



WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS



**DOC 3
TRIENNIAL
REPORT 2024 - 2026
AND MID-STRATEGY
UPDATES
FOR 2027-2029**

April 2026



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

Girl Guiding and Girl Scouting is the world's largest voluntary Movement dedicated to empowering girls and young women. Across 153 Member Organisations, millions of girls, young women, volunteers and leaders come together to learn by doing, build confidence, and develop the skills to shape a better future.

This has been an important triennium to stabilise operations following the global COVID19 pandemic. We have seen our reach grow to 11.5 million – the highest yet – and our audited accounts from 2024 demonstrate that we are no longer making an unrestricted loss. This has allowed the World Board to begin investing in key priority areas, including Membership and Regional Support infrastructure, the expansion of organisational Monitoring, Evaluation and Learning, and the implementation of a new Customer Relationship Management system in 2026.

This report presents the progress made during the 2024 – 2026 triennium, alongside reflections at the midpoint of the 2024 – 2029 Global Strategy. It brings together key developments, achievements, and learning across the Movement, highlighting both the collective impact of our work and the areas where continued focus is needed.

The context in which girls and young women are growing up continues to evolve. Many face increasing challenges – in many contexts, the direct impact of conflict, war and violence, alongside inequality, climate change, mental health pressures and insecurity – while also expressing a clear vision for a more equal, inclusive and peaceful world. Girl Guiding and Girl Scouting plays a critical role in supporting them to navigate this reality, offering safe spaces, meaningful experiences, and opportunities to lead and create change.

Through the combined efforts of Member Organisations, volunteers, and the WAGGGS Global Team, including the vital role of the Regions in supporting Member Organisations to grow, strengthen their capacity, and thrive in their contexts, the Movement continues to provide opportunities for connection, leadership, and global engagement. These efforts strengthen our shared identity and reinforce the relevance and value of Girl Guiding and Girl Scouting in today's world.

This report reflects the collective work, commitment and resilience of the entire Movement. It is both a record of progress and a reminder of the role each part of the Movement plays in shaping our shared future.

While the world around us can at times feel divided, within WAGGGS, in all our diversity, we stand as one team, one Movement – building a better world, one girl, one leader at a time.

We hope that the 2027-2029 triennium will bring peace and stability to us all.

Yours in Girl Guiding and Girl Scouting,



Candela González
Chair, World Board



Nadine El Achy
Chief Executive



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Executive Summary

The first part of this document includes the Triennial Report for 2024-2026. We have seen strong recovery post COVID19 – in terms of both membership reach and financial performance. The Movement is well-placed to continue to build on these foundations, as we progress into the second half of the six-year Global Strategy.

As per the **12-6-3** model adopted in 2018, the Strategy has been reviewed in 2026, considering information gathered during consultation on the WAGGGS **Theory of Change** and the Regional Conferences.

Based on delivery against Strategy so far, the World Board believes it can start to shift focus from Strategic Outcome 3 – A Sustainable WAGGGS - to Outcomes 1 and 2 (A United and Connected Girl and Young Woman Led Movement and **Member Organisations (MOs)** are supported to be thriving, inclusive and deliver a high-quality Girl Guiding and Girl Scouting experience). This will help to further strengthen the Movement in 2027 - 2029.

We have included a glossary throughout this document to help explain some key words and terms that are discussed here. These key terms appear in **teal bold** font when they are first used.



Key Terms

- **Member Organisation (MOs):** Meaning all Girl Guiding and Girl Scouting organisations that are members of WAGGGS.
- **12-6-3 model:** The core elements of the “12-6-3” cycle are:
 - **Compass 2032:** A broad, aspirational 12-year vision for the Girl Guide and Girl Scout Movement. WAGGGS and MOs should use it to set priorities, identify what needs attention, and strengthen our strategies.
 - **Global Strategy:** A six-year strategy for the WAGGGS Global Team, which identifies the core focus areas that the Global Team, which includes the Regions, will deliver in support of Compass 2032 and to keep MOs and the Movement united, thriving and growing.
 - **Three-year rolling Action Plan:** The activities WAGGGS will deliver at global and regional levels to implement the Strategy. Whilst the strategy is approved at World Conference, it is the World Board that approves the three-year rolling action plan.
- **Theory of Change:** a specific and measurable description of a social change that forms the basis for planning, ongoing decision-making and evaluation.

Introduction

Girl Guiding and Girl Scouting is the world's largest voluntary Movement dedicated to empowering girls and young women. We create opportunities for young people to learn by doing, have fun and practise leadership, so they can believe in themselves and their power to make their world a better place.

Our **youth** members across 153 MOs have told us they want to see a world that is equal, yet they feel uncertain about their futures. Gender inequality, the climate emergency, increasing mental health issues, and rising gender-based discrimination and violence continue to impact negatively on girls and young women around the world. They care about environmental sustainability, gender and racial inequalities, and peace and security. They want to live in a world that's fair and doesn't hold them back because of who they are, what they believe or where they live. Through Girl Guiding and Girl Scouting, girls can be themselves, feel safe, included, happy, connected, empowered and confident to learn new things and change their world ^[1].

The WAGGGS **Global Team** is made up of dedicated volunteers and staff working across the five WAGGGS Regions. We provide tools, connections, and the global voice to keep the Girl Guide/Girl Scout Movement united, thriving and growing.

In addition, we offer members (youth and adult) international experiences, global volunteering opportunities and leadership events to strengthen their connection to the global Movement. These initiatives support MOs to recruit, and retain members, and build the capacity of young women and volunteers.



Key Terms

- **Youth/young people:** we use the term young people or youth members to describe individuals under the age of 30.
- **Global Team:** All staff and volunteers engaged through WAGGGS to deliver the WAGGGS Strategy.

[1] From WAGGGS 2022 International Day of the Girl poll

Strategic Framework

Compass 2032

12-year Vision (2021–2032), approved at the 37th World Conference in 2021.

*Our Vision is an equal world where all girls can thrive.
By 2032 we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.*

Global Strategy 2024–2029

Six-year Strategy, approved at the 38th World Conference in 2023

By 2029 WAGGGS will be a sustainable, girl and young women-led organisation connecting Member Organisations to create an inclusive Movement where every and any girl and young woman feels empowered, safe and confident to change her world.

Outcomes Framework

Defines how we will work towards our strategic goal and outcomes, by defining **Areas of Action** and key **Results**

Action Plan 2024-2026

Three-year rolling action plans approved by the World Board

Action Plan 2027-2029

Three-year rolling action plans approved by the World Board

Strategic Framework

In 2018, WAGGGS adopted the '12-6-3 model'. This means we work towards a 12-year Vision (Compass 2032) delivered through a six-year Strategy, approved at World Conference, and executed via a series of three-year rolling action plans approved by the World Board.

In 2021, we adopted [Compass 2032](#) as the long-term Vision statement for the Girl Guide/Girl Scout Movement. It provides the direction of travel for every Member Organisation and the WAGGGS Global Team from 2021 to 2032.

Compass 2032 has two parts: the first sentence is our Vision for the world; the second sentence is our Vision for the Movement. It describes the Movement we need to become so we can fully contribute to creating the world girls want:



Our Vision is an equal world where all girls can thrive.

By 2032 we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.

It was agreed that working towards Compass 2032 is a shared responsibility for the WAGGGS Global Team (comprised of volunteers and staff working across the five WAGGGS Regions) and all Girl Guide and Girl Scout organisations. We all align our respective strategies to the Compass 2032 collective vision.

The [WAGGGS Global Strategy 2024 – 2029](#) was approved at the 38th World Conference in 2023. It outlines how the WAGGGS Global Team will contribute to achieving the Compass 2032 Vision over the next six years of the journey. Our Strategy goal is:



By 2029 WAGGGS will be a sustainable, girl and young women-led organisation connecting Member Organisations to create an inclusive Movement where every and any girl and young woman feels empowered, safe and confident to change her world.

To track delivery on the Strategy, we have developed an outcomes framework (shown below) that defines how we will work towards our strategic goal and outcomes, by defining **Areas of Action** and key **Results**. We use this outcomes framework to develop rolling Action Plans and to set and measure progress using Key Performance Indicators.

Strategic Framework

Global Strategy 2024 – 2029 Outcomes Framework

OUR COMPASS 2032 VISION

An equal world where all girls can thrive

By 2032 we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together.

OUR STRATEGIC GOAL 2024 - 2029

By 2029 WAGGGS will be a sustainable, girl and young women-led organisation connecting Member Organisations to create an inclusive Movement where every and any girl and young woman feels empowered, safe and confident to change her world.

STRATEGIC OUTCOMES

<p>A united and connected girl and young women-led Movement</p>	<p>Member Organisations are supported to be thriving, inclusive and deliver a high-quality GG and GS experience</p>	<p>A sustainable WAGGGS</p>
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AREAS OF ACTION AND RESULTS

<p>A strong and cohesive identity for the Girl Guide and Girl Scout Movement</p> <ul style="list-style-type: none"> • Girl Guiding and Girl Scouting characteristics and principles are articulated and promoted across the Movement • The heritage, values and impact of Girl Guiding and Girl Scouting are shared and celebrated across the Movement • The profile, external recognition and visibility of Girl Guiding and Girl Scouting is improved 	<p>MO collaboration and networking for quality Girl Guiding and Girl Scouting</p> <ul style="list-style-type: none"> • a) Stronger mechanisms facilitate MO knowledge sharing on quality Girl Guiding and Girl Scouting • b) Co-creation and collaboration spaces support MOs to make Girl Guiding and Girl Scouting more relevant to every and any girl 	<p>Financial Sustainability</p> <ul style="list-style-type: none"> • a) Financial management systems and processes are optimised • d) World Centres are commercially sustainable • e) Increased fundraised income in line with WAGGGS' purpose and priorities
<p>Unity, solidarity and active collaboration in the Movement</p> <ul style="list-style-type: none"> • a) Networking opportunities and synergies between Member Organisations are strengthened • b) Collaborative decision-making and active dialogue mechanisms between MOs and WAGGGS shape the Movement's future 	<p>Support MOs to provide high quality Girl Guiding and Girl Scouting</p> <p>f) MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities</p>	<p>Operational Efficiency</p> <p>g) Robust management systems and processes (e.g. data management, MEL, communications) are in place</p> <p>h) Volunteer operational model implemented consistently and adds value across WAGGGS</p>

Strategic Framework

Global Strategy 2024 – 2029 Outcomes Framework

AREAS OF ACTION AND RESULTS

<p>Unity, solidarity and active collaboration in the Movement</p> <ul style="list-style-type: none"> a) Networking opportunities and synergies between Member Organizations are strengthened b) Collaborative decision-making and active dialogue mechanisms between MOs and WAGGGS shape the Movement's future 	<p>Support MOs to provide high quality Girl Guiding and Girl Scouting</p> <p>f) MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities</p>	<p>Operational Efficiency</p> <p>g) Robust management systems and processes (e.g. data management, MEL, communications) are in place</p> <p>h) Volunteer operational model implemented consistently and adds value across WAGGGS</p>
<p>Global connections for girls and young women build leadership and global citizenship</p> <p>i) The quality and impact of initiatives that facilitate global connections for girls and young women are assessed and strengthened</p> <p>j) Increased reach and accessibility of initiatives that facilitate meaningful global connections for girls and young women</p>	<p>WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting</p> <p>k) WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework</p>	<p>Global Team Culture and Effectiveness</p> <p>l) Enhanced collaboration processes and practices across WAGGGS Global Team</p> <p>m) Effective Global Team leadership and team management</p> <p>n) Robust HR management supports staff and volunteers to thrive and excel (e.g. recruitment, induction, L&D, performance management)</p> <p>o) The Global Team experience is aligned with WAGGGS values and code of conduct</p>
<p>Meaningful youth participation at regional and global levels</p> <p>a) Stronger mechanisms amplify youth voices and participation in WAGGGS initiatives</p> <p>b) Increased access to leadership opportunities and decision-making</p>		

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

In addition to our Global Strategy, the WAGGGS Global Team has also focused on delivery against World Conference Motions. All Motions are either in progress, or delivered, and a summary of this work can be found in [Annex 1.](#)



PART I TRIENNIAL REPORT 2024 - 2026

Global Highlights

Member Organisations Growing

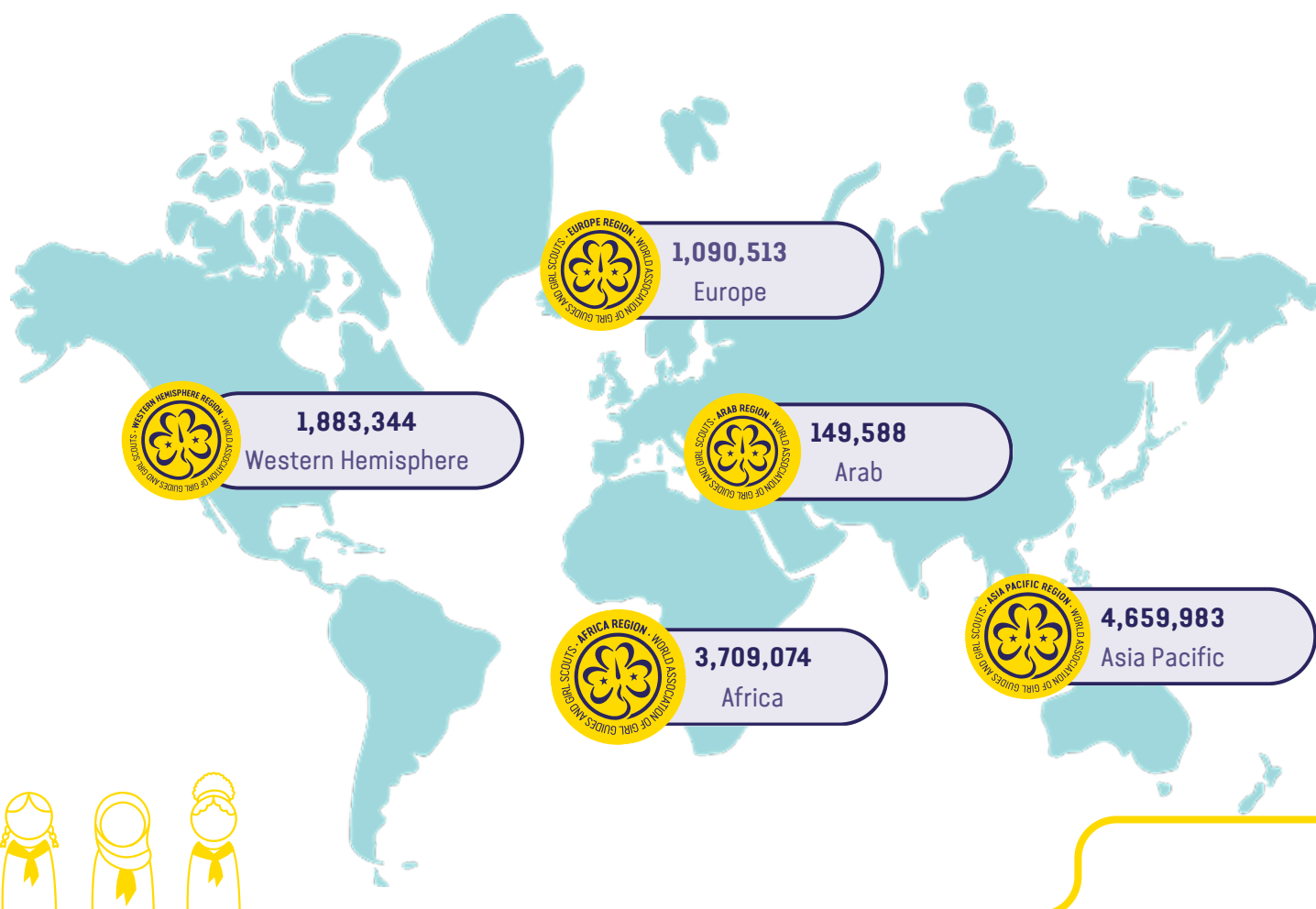
After the COVID19 pandemic, the Movement appears to have emerged stronger than ever before.

153 MOs offer Girl Guiding/Girl Scouting and, subject to the decisions of the 39th World Conference, this may rise to 154.^[1]

Since the Global Strategy was adopted, the Movement has grown by 2.7 million members. The 2026 Census achieved a new record of 11.5 million.

However, growth is not consistent in all Regions and we cannot be complacent. For the Movement to continue to expand, we must ensure Girl Guiding and Girl Scouting remains relevant, exciting, and accessible to all girls and young women.

Census By Region



^[1] Føroya Skótaráð (Faroese Scout and Guide Council) and الجامعة المغربية للكشافة الوطنية (Fédération Nationale du Scoutisme Marocain) have both applied for membership of WAGGGS. Unfortunately, Girl Guiding has ceased to operate in the The Asociația Fetelor Ghizi din România (The Association of Girl Guides of Romania) and so their membership has come to an end.

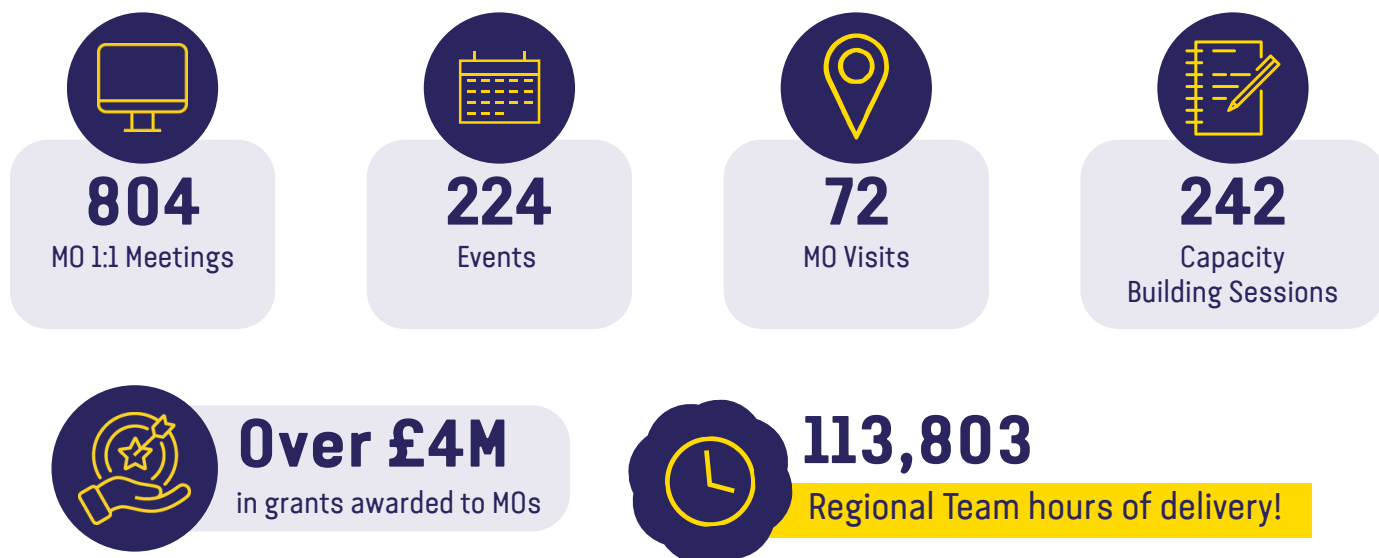
Regional Highlights

Strengthened Regional Delivery

WAGGGS primarily delivers its membership offer to MOs via the regional structure, including relationship management and capacity strengthening.

Currently, the Regions observe a different triennial cycle (one year ahead of the global triennium) but the World Board is proposing that all WAGGGS planning, and budget cycles should be aligned going forwards. This will enable the full resources of WAGGGS to reach MOs in the most efficient way possible.

Significant activity has been delivered across the regions over the last three years:



Regional Committees had flexibility on the content and format of their Conferences in 2025. This resulted in a range of delivery models with Western Hemisphere and Africa fully online and the other Regions all offering a combination of in-person and online access. These approaches were reviewed in the [Regional Conference Evaluation](#) (December 2025).

Given 94 per cent of MOs that responded to the survey felt that the benefits of being physically present at a WAGGGS event outweigh the cost, time and environmental impact involved in attending, the World Board has committed to deliver Regional Conferences in-person, wherever practicable, with online access to support those unable to attend.

The World Board recognises and thanks the Membership and Regional Support Team and all the Regional Committees for their dedication and passion.

You can view each Region's highlights [here](#) for their 2023-2025 triennia.



Regional Highlights

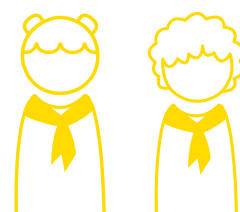
Case Study: Regional Committee Induction



In 2025, WAGGGS launched a refreshed and more collaborative Regional Committee Induction to strengthen leadership across the Movement. Designed to give newly elected Committee members confidence, clarity and a sense of connection as part of the Global Team, the induction brought together six linked stages of learning, combining supported handover, online modules and a global in-person gathering.

30 Regional Committee members took part (24 in person and six online) supported by staff, World Board facilitators and Regional Mentors. Interpretation was available throughout, ensuring inclusive participation. Together, participants explored governance, leadership expectations and the shared purpose uniting all five Regions.

The induction helped members deepen their understanding of regional leadership, strengthen their governance and decision-making skills and build meaningful cross-regional relationships. Participants described the strongest impact as the sense of connection and clarity gained, especially through the support of Regional Mentors and dedicated time together. This renewed unity and purpose is already influencing how Committees lead. The 2025 induction stands as a key milestone in nurturing empowered, collaborative volunteer leadership across the Movement.



CASE STUDY: Strengthening Interregional Collaboration at the Asia Pacific and Arab Regions' Facilitators Forum



In January 2026, the Arab and Asia Pacific Regions came together in Oman for an Interregional Facilitators Forum, a four-day gathering designed to deepen facilitation skills, strengthen cross regional collaboration, and foster meaningful cultural exchange. The Forum blended structured learning with hands-on leadership activities.

The Forum brought together a diverse and dynamic group of 78 contributors, including:

- 37 participants from 11 Arab Region Member Organisations
- 29 participants from 10 Asia Pacific Member Organisations
- A dedicated support team of six facilitators, four planning team members, and two interpreters

Participants engaged in collaborative workshops, peer-to-peer learning sessions, and group reflections designed to enhance facilitation capacity.

The atmosphere throughout the Forum was one of openness, curiosity, and shared purpose. Participants demonstrated a remarkable ability to listen deeply, contribute meaningfully, and build strong relationships that extended beyond organisational, regional, cultural, or language boundaries.

This Forum stands as a powerful example of what can happen when regions come together with open minds and a shared commitment to learning. Participants returned home with strengthened skills and renewed motivation.



[Watch highlights from the events](#)

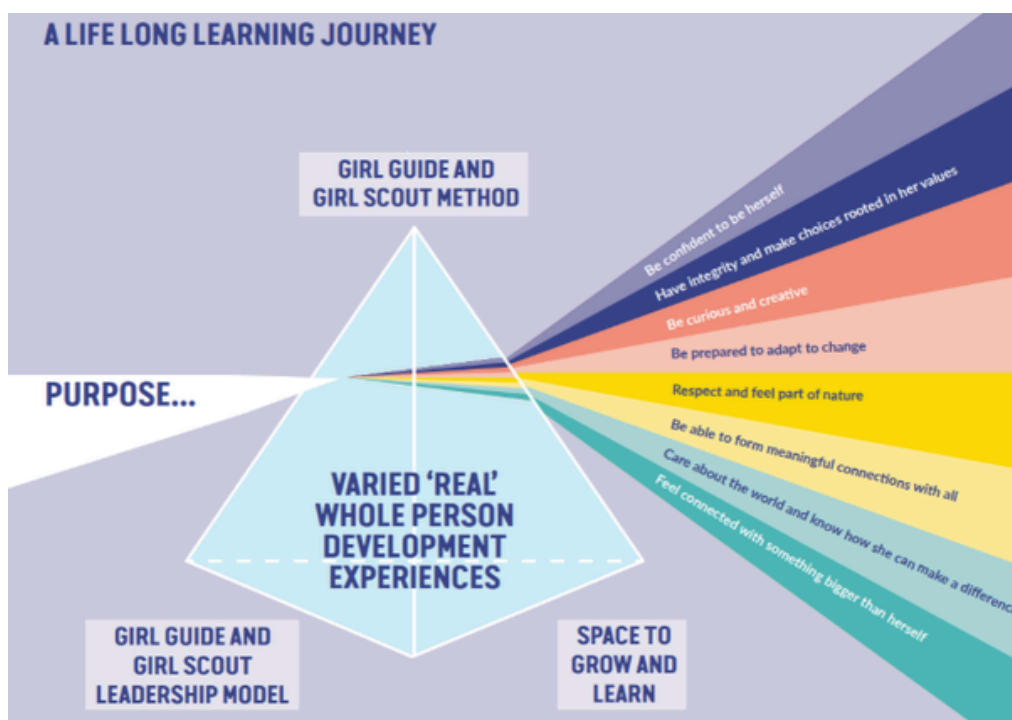


[Watch highlights from the events](#)



Investing in Quality Non-Formal Learning

For many years, MOs have been calling on the WAGGGS Global Team to place a greater focus on how to support the Movement to unify our educational action. Responding to Motion 16 from the 37th World Conference, we consulted 47 MOs to develop **Growing and Learning (GAL)**; a new policy document that brings together the characteristics of quality learning and development both for youth and adults. It is rooted in our fundamentals and identifies eight growth outcomes for the Girl Guide and Girl Scout Movement.



In 2024, thanks to the generous support of Scouts et Guides de France, the first global GAL event took place in France. Building on the pilot training hosted by Nepal Scouts for the Asia Pacific Region in 2023, this fully bilingual event was a critical moment to explore how MOs can implement GAL in their own context, particularly in their work with adults.



Key Terms

- **Growing and Learning (GAL):** is the WAGGGS policy and guidelines on quality learning and development in Girl Guiding and Girl Scouting. This supports both the areas of youth programme and adult training, learning and development.

Highlights

We have seen many MOs start to work with these concepts at national level. We would particularly like to congratulate Związek Harcerstwa Polskiego (ZHP), The Polish Scouting and Guiding Association, who are using the Girl Guiding and Girl Scouting leadership model as the foundation for an update to their adult leadership and management work. We also wish to celebrate the work of Girl Scouts of Japan who, after inviting WAGGGS to train their core team on the leadership model, have embarked on an ambitious project to mainstream understanding throughout the Association via a nation-wide training programme led by their trainers and supported by a dedicated online platform.



Between 2025-2026, a global consultation involving 90 MOs has enabled us to develop the GAL guidelines and pathways to accreditation. We have also appointed a new GAL Lead volunteer, Bárbara Muñoz, and five teams of Regional Advisors and Consultants to support this work effectively. We are on track to ensure that, from January 2027, MOs will be able to seek formal accreditation for their learning and development frameworks. Accredited MOs will be able to distribute recognition objects from WAGGGS to their leaders and trainers.



PART I - TRIENNIAL REPORT 2024-2026

Highlights

The complete GAL resource pack and more information on the accreditation process will be launched at the World Conference in 2026, and we'll celebrate this milestone with a global networking event for volunteers and staff who focus on programme and training in their organisations at the [2026 Global Forum in Kusafiri, Ghana](#). With our great appreciation to the Sallings Fond and the [Olave Baden-Powell Society's \(OB-PS\)](#) volunteers in Denmark for making this exciting event possible.

We want to thank all the MOs, volunteers and staff who have helped to shape GAL so far, our supporters including Kim and John Barrett, the OB-PS, and the [World Foundation for Girl Guides and Girl Scouts, Inc.](#), and especially those MOs who have already started to apply the GAL concepts and work with the eight growth outcomes within their organisations. This work will enable us to tell a powerful collective story of impact through quality Girl Guiding and Girl Scouting.



“We are focusing on new leadership programmes and training for leaders to support their leadership skills to support girls. As Girl Scouts, leaders volunteer to support the activities and continue to learn whilst working alongside girls”.



Key Terms

- **Olave Baden-Powell Society (OB-PS):** an international network of WAGGGS supporters, providing vital financial help to the Girl Guiding and Girl Scouting Movement worldwide.
- **The World Foundation for Girl Guides and Girl Scouts, Inc.:** a US-based non-profit supporting WAGGGS and Girl Scouts of the USA.

Improved Financial Performance

WAGGGS’s funding consists of **restricted** and **unrestricted** income. In the 2024-2026 triennium, WAGGGS’s **unrestricted income is forecast to exceed expenditure by £1.2m GBP**, with reserves £1.1m GBP above the minimum level required (£3.2m GBP) in our financial policies.

Table 1: 2024 – 2026 Financial Summary

		2024 (Audited)	2025 (Unaudited)	2026 (Budgeted)	Triennium Total (Forecast)
Unrestricted Funds	Surplus / (Deficit)	£1,486 GBP	£104 GBP	(£382 GBP)	£1,208 GBP
Restricted and Endowment Funds	Surplus / (Deficit)	(£226 GBP)	(£568 GBP)	(£865 GBP)	(£1,659 GBP)
Total WAGGGS Funds	Surplus / (Deficit)	£1,260 GBP	(£464 GBP)	(£1,247 GBP)	(£451k GBP)

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.

Generous donations from members of the OB-PS, World Foundation, **Friends groups**, and individual donors have been greatly valued and have allowed significant investment in the Movement, as shown in the use of restricted funds. For example, a remarkable USD\$1 million legacy was received in 2026, via the World Foundation, which will enable investment in strategic activities over several years.

During the 2024-2026 triennium, the World Centres generated an operating surplus for the Movement, thereby delivering on Mission and providing a source of revenue.



Key Terms

- **Restricted Income:** Income (money) that must be spent on a specific (or restricted) use, as defined by its donor. For instance, a grant may be received by WAGGGS to deliver a specific project or piece of work. Legally, these funds can only be used for this specified work.
- **Unrestricted income:** This is income which can be used by the charity in pursuit of its charitable purpose and is not restricted to spending on a certain type of work or project. The charity, overseen by its Board, can decide where to spend these funds in the delivery of its charitable purpose. This income is useful to fund the core functions of a charity.
- **Friends groups:** Volunteer groups that fundraise on behalf of WAGGGS, normally around a specific purpose e.g. World Centres or regions.

PART I - TRIENNIAL REPORT 2024-2026

Highlights

In addition, two major reviews were undertaken of Global Membership Fees and European Contribution to secure a sustainable future funding model:

- In 2024, in response to Motion 12 from the 38th World Conference, WAGGGS conducted a review of the Global Membership Fee Model. A new model was decisively adopted at an Extraordinary General Meeting in September 2024. Whilst this resulted in a reduction of unrestricted income to WAGGGS in 2025 and 2026 compared to what was originally budgeted, this has been managed carefully. Most MOs have been able to meet their new contributions, although there needs to be a focus on improving timeliness of payment due to the resource needed to follow up on bad debts and the impact on WAGGGS's cash flow.
- At a regional level, the European Contribution was reviewed in 2025 with a new model being adopted at the 18th European Guide Conference. This was a positive step for the Region that had, for some years, been struggling with achieving a consensus view.

Please see [Annex 2](#) for a more detailed overview of financial performance 2024-2026.



PART I - TRIENNIAL REPORT 2024-2026

Strategic Outcome Performance

This section of the report reviews progress against the three Strategic Outcomes of the Global Strategy. Under each Outcome, you will find a table organised by the Areas of Action which summarises key achievements from 2024 – 2026.

In addition, we have selected some case studies to illustrate some of the activities delivered this triennium.

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



Outcome 1

A united and connected girl- and young women-led Movement

In line with the 2024-2029 strategy, we have focused on:

- Strengthening meaningful participation of girls and young women at all levels across WAGGGS, demonstrating best practice to the Movement.
- Building strong connections across the Movement between Member Organisations, volunteers, and youth members.
- Delivering effective, inclusive, and intergenerational governance and leadership of the Movement.
- Amplifying a shared voice for the Movement

For each Result, there is an indication of whether the key activities demonstrate that we are largely on track with our delivery or if further focus will be required from 2027 – 2029.

OUTCOME ONE IN REVIEW: A united and connected girl and young women-Led Movement			
Area of Action	Result	On Track (OT) / Further Focus (FF)	Key Activities 2024 - 2026
A strong and cohesive identity for the Girl Guide and Girl Scout Movement	Girl Guiding and Girl Scouting characteristics and principles are articulated and promoted across the Movement	OT	<ul style="list-style-type: none"> • We have co-created frameworks around quality Girl Guiding and Girl Scouting that focus action towards strengthening practice across the Movement <ul style="list-style-type: none"> ◦ Growing and Learning -: Part One: Policy and Concepts ◦ Meaningful Youth Participation Framework ◦ Learning Together: International Facilitator Competency Framework
	The heritage, values and impact of Girl Guiding and Girl Scouting are shared and celebrated across the Movement	OT	<ul style="list-style-type: none"> • World Thinking Day is a unifying and future-looking celebration of the Movement that all MOs can participate in <ul style="list-style-type: none"> ◦ World Thinking Day 2024 Impact Report ◦ World Thinking Day 2025 Impact Report
	The profile, external recognition and visibility of Girl Guiding and Girl Scouting is improved	FF	<ul style="list-style-type: none"> • We have recruited a Communications Manager, and established a communication teams. We will complete a cross-organisational communications strategy by the end of 2026. • WAGGGS delegation present at UN Conference of the Parties climate conference (COP) and Commission on the Status of Women (CSW) • Young Women Africa region series of webinars: Inspire Her, Include Her, focused on gender equality and inclusion and Youth-led entrepreneurship • 315 young women trained in advocacy in 2025 • WAGGGS's programmes enabled girls and young women to deliver 14,050 community action projects reaching 487,656 people in 2025 • 27 meetings with external key stakeholders and +60 interventions at forums by the Europe Region External Relations team

Outcome 1

OUTCOME ONE IN REVIEW: A united and connected girl and young women-Led Movement

Area of Action	Result	On Track (OT) / Further Focus (FF)	Key Activities 2024 - 2026
Unity, solidarity and active collaboration in the Movement	Networking opportunities and synergies between Member Organisations are strengthened	FF	<ul style="list-style-type: none"> • Campfire is the go-to place for MOs to access updates, opportunities and resources • Regular contact with MOs via individual calls, Chief Commissioner/International Commissioner online and in person gatherings, and preparation of MO Risk Analysis and Engagement Strategy
	Collaborative decision-making and active dialogue mechanisms between MOs and WAGGGS shape the Movement's future	OT	<ul style="list-style-type: none"> • Successful delivery, within budget, of the Extraordinary General Meeting (2024) and the 39th World Conference (to be delivered in 2026) • Effective consultation with a wide range of MOs leading up to key WAGGGS decisions (e.g. reviews of membership fees, governance, Conference delivery models), including through Campfire. • Regional Conference consultations on Triennial Regional Action Plans (x5)
Global connections for girls and young women build leadership and global citizenship	The quality and impact of initiatives that facilitate global connections for girls and young women are assessed and strengthened	OT	<ul style="list-style-type: none"> • 311 young women grew their leadership practice through face-to-face and online leadership programmes in 2024-2026, with many of these participants going on to impact 15,604 young people through their own community change projects. • World Centre programme quality project ensure that World Centre girl programmes meet Growing and Learning growth outcomes and standards.
	Increased reach and accessibility of initiatives that facilitate meaningful global connections for girls and young women	FF	<ul style="list-style-type: none"> • YESS Girls' Movement youth exchanges in Africa and Asia-Pacific Regions • World Centres deliver a full range of global connection programmes at scale to girls and young women • Girls formed stronger peer connections across their regions through nine regional events, including the Arab Camp. • Roverway Camp in Norway 2024
Meaningful Youth Participation (MYP) at regional and global levels	Stronger mechanisms amplify youth voices and participation in WAGGGS initiatives	FF	<ul style="list-style-type: none"> • Significant improvement in global team practices around meaningful youth participation through mainstreamed implementation of MYP framework in all teams
	Increased access to leadership opportunities and decision-making spaces at regional and global levels for young women	OT	<ul style="list-style-type: none"> • Regional activities around intergenerational leadership and meaningful youth participation, e.g., seminar in Arab Region and capacity building of young women in governance in the Asia Pacific Region • Empowering Young Women in Governance workshop hosted by the Bharat Scouts and Guides in India • Young Women's governance events at five Regional Conferences in 2025 and at the 39th World Conference (to be delivered in 2026)



Key Terms

World Thinking Day: Celebrated as a day of international friendship within the Movement since 1926.

Campfire: The digital home of the Girl Guide and Girl Scout Movement
<https://campfire.waggs.org/>

Meaningful Youth Participation (MYP): children and young people are considered the experts in their own lives, and are informed, empowered, safe and valued when they participate.



Case Study: Meaningful Youth Participation



Following the recommendations of the Motion 32 research, WAGGGS has been developing its knowledge, understanding and application of **Meaningful Youth Participation (MYP)**. In 2025, we launched a collection of resources created with inputs from MOs, external expertise and young women aimed at supporting WAGGGS Global Team and MOs to improve their MYP practice.

One of these resources is a self-guided online course hosted on Campfire designed to break down the theory behind MYP and bring it to life with practical examples. So far over 120 members of the WAGGGS Global Team (staff and volunteers) have complete this course. By having a team who knows what is supportive and enabling for girls and young women, we are prepared to create more opportunities for young people to participate and can make sure participants grow and learn throughout these experiences.

Our 2026 World Conference Chair, Phoebe Wang of the Hong Kong Girl Guides Association (HKGGA), is a fantastic example of how meaningful participation can develop a young woman's leadership, interests and potential: *"My passion in governance sparked during my first Conference as a Youth Observer at 37WoCo. I later served as a Youth Observer and delegation coordinator for HKGGA at 14APReCo in 2022, in addition to being a Pre-Event YW Planning Team member. To explore governance further, I joined the IST at 38WoCo, a Teller at the 2024 WAGGGS EGM, and a Programme Facilitator for 15APReCo in 2025. These five experiences allowed me to understand Conference operations, the Constitution, procedures and policies."*

Within her MO, Phoebe is a founding member of the **Young Women's Think Tank**, a self-governed young women's network which supports its members to increase their knowledge and understanding of governance. The ripple effect of Phoebe taking part in governance at MO, Regional and Global levels is that she has gone on to share her experiences with more young women, which builds the supportive and enabling environment we hope to see across the Movement.



Outcome 2

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

In line with the 2024-2029 strategy, we have focused on:

- Member Organisations have the expertise and capacity to deliver a high-quality girl and young women-led Girl Guiding and Girl Scouting experience to their members using the Girl Guide and Girl Scout non-formal educational method.
- Member Organisations can recruit and retain youth and volunteer members.
- Girl Guiding and Girl Scouting is inclusive - an experience that every and any girl or young woman can access.

OUTCOME TWO IN REVIEW: Member Organisations are supported to be thriving, inclusive and deliver a high-quality GG and GS experience

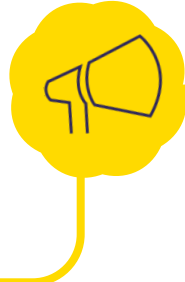
Area of Action	Result	On Track (OT) / Further Focus (FF)	Key Activities 2024 - 2026
MO collaboration and networking for quality Girl Guiding and Girl Scouting	Stronger mechanisms facilitate MO knowledge sharing on quality Girl Guiding and Girl Scouting	FF	<ul style="list-style-type: none"> • International Commissioner gatherings in the regions • Annual 'Academy' in Europe Region • Campfire knowledge centre function strengthened, with resource library and MO spaces fit for purpose. This includes a new area for MO Leaders. • Roundtable Discussions on membership growth and strategies in the Africa Region • Caribbean Champions for Change webinars and in person event in Curacao
	Co-creation and collaboration spaces support MOs to make Girl Guiding and Girl Scouting more relevant to every and any girl	OT	<ul style="list-style-type: none"> • Growing and Learning global training on GAL Part One event hosted by Scouts and Guides of France, fully bilingual in French and English • GAL consultation and hub online • GAL Forum planned... • 24 Young Women from 15 MOs came together at the Africa Growth Catalyst Youth-led entrepreneurship event to share and learn new skills to strengthen their MOs



Outcome 2

OUTCOME ONE IN REVIEW: Member Organisations are supported to be thriving, inclusive and deliver a high-quality GG and GS experience

Area of Action	Result	On Track (OT) / Further Focus (FF)	Key Activities 2024 - 2026
<p>Support MOs to provide high quality Girl Guiding and Girl Scouting</p>	<p>MOs have access to effective tailored support, educational resources and high-quality learning and development opportunities</p>	<p>OT</p>	<ul style="list-style-type: none"> Reviewed approach to relationship management of MOs and adopted stronger processes Facilitated 42 Capacity Assessment processes (each one an individual MO) Support and resources (e.g. £2M in grants to MOs in 2025) for programmes (Free Being Me, Surf Smart, Girl-led Action on Climate Change etc) 265,472 girls and young women completed a badge curriculum in 2025, across 70 MOs Regional Growing and Learning capacity building teams are now fully established, having adapted to a regional structure to make integration with regional delivery easier Asia Pacific Growing and Learning workshop in Nepal Regional Governance event in Kigali, Rwanda 84 MOs have participated in Safeguarding training, and 44 MOs have been supported to develop or update their safeguarding policies Support available to all MOs to have up to date safeguarding policies by 2026 Pacific Island MOs coming together at their gathering in Fiji
<p>WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting</p>	<p>WAGGGS resources and projects adhere to the WAGGGS Growing and Learning Framework</p>	<p>OT</p>	<ul style="list-style-type: none"> In 2025 our writing team started ensuring that any new or updated WAGGGS resources and projects are aligned with Growing and Learning and contribute to the growth outcomes. So far, ten activity packs have been updated in this way, and this work will continue in the next three years. From 2024 - 2025 we published Growing Together, our framework for international facilitation, and have trained 180 volunteers and staff on facilitating in diverse contexts. This training will become a requirement for everyone facilitating learning for WAGGGS.



Case Study: Strengthening Member Organisations through CAT 2.0

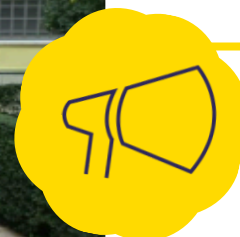


With the relaunch of the WAGGGS Capacity Building Tool (CAT 2.0) in 2023, this enhanced self-assessment resource has proven vital for Member Organisations across all contexts. Structured into five strategic sections with “essential” and “take it further” indicators, CAT 2.0 provides a clear roadmap for organisational assessment, highlighting both strengths and areas for development. To date, over 36 MOs have utilised the tool. Of these, 15 MOs have participated in in-person sessions facilitated by a dedicated team of CAT Consultants or members of the WAGGGS Global Team. While one MO has engaged through online facilitated sessions, the remaining organisations conducted internal sessions at the decision-making level and have already submitted their results. Additionally, a further group of MOs has indicated they are currently using the tool but have yet to formally submit their data.

The Journey of Girl Scouts of Albania (GSoA)

Throughout 2024 and 2025, a Capacity Building Membership Development team partnered with the Girl Scouts of Albania (GSoA) to overcome operational hurdles and refine their strategic focus through a tailored, multi-phase approach:

- **Strategic Alignment:** Initial online sessions were held with the Capacity Building Team and the Europe Regional team to address mission, vision, leadership, and strategy.
- **Specialised Support:** Collaboration with the Capacity Building Fundraising and Finance Team provided targeted support on fund development.
- **On-site Facilitation:** In November 2025, the WAGGGS team visited the MO to facilitate a CAT session specifically adapted to the local reality and the organisation's needs.



Case Study: Strengthening Member Organisations through CAT 2.0



Impact and Future Outlook

This session was a milestone for the National Board of GSoA, marking their first in-person meeting since being elected at the National Assembly. It created a collaborative space for key decision-makers to agree on future actions and establish realistic timelines, sparking significant changes within the organisation.

Through the CAT process, GSoA identified core areas for ongoing development: Finance and Fundraising, the Educational Programme, and Leaders' Training to strengthen the future of Girl Guiding in Albania.



Outcome 3

A Sustainable WAGGGS

The success of our Strategy depends on a strong and sustainable organisational foundation. To enable us to deliver Outcomes 1 and 2, we have prioritised Outcome 3 during 2024 – 2026, to ensure WAGGGS is in a strong position financially and operationally. To achieve this, we have worked to future proof our operating model and invested in strengthening our volunteer and staff teams, so WAGGGS has the flexibility to meet the changing needs and priorities of the Movement.

We have also achieved greater clarity on our income streams including completing a review of the Membership Fee model. We will build on this by further refining our offer to ensure it is within our financial means and prioritises the key needs of Member Organisations, whilst continuing to diversify our income generation.

OUTCOME ONE IN REVIEW: A sustainable WAGGGS

Area of Action	Result	On Track (OT) / Further Focus (FF)	Key Activities 2024 - 2026
Financial Sustainability	Financial management systems and processes are optimised	OT	<ul style="list-style-type: none"> IRIS financial system works and is used effectively Updated finance policies (e.g. reserves, delegation of authority) Membership Fee Model reviewed resulting in a new Membership Fee Policy Conducted an audit tender process, to ensure optimal service provision. The most recent Annual Report and Financial Statements for the Year Ended 31 December 2024 are available here.
	World Centres are commercially sustainable	OT	<ul style="list-style-type: none"> World Centres Capital Investment Plan developed Investment in communications and marketing Developed a World Centres International Adventure Activity Pack Improved financial management systems
	Increased fundraised income in line with WAGGGS purpose and priorities	FF	<ul style="list-style-type: none"> Stewarding of existing partners and donors (including OB-PS and Friends groups) Seek new funding for WAGGGS priority work areas, developing new products and packaging existing areas of work to be funded by new donors and partners New Fundraising Strategy (December 2025)
Operational Efficiency	Robust management systems and processes (e.g. data management, MEL, communications) are in place	OT	<ul style="list-style-type: none"> Cross-organisational Monitoring, Evaluation and Learning (MEL) approach developed, including refinement of robust outcome measures and indicators Implementation of a new Customer Relationship Management (CRM) system in 2026-2027 to manage data across the organisation, as part of a wider Digital Strategy World Centres management systems are updated allowing collection of information relevant to risk management and accessibility Review of approach to international contracting (staff/consultants)

Outcome 3

OUTCOME ONE IN REVIEW: A sustainable WAGGGS

Area of Action	Result	On Track (OT) / Further Focus (FF)	Key Activities 2024 - 2026
Operational Efficiency	Volunteer operational model implemented consistently and adds value across WAGGGS	OT	<ul style="list-style-type: none"> Coordination and management of the WAGGGS volunteer network New volunteer managers trained, and volunteer teams established/extended where required Updated Regional Committee Terms of Reference and delivered extensive induction process
Global Team Culture and Effectiveness	Enhanced collaboration processes and practices across WAGGGS Global Team	FF	<ul style="list-style-type: none"> New Fundraising Strategy 2026-2029 in collaboration with all WAGGGS departments and stakeholders Campfire adding value to global teamwork by enabling stronger communication and collaboration Most recent staff survey (2025) reported 96 per cent of staff are committed to the success of WAGGGS and 85 per cent felt involved and empowered.
	Effective Global Team leadership and team management	OT	<ul style="list-style-type: none"> Implement changes to WAGGGS governance and operational structure and ways of working to effectively deliver Review of the Movement's and WAGGGS's governance structure
	Robust HR management supports staff and volunteers to thrive and excel (e.g. recruitment, induction, L&D, performance management)	FF	<ul style="list-style-type: none"> Updated induction programme and ongoing support and performance management framework for volunteers Targeted professional development to enable staff to better deliver in their roles Diversity, equity and inclusion (DEI) workplan integrated into WAGGGS Facilitation competency framework supported across the organisation
	The Global Team experience is aligned with WAGGGS values and code of conduct	OT	<ul style="list-style-type: none"> Ensure WAGGGS volunteer network is well resourced, inclusive, and can coordinate opportunities for volunteers across the Movement Staff and volunteer managers receive training and resources to support inclusive, globally competent leadership practice, and complete training on safeguarding, diversity equity and inclusion, and meaningful youth participation



Key Terms

Monitoring, Evaluation and Learning: a systematic approach that helps organisations track progress, assess impact, and use insights to improve programs and decision-making.

Customer Relationship Management system: software that helps businesses manage and analyse all interactions with current and potential customers to improve relationships, streamline processes, and drive growth.

World Centres: Connecting the Movement



WAGGGS's World Centres continue to play a vital role in connecting girls and young women across the Movement, providing spaces for leadership development, international friendship, and global engagement. The 2024-2026 triennium has been a particularly busy and successful period, marked by important milestones, strong programme delivery, and strategic work to strengthen the long-term sustainability and impact of the Centres.

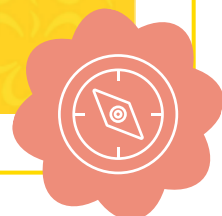
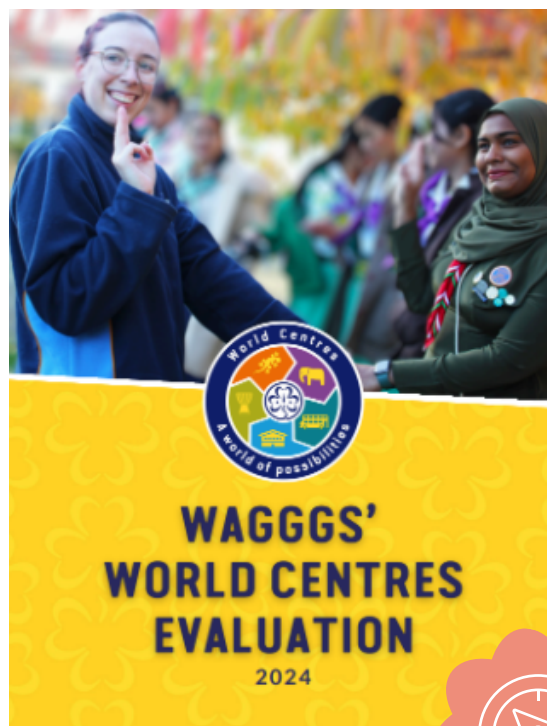
Key milestones

- February 2024 – Nuestra Cabaña officially reopened after being closed for three years during the COVID19 pandemic, welcoming members back to this much-loved Centre in Mexico and restoring a key hub for international Guiding and Scouting experiences.
- June 2024 – Kusafiri Ghana hosted its first event, following the decision at the 38th World Conference (Motion 10), marking an important step in expanding WAGGGS's presence and engagement across Africa.
- December 2024 – The [World Centre Evaluation](#) was published, in response to Motion 9 from the 38th World Conference. This comprehensive review reaffirmed the Centres' importance to the Movement while identifying opportunities to strengthen their long-term strategic contribution.
- 2025 – The [Kusafiri Evaluation](#) was published, reviewing the pilot phase and assessing potential operating models for the future.

Alongside these milestones, work continues to strengthen the sustainability, accessibility and strategic value of all World Centres, ensuring they remain vibrant spaces that inspire girls and young women worldwide.

Financial sustainability

Across the past three years, the World Centres have maintained a positive unrestricted financial position, meeting the objective of operating at cost neutrality. The Centres recorded an unrestricted surplus of £101k in 2024, followed by £57k in 2025 (unaudited), with a £41k surplus forecast for 2026. While performance varies between Centres depending on programme cycles and visitor numbers, the network as business unit remains financially sustainable.



World Centres: Connecting the Movement



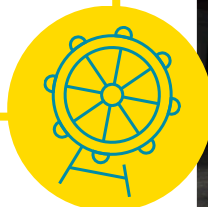
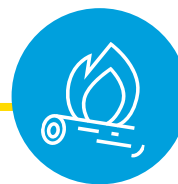
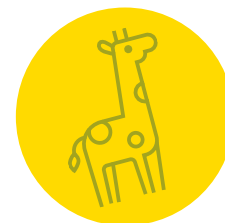
Reach and impact

The World Centres continue to deliver significant impact across the Movement. In 2025 alone, they reached **6,884 girls and young women**, engaged **2,162 programme participants**, and welcomed **5,967 Girl Guiding and Girl Scouting guests** from 44 countries.

Across 2025, the Centres delivered **57 in-person events**, hosted **92 volunteers**, and reached **more than 11,000 community members** through outreach activities. **174 scholarships and travel grants**, totalling **£122,000**, helped ensure girls and young women from across the Movement could access international leadership experiences.

Looking ahead

The World Centres remain central to WAGGGS's mission of empowering girls and young women through global connection and leadership development. WAGGGS is committed to investing in their future through an **ambitious capital campaign**, ensuring facilities are **modern, accessible, environmentally sustainable, and ready to serve the Movement for the next 100 years.**





PART II MID-STRATEGY UPDATES FOR 2027 - 2029

PART II - MID-STRATEGY UPDATES FOR 2027-2029

Mid-Strategy Reflections

The end of 2026 marks the halfway point for our 2024 -2029 Global Strategy. To ensure we are on track to achieve our outcomes, we will review our outcomes framework ([as shown on page 45](#)) by the end of the year.

This review will consider progress to date, the internal context of the Global Team and the wider WAGGGS network, and the external context and conditions affecting the Girl Guide and Girl Scout Movement. We anticipate some changes to Results we are working towards under each Outcome, in response to these factors. Generally, we would anticipate the Areas of Action in the Global Strategy will not significantly change at the mid-strategy review point. However, with the adoption of a new Theory of Change for the WAGGGS Global Team, alongside strengthened MEL systems enabling more informed prioritisation, and an increased focus on regional engagement and Member Organisation capacity building, some Areas of Action may evolve on this occasion.

This process will result in an adjusted outcomes framework for 2027-2029 that will help us focus our priorities and contribute most effectively towards our strategy. This will be shared with Member Organisations as part of the World Board Update in December 2026.

What follows is a summary of reflections so far around our organisational context, the evolving needs of the Movement, and the external environment, that will influence our priority setting in 2027 – 2029.

WAGGGS Global Team

Our performance from 2024 – 2026 has enabled the following areas of focus in 2027 – 2029:

- With the increased sustainability of the WAGGGS Global Team, we can place a greater focus on Outcomes 1 and 2 in the next three years, prioritising our role in supporting **Movement sustainability** and focusing more on outward facing activities that will raise the profile of the Movement. We will place a greater focus on diversifying our income through implementing the fundraising strategy and testing new income generation channels.
- In 2025, the World Board approved an investment case to strengthen our organisational planning and MEL work, and to establish better data management through a CRM system. This investment will support greater **strategic alignment** across our work, improving decision making and prioritisation, and enable better information sharing and collaboration between teams. Over the next three years, we will continue to develop this area and establish the foundational systems and practices we need and use this investment to drive our capacity to collect and **share insights** that will support MOs to learn from each other and from wider trends affecting girls and young women, and especially to **evidence our collective impact**.
- We will continue to strengthen **dialogue and consultation** mechanisms and use of WAGGGS spaces to ensure MO voices are heard and responded to regularly during every triennium. We will implement recommendations from the Governance review and align our planning cycles to reinforce our collective delivery against a shared strategy, informed and powered by our five Regions.

PART II - MID-STRATEGY UPDATES FOR 2027-2029

Mid-Strategy Reflections

- To build on the success of the **World Centres** during the last three years, we will support appropriate investment to ensure long term sustainability and development of these fantastic facilities, supported by a capital investment plan and fundraising campaign.
- The upcoming centenary of WAGGGS in 2028 is an opportunity to celebrate the international Girl Guide and Girl Scout Movement and what we have achieved together, as well as look to the future. We will take this opportunity to raise the profile of international Girl Guiding and Girl Scouting by investing in a **centenary project**.
- This is also a powerful moment to reflect on, and learn from, our past. During 2026, we had the **WAGGGS archives** professionally assessed, and we discovered the high social value they represent. Further investment in conserving, cataloguing and digitising our archives, as well as connected with Girl Guiding and Girl Scouting archivists around the world, will help us better tell our collective story.

Developing a Theory of Change for the WAGGGS Global Team



To set the foundation for our developing work around organisational planning, monitoring, evaluation and learning, we started working on a Theory of Change for the WAGGGS Global Team in September 2025. This process has involved a deep desk review of previous consultation with MOs and girls and young women, research on external trends, and a global youth consultation which reached 5,520 girls and young women from 87 MOs across all WAGGGS regions. We then worked with a Youth Advisory Group and MO Stakeholder Group to co-create the Theory of Change. This reflects on the change the Movement wants to see as articulated by our Compass 2032 vision, the barriers that currently make it harder for girls to thrive, and the role Girl Guiding and Girl Scouting can play in changing this. It then focuses on the most appropriate roles that the WAGGGS Global Team should play to support the wider WAGGGS network and effect positive change. We look forward to sharing the Theory of Change, and supporting insights from the consultation and desk review, at the upcoming World Conference.



Mid-Strategy Reflections

Emerging Themes for the Movement

Through our work with MOs across WAGGGS, and especially through insights gained from the Regional Conferences in 2025, we have identified some shared trends and common areas where WAGGGS's support would be valued.

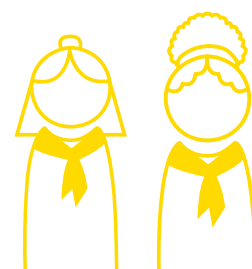
► **Image and Visibility**

Many MOs have asked for more support from WAGGGS to raise the profile of the Movement, and to support them to better articulate the value of Girl Guiding and Girl Scouting at national level, make it easier for national organisations to leverage the credibility of being part of a global Movement, and continue to champion girls' voices and promote the Movement in international spaces. In 2027-2029 we will update our advocacy strategy to ensure WAGGGS is globally and regionally present in relevant spaces, focus our communications strategy on raising the profile of the Movement, and offer new image and visibility resources and support for MOs at national level.

► **Evolving dynamics with other youth organisations**

Several MOs, particularly in the Arab and Asia-Pacific Regions, have highlighted evolving dynamics with World Scouting national organisations. As World Scouting has asked all its MOs to become co-educational and will not recognise new Scout and Guide National Organisations (SAGNOs), this has, in some contexts, led to girls within WAGGGS MOs being encouraged to join World Scouting organisations. We strongly believe in the value of a positive and constructive partnership between our two organisations at all levels and have been strengthening our global connection through the Joint Consultative Committee, including an in-person meeting in January 2026 hosted at the World Bureau, to discuss challenges and opportunities, and to explore collaborative and forward-looking ways of working.

Beyond this bilateral relationship, WAGGGS continues to play an active role within the wider ecosystem of global youth organisations through the 'Big Six' alliance – alongside World Scouting, World YWCA, World YMCA, the International Federation of Red Cross and Red Crescent Societies (IFRC), and The Duke of Edinburgh's International Award Foundation – collectively reaching over 250 million young people across more than 190 countries. Through the Global Youth Mobilization (GYM), this partnership equips young people with funding, training and platforms to design and deliver youth-led solutions to global challenges.



Mid-Strategy Reflections

The Global Youth Mobilization has continued to amplify the leadership, agency and collective voice of young people across the Movement, from grassroots initiatives to regional and global engagement. Building on this momentum, the Big Six, in collaboration with the UN Youth Office, are working towards a shared action plan focused on strengthening collaboration, joint advocacy for youth priorities, increased resource mobilisation for youth-led initiatives, and ensuring meaningful youth representation in global decision-making spaces.

The Big Six CEOs have also met to explore the future growth and expansion of GYM, including opportunities for deeper collaboration throughout the International Year of the Volunteer. A dedicated Programme Manager is currently being recruited to support the continued implementation and scaling of this initiative.

► **MO Capacity Strengthening**

We see ongoing demand for capacity building support from WAGGGS. We will continue to invest in support for quality Girl Guiding and Girl Scouting (which includes both our support to self-assess organisational capacity using the Capacity Assessment Tool, as well as support for capacity building in areas of organisational development and in implementing GAL).

We will also continue to offer high quality non-formal learning resources such as our badge packs, which will also support the growth outcomes developed through GAL, and will prioritise making these more accessible to all MOs through a focus on demand-driven grants and on resources that are quick and easy to implement.

► **International connections for young people**

Offering meaningful international connections that develop leadership and active global citizenship was the most valued service identified by MOs in the 2023 roundtables at World Conference. We have since heard from more MOs seeking ways to extend these connections to youth members under the age of 18, and to make connecting internationally more accessible at scale.

We are investing in a range of channels to support this, from exploring how to measure the impact of international experiences to strengthening World Centre opportunities, creating new models for delivering our International Youth Leadership Programme events at national and regional level as well as global levels, to strengthening the WAGGGS offer for international camps and Jamborees, and to innovating around initiatives like World Thinking Day that bring the global sisterhood into the group/unit meeting place.



Mid-Strategy Reflections

▶ Digital Innovation

Over the last three years, the development of Campfire has taken us a meaningful way towards having a digital home for WAGGGS. We have recently launched the [MO Leaders hub](#) to make it easier to access relevant resources. With the launch of MO Organisational Profiles, MOs will be able to easily promote their resources, opportunities and events, whilst seeing how their members are engaging on Campfire. We are also exploring how emerging technologies such as data mapping and Artificial Intelligence (AI) can support us to innovate, whilst reflecting on the social, environmental and ethical dimensions of this.

▶ Financial Sustainability and Fundraising

During the Regional Triennial Action Plan consultations, WAGGGS heard that many MOs require more support in this area. The WAGGGS Fundraising Capacity Building team is ready to provide training, resources and tailored support for MOs on developing and submitting funding proposals. Regional teams have also included fundraising development trainings and activities in their regional plans. We have also launched a [Funding Opportunities Hub](#) on Campfire to promote fundraising opportunities and share the Fundraising Toolkit, and we continue to explore ways to provide greater support in this area, including strengthening regional-level fundraising support and piloting new fundraising roles based in different regions.

▶ Volunteerism

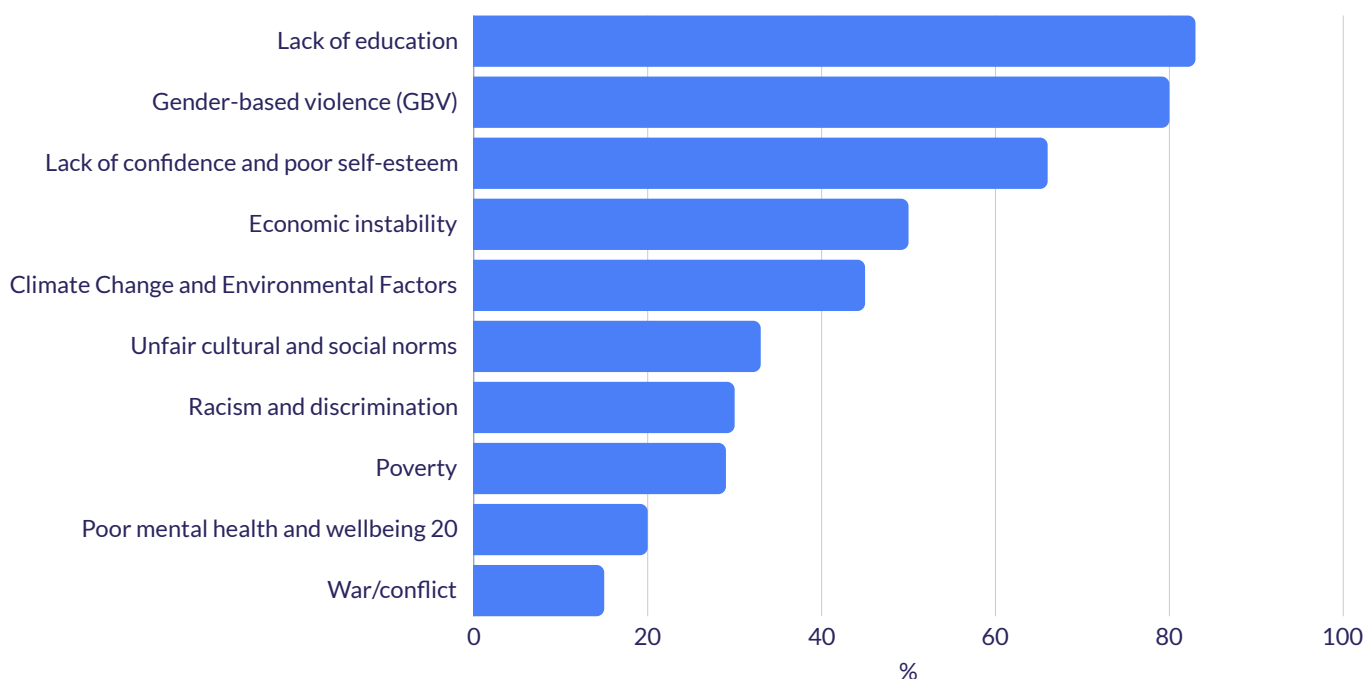
WAGGGS heard at the 2025 Regional Conferences that many MOs require more support in this area. Globally, volunteering models are shifting and recruiting and retaining sufficient volunteers to sustain and grow the Movement is a common challenge. 2026 is also the International Year of the Volunteer. We will place more focus on this area over the next three years, to include updating the WAGGGS Succession Planning Toolkit and establishing a volunteerism capacity building function.



Global Context

Our Theory of Change consultation identified that the top global barriers that hold girls back from thriving remain broadly consistent with those identified when we were developing our Compass 2032 vision:

Figure 1: Barriers Hindering Girls from Thriving – Members’ Perspective (WAGGGS Theory of Change research, 2026)

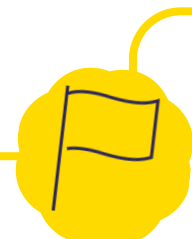


Gender equality intersects across these themes – and whilst there was some regional variation, the consultation showed that a lack of confidence and self-esteem, lack of access to quality education and knowledge, gender-based violence and inequality remained the common thread across all Regions.

We are operating in a world where access to girl-centred safe spaces and whole person development opportunities is as important as ever, yet where the challenges our organisations face to offering these spaces and opportunities at scale, from local to international level, are significant.

Political instability, war and conflict are a very active threat to young people and civil society in many parts of the world, as well as impacting our operations by making the funding environment more challenging and increasing risks around travel and delivering international events.

The challenge to our organisations is how to continue to develop and grow within volatile and uncertain environments and ensure our offer to young people meets their needs, remembering that our Mission is more important than ever.



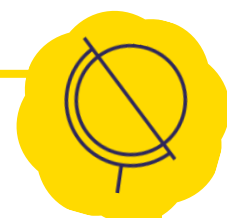
PART II - MID-STRATEGY UPDATES FOR 2027-2029

Financial Framework 2027-2029

The 2027 – 2029 triennium will focus on strengthening WAGGS through strategic investment, operational improvements, and building more sustainable income streams. While the organisation will explore new ways to raise funds across regions, channels, and donor types, total income is expected to remain broadly stable due to ongoing global economic challenges.

The following table, which presents annual income and expenditure along with consecutive reserve balances, does not include projections related to the World Centre capital investment approved by the Board on 28in March 2026. At the time this Report was prepared, the capital investment projections were still being finalised. An updated financial projection for 2027 – 2029 will therefore be provided at the World Conference in June 2026.

Triennial Financial Forecast (2027-2029)	2027 (£ '000)	2028 (£ '000)	2029 (£ '000)
Unrestricted Income	5,328	5,400	5,524
Restricted & Endowment Income	3,494	3,585	3,642
Total Income	8,822	8,985	9,166
Unrestricted Expenditure	5,439	5,661	5,524
Restricted & Endowment Expenditure	4,167	4,364	3,511
Total Expenditure	9,607	10,025	9,035
Unrestricted Net Position	(111)	(261)	0
Restricted & Endowment Net Position	(673)	(779)	131
Total Net Position	(785)	(1,041)	131
Closing Unrestricted Reserves Funds	4,317	4,056	4,056
Closing Restricted & Endowment Reserves Funds	5,844	5,065	5,196



Income

- Total income is projected to remain just under £9.2 million per year.
- Unrestricted income comes from a variety of sources, including World Centre operations, membership fees, events, trusts and foundations, World Thinking Day, merchandise sales, and investment income. Donations, whether given directly or through The World Foundation and the Olave Baden-Powell Society, play an important role in supporting WAGGGS's core work.
- Support from Membership Fees are especially important, accounting for around one-third of unrestricted income, highlighting the essential role MOs play in sustaining WAGGGS's core work.
- Restricted & Endowment income, from donors supporting specific programmes, is expected to remain stable, reflecting ongoing donor engagement and programme demand. Long-term donors to WAGGGS with multi-year agreements that continue to fund work in 2026 include Dove (Unilever), Gen, AKO Foundation and the European Union.
- Efforts to diversify income will focus on strengthening resilience and reducing dependence on a few funding sources, rather than creating large short-term growth.

Expenditure

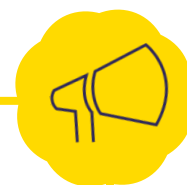
- Expenditure is expected to exceed income in the early years, primarily due to the planned drawdown of previously accumulated restricted funds for programme delivery and the use of legacy income received in earlier years to fund strategic initiatives.
- Unrestricted expenditure is projected to remain broadly aligned with core operating needs.
- Any early unrestricted deficit represents intentional deployment of earmarked funds, not operational overspending.

Reserves Summary

At the start of the 2027 – 2029 period, WAGGGS holds a combination of unrestricted, restricted and endowment reserves. These reserves provide financial stability and enable the organisation to deliver strategic priorities.

- **Unrestricted reserves** cover core operating needs and provide a buffer for unexpected costs. The WAGGGS Reserves Policy requires £3.2m unrestricted reserves to be maintained and by the end of the 2027 – 2029 triennium we anticipate holding £4m of unrestricted reserves.
- **Restricted reserves** represent funds received for specific projects and will be used according to donor agreements.
- **Endowment reserves** held primarily to provide a long-term, sustainable source of income to support WAGGGS's mission in the future.

Together, these reserves ensure that WAGGGS can continue delivering programmes, invest in strategic initiatives, and respond flexibly to changing circumstances throughout the triennium.



PART II - MID-STRATEGY UPDATES FOR 2027-2029

Strategic Investment and Organisational Development

Strategic Investment and Organisational Development

Key priorities for the triennium include:

- Expanding fundraising in new geographies of emerging philanthropic giving through stronger local capacity, engagement with corporates and foundations, and enhanced stewardship of donors.
- Investing in visibility, communications, and monitoring and evaluation to better demonstrate the impact of our work globally.
- Developing clearly defined, fundable programmes, particularly in leadership, capacity building, and systems change, supported by evidence and clear cases for support.
- Innovating individual giving through digital tools, key giving campaigns, and alumnae/legacy programmes.
- Continuing donor events for relationship building and stewardship.

These investments aim to strengthen WAGGGS's fundraising, programme delivery, and long-term resilience.

Digital and Operational Transformation

Building on the introduction of a modern Customer Relationship Management system in 2026, the focus will be on:

- Consolidating data and developing integrated digital fundraising and engagement systems.
- Improving supporter segmentation, global campaigns, and long-term relationship management.
- Strengthening human resource systems to ensure legal compliance, fairness, and equitable working conditions.



PART II - MID-STRATEGY UPDATES FOR 2027-2029

Strategic Investment and Organisational Development

Programme and Asset Development

- World Centres will receive planned investment to maintain facilities, support programme delivery, and increase income-generating opportunities. This includes a capital investment in the Olave Centre (World Board and Pax Lodge combined site) to maximise revenue opportunities.
- Core initiatives, including World Thinking Day and leadership programmes, will continue to engage members worldwide.
- Preparations for the Regional Conferences and WAGGGS Centenary in 2028 and the 40th World Conference in 2029 will strengthen global visibility, engagement, and strategic alignment

Overall Outlook

Across the triennium, WAGGGS expects to:

- Maintain stable income while investing strategically in systems, partnerships, and fundraising capacity.
- Use designated funds intentionally to deliver agreed strategic priorities without increasing ongoing operating costs.
- Strengthen infrastructure, digital systems, and operational capacity.
- Increase global visibility, engagement, and long-term resilience.

By 2029, these efforts will leave WAGGGS better positioned for sustainable growth, stronger fundraising, and continued positive impact worldwide.

