Section 14 - GLOSSARY, Record of Decisions-                      A written record of all conference decisions, including Motions/Amendments and their proposer, together with <b>a summary of the main discussion points</b>, the number of votes cast for, votes cast against and the number of abstentions.</p>	Completed	Constitution updated.
<b>Motion 7</b> Research on the length of the term of office of Elected Trustees on the World Board	<p>The World Conference tasks the World Board to conduct a survey and publish a report:</p> <ul style="list-style-type: none"> <li>re-evaluating the governance structure of the World Board including, but not limited to: term lengths, election processes, recruitment, and nomination processes;</li> <li>examining the potential impact that governance changes could have on increasing the participation of young women in said governance structures.</li> </ul> <p>and</p> <ul style="list-style-type: none"> <li>publish the results of such a study at least nine months in advance of the 39th WAGGGS World Conference, to enable Member Organisations to draft potential motions.</li> </ul>	Completed	Governance Review Project. Report published September 2025. Project will reach its conclusion at the 39th World Conference.

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38th WoCo (2023)			
Motion number/title	Motion wording	Status	Comments
<p><b>Motion 8</b> Diversity and representation on all Committees and Working Groups of the World Board</p>	<p>The World Conference tasks the World Board that when any Committees or Working Groups are formed under the mandate of the World Board, the World Board should as much as possible:</p> <p>a) Ensure that the element of diversity is achieved through having members with diverse backgrounds in each Committee and/or Working Group. Therefore, taking into account diversity in several aspects such as roles, different regions, different Member Organisations and Component Associations, youth and experienced members.</p>	Completed	<p>We continue to implement on an ongoing basis. In the 2024-2026 triennium, the World Board, Committees and Working Groups had the following representation:</p> <ul style="list-style-type: none"> <li>• 21% of committee members were under the age of 30 at the beginning of their term.</li> <li>• The Governance, People and Nominations Committees have members from all five regions. The Audit, Finance and Risk Committee has members from three different regions.</li> <li>• There are committee members from 25 different Member Organisations</li> </ul>
<p><b>Motion 9</b> World Centres Evaluation</p>	<p>The World Conference tasks the World Board to evaluate and to publish a report on:</p> <p>a) the future plan of all the World Centres including exploring different business models which shall include an assessment of the current and future financial viability and sustainability of all the World Centres, and how this aligns with the global strategy.</p> <p>b) how the World Centres contribute to our mission and Compass 2032</p> <p>c) whether the World Centres constitute core elements to WAGGGS and present the results by 31 December 2024, so as to leave sufficient time for possible feedback and reaction from Member Organisations.</p>	Completed	Report published December 2024.
<p><b>Motion 10</b> Kusafiri World Centre permanently stationed in Ghana</p>	<p>The World Conference recommends that:</p> <p>a) The World Board explores the possibility of having Kusafiri World Centre permanently stationed in one of the countries in the Africa Region.</p> <p>b) Kusafiri World Centre be stationed in Ghana from 2024 until 2026 as a trial to be reviewed at the next World Conference.</p> <p>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.</p> <p>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.</p>	Completed	Report published October 2025.

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38th WoCo (2023)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 11</b> A global 'World Guide Jamboree' event to be held every four years</p>	<p>The World Conference recommends that:</p> <p>a) The World Board explores the resources (human and financial) that would be required to organise a World Guide Jamboree in the context of its work on outcome 3 ("A sustainable WAGGGS") in the 2024-2029 Strategy.</p> <p>b) If the World Board concludes, in its work on outcome 3, that World Guide Jamborees are a key priority for the Movement, it will establish an appropriate process for seeking expressions of interest from Member Organisations interested in hosting, organising, risk management and financing a first pilot jamboree.</p> <p>c) If a World Guide Jamboree is held, there should be a comprehensive evaluation and report issued on the success and lessons learnt of the first pilot to inform decisions about, and planning of, any future such events.</p>	In Progress	<p>Action taken in 2025 and 2026 to progress this Motion:</p> <ul style="list-style-type: none"> <li>• Development and piloting of a 'WAGGGS Global Village Pack' with a range of resources that can be used at large scale events, whether these are delivered by a MO, Region or WAGGGS Global. This was used at a Bharat Scouts and Guides Jamboree in November 2025.</li> <li>• Two WAGGGS staff attend a large-scale events training event with World Scouting in Qatar in March 2026.</li> <li>• Exploration of how the World Centres can be used to deliver larger-scale, global events in a more systematic way.</li> <li>• Existing large-scale camps in the Arab and Europe Regions, which is a model that other Regions may be interested to explore.</li> <li>• Exploring options to hold an event to mark the centenary in 2028 or 2029.</li> </ul>
<p><b>Motion 12</b> Prioritise work on WAGGGS Strategy Outcome 3 'A sustainable WAGGGS' and call an EGM in 2024 to consider (and where appropriate approve) the output of the same.</p>	<p>The World Conference tasks the World Board to:</p> <p>a) prioritise the work on WAGGGS Strategy Outcome 3 'A sustainable WAGGGS' including a strategic review to inform changes to WAGGGS's offer and model to ensure WAGGGS is financially sustainable;</p> <p>b) review the current membership fee model, taking account of WAGGGS's offer moving forward and the need to ensure financial and operational sustainability; and</p> <p>c) call an online Extraordinary General Meeting (EGM) to be held by 31 December 2024 at the latest, to consider, and where appropriate approve, any changes in governance or the membership fee model requiring approval by Member Organisations (which fee model if approved would take effect from January 2025); and</p> <p>d) where further approvals by Member Organisations are required to meet WAGGGS Strategy Outcome 3, call an additional online EGM in 2025 to enable the same.</p>	Completed	<p>EGM completed in 2024. Prioritisation of Outcome 3 ongoing.</p>

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38th WoCo (2023)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 13</b> Concrete Action on Climate Change</p>	<p>The World Conference recognizes current global crises, resulting from climate change, and tasks the World Board to:</p> <p>a) explore concrete ways that will allow our young members to be prepared to:</p> <p>i. take preventive action and</p> <p>ii. act in a safe and appropriate manner when a critical incident strikes as a result of the global climate crisis (e.g. wildfires, earthquakes, floods, heatwaves, sea level rise, and other natural disasters).</p> <p>b) Investigate how the members of our movement will be able to participate in international fora which are focusing on climate change, representing WAGGGS.</p> <p>The World Conference asks the World Board to share the results of the above investigations in the 39th World Conference and to propose comprehensive actions as a result of this resolution.</p>	Completed	<p>WAGGGS currently delivers a programme of work on Climate Change – Girl-Led Action on Climate Change programme (GLACC) which supports girls and young women to take preventative action. In addition, WAGGGS continues to bring Global Advocacy Champions to the UN Climate Change Conference known as the Conference of the Parties (COP). A Communication Strategy is currently in development which will further inform how WAGGGS engages on thematic topics within our work.</p>
<p><b>Motion 14</b> Budget Guidelines for a Sustainable Economy</p>	<p>Having regard to the suggested WAGGGS strategy and the need to work towards sustainable finances for WAGGGS, the World Conference tasks the World Board to develop budget guidelines for implementation in future budgets. These guidelines should be developed in cooperation with the World Bureau and by obtaining best practice from MO's and other NGO's. The guidelines should be shared at the 39th World Conference and applied to the development of future budgets.</p>	Completed	<p>WAGGGS has a set of budget guidelines which it uses to inform its work. The Audit, Finance and Risk (AFR) Committee provide oversight of all budgets, which are formally approved by the World Board. A set of budget guidelines were developed in 2025-2026 and approved by the AFR in March 2026.</p>
<p><b>Motion 15</b> Strengthen WAGGGS' position on girls' rights</p>	<p>The World Conference recommends that the World Board explores opportunities within the context of the WAGGGS Strategy 2024-2029 and its offer;</p> <p>a) to strengthen WAGGGS's position on girls rights.</p> <p>b) to design a strong and effective external communications strategy and to implement and action plan towards raising sufficient funds and engaging with influential partners and viable donors.</p>	In progress	<p>A Communication Strategy is in development which will inform how WAGGGS engages on thematic topics within our work. WAGGGS offers a Global Advocacy Champion programme which enables girls and young women to be able to speak out on the issues that matter most to them, including girls' rights.</p>

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37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<b>Motion 2</b> Ensuring diversity on the World Board – Women under 30	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.	Completed	Constitution and Bye-Laws updated. The Rules of Procedure (with effect from the Regional Conferences in 2022) now include provisions in the election process to facilitate (where possible or as far as practicable) two young women under the age of 30 on the World Board.
<b>Motion 3</b> Ensuring diversity on the Regional Committees – Women under 30	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.	Completed	Constitution and Bye-Laws updated. The Rules of Procedure (with effect from the Regional Conferences in 2022) now include 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.
<b>Motion 5</b> Provision for remote participation in a World Conference	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.	Completed	Constitution and Bye-Laws updated.
<b>Motion 7</b> Clarifying wording and removing inconsistencies	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.	Completed	Constitution and Bye-Laws updated.

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37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<b>Motion 8</b> Strengthening MO engagement in WAGGGS' decision making	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.	Completed	Constitution and Bye-Laws updated. Implementation ongoing.
<b>Motion 9</b> World Board member term of office and election cycles	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 in Conference Document 3c and shown as tracked changes on the copy of the constitution.	Completed	Constitution and Bye-Laws updated.
<b>Motion 10</b> Implementation of Motions passed at the 37th World Conference relating to the Constitution and Bye-Laws	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.	Completed	Constitution and Bye-Laws updated.

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37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 11</b> Meaningful youth engagement in decision-making and governance roles</p>	<p>The World Conference:</p> <p>a. recommends that WAGGGS work with Member Organisations 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;</p> <p>b. recommends that WAGGGS work with Member Organisations 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</p> <p>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.</p>	Completed	<p>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. WAGGGS has created a training resource on meaningful youth participation and have included youth participation in the update of the Capacity Assessment Tool.</p>
<p><b>Motion 12</b> Training on youth leadership and engagement</p>	<p>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.</p>	Completed	<p>Through our work on understanding, capturing and developing a framework of good practice on meaningful youth participation, WAGGGS has designed training on meaningful youth participation for the WAGGGS Global Team accessible via Campfire. All members of the global team are required to complete this training as part of their induction when they join the organisation.</p>

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37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 13</b> Pre-events for young women under 30 attending World Conferences</p>	<p>The World Conference recommends:</p> <p>a. to utilise international opportunities such as the World Conference to organise, 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 organised 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;</p> <p>b. to ensure young women are fully included, dedicate a prominent space to young women, (a role such as organiser, leader, facilitator, panellist, etc.) during plenary and thematic sessions of the World Conference; and</p> <p>c. the proposed motion is to be implemented for at least the next two World Conferences. 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.</p>	<p>Completed</p>	<p>In the lead up to the 38th World Conference in 2023, and with the support of the Olave Baden-Powell Society, WAGGGS delivered the "Get Ready for Governance Programme", a preconference series of events for World Conference participants under 30. We organised 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 also hosted 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. 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 planned for the 39th World Conference in 2026. In the planning and delivery of the 38th and 39th World Conferences, 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. At the 39th World Conference, WAGGGS is also piloting the participation of girls aged 16 and 17.</p>

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37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 14</b> Pre-events for young women under 30 attending Regional Conferences</p>	<p>The World Conference recommends:</p> <ul style="list-style-type: none"> <li>a. to utilise international opportunities such as the Regional Conferences to organise, 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 organised 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;</li> <li>b. to ensure young women are fully included, dedicate a prominent space to young women, (a role such as organiser, leader, facilitator, panellist, etc.) during plenary and thematic sessions of the Regional Conferences; and</li> <li>c. the proposed motion is to be implemented for at least the next two Regional Conferences.</li> </ul>	Completed	<p>Regional Conferences in 2022 and 2025 included pre-events 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). Also, young women were seen in prominent capacities, beyond attending the Young Women's Event. Indeed, the 39th World Conference has a young woman Chairing.</p>
<p><b>Motion 15</b> Strengthening the nominations process for members of the World Board and Regional Committees</p>	<p>The World Conference recommends the Nominations Committee to ensure the recruitment process for the World Board and Regional Committees;</p> <ul style="list-style-type: none"> <li>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;</li> <li>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</li> <li>c. develop a process in collaboration with Member Organisations through which young women can provide feedback that will assist WAGGGS and Member Organisations to understand barriers and improve processes for young women to access global and regional nomination and election processes.</li> </ul>	Completed	<p>The Nominations Committee process is now firmly embedded within WAGGGS.</p>

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37th WoCo (2021)			
Motion number/title	Motion wording	Status	Comments
<p><b>Motion 16</b> Framework and tool(kit) for MOs on the Girl Guide and Girl Scout Educational Method</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>Completed</p>	<p>WAGGGS has now completed the process of creating a new framework for Quality Learning and Development in Girl Guiding and Girl Scouting. Developed in two parts and Informed by two phases of global consultation, the developing of this framework, Growing and Learning, is the result of a dedicated group of programme and training specialists from MOs, WAGGGS volunteers and staff working together, and is the foundation for all our work to strengthen Girl Guiding and Girl Scouting across the Movement. With support from WAGGGS, when completed MOs will be able to use it to review and update their youth programme and adult training, learning and development work. Further, WAGGGS will implement the framework across all our programmes and activities. Growing and Learning reinforces the coherence and consistency of the way we deliver and articulate our offer as a Movement, and will enable us to measure our collective impact on youth members who both take part in and lead Girl Guiding and Girl Scouting activities, and on the adult members who support them.</p> <p>Growing and Learning has two parts. Part One (Policy and Concepts):</p> <ul style="list-style-type: none"> <li>*Sets outcomes for personal development across seven different areas (spiritual, moral, intellectual, emotional, physical, social and environmental) and across age groups,</li> <li>*Explains the Movement’s methodology and brings together pedagogical concepts to reach these outcomes,</li> <li>*Articulates our unique way of applying the Girl Guide and Girl Scout educational method and the Girl Guide and Girl Scout leadership model</li> </ul> <p>Part Two (Guidelines and Pathways):</p> <ul style="list-style-type: none"> <li>*Provides tools and guidance for Member Organisations to strengthen their youth programme and adult training offer</li> <li>*Includes participatory training tools Member Organisation leaders can use to strengthen their team's understanding and implementation of the policy and concepts</li> <li>*Defines how Member Organisations can apply for accreditation from WAGGGS for their learning and development frameworks, and proposes recognition objects Member Organisations can use to recognise individuals supporting the learning and development process in their organisation, from trainers to group leaders.</li> </ul>

## Annex 1: Progress Against Motions



37th WoCo (2021)			
Motion number/title	Motion wording	Status	Comments
<p><b>Motion 17</b> Creation of a space for MOs to talk about educational methods and programme</p>	<p>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 out movement thrive in the delivery of our mission and vision.</p> <p>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.</p>	<p>Completed</p>	<p>We have developed the Growing and Learning Hub (previously called the Non-Formal Education Hub) on Campfire. It was 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 started by offering a regular cycle of free to attend conversations on quality learning between specialists in the Movement, which can also be watched on YouTube and on the hub on Campfire. More recently, the hub has become the home of our wide-reaching Growing and Learning consultation process, with 198 members from 75 MOs participating in different stages of the consultation to date. We are also delighted that, in in October/November 2026, a Growing and Learning Forum will take place at Kusafiri, which will focus on providing MOs with space to exchange their perspectives on Girl Guiding and Girl Scouting and open opportunities for collaboration.</p>

# PART III - ANNEX

## Annex 1: Progress Against Motions



37th WoCo (2021)			
Motion number/title	Motion wording	Status	Comments
<p><b>Motion 18</b> Accessibility of WAGGGS' programmes, events, resources and opportunities beyond the four official languages.</p>	<p>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.</p>	Completed	<p>WAGGGS has invested in Campfire as the central library of resources, tools, events and opportunities. Campfire was chosen in part because it has the functionality to translate content into numerous languages, beyond our four official languages.</p>
<p><b>Motion 19</b> Process for sharing with Member Organisations external opportunities for engagement</p>	<p>The World Conference recommends:</p> <p>a. that should WAGGGS consider there is less capacity within the organisation 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 Organisations 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;</p> <p>b. that the interested Member Organisations 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;</p> <p>c. that WAGGGS confirm with the interested Member Organisation/s and keep the respective Region/s informed about the Member Organisation'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;</p>	Completed	<p>During this triennium, WAGGGS has recruited and trained 55 global advocacy champions from 32 MOs to advocate on behalf the Movement. We:</p> <ul style="list-style-type: none"> <li>* Attended Commission on the Status of Women (CSW) in 2023 and 2025 (28 YW online and 18 YW in person) at the UN in New York;</li> <li>* Trained 4452 young women as advocacy champions for plastic Tide Turners, Girl-led Action on Climate change and Surf Smart programmes;</li> <li>* Support advocacy development at 13 MOs through our YESS Girls' Movement exchange programme;</li> </ul>

# PART III - ANNEX

## Annex 1: Progress Against Motions



37th WoCo (2021)			
Motion number/title	Motion wording	Status	Comments
<p><b>Motion 19</b> Process for sharing with Member Organisations external opportunities for engagement</p>	<p>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 Organisations to help prepare their members for the above-mentioned processes and platforms;</p> <p>e. In support of this recommendation all Member organisations are highly encouraged to create a volunteer group of leaders within the national organisation 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's 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;</p> <p>f. that upon the completion of the engagement, the Member Organisations 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 organisation;</p> <p>g. that the Member Organisation 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</p> <p>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.</p>	<p>Completed</p>	

# PART III - ANNEX

## Annex 1: Progress Against Motions



37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 20</b> Bi-annual reporting on delivery against the WAGGGS strategic outcomes and triennial budget</p>	<p>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.</p> <p>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.</p> <p>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</p> <p>i. income and expenditure performance against the triennial budget (restricted and unrestricted funds);</p> <p>ii. movement in reserves with variance against the triennial budget (restricted and unrestricted);</p> <p>iii. income and expenditure for each WAGGGS Region and movement in regional reserves.</p> <p>c. The Annual Report will include a summary of personnel, defined in full-time equivalents, differentiated by restricted and unrestricted funding.</p> <p>d. This reporting will commence for the year ended 31 December 2021.</p> <p>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.</p>	Completed	<p>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 implemented Global Update sessions which provide an opportunity for the World Board to be accountable to the Membership via an open space for questions and answers. The Annual Report and Accounts is submitted to the UK Charity Commission each year by 31 October and is available on the WAGGGS website.</p>
<p><b>Motion 21</b> Youth, peace and security</p>	<p>The World Conference:</p> <p>a. Recognises 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.</p> <p>b. Recommends WAGGGS keep peacebuilding in mind in the development of educational tools and materials, which we do in cooperation with partner organisations 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.</p> <p>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.</p>	In Progress	<p>WAGGGS continues to explore opportunities to integrate a greater focus on peace building into our programmes and international experiences. For example, the Juliette Low Seminar (JLS) in 2024 was themed around peacebuilding. The updated framework for our international youth leadership and participation programme, When Girls Lead, centres on promoting global citizenship and fostering the competences that support peacebuilding, equality, and creating inclusive societies.</p>

# PART III - ANNEX

## Annex 1: Progress Against Motions

37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 22</b> Guidelines for communication, engagement and consultation with Member Organisations of WAGGGS</p>	<p>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</p>	In Progress	<p>WAGGGS is currently developing a Communication Strategy which will be addressing these matters.</p>
<p><b>Motion 23</b> Ensuring that all World Board vacancies are filled within five months of being vacated</p>	<p>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.</p>	Completed	<p>To be implemented as and when applicable. No World Board members have been replaced in the 2024-2026 triennium.</p>
<p><b>Motion 24</b> Improving the participation of Member Organisations in World Conferences</p>	<p>The World Conference requests the World Board to set up a working group with the task of:</p> <ul style="list-style-type: none"> <li>• Conducting a study on: <ul style="list-style-type: none"> <li>o The obstacles restraining face-to-face participation of WAGGGS member organisations 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.;</li> <li>o The difficulties for MOs 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;</li> <li>o The obstacles to the organisation of world conferences in formats other than face-to-face meetings of all members of delegations;</li> <li>o The benefits of the various conference formats for Member Organisations, WAGGGS and the global Girl Guide and Girl Scout movement;</li> </ul> </li> <li>• Building our knowledge and experiences of MOs, WAGGGS Regional Committees, World Board, and anyone outside WAGGGS who they think it useful to question.</li> <li>• Developing concrete proposals to overcome barriers to MO participation in global conferences.</li> <li>• Reporting on study findings and proposals for ensuring MO's effective participation in World Conferences in a study report submitted to WAGGGS member organisations at least four months before the next World Conference.</li> </ul>	Completed	<p>The Governance Committee invited Antonia Yip, Hong Kong, to lead this review. This has informed the Governance Review's recommendations and the Evaluation of Regional Conferences.</p>

# PART III - ANNEX

## Annex 1: Progress Against Motions

37th WoCo (2021)			
Motion number /title	Motion wording	Status	Comments
<p><b>Motion 25</b> Virtual pre-World Conference events for Member Organisations to get to know World Board candidates</p>	<p>The World Conference encourages the holding of formal virtual events organised 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.</p>	<p>Completed</p>	<p>The Nominations Committee host a series of 'Meet the Candidate' sessions prior to World Conference to enable Member Organisations to get to know the World Board Candidates better and ask questions ahead of the World Conference. 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.</p>

### Overview

This Annex of the Triennial Report is structured in four sections:

- The first section provides an **overview of income and expenditure** across 2024–2026, highlighting key trends, drivers of change, major areas of investment, and alignment with the delivery of the 2024–2029 WAGGGS Global Strategy.
- The second section analyses income and expenditure **performance by income type and strategic function**.
- The third section provides an overview of the latest Board-approved **capital investment project**.
- The final section focuses specifically on the **performance of the World Centres**.

### Part I: Triennial Financial Overview and Strategic Context (2024–2026)

	2024			2025			2026			
	Actual (Audited)	Global Strategy 24-26	Variance	Actual (Unaudited)	Global Strategy 24-26	Variance	Budgeted	Global Strategy 24-26	Variance	
<b>(£'000)</b>										
<b>UNRESTRICTED FUNDS</b>	Unrestricted Income	5,785	4,950	835	4,835	5,249	(414)	5,367	5,558	(191)
	Unrestricted Expenditure	(4,271)	(5,350)	1,079	(4,962)	(5,249)	287	(5,748)	(5,558)	(190)
	Gains / (Losses) and Transfers	(28)	-	-	232	-	232	-	-	-
	<b>Surplus/ (Deficit)</b>	<b>1,486</b>	<b>(400)</b>	<b>1,914</b>	<b>104</b>	<b>-</b>	<b>105</b>	<b>(382)</b>	<b>-</b>	<b>(382)</b>
<b>RESTRICTED &amp; ENDOWMENT FUNDS</b>	Restricted Income	3,815	3,040	775	3,970	3,325	645	4,281	3,650	631
	Restricted Expenditure	(4,052)	(3,040)	(1,012)	(4,497)	(3,325)	(1,172)	(5,146)	(3,650)	(1,496)
	Gains / (Losses) and Transfers	11	-	11	(41)	-	(41)	-	-	-
	<b>Surplus/ (Deficit)</b>	<b>(226)</b>	<b>-</b>	<b>(226)</b>	<b>(568)</b>	<b>-</b>	<b>(568)</b>	<b>(865)</b>	<b>-</b>	<b>(865)</b>
<b>TOTAL WAGGGS</b>	Total Income	9,600	7,990	1,610	8,805	8,574	231	9,647	9,208	439
	Total Expenditure	(8,323)	(8,390)	67	(9,459)	(8,574)	(885)	(10,894)	(9,208)	(1,686)
	Gains / (Losses) and Transfers	(17)	-	(17)	190	-	190	-	-	-
	<b>Surplus/ (Deficit)</b>	<b>1,260</b>	<b>(400)</b>	<b>1,660</b>	<b>(464)</b>	<b>-</b>	<b>(463)</b>	<b>(1,247)</b>	<b>-</b>	<b>(1,247)</b>



### Key Terms

- **Unrestricted funds** support the organisation’s general operations. It includes income from donors where no specific restrictions are attached, as well as expenditure on strategic activities decided by the management team. Its balance may increase or decrease from year to year, depending on whether income is higher or lower than expenditure in that period, which is a normal part of managing resources over time.
- **Restricted funds** relate to income and expenditure for specific projects or purposes set by donors. It is normal for these funds to show a surplus or deficit in any one year, as income may be received in a different period from when it is spent. Over the life of the project, however, all funds received are either spent as intended or returned to the donor, so the overall balance should not remain in surplus or deficit.
- **Endowment funds** represent funds where the original amount is maintained, and only the income generated from it is used. This income is then spent in line with the donor’s wishes, supporting agreed activities over time.

## Unrestricted Funds — Recovery, Capacity Building, and Growth

### 2024 (Audited) — Continued recovery and surplus performance

- 2024 was a year of strong financial growth, operational efficiency and programme expansion.
- Core operations remained in surplus, generating a net unrestricted surplus of £1.5m. The published audited accounts report a surplus of £681k. This has been further increased to £1.5m following an audit adjustment to recognise the generous \$1.1m (£805k) legacy from Ms Marcy Keeler in 2024.
- Compared to the 2024–2026 WAGGGS Global Strategy, which anticipated an unrestricted deficit of £400k for 2024, the actual outturn was a surplus of £1.5m—representing a positive variance of £1.9m. This favourable variance is primarily driven by the exceptional legacy gift, which significantly increased unrestricted income above forecast. Expenditure was also £1.1m lower than planned. This includes £400k of budgeted spend that was ultimately not required—£200k of unrestricted reserves allocated to support the reopening of Nuestra Cabaña, and a further £200k contingency for the transition period. In addition, further underspend was achieved through improved performance and cost efficiencies across fundraising, governance, and Member Organisation engagement activities.

### 2025 (Unaudited) — Capacity strengthening and strong investment performance

In 2025, the financial picture reflects strategic investment in organisational capacity, alongside lower unrestricted income.

- Compared to 2024, unrestricted income decreased significantly, primarily reflecting the exceptional legacy recognised in that year, with underlying income in 2025 remaining broadly stable but at a lower level. This was partly offset by reduced receipts from individual donations, legacies, and trusts and foundations.
- Compared to the 2024 – 2029 Global Strategy, which projected a break-even position for 2025, the actual net unrestricted result before gains and losses was a **deficit of £127k**. This was because of Board approved expenditure to support additional Governance, Membership and Regional Support and Finance capacity. After recognising gains and losses of £232k, this resulted in a net surplus of £104k.

### 2026 (Budget) – Major event year and planned activity growth

2026 is a high-activity year driven by cyclical and one-off factors.

- Both income and expenditure increase significantly from previous years due to the World Conference, held every three years, which temporarily raises operational scale.
- Total unrestricted funds are forecast to deliver a £(382)k deficit. While unrestricted funds were originally planned to break even, in line with the 2024 - 2029 Global Strategy, the Board approved additional strategic investments to strengthen future operational capacity, including:
  - £150k for development of a new Customer Relationship Management (CRM) system and investment in monitoring, evaluation and learning
  - £22k for additional Membership and Regional Support services
  - £142k in relation to the reinvestment of overhead cost recovery from the legacy into critical organisational infrastructure, including CRM implementation, enhanced monitoring and evaluation, and essential repairs and support functions, ensuring the organisation is better equipped to deliver sustainable impact.
  - £100k of the 2024 legacy for investment in strategic initiatives, ensuring the legacy contributes to long-term impact and organisational resilience.

### Restricted and Endowment funds – timing differences drive deficits

**Restricted funds** show planned deficits across the period. These do not reflect overspending, but mainly timing effects due to many grants funding multi-year programmes; income often being recognised earlier, while spending happens later; and some programmes now reaching delivery and completion.

The 2024–2029 Global Strategy originally assumed a break-even position each year.

However, this has been re-evaluated, as the timing of restricted income and expenditure is not always aligned. As programmes progress and funding is utilised over several years, planned deficits can arise in individual years even when overall project funding remains balanced over the full lifecycle.

**Endowment funds** are broadly stable between 2024 and 2025. In 2026, expenditure is expected to rise following the Board-approved change in the use of the Cheryl Watkins Fund (supporting access to Our Chalet), resulting in greater expected expenditure.

### Part II: Income and Expenditure Performance Analysis

#### WAGGGS Overall Income (Restricted & Unrestricted)

##### Strategic Drivers of Income

Key developments shaping the 2024–2026 finances include:

- Strong philanthropic engagement through structured donor communities
- Major legacy transfer strengthening reserves
- Growth in events and participation-based income
- Stable membership fee income
- Continued confidence from programme partners
- Investment income supporting long-term sustainability
- Implementation of a new Fundraising Strategy (2026 – 2029) to diversify sources, strengthen partnerships, expand donor engagement, and build resilience

Income (£'000)	2024 Actual (Audited)	2025 Actual (Unaudited)	2026 Budgeted
Grant Income	3,421	3,123	3,570
World Centre Operational Income	2,204	2,496	2,544
Membership Fees	1,590	1,612	1,629
Donations - Individuals (including OB-PS)	591	745	793
Legacies & bequests	905	30	30
Events & Programme Income	142	329	509
Sales Income	356	81	122
Interest and Investment Income	160	175	176
World Thinking Day	72	54	110
European Contribution	160	159	165
<b>TOTAL INCOME</b>	<b>9,600</b>	<b>8,805</b>	<b>9,647</b>

Total income decreased between 2024 and 2025, primarily reflecting the recognition of a significant one-off legacy gift in 2024. Income is then expected to increase again in 2026, rising from **£8.8m** in 2025 to an anticipated **£9.7m**.

Over the triennium, income remains broadly stable overall, with underlying growth driven by events and programme income linked to the triennial World Conference, alongside continued strong philanthropic support. As the Conference takes place once every three years, this increase in event-related income is temporary and is not expected to recur in the following two years.

### Grant Income

Grant funding remains one of the organisation's primary income sources, supporting major global programmes. After a temporary dip in 2025, due to the timing and completion of several trusts and foundations contributions in 2024, grant income is expected to recover in 2026, reflecting sustained partnerships with governments, foundations, multilateral organisations, and private sector supporters.

Long-term funders such as NOREC (supporting Youth Exchange South-to-South), the AKO Foundation (funding Girl-Led Action on Climate Change), Dove (supporting Free Being Me), and the European Commission (supporting Global Youth Mobilisation) continue to make significant contributions. Other partnerships, including Gen Digital for digital safety initiatives and UNICEF for climate-related programming, are expected to further support WAGGGS programmes. These partnerships demonstrate strong confidence in the organisation's ability to deliver programmes at scale and across key global priorities.

In 2026, WAGGGS will explore a range of options to diversify and grow our income streams. The new Fundraising Strategy adopted in December 2025 defines target donors, fundraising approaches, and clear financial objectives.

### World Centre Operational Income

World Centres continue to generate stable operational income, rising slightly from £2.2m in 2024 to an expected £2.54m in 2026. This growth reflects consistent participation, visitor engagement, and programme delivery across the global network of Centres.

### Membership Fees

WAGGGS conducted a major review of its global membership fee model in 2024, culminating in an Extraordinary General Meeting (EGM) on 14 September 2024. The review, triggered by Motion 12 from the 2023 World Conference, resulted in adjustments to the "rate-per-member" methodology, effective from 1 January 2025.

Since then, membership fees have remained stable and predictable across the triennium, increasing slightly from £1.59m in 2024 to an expected £1.63m in 2026.

As committed to at the EGM, the World Board is providing an update on initial implementation at the 39th World Conference in 2026.

Overall, adherence to the new Membership Fee Policy has been strong with one key exception – timeliness of payment. All membership fees are due on the 31 January each year (unless an alternative payment schedule has been agreed) and yet only 24 per cent and 11 per cent of fees were received by this date respectively in 2025 and 2026.

# Annex 2: 2024 - 2026 Financial Performance

Currently there are four Member Organisations that have an active repayment plan, and all are adhering to their individual agreements.

In 2025 (the first year of the new fee model), four MOs were supported by the Membership Fee Support Fund and two other MOs by the Membership Fee Assistance Fund and the World Foundation Membership Fee Hardship Fund. One Member Organisation, was granted a fee reduction for 2026 by the World Board due to exceptional circumstances.

Overall, the World Board feels satisfied that the new membership fee model delivers financial sustainability for WAGGGS whilst creating a manageable fee structure for Member Organisations.

### **Donations from Individuals and Philanthropy (Including OB-PS)**

Income from individual giving has grown steadily over the triennium, from **£591k** in 2024 to an expected **£793k** in 2026, an overall increase of 34 per cent.

Donations are expected to increase with the triennial 39th World Conference in Cambodia and the build-up to celebrating the Centenary of WAGGGS in 2028, which will help drive wider engagement and reconnect with former members and supporters through targeted outreach and storytelling.

Donations from members of the Olave Baden-Powell Society (OB-PS) continue to make a significant contribution to philanthropic income across the triennium. Annual support has remained strong, with around £1m raised each year when direct donations and fundraising events are combined. This includes major income generated through international supporter events, as well as solicited gifts from partners and foundations. Overall, OB-PS giving has been a consistent and substantial source of funding for programmes, leadership development and global opportunities for girls and young women.

Beyond the financial value, OB-PS plays an important role in strengthening long-term donor engagement and building a global Movement of philanthropy. Their continued generosity reflects a deep commitment to the Movement's mission and provides flexible funding that helps the organisation respond to priorities and expand its impact worldwide.

Support from Friends Groups and the World Foundation for Girl Guides and Girl Scouts Inc. continues to play an important role in funding global work, providing essential support in a wide range of projects and needs related to World Centres and other WAGGGS strategic priorities.

### Legacies and Bequests

A major legacy gift of USD \$1.1m (£804k) had a significant positive impact on income in 2024. This exceptional gift represents one of the most substantial single legacy contributions in recent years.

While the legacy was originally expected to be recognised when the cash was received in 2026 via the World Foundation for Girl Guides and Girl Scouts Inc., the auditors recommended recognising it in the 2024 audited financial statements, reflecting the organisation's entitlement to the income in the appropriate financial year.

Legacy income can vary from year to year, but transformational gifts such as this strengthen long-term financial sustainability and help build reserves that support future programmes and strategic priorities. This contribution also reflects the lasting commitment of supporters who choose to invest in opportunities for future generations of girls and young women.

### Events and Programme Income

Income from events and programme participation has grown rapidly over the triennium, from £142k in 2024 to an expected £509k in 2026, a growth of 258 per cent. This growth reflects strong engagement in global events, gatherings, and programme participation.

Whilst the trend across the triennium reflects the cycle of Regional and World Conferences, fundraising-linked events and supporter convenings have also contributed significantly, including major philanthropic gatherings organised with partner networks.

### Investment and Interest Income

Investment income supports long-term financial resilience and is expected to grow modestly over the triennium, from £160k in 2024 to £176k in 2026. Income is generated from two managed portfolios: a main investment portfolio focused on steady returns and reserve growth, and the Cheryl Watkins Fund, designed to grow capital while generating sustainable income for investment at Our Chalet. Year-to-year variations reflect market conditions.

In 2026, the implementation of a new Investment Policy will enable us to invest in a medium-risk portfolio, expected to generate additional income.

### Other Income Streams

World Thinking Day income and merchandise sales are all expected to grow modestly over the triennium, supporting public engagement, fundraising, and centenary-related initiatives.

The Europe Contribution, established by MOs to support the Triennial Action Plan and deliver a strong and thriving Region, was reviewed and updated in 2025. This funding is restricted to the Europe Region but reported in our consolidated accounts.

### WAGGGS Overall Expenditure (Restricted & Unrestricted)

Over the three years, expenditure growth reflects both scaling programme impact and strategic investment in governance, operational systems, and leadership development. Membership services and programme delivery remain the largest spending areas, while support and fundraising costs remain proportionate to the organisation's size and complexity, ensuring effective global operations and high-quality programme delivery.

Expenditure (£'000)	2024 Actual (Audited)	2025 Actual (Unaudited)	2026 Budgeted
<b>Membership Services &amp; Delivery</b>			
Programmes	3,265	3,723	4,211
World Centres	2,160	2,608	2,745
Membership & Regional Support	683	872	877
Learning & Leadership Development	278	283	381
<b>Strategy &amp; Stakeholder Engagement</b>			
Governance	263	287	558
<b>Corporate Services</b>			
Support Functions	819	812	1,076
Cost of Fundraising	855	874	1,046
<b>TOTAL EXPENDITURE</b>	<b>8,323</b>	<b>9,459</b>	<b>10,894</b>

Total expenditure has grown steadily over the triennium, from £8.32m in 2024 to an expected £10.89m in 2026, reflecting both expanded programme delivery and strategic investments in organisational capacity.

Expenditure also varies across the three years in line with the delivery cycle. Governance costs are higher in 2026 due to the World Conference, which is a one-off event held once every three years and therefore creates a temporary increase in costs in that year only.

### Membership Services & Delivery

Programmes expenditure increased from £3.27m in 2024 to an expected £4.21m in 2026, supporting delivery of global partnership initiatives including Global Youth Mobilisation providing micro-financing at a grass roots level within MOs and the YESS Girl's Movement offering international exchange opportunities for young women. In addition, a wide range of global badge programmes and advocacy opportunities continue to be available.

**World Centres** expenditure rose from £2.16m to an expected £2.75m, covering operations and with a particular focus on revenue maximisation at the Olave Centre, which includes the World Bureau and Pax Lodge.

**Membership & Regional Support** grew from £683k to an expected £877k, funding regional engagement and delivery, including capacity-strengthening workshops and other direct to support to new and potential Member Organisations.

# Annex 2: 2024 - 2026 Financial Performance

**Learning & Leadership Development** increased from £278k to an expected £381k, supporting the development and roll out of Growing and Learning framework for youth programmes and adult training, the International Youth Leadership Programme, World Thinking Day activity packs, and global volunteer engagement.

### Strategy & Stakeholder Engagement

**Governance** expenditure rose from £263k to an expected £558k over the triennium, reflecting preparations for the 39th World Conference and implementation of Governance Review recommendations.

### Corporate Services

**Support functions** costs increased from £819k in 2024 to an expected £1.1m in 2026, covering HR, IT, finance, and general management. These costs reflect strategic investments including organisation-wide Monitoring, Evaluation and Learning infrastructure, the rollout of a Customer Relationship Management system, investment in the digital ecosystem, and organisational capacity-building initiatives.

Support functions are expected to account for approximately **10 per cent of total expenditure in 2026**, in line with best practice for a global non-profit of this size. The growth over the triennium reflects deliberate investment to ensure strong operational infrastructure that supports programmes, governance, and global operations.

**Fundraising** expenditure fluctuated from £855k in 2024 to an expected £1m in 2026, supporting OB-PS and strategic partnerships, programme cases for support, and delivery of the Fundraising Strategy 2026–2029. Fundraising costs are expected to be around **ten per cent of total expenditure in 2026**, aligning with typical benchmarks for well-managed international charities.

### Part III – Capital Investment

In March 2026 the World Board approved a capital investment programme (2026–2035) to repair, modernise and future-proof WAGGGS’s global properties portfolio, including the World Centres and London headquarters (Olave Centre). The programme addresses a significant backlog of maintenance and aims to ensure all sites remain safe, compliant and financially sustainable, while also improving income generation—particularly through increased accommodation capacity in London. Funding will come from a mix of fundraising, operating surpluses and limited use of reserves, with a shift from reactive repairs to a planned, long-term asset management approach.

In 2026, the focus is on delivering the most urgent “critical” works, with total spend of approximately £966k. The main project is Phase 1 of the Olave Centre redevelopment in London, which includes upgrading the World Bureau office to accommodate volunteers and expanding guest accommodation at Pax Lodge. This is designed not only to address compliance and operational needs but also to increase capacity and generate an estimated £100k per year in additional income. Alongside this, Phase 2 planning begins, which will later modernise guest and communal areas.

Also in 2026, essential safety improvements will be carried out at Our Chalet, specifically upgrading the driveway to ensure emergency vehicle access, addressing a significant safety risk.

In parallel, WAGGGS will begin enabling activities for the wider capital programme, including launching the fundraising campaign, recruiting dedicated fundraising and marketing roles, and progressing feasibility, legal and planning work for future potential projects.

A significant portion of the project costs will be treated as a capital investment or asset addition, rather than as immediate expenditure. Any related costs that qualify as operating expenses—such as staff costs or depreciation—will be recognised over time. A detailed analysis is currently underway to assess the impact of this capital investment on the balance sheet, reserves, and income and expenditure statement. Consequently, the actual and budgeted figures presented in this report do not yet reflect the World Centres investment. An update will be provided during the conference in June.

WAGGGS will ensure that its unrestricted reserves continue to be maintained at, or above, the level established in the Reserves Policy (£3.2m in 2026), throughout the duration of the capital programme.

### Part IV - Reserves by Restriction

Overall Reserves Position (£'000)	2024 Actual (Audited)	2025 Actual (Unaudited)	2026 Budgeted
Opening Reserves	11,328	12,588	12,125
Net Surplus/ (Deficit)	1,260	(464)	(1,247)
<b>Total Closing Reserves</b>	<b>12,588</b>	<b>12,124</b>	<b>10,878</b>
<b>Closing Reserves by Restriction</b>			
Unrestricted Reserves	4,616	4,721	4,340
Endowment Reserves	1,100	1,108	1,032
Restricted Reserves	6,872	6,296	5,507
<b>Total Closing Reserves</b>	<b>12,588</b>	<b>12,125</b>	<b>10,878</b>



### Key Terms

**Net Surplus / Deficit:** This shows the difference between what we receive (income) and what we spend (expenses) during the year. A surplus means we received more than we spent, while a deficit means we spent more than we received. It helps explain whether we are building up funds or using them.

**Unrestricted Reserves:** funds held by the charity, excluding fixed assets (e.g. a building), which can be freely used to support the charitable purposes. A charity retains money in reserves to ensure it can continue its operations should there be an unforeseen event (e.g. a dramatic drop in income).

**Endowment Reserves:** These are the funds invested in an investment portfolio designed to keep the principal amount intact while using investment income for charitable purposes. WAGGGS has one specific endowment – Cheryl Watkins Fund – which is restricted to use at Our Chalet.

**Restricted Reserves:** These are funds that must be used for a specific purpose set by the donor or funder. They can only be spent on the activities or projects they were given for, ensuring the money is used as intended.

## PART III - ANNEX

### Annex 2: 2024 - 2026 Financial Performance

#### Unrestricted Reserves

Closing unrestricted reserves start from a very healthy position of £4.6m in 2024, reflecting the impact of the one-off legacy income, and finish at £4.4m in 2026. Unrestricted reserves, therefore, remain comfortably above the minimum requirement, demonstrating a strong financial position and providing capacity to invest further in delivering our mission.

The reserves balance will be impacted by the World Centres capital investment programme, with detailed projections currently underway. The World Board will ensure that any future investments do not reduce Unrestricted Reserves below the £3.2m minimum threshold.

#### Endowment Reserves

The balance of reserves stays stable throughout the year with a small decrease in 2026 following the decision to expand the use of the [Cheryl Watkins Fund](#) from covering lodging only to also include travel and subsistence costs, enabling greater access to opportunities at Our Chalet.

#### Restricted Reserves

Restricted reserves balances reduce progressively over the period, consistent with the planned deficits as programme activity is delivered.

The reserves balance will be impacted by the World Centres capital investment programme, with detailed projections currently underway. A further update will be provided at the Conference in June 2026.

#### Part IV - World Centres Analysis

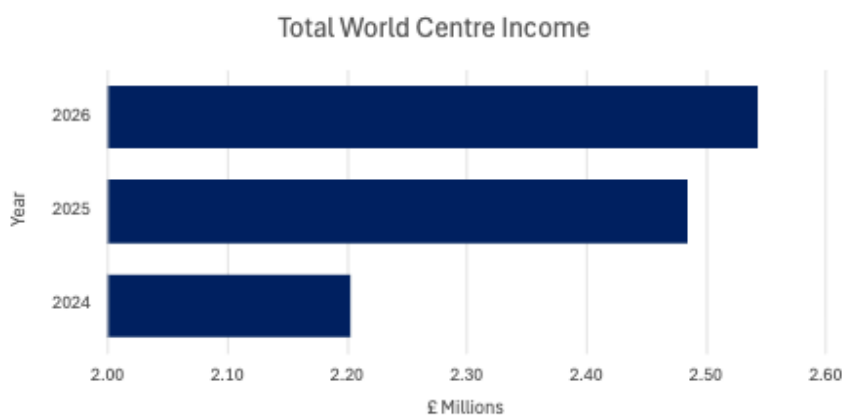
Although the financial activity of the World Centres is included within the overall results of WAGGGS, their scale and operational characteristics mean it is helpful to review them separately. This section therefore provides an analysis of the World Centres financial performance, highlighting their income, expenditure and net financial position, alongside key indicators of their operational reach and impact.

# PART III - ANNEX

## Annex 2: 2024 - 2026 Financial Performance

### Overall Position

World Centres continue to generate stable operational income, rising slightly from £2.2m in 2024 to an expected £2.54m in 2026. This growth reflects consistent participation, visitor engagement, and programme delivery across the global network of Centres.



Across the triennium, the World Centres collectively maintain a **positive unrestricted financial position**, achieving the target of being **operationally cost neutral**. While performance varies between Centres, the network as a whole remains financially sustainable.

Unrestricted Funds			
World Centres (£'000)	2024 Actual (Audited)	2025 Actual (Unaudited)	2026 Budgeted
Pax Lodge	13	90	31
Kusafiri	(5)	(16)	0
Our Chalet	(37)	(27)	2
Sangam	22	48	8
Our Cabaña	108	(38)	0
<b>Unrestricted Net Position*</b>	<b>101</b>	<b>57</b>	<b>41</b>

Profitability differs by Centre. **Across the three-year period, Pax Lodge and Sangam report an unrestricted surplus each year**, while the other Centres operate closer to break-even or small losses, depending on programme cycles and visitor numbers.

In 2024 - 2026, unrestricted operations remain **overall in surplus**, although there is a modest downward trend in unrestricted profitability as Centres balance mission delivery with rising operating costs. Despite this, the **2026 budget forecasts all centres achieving either break-even or a small surplus in their unrestricted operations**, maintaining the overall cost-neutral objective.

Each World Centre also has access to **restricted funding**, primarily generated through donations from active Friends groups and supporters\* around the world.

## PART III - ANNEX

### Annex 2: 2024 - 2026 Financial Performance

Restricted Funds			
World Centres (£'000)	2024 Actual (Audited)	2025 Actual (Unaudited)	2026 Budgeted
Pax Lodge	(17)	(109)	(16)
Kusafiri	(19)	(17)	24
Our Chalet	(23)	12	(95)
Sangam	1	(0)	(0)
Our Cabaña	0	6	(156)
Restricted Net Position*	(57)	(108)	(242)

While the chart shows several restricted deficits, these largely reflect **timing differences rather than overspending**. The World Centres do not spend restricted funds that have not already been secured. In many cases, donations are received in one year but spent over several subsequent years, meaning the income appears earlier while the related expenditure is recorded later.

Overall, the World Centres remain in a **strong position with restricted funding**, supported by regular giving from Friends groups through the World Foundation and other international supporters. Additional funding has also been secured from Johnson & Johnson over the past two years. Work continues with the Fundraising team to integrate World Centre activities into wider grant opportunities, and several long-standing **endowments provide a stable and ongoing source of income** to support the Centres' work.

Further detail on the role, impact and strategic value of the World Centres can be found in the [World Centre Evaluation](#) completed in 2024.



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