

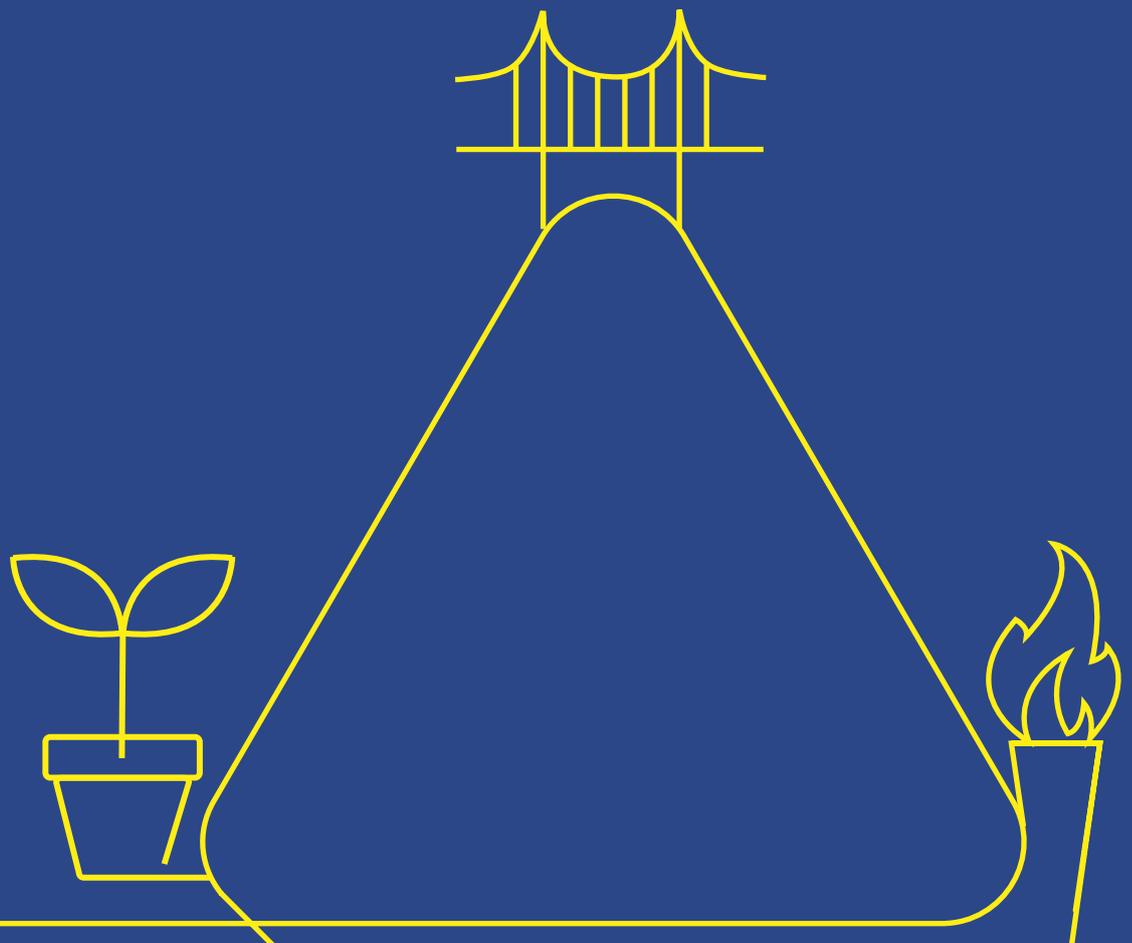


**WORLD ASSOCIATION
OF GIRL GUIDES
AND GIRL SCOUTS**

THE 2015-2017 JOURNEY

WORLD CONFERENCE DOCUMENT NO 2

CONNECT | GROW | IMPACT



WHO WE ARE

THERE ARE OVER A BILLION GIRLS IN THE WORLD. GIRL GUIDING AND GIRL SCOUTING IS THE SPACE THEY NEED TO BE THE BEST THEY CAN BE.

For over 100 years, we have been the only global Movement geared entirely to every girl and any girl. In places local to them – safe from judgment, stereotyping and violence – girls learn by doing, make friends and have fun.

Free to make what they want of all that the Movement offers, girls can reach for their full potential. They become happy and adventurous individuals, with the skills and attitudes to change their community and their world.

Girl Guiding and Girl Scouting creates connected generations of capable, fair and daring girls.

WAGGGS KEEPS THE MOVEMENT THRIVING, UNITED AND GROWING.



THRIVING, UNITED AND GROWING

Since we last came together in Hong Kong, we have achieved a great deal as a global Movement to deliver our ambition of growing our membership so that more girls and young women can benefit from the life-changing experience of being a Girl Guide or Girl Scout.

At our last World Conference, you told us that the WAGGGS Global Team needed to better engage with and understand what WAGGGS Members need and want to grow our Movement. We listened to your feedback and over the past three years, the WAGGGS Global Team has changed its organisational thinking to be truly Member-driven.

We are committed to engaging and consulting our Members on core areas of our work, and using that insight to ensure we are supporting the priorities of Member Organisations (MOs). This has been achieved through our Annual Membership Surveys, in-depth research on key topics and discussions with selected MOs, and consultations at Regional and World Conferences.

We have developed our Value Proposition, which demonstrates the WAGGGS Global Team's commitment to provide MOs with the tools and connections they need. We have created and rolled-out our new brand, which is critical for delivery of the strong, visual identity and the global voice that you told us you wanted to see.

We recognise that to achieve the growth targets set out in our Membership Development Strategy we must all work together. Success requires us to target our resources at the very core of our Movement – the areas which you tell us make the greatest difference to the lives of the girls that participate in them. Through our pioneering leadership programme, our girl programmes such as Free Being Me, and by expanding our international experiences, we can support MOs to make a vital difference to girls' lives.

Over the past three years, Working Groups on Membership Growth and Membership Services have played an important role in driving us towards our strategic aims through shared expertise, a commitment to innovation and strong collaboration. These Working Groups have delivered important projects such as our Rapid Response work to take Girl Guiding and Girl Scouting to new countries, the Growth Roundtable to stimulate innovation within MOs, and the Girl Guide and Girl Scout Experience Forum.

The triennial plan included our expectations that we would increasingly diversify our income beyond the Membership Fee. This growth has been slower than planned because we wanted first to be clear about the services most important to our Members in order to align new income to our priorities, as well as develop the new bolder brand to help engage a wider group of financial supporters.

To achieve our Vision 2020 in a complex and changing world, we will need to continue to innovate, adapt and be flexible to best respond to the priorities of our members. We are confident that the steps we have taken this triennium put us in a stronger position as a Movement, and that together we can build on these achievements to truly enable girls and young women to develop their fullest potential.

Nicola Grinstead
Chair, World Board, WAGGGS

Anita Tiessen
Chief Executive, WAGGGS

OUR VALUE PROPOSITION

THE VALUE PROPOSITION:

We give our Members tools, connections, and the global voice they need to keep their organisation thriving, united and growing.

THE THREE COMPONENTS OF THE VALUE PROPOSITION ARE:



Keeper of the flame

We promote and share the Mission of the Girl Guiding and Girl Scouting Movement. We communicate our impact to the world and work to build strong global partnerships.

“Sometimes it’s so hard to comprehend that in this day and age there are girls and women in my community that do not have access to basic sanitary products, there are girls faced with early marriage, and there are so few girls and women in leadership roles. But I am determined to change this, because by educating girls we can change the world. And I’ve seen good things happen already.”

(Lucy, Malawi - #TeamGirl Champion)

In action: To mark International Day of the Girl (IDG) 2016, WAGGGS introduced #TeamGirl to highlight how girls and young women are making a difference in their communities. The stories of five Girl Guides and Girl Scouts from five regions were shared, showing how girls and young women are experts on their needs and are making a genuine contribution to the success of the global Sustainable Development Goals. #TeamGirl was a successful example of WAGGGS’ message being shared with global media. Coverage was achieved with the voices of Girls Guides and Girl Scouts featuring on CNN, The Guardian, BBC Focus on Africa, Reuters, The Huffington Post, Devex, Standard Issue Magazine and Humanosphere.



Acting as a bridge

We work to strengthen connections between our Member Organisations, volunteers and girls so they can work, learn and share together. We connect with other like-minded organisations and partners.

“It has given us a plethora of new ideas... It provided a platform to share and gain ideas and even make friends - overall it was a wonderful and educational experience”

(Oman Forum 2015 participant)

In action: The Oman Forum 2015 event created a new space for leaders working at national level on the Girl Guide and Girl Scout experience to learn from each other, share ideas and connect with the diversity of our global Movement. They became champions of a more relevant, exciting and accessible learning pathway that uses our unique educational method to its fullest potential, and truly puts young people in the lead.



Development and growth

We provide tools and support to MOs to help them grow the Girl Guiding and Girl Scouting Movement. We support MOs from a global perspective to be strong national organisations focused on delivery of high-quality Girl Guiding and Girl Scouting experiences.

“The growth round table has renewed my passion and excitement for Girl Guiding and Girl Scouting... Totally reaffirms that we can learn so much from other organisations.”

(Growth Round Table 2015 participant)

In action: With 100 participants from 42 Member Organisations in attendance and hundreds more reached via online streaming, the Growth Round Table event brought together senior volunteers, staff and external experts to discuss strategies for growth. By sharing best practice and by providing guidance on how to build partnerships and share knowledge and skills, the event helped to provide inspiration, tools and guidance for membership growth.



To help focus the work of the WAGGGS Global Team and ensure we are providing the right support to our Member Organisations, we developed our Value Proposition. This represents the commitment we have made to provide you with the support you need to grow, connect with each other and speak out on issues important to girls and young women. As we review the journey we have made from 2015-17, we will show you how we have delivered work across those key themes.

FOR HER WORLD

Alongside developing our Value Proposition, we have updated the WAGGGS brand so that we can more effectively communicate who we are and what we stand for. This will help us have a stronger global presence as experts on girls and young women, and support us to seek new funding opportunities.

The launch of the brand is the culmination of two years of work, which brought together feedback from Member Organisations, volunteers, leaders, and staff. The clear feedback was that WAGGGS needed to have a stronger, more visible and consistent public image, to help to reaffirm the role of Girl Guiding and Girl Scouting in today's world. We needed to improve awareness and understanding of the benefits of the Movement both at a global and national level.

The different elements of the new brand will help position WAGGGS as the world's only Movement for every girl and any girl. Our new brand story articulates who we are and what we stand for as a Movement. Our vibrant new colours and patterns and our updated tone of voice will help us to explain our work and the impact we have on girls' lives in a more simple, concise and engaging way.

Throughout this report, you will see the new brand in action both in the new design and in putting girls' voices at the heart of what we do.

All of us in Girl Guiding and Girl Scouting are working towards one thing – a world where all girls are valued and can take action to change the world. Girls' voices, their interests and their stories must stay at the heart of our work. Our new brand clarifies this message in three simple words – 'For her world.'

“ Through coming here, I have realized just how much Girl Scouts and Girl Guiding has impacted and changed the lives of so many girls and young women all over the world.

– (Nicole, USA, Pax Lodge volunteer)

“ Taking part in the Africa Regional Conference enlightened my understanding on global issues and it's given me the opportunity to contribute to decisions made within my Member Organisation.

– Sonia Assou, Ghana

“ In Georgian Girl Scout Association girls learn to speak their mind, come out of their shells and become more independent. Girls become more confident with who they are and what they do. Other girls should get involved with Girl Scouting because it will give them a lifetime of skills.

– Tata, 16, Georgia

“ Girls can bring about change, we make up half of our society.

– Lola, 20, Kuwait

Feedback from brand consultations

The final stages of our brand consultation took place at the 2016 Regional Conferences where 75 per cent of people agreed that one consistent visual identity for WAGGGS is what we need to be more visible. An overwhelming 85 per cent of you told us that we should keep the existing logo, so we have kept the trefoil that you know and love. Consultation also showed that 76 per cent of you liked our brand story and 61 per cent preferred the strapline 'For her world' so we are starting to bring that to life in all that we do.



OUR PROGRESS ON OUTCOME 1:



WE WILL INCREASE AND DIVERSIFY OUR MEMBERSHIP

At the 35th World Conference, you told us we needed to grow and diversify our membership. From 2015-2017 our task was to continue to provide high quality and integrated membership services and work with Member Organisations to help them expand opportunities to even more girls in more places. In the 2015-2017 strategy, we said we would:

Grow membership to 12 million by 2020

Increase the number of Member Organisations from 145 to 154 by 2020

In 2015-2017, we have focused on increasing and diversifying our membership by:

- Developing a volunteer Rapid Response Team to encourage and support new countries to join us, which has enabled us to work effectively with a number of new countries/states including Albania, Algeria, Azerbaijan, Bulgaria, Comoros, Croatia, Ethiopia, Gabon, Mozambique, Niger and Palestine. We anticipate proposing three new countries for membership in 2017.
- Taking a flexible approach in countries where it may be more difficult to establish a formal organisation by working with local champions to deliver our programmes as a way to engage girls and young women in our Movement. This is the approach we have taken in Ethiopia and Albania, where the local champions held successful meetings in early 2017 to engage key stakeholders such as Government, other youth organisations, religious organisations and potential funders.
- Delivering events like the Growth Round Table to demonstrate the value of sharing different approaches to growth across communities, cultures and contexts and to highlight how widening diversity can be an important route to growth.

“It will help to grow girls step by step, helping them to feel and to be more confident. Girl Guiding and Girl Scouting programmes will impact their lives greatly. They will be able to join many activities, be more social, participate in local and international trainings and get many friends from all over the world.”

– Ulya, Azerbaijan

Developing a framework that sets out the key priorities for MOs and how the WAGGGS Global Team can deliver the services needed to strengthen MO capacity and growth.

Some of our Member Organisations and regions have seen incredible levels of growth - membership has grown by more than 300,000 in the Africa Region over the three years. The Asia Pacific Region is now WAGGGS' largest Region with 3.76 million members.

In 2018-2020, we will continue to build on these successes and learning by:

- Prioritising growth across the WAGGGS Global Team and MOs. Levels of growth have varied significantly across our diverse global Movement, and in some areas this has not been consistently strong. Based on current levels of growth, we will not meet our target of 12 million members unless there is a real shift in how we collectively work at global, regional and national level. MOs play a crucial role in delivering growth in their own countries and contexts.
- Delivering the newly developed Capacity Building Framework, which will enable us to provide the tailored support required to help MOs and regions grow within their own specific context.
- Embedding the Value Proposition across all areas of work, so that we can articulate the benefits and value of WAGGGS to attract new MOs.
- More systematically tracking and supporting the progress of potential new MOs.

OUTCOME 1 IN ACTION:

“Wow! New learning - new friendships - new commitments! It is so good to connect with many other young women who share a passion for bettering the lives of young Ethiopian girls. We are committed to continue this in a spirit of ‘if it isn't fun, it isn't guiding’.” Loza Tsegaya, Ethiopia

We believe that every girl should have the opportunity to grow, develop and reach her potential. To make this a reality our Rapid Response Team are supporting innovative approaches to membership growth. In Ethiopia, our Free Being Me programme is providing a route into membership so that young women like Loza can experience the brilliant benefits of Girl Guiding and Girl Scouting ahead of a formal MO structure being in place.

OUR PROGRESS ON OUTCOME 2:



WE WILL IMPROVE THE IMAGE AND VISIBILITY OF GIRL GUIDING AND GIRL SCOUTING AT EVERY LEVEL

At the 2014 World Conference, you told us we needed to improve our image and visibility. From 2015-2017 we have worked to become more outwardly facing and to communicate clearly the global impact of our Movement. In the 2015-2017 strategy, we said we would:

- Raise the visibility and impact of Girl Guiding and Girl Scouting on the global, regional and national stages.
- Ensure that WAGGGS and our MOs are recognised and engaged as leading Organisations working on issues relevant to girls.
- Better connect with and harness the support of boys and men within our Movement and with external partners to achieve our Vision and Mission.

In 2015-2017, we improved the image and visibility of our Movement by:

- Developing and launching a bold new brand that reflects the spirit, energy and excitement of our Movement. A brand toolkit is now available to MOs, and workshops will be held at the World Conference.
- Launching a new website in 2015, and refreshing it in 2017 to reflect our new brand. We have continued to grow our social media channels, and launched on Instagram in 2017.
- Delivering successful communications campaigns to mark key events including International Day of the Girl, World Thinking Day and International Women's Day, generating international media coverage on key outlets including The Guardian, BBC and CNN.
- Nine co-education Member Organisations successfully delivering the WAGGGS's Voices Against Violence programme to both girls and boys, aged 5 – 25 years old. These countries are Brazil, Chile, Costa Rica, India, Italy, Portugal, Rwanda, Tunisia and Togo.

“ I learnt we should not differentiate between men and women and they should be treated equally.

– Sharang, 13-year-old Scout, India ”

We developed a new website in 2015 that exceeded its visitor targets in its first year by 20 per cent (over 670,000 visits). Similarly, the audience on our Facebook and Twitter channels grew by over 20 per cent in 2016.

We will continue to build on these successes and learning in 2018-2020 by:

- Supporting Regions and MOs so that they can use the new brand, if they wish to. We will provide broader communications expertise and support so that our MOs can tell their story and raise their profile nationally.
- Increasing work around becoming a global voice on issues important to girls and young women. This includes responding to the news agenda and working closely with our MOs so that we can respond quickly and publicly to relevant global issues.
- Developing high profile media and communication campaigns with the voices and opinions of young girls at the heart of everything we do. We will continue to share information, resources and support in advance with MOs so you can raise your national profile.

OUTCOME 2 IN ACTION:

“Speaking out really can make a difference! When we launched our Voices Against Violence curriculum, 658 girls and boys, along with 100 teachers and adult leaders from 45 schools, attended the event... It showed the power of Girl Guides and reminded me that when girls are given a safe space to speak out, it can change lives. I know, because I've lived through violence. It has made me who I am and it has given me the confidence to speak out for myself and on behalf of thousands of girls around the world. For that, I will always be grateful.” Edith, Nigeria

We know Girl Guiding and Girl Scouting impacts individuals, communities and the world. We are sharing stories like Edith's through global media campaigns such as 2016's #16ways in #16days campaign. We have shared, and will continue to share, powerful stories of volunteers delivering the global Stop the Violence campaign and Voices Against Violence curriculum.

OUR PROGRESS ON OUTCOME 3:



WE WILL INFLUENCE ISSUES THAT AFFECT GIRLS AND YOUNG WOMEN

You told us that we needed to spread awareness of our campaigns on the **issues that affect girls and young women** to a much wider global audience. From 2015-2017 we have worked to amplify the effect of 10 million Girl Guides and Girl Scouts speaking out and taking action at a local, national and global level. We said we would:

- Strengthen our ability to engage our 10 million members and other supporters in our global campaigns and programmes
- Promote and strengthen advocacy throughout the Movement
- Raise WAGGGS' external profile as an Organisation making a difference on the key issues of violence, self-esteem and sustainability

In 2015-2017, we have influenced issues that affect girls and young women by:

- Launching U-Report in 2016, involving Girl Guides and Girl Scouts in 60 countries, in partnership with UNICEF. U-Report is a social messaging platform where young people can speak out and be heard on issues they care about. Nine MOs are developing national-level partnerships on U-Report with UNICEF country offices.
- Ensuring that the views and opinions of young women are heard at key global meetings, such as the Commission on the Status of Women, UN Habitat III, the UN ECOSOC Youth Forum, COP 20 and The UN General Assembly.
- Formalising our long-standing partnership with UN Women by signing a Memorandum of Understanding (MoU) that aims to strengthen our collaboration to advance gender equality and rights of all girls and young women.
- Developing our approach to supporting the delivery of the new global Sustainable Development Goals, and establishing a partnership with TheGoals.org which is a tool available for all our MOs to support girls to learn, take action and connect with young people around the world.
- Launching the second phase of our Free Being Me Programme with Dove, aiming to reach another three million young people globally by 2020. This includes a new badge called Action on Body Confidence to encourage young people to campaign for and promote body confidence in their communities.
- Delivering four ACTIVATE "Train the Trainer" workshops by WAGGGS facilitators to 182 participants from 35 countries. A further 50 national-level ACTIVATE events were delivered by 98 of the national trainers trained by this programme. Nearly 10,000 youth leaders have taken part in awareness-raising activities.

"U-Report is an amazing tool that allows young people to be heard. It gives us the chance to voice opinions and share solutions about issues affecting them with each other and key decision-makers."

Veronica, 21, Ecuador

We will continue to build on these successes and learning in 2018-2020 by:

- Growing our global influence by further strengthening our relationships with partners who are experts in international development and girls' and women's rights, such as UN Women. We will roll out our MoU with UN Women to MOs so they can use it to develop local partnerships in country.
- Working with researchers to better show our impact and strength as a global Movement. We need to capitalise on this strength and lead conversations on issues most relevant to girls and young women.
- Supporting individual MOs to expand their expertise in the role that advocacy and social action can play in their organisations, and to provide the tools for those that want support in increasing their influence nationally.



OUTCOME 3 IN ACTION:

"Evidence shows when girls' voices are not heard, it works against us. Our concerns never reach the top of the political agenda. Girls know what's best for them and they have the solutions to their own problems. The International Day of the Girl will help to raise public awareness about the inequalities girls face in Tunisia. Girls deserve an education and they deserve the freedom to make their own choices." Naouel, 30, Tunisia

To mark International Day of the Girl in 2016, we launched #TeamGirl – this campaign sought to bring together the 10 million members of WAGGGS around the world to work together towards the Sustainable Development Goals. We shared five case studies from young women in Tunisia, Bolivia, Malawi, Greece and Sri Lanka. Their stories inspired our members and achieved global media coverage, featuring on outlets including CNN, Africa.com, Reuters and Huffington Post.

OUR PROGRESS ON OUTCOME 4:



WE WILL STRENGTHEN THE QUALITY OF THE GIRL GUIDING AND GIRL SCOUTING EXPERIENCE

From 2015-2017 our task was to **strengthen the quality of the Girl Guiding and Girl Scouting experience** and provide the best personal development and leadership opportunities possible. In the 2015-2017 strategy, we said we would:

- Connect active networks of MOs across areas of experience and expertise as well as shared ambitions and challenges.
- Enhance the quality of Girl Guiding and Girl Scouting consistently across the Movement.
- Attract and retain, train and develop volunteer leaders at the national, regional and global level and enhance the experience that volunteers have, so they consistently deliver high quality Girl Guiding and Girl Scouting programmes.

In 2015-2017 we have strengthened the quality of the Girl Guiding and Girl Scouting experience by:

- Organising the Girl Guide and Girl Scout Experience Forum in Oman in 2015, bringing together a diverse group of over 100 participants from 40 countries to share, connect, and innovate around how to deliver a more dynamic and engaging experience for Girl Guides and Girl Scouts.
- Developing projects that have connected MOs and enabled knowledge sharing, such as the Western Hemisphere Region's Twinning 2020 project. The project was developed in partnership with the Girl Guides of Canada and involved MOs in Chile, El Salvador, Guyana, Peru, St Vincent and the Grenadines with Canadian provinces. Countries were selected on their shared priorities: educational program development, leadership development, improving volunteerism, and understanding the international value that WAGGGS could bring at a national level.
- Delivering the next phase of our partnership with UPS, which is our longest running partnership. The 2017-2019 partnership will focus on Diversity and Inclusion and Leadership Development, and will deliver a programme in seven selected MOs focused on engaging underrepresented communities and establishing a diversity and inclusion framework.
- Improving our World Thinking Day offer by ensuring the programme content is available much earlier, in all WAGGGS' languages. This has allowed greater participation with girls and volunteers connecting to their sisters around the world.
- Worked with nearly all our MOs in Africa and Asia Pacific Regions to apply Prepared to Learn, Prepared to Lead to support a strengthened girl experience. This included Prepared to Learn, Prepared to Lead regional workshops in Benin, South Africa and the Philippines, and workshops in Japan, Thailand and Taiwan.

“Girls learn to speak their mind, come out of their shells and become more independent. Girls become more confident with who they are and what they do. Other girls should get involved with Girl Scouting because it will give them a lifetime of skills.”

– Tata, 16

World Thinking Day participation has grown over the last three years and 2017's celebrations were our biggest yet, with girls and volunteers from more than 106 countries taking part. We are listening to our MOs and creating more ways for them to get involved with this special day. This year's celebrations gained global media coverage as we shared World Thinking Day messages from girls across all of our regions – their voices showed the world why Girl Guiding and Girl Scouting matters.

We will continue to build on these successes and learning in 2018-2020 by:

- Giving more tailored support to our MOs and potential MOs to deliver a consistent, quality experience for girls and young women.
- Developing our 'Guiding in a Box' initiative for new MOs to support them to develop the very best experience for girls.
- Gathering evidence on girls' experiences and their interests, which we can use to develop and deliver high quality global programmes and support our MOs to do the same.
- Launching a new nutrition-focused partnership and related programme across five MOs to further enrich the Girl Guide and Girl Scout experience.
- Working in collaboration with TheGoals.org, an innovative global platform which will enable young people within our MOs to learn about the Sustainable Development Goals (SDGs) and connect globally with other young people taking action.

OUTCOME 4 IN ACTION:

“Considering the massive numbers of internet users in India and around the world, the Surf Smart project comes across as a need-of-the-hour initiative that focuses on web safety and encourages people to connect online safely. We are grateful to WAGGGS and Symantec for this exceptional opportunity for our Girl Guides and Scouts” (Mr. B.I. Nagarale, Chief Commissioner, The Bharat Scouts and Guides)

The third phase of Surf Smart in Latin America, the Caribbean and India concluded in March 2016. Over 105,000 young people across 18 Member Organisations participated in the programme directly, and an additional 15 countries decided to use the programme with their Guide or Scout group.

OUR PROGRESS ON OUTCOME 5:



WE WILL BUILD LEADERSHIP CAPACITY AT EVERY LEVEL

You told us that we needed to empower our vitally important leaders and give them the tools that they need by strengthening their leadership opportunities and development at the global, regional and national levels. In the 2015-2017 strategy, we said we would:

- Increase leadership development opportunities at a global level, so more young women, leaders and volunteers can develop skills in international leadership. Provide more opportunities for girls and women to practice and implement leadership and act as responsible global citizens.
- Support the leadership journey of national leaders so they can strengthen and support the growth and governance of their MO.
- Continue to promote the advancement of young women in all areas of our work and at all levels of leadership.
- Ensure volunteers have the development and leadership experience to provide quality and impactful leadership across the Movement.

In 2015-2017, we have built leadership capacity at every level by:

- Conducting a large-scale review of our leadership model and piloting innovative delivery models to reach more girls and young women in greater numbers of MOs. The first event with this new approach was the 2017 Helen Storrow Seminar, which piloted remote “pop up” events in 12 countries alongside the main seminar at Our Chalet.
- Training and inspiring young women from across the world through the Juliette Low and Helen Storrow seminars based on the WLDP, with more than 80 participants at these two events each year and a further 400 more through the Helen Storrow ‘pop up’ approach launched in 2017.
- Supporting and training national level leaders in Mexico, Panama, South Africa, Nigeria and the Arab Region through the UPS partnership to better understand and address their leadership challenges. As well, other NLDP events were held in New Zealand, and regional training in Europe and Asia Pacific.
- Launching the YESS Girls Project in the Africa Region, supported by FK Norway, which is an exchange programme between young women from different MOs that supports learning across countries. Since 2015, more than 80 young women from 10 African countries have taken part in the project, with numbers set to total 120 by the end of 2018. In July 2017, the current cohort of 35 young women will gather with previous alumnae and Friends of Africa in the ‘Girls in the Lead’ event in Rwanda.
- Developing tools and facilitating discussions on volunteer leadership, including the WAGGGS Volunteer Statement and toolkits that were piloted at the 2016 Regional Conferences, discussion of volunteering at the Growth Round Table, and development of the volunteer staff partnership framework for the WAGGGS Global Team.

“

We are organizing a training camp which will include leadership sessions based on what we have learned. Most importantly, the sessions will be built on facilitation and will be centred around the practical and personal development of individuals.”

– UPS – WAGGGS Resilience in Changing Times participant, Lebanon

”

“

Today was full of colour, knowledge, friendship and diversity. In spite of the difference of language and culture, we were able to discuss leadership and environment freely and found a lot of common ground.”

– Helen Storrow Seminar participant 2016

”

We will continue to build on these successes and learning in 2018-2020 by:

- Launching and promoting the new leadership model based on the essential mindsets which our review identified as needed for leadership in Girl Guiding and Girl Scouting: reflective, collaborative, responsible action, critical thinking, worldly and gendered. We will work with MOs to co-create and pilot the new leadership offer in 2017, and over the next three years.
- Developing and piloting innovative ways of delivering our leadership programme, including increasing the reach of our flagship leadership events to engage more girls and young women.
- Integrating the development of our global volunteers into our leadership offer for succession planning and organisational capacity building.

OUTCOME 5 IN ACTION:

“I developed my leadership skills in a creative, supportive environment and I shared my experiences with other young women from all over the world.” Marta Priadka, Ukraine (on attending the Juliette Low Seminar)

In 2016, 65 young women from 50 countries attended the Kusafiri World Centre in Ghana for the Juliette Low Seminar. With a theme of “Transforming Our World”, participants explored themes such as personal development, leadership, change and transformation in the community. By training and inspiring these young women, they can grow and develop the tools and skills they need to make meaningful change in their communities and their countries.

OUR PROGRESS ON OUTCOME 6:



WE WILL GENERATE INCOME TO SUPPORT AND EXTEND THE DELIVERY OF OTHER GLOBAL OUTCOMES

Our task for 2015 - 2017 was to increase and diversify sources of income both globally and within our MOs and to build the fund development capacity of our Member Organisations. In the 2015-2017 strategy, we said we would:

- Raise GBP10 million for WAGGGS operations and initiatives
- Work directly with targeted Member Organisations to raise funds for their activities
- Facilitate best practice sharing and capacity-building amongst MOs and globally, to strengthen fund development capacity throughout the organisation

In 2015-2017, we have generated income and improved our ability to generate future income by:

- Achieving the overall target of GBP10 million. We note, however, that most of this income has been restricted to particular programmes and we have not reached the budgeted target of GBP5,570 for unrestricted/endowment income.
- Successfully extending and expanding a number of key partnerships with UPS, Dove, Symantec, Verizon and FK Norway. As we have renewed and renegotiated these significant partnerships, we have increased our focus on strategic priorities around diversity, growth and advocacy.
- Securing new partnerships with Lifebuoy and the global health initiative Nutrition International. The partnership with Lifebuoy will promote the importance of handwashing. This partnership with another of the Unilever brands, reflects the effective programme delivery and stewardship we have shown through our other Unilever partnership with Dove.
- Working more collaboratively with those MOs involved in the delivery of our globally funded partnerships to ensure the programme reflects their priorities, and the funding supports their core organisational capacity, wherever possible.
- Understanding the most important services and initiatives for MOs, such as the new leadership offer, to better align and focus our funding asks.
- Developing the new brand and the funding case for support to better articulate and promote who we are and what we stand for - essential building blocks for securing increased funding from external sources.
- Developing a better understanding of the timescales involved in increasing funding from High Net Worth Individuals, and creating events and engagement opportunities to build those relationships.

We will continue to build on these successes and learning in 2018-2020 by:

- Prioritising work to secure funding from individuals for core organisational priorities.
- Carrying out ongoing development of strategic partnerships, with emphasis on multi-year funding.
- Focusing on maximising income which is unrestricted or otherwise able to offset core organisational costs.

OUTCOME 6 IN ACTION:

“Free Being Me is ‘life-changing’... I learned that we should not let the world change us. It is us who will change the world. As I’ve learned how to be confident and accept my flaws, I’ve grown as a person. If I have insecurities, I change it into a weapon that I can use to change others and the world. It has opened doors for me and other Girl Scouts. We are stronger than ever and we are more confident in ourselves and in everything that we do.” Jan Thereze, 17, Philippines

Free Being Me has now reached more than 3.5 million young people in 125 countries. Our work with partners like the Dove Self Esteem Project is incredibly important for girls like Jan Thereze. When girls take part in Free Being Me, our research shows they are less likely to internalise the Image Myth and less likely to report that they avoid life activities like putting their hand up in class, going to the beach or spending time with family. Our partnerships are essential for generating income, but more importantly, they are essential for supporting young women to reach their potential and be who they want to be!



FINANCIAL PERFORMANCE

Overall, we expect the net result of the 2015-2017 triennium, including all our funds, to be a forecasted deficit of GBP994k versus the budget of GBP583k. The planned deficit is a deliberate approach to invest in Vision 2020 and manage down the overall level of reserves.

The key assumption in the 2015-2017 budget was that we would use GBP374k of general reserves to invest in the delivery of the strategic plan, GBP200k of designated reserves for special projects, and GBP9k of restricted reserves, for an overall deficit of GBP583k. We are now planning to use GBP994k of reserves and there have been movements in the funds we are using.

Throughout the triennium as the value of WAGGGS investments grew, the World Board has made conscious decisions about the use of reserve funds to invest more in the delivery of the strategic plan and to respond to emerging organisational changes.

The table below summarises the key changes in the use of reserves, which are explained in greater detail in the report.

USE OF RESERVES £000

Planned Use Of Reserves	(583)
Forecast 2015-2017 Use of Reserves	(994)
INCREASED USE OF RESERVES	(411)

KEY FACTORS IN THE CHANGE £000

Use of General Reserves Brought into 2015-2017 Triennium	(390)
Regional Funds (Use of Reserves)	(226)
Reserves Investment Programme (Designated Reserves)	(460)
TOTAL UNRESTRICTED FUNDS	(1,076)
Restricted Funds - Carried into 2018-2020 Triennium	665
TOTAL	(411)

The tables at the end of this section set out the triennial financial performance compared with the triennial budget. The 2015 published accounts are available from our website. The 2016 published accounts will be available prior to the World Conference.



UNRESTRICTED FINANCIAL PERFORMANCE

The key variances in the Unrestricted Financial Performance compared with budget are described below.

UNRESTRICTED FUNDS OVERALL VARIANCE TO BUDGET	£000
World Centres - Improvement Performance	286
Membership Fees - Membership Support Fund / Repayment Plans	150
Fund Development - Shortfall in General Unrestricted Fundraising	(777)
Restructure Costs	(529)
Regional Funds (Use of Reserves)	(226)
Regional Conferences/Committees	(101)
Other Variances	(22)
Investment Income	81
Revaluations in Investments	522
Reserve Investment Programme (Designated Reserves)	(460)
TOTAL	(1,076)

WORLD CENTRES

During the period, our World Centres have achieved self-sustainability. While the financial sustainability of the World Centres was an area of concern at the 35th World Conference, performance has improved in this triennium. This will result in a forecast net profit for the World Centres, and an improvement on the budgeted deficit of GBP286k. The improvement in performance has been achieved through changes in the operating model at each centre.

MEMBERSHIP FEES

Membership fee income is expected to be GBP150k higher than budget. Only GBP81k of the GBP150k membership fee support fund is anticipated to be used and we have received GBP81k of income from Member Organisations on repayment plans for outstanding fees from previous triennia.

At the 2014 World Conference it was agreed that WAGGGS would create a membership fee support fund to assist Member Organisations facing periods of financial hardship with paying membership fees. In 2015 and 2016 eight Member Organisations received support in relation to membership fee payments from this fund. We anticipate the full GBP150k will not be required in this triennium.

FUND DEVELOPMENT

Overall Fund Development income is expected to be GBP132k higher than budget, however this includes additional income, with corresponding expenditure related to corporate partnerships funding specific programmes of work. The triennial budget assumed GBP1.3m of corporate partnership funding for

specific WAGGGS programmes (e.g. Dove for the Free Being Me programme) with associated programme expenditure GBP1.3m. Across the triennium we anticipate GBP2.4m of corporate partnership income (Dove and Lifebuoy - hand washing education) and GBP2.2m of associated programme expenditure, providing GBP188k cost recovery towards general unrestricted costs.

Non-corporate fund development activities are expected to be GBP777k lower than budget. It has taken longer than initially anticipated to develop the network of High Net Worth Individuals capable of giving at significant levels. To grow the individual giving income, we needed to build our fund development capacity, clarify the priority services which we are seeking to fund, and build our external brand to attract the support of individuals who are outside the Movement. The need for a period of development together with a change in the fund development leadership team during this period meant it has taken longer to grow the required level of individual giving income than anticipated. We have started this process in 2016 and will continue to develop the supporter network in 2017.

ALL FIGURES IN £000	FORECAST	BUDGET	VARIANCE
INCOME			
Corporate Partnership - WAGGGS Programmes	2,425	1,328	1,097
Other Unrestricted Fund Development	3,277	4,242	(965)
TOTAL	5,702	5,570	132
EXPENDITURE			
Costs directly associated to WAGGGS Programmes	2,237	1,328	(909)
TOTAL	2,237	1,328	(909)
SHORTFALL IN GENERAL UNRESTRICTED FUNDS	3,465	4242	(777)

ORGANISATION RESTRUCTURE

During this triennium, a programme of change was introduced for WAGGGS, including a reorganisation of the staff structure which incurred additional one off costs. The change in structure has created an organisation that is better placed to deliver on the strategic priorities of WAGGGS and to deliver services to Member Organisations for the next period.

REGIONAL FUNDS

WAGGGS' regions continued to provide valuable support and services to Member Organisations during the triennium. The triennial budget assumed that regional activity would be covered by funds generated in the period. During the triennium, some Regional Committees have decided to invest their reserves in additional services for Member Organisations. In the Asia-Pacific region, this activity has included educational programme training events and materials, and MO love MO activities and support for new and potential new Member Organisations. In the Europe region, the activities included gender and diversity mainstreaming, the induction of regional volunteers and a social return on investment research in 2014. Overall GBP226k of regional reserves have been used for these programmes.

REGIONAL CONFERENCES/COMMITTEES

The 2016 Regional Conferences provided an important opportunity to engage with and consult Member Organisations on the work being done to deliver the strategic plan, such as the new WAGGGS brand, the Value Proposition and strategies to achieve growth. These consultations involved the participation of additional members of the WAGGGS' Global Team. Following the conferences, there was an induction for all members of the new Regional Committees into the WAGGGS Global Team. These decisions involved GBP101k additional expenditure from WAGGGS' unrestricted funds.

INVESTMENT INCOME / REVALUATIONS IN INVESTMENTS

Throughout the triennium, our investment portfolio has continued to perform well, with the increased value of GBP522k improving our already strong reserves position. The 2015-2017 budget included GBP767k of investment income, and the strong performance means that an additional GBP81k has been included in unrestricted income.

RESERVES INVESTMENT PROGRAMME

At the time of the 35th World Conference, it was anticipated that GBP200k of the Reserves Investment Programme would be brought forward into 2015. However, some of the activities supported through the Reserves Investment Programme in 2014 were delayed, and therefore a total of GBP489k of these funds were brought forward. These funds have been used to support activities such as the global Growth Roundtable, the Kusafiri World Centre, membership development events and staff support in three regions.

The growing value of the investment portfolio has also enabled the World Board to take decisions to invest further funds in the delivery of the strategic plan. In 2015, in light of the growth in the value of the investment portfolio in 2014, the World Board designated a further GBP300k of reserves to support the development of the new brand to increase WAGGGS' visibility, our value proposition for supporting Member Organisations, and initial investment in improved technology.

By the end of 2016, GBP660k of these total funds had been spent. The two reserve investment programmes are now closed.

UNRESTRICTED EXPENDITURE

The World Bureau has been consciously managing expenditure on general operating costs across the triennium with anticipated savings of GBP115k. The movements in expenditure have been explained in the commentary above and are shown in the table to the right.

UNRESTRICTED EXPENDITURE - VARIANCE TO BUDGET

£000

World Centres (Higher Income / Higher Costs)	90
Dove & Lifebuoy Partnerships (Higher Income / Higher Costs)	909
Restructure Costs	529
Regional Funds (Use of Reserves)	226
Regional Conferences/Committees	101
Reserves Investment Programme (Designated Reserves)	460
Cost Savings in Operating Costs	(115)
Total	2,200

RESTRICTED FUNDS

The fund development strategy in the 2015-2017 period included a continued strong focus on corporate and other institutional partnerships. We have been successful in recruiting new donors and have new partnerships with Nvidia for a computer skills project in India based in the Sangam World Centre and Nutrition International on education and community action to improve girls nutrition. We have also renewed our partnerships with UPS focusing on leadership and diversity, with Symantec on internet safety and with FK Norway for the YESS programme in Africa, which enables exchanges of young women between from Member Organisations for growth, advocacy and raising awareness of the Movement.

These corporate donors provide large scale funding for specific WAGGGS' projects that allow some unrestricted costs to be charged to the projects. At the end of 2017, we expect the balance of restricted funds to be GBP600k as some of the projects will continue in 2018 and future years. The 2015-2017 Triennial Budget did not include any significant restricted fund programmes.

2015-2017 RESERVES POSITION

We expect to end the 2015-2017 triennium in a sound financial position. Our free reserves at the end of the triennium are forecasted to be GBP5.7m compared to GBP7.3m at the start of the triennium.

The reserves position continues to be strong and exceeds the requirements of the WAGGGS' Endowment and Reserves Policy to provide for 12-15 months of unrestricted expenditure. As well, the Endowment Fund continues to be in a position to deliver returns equivalent to five per cent of WAGGGS' unrestricted expenditure.

The reduction in reserves across the triennium is the result of a deliberate plan to manage down the level of reserves. The managing down of reserves is required to comply with UK Charity Commission guidelines which are established to ensure that charities spend the majority of income to deliver their charitable objectives, and keep a prudent level of reserves to mitigate financial risks which could impact its operations and viability of the charity.

Another important reason to reduce reserves is to support fund development. Donors are generally reluctant to give to a charity if it has a high level of reserves, arguing that it has sufficient funds and therefore there is no good reason to ask for more funds.

Overall, our financial position remains strong. Funds have been invested in advancing our strategic priorities, and responding to short term changes in circumstances. We continue to have a high level of reserves to deliver investment income and to have the financial strength to meet any unplanned expenditure in the next triennium.

The table below shows the budget that was approved at the 35th World Conference and the actual and currently estimated income and expenditure figures for each year of the triennium in unrestricted and restricted income.

UNRESTRICTED - FINANCIAL PERFORMANCE

ALL FIGURES IN £000	2015 ACTUAL	2016 ACTUAL	2017 FORECAST	TOTAL	TRIENNIAL BUDGET	VARIANCE
INCOME						
Membership Fees	1,756	1,732	1,669	5,157	5,007	150
Fund Development	2,078	1,803	1,820	5,702	5,570	132
World Centres	1,280	1,342	1,668	4,290	4,100	190
Regional Funds	348	375	309	1,031	1,049	(18)
Investments	313	335	200	848	767	81
Merchandise (net)	13	81	24	118	51	67
Total	5,788	5,668	5,690	17,146	16,544	602
EXPENDITURE						
Outcome 1: Increase/Diversify Membership	959	1,460	1,084	3,503	2,910	(593)
Outcome 2: Improve Image and Visibility	1,089	1,111	811	3,011	2,390	(621)
Outcome 3: Influencing Issues	1,040	909	931	2,880	2,019	(861)
Outcome 4: Strengthening Quality	1,199	1,362	1,355	3,916	3,042	(874)
Outcome 5: Building Leadership Capacity	1,072	1,116	735	2,923	2,560	(363)
Outcome 6: *Increased Funding	365	405	338	1,108	1,569	461
Governance: (including conferences/ committees)	230	255	270	755	1,633	878
Fundraising **	402	447	373	1,222	995	(227)
Total	6,356	7,065	5,897	19,318	17,118	(2,200)
INVESTMENTS						
Revaluations in Investments	(89)	611	-	522	-	522
SURPLUS/(DEFICIT)	(657)	(786)	(207)	(1,650)	(574)	(1,076)
Funded by:						
Reserves Investment Plan	433	227	-	660	200	460
Use of Regional Funds	4	47	175	226	-	226
Use of General Reserves Brought into 2015- 2017 Triennium	220	512	33	764	374	390

RESTRICTED - FINANCIAL PERFORMANCE

ALL FIGURES IN £000	2015 ACTUAL	2016 ACTUAL	2017 FORECAST	TOTAL	TRIENNIAL BUDGET	VARIANCE
INCOME						
Fund Development	1,448	1,337	1,425	4,210	-	4,210
World Centres	154	235	-	389	-	389
Regional Funds	-	123	101	224	-	224
Total	1,602	1,695	1,526	4,823	-	4,823
EXPENDITURE						
Outcome 1: Increase/Diversify Membership	195	162	560	917	9	(908)
Outcome 2: Improve Image and Visibility	222	184	100	506	-	(506)
Outcome 3: Influencing Issues	212	133	191	536	-	(536)
Outcome 4: Strengthening Quality	244	177	451	872	-	(872)
Outcome 5: Building Leadership Capacity	218	250	325	793	-	(793)
Outcome 6: *Increased Funding	74	62	53	189	-	(189)
Governance: (including conferences/committees)	47	39	67	153	-	(153)
Fundraising **	82	68	118	268	-	(268)
Total	1,294	1,075	1,865	4,234	9	(4,225)
INVESTMENTS						
Revaluations in Investments	(6)	8	-	2	-	2
Share of Surplus in Joint Venture	65	-	-	65	-	65
SURPLUS/(DEFICIT)	367	628	(339)	656	(9)	665
Funded by:						
Restricted Funds Used/ (Restricted Funds Carried Forward)	(367)	(628)	339	(656)	9	(665)

TOTAL FINANCIAL PERFORMANCE

ALL FIGURES IN £000	2015 ACTUAL	2016 ACTUAL	2017 FORECAST	TOTAL	TRIENNIAL BUDGET	VARIANCE
INCOME						
Unrestricted	5,788	5,668	5,690	17,146	16,544	602
Restricted	1,602	1,695	1,526	4,823	-	4,823
Total	7,390	7,363	7,216	21,969	16,544	5,425
EXPENDITURE						
Unrestricted	6,356	7,065	5,897	19,318	17,118	(2,200)
Restricted	1,294	1,075	1,865	4,234	9	(4,225)
Total	7,650	8,140	7,762	23,552	17,127	(6,425)
INVESTMENTS						
Revaluations in Investments	(95)	619	-	524	-	524
Share of Surplus in Joint Venture	65	-	-	65	-	65
SURPLUS/(DEFICIT)	(290)	(158)	(547)	(994)	(583)	(411)
Funded by:						
Reserves Investment Plan	433	227	-	660	200	460
Use of Regional Funds	4	47	175	226	-	226
Restricted Funds Used/ (Restricted Funds Carried Forward)	(367)	(628)	339	(656)	9	(665)
Use of General Reserves Brought into 2015-2017 Triennium	220	512	33	764	374	390

*Outcome 6: the costs relating to increased fundraising activity across the whole organisation to increase support to Member Organisations, girls and young women including capacity building

** Fundraising: the costs related to maintaining our regular fundraising activities in support of Member Organisations, girls and young women

CONCLUSION

A TRANSFORMATION

WAGGGS ends this triennium in a strong position. The WAGGGS Global Team has improved how we listen and consult with our Member Organisations, developed our Value Proposition to focus our work on your key priorities, strengthened our global brand and delivered life-changing projects and programmes at global and regional levels to millions of girls and young women. We have explored new approaches to membership growth over the past three years through the Membership Growth Working Group, including establishing the Rapid Response Team.

Important development and change has also happened at a regional level. The Western Hemisphere Twinning 2020, Asia Pacific MO-Love-MO and the YESS projects in Africa have all facilitated greater connections directly between Member Organisations. Building connections and sharing learning was also central to the Oman Forum 2015 in the Arab Region, which brought together participants from more than 40 Member Organisations to share ideas on how to strengthen the Girl Guiding and Girl Scouting experience. Youth leadership has been central to global and regional work this triennium, and the Roverway 2016 event delivered by WAGGGS Europe Region was another successful moment where young people took the lead.

We are now at a key point in the Vision 2020 journey to grow Girl Guiding and Girl Scouting to 12 million girls and young women in 154 countries. By creating More Opportunities for More Girls, Demonstrating our Global Influence and ensuring a Strong, Vibrant Movement, by 2020 we will inspire even more girls to be the best they can be.

“If every girl was able to learn about her rights, speak up for herself and demand change, the world would be a much better place.”

– Olympia, Greece



ACKNOWLEDGEMENTS

THANK YOU

The World Association would like to thank our supporters, donors and partners who enable us to provide so many meaningful and positive opportunities for girls and young women. The World Association could not have done this without the generous support of our friends around the world.

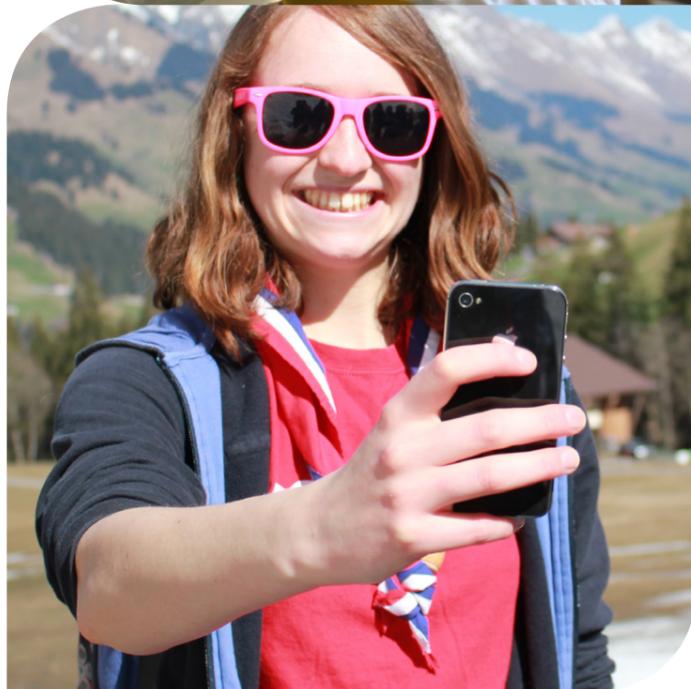
Thank you to:

Her Royal Highness Princess Benedikte of Denmark

Her Royal Highness Crown Princess Azizah of Pahang, Malaysia

The Princess Benedikte Awardees:

- Anna Abdon
- Rolf Abdon
- Sirkka Alikylä
- Ameé Chande
- Yvonne Christensen
- Kirsten Francke Harboe
- Pansy Ho
- Pearl Lee
- Liesbeth Lijnzaad
- Seri Cecilia Lim
- Marlene Logan
- Martha Manley
- Connie Matsui
- Mary Jane Meconi
- Reiko Suzuki
- Tricia Tilford
- Alice Yip



Our many supporters including:

The many volunteers serving on committees, task groups, training pools and many more groups

International Scout and Guide Fellowship

Olave Baden-Powell Society

UK Trefoil Guild

World Foundation for Girl Guides and Girl Scouts Inc.

Friends of Africa Region WAGGGS

Friends of Asia Pacific WAGGGS

Friends of WAGGGS

World Centres' Friends Groups

WAGGGS Visionary Circle supporters:

Vibeke Riemer and Lars Kolind

WAGGGS Leaders' Circle Supporters:

Betsy and John LaMacchia

Elaine and Jim Paterson

Joan Webb

Our many partners including:

Aurora Ventures
Clinton Global Initiative
Council of Europe, European Youth Foundation
Dove & Lifebuoy (Unilever)
Exeter University
FK Norway
Hon Beryl Cozens-Hardy Charitable Trust
International Business Leaders Forum (IBLF)
Lidelldale Discretionary Trust
Lord Cozen-Hardy Trust
Maersk Moller Foundation
Marshalls
Metlife Foundation
Oxfam
Plan UK
Reading University
Restless Development
Rosetta Foundation
Royal Bank of Scotland Group
Silicon Valley Community Foundation
Soroptimist International
Symantec

The Girl Guides of Canada – Guides du Canada – (Canadian World Friendship Fund)
The LaMacchia Family Foundation
Trefoil (formally Trefoil House Edinburgh)
UK Youth Climate Coalition (UKYCC)
UN Convention on Biological Diversity (CBD)
UN Educational, Scientific and Cultural Organisation (UNESCO)
UN Environment Programme (UNEP)
UN Food and Agriculture Organisation (FAO)
UN Foundation UN Framework Convention on Climate Change (UNFCCC), Secretariat
UNICEF
UN Millennium Campaign
UN Population Fund (UNFPA)
UN Programme on Youth (UNPY)
UN Women
UPS Foundation

World Board Members

World Board Chair: Nicola Grinstead

Vice Chairs: Natasha Hendrick, Connie Matsui

Treasurer: Fiona Harnett

Members elected by World Conference:

Shaleeka Abeygunasekera
Michelle February
Anne Guyaz
Nadine Kaze
Ana Maria Mideros
Haifa Ourir
Teruko Wada
Jill Zelmanovits (resigned July 2016)
Heidi Jokinen (elected August 2016)

Members elected by Regional Conferences:

Rose Kioko (Chair, Africa Region) retired August 2016
Zoe Rasoaniaina Rakotondratovo (Chair, Africa Region) elected August 2016
Sharifa Al Harrasi (Chair, Arab Region) retired September 2016
Raeda Bader (Chair, Arab Region) elected September 2016
Low Lih Jeng (Chair, Asia Pacific Region) retired August 2016
Marybelle Demot Mariñas (Chair, Asia Pacific Region) elected August 2016
Corinna Hauri (Chair, Europe Region) retired June 2016
Marjolein Sluijters (Chair, Europe Region) appointed June 2016
Grace-Anne Crichlow (Chair, Western Hemisphere Region) retired July 2016
Joey Rosenberg (Chair, Western Hemisphere Region) elected July 2016

Non-voting members:

Amee Chande (Chair, Fund Development Committee)
Anita Tiessen (Chief Executive Officer)

Approved Persons: Lara Tonna



APPENDIX 1



PROGRESS REPORT ON THE FIFTH WORLD CENTRE

“I’m excited beyond measure about my upcoming trip to Kusafiri for the event in Ghana! I wanted to expand my leadership skills so that I could become more useful to my member organisation... The day I received the email confirming my place on the Juliette Low Seminar was my birthday! ...I didn’t have the funds and I didn’t know where to get the money, but the fact that I had been accepted for the Juliette Low Seminar was enough reason for me to celebrate and feel lucky. Thanks to the donors, my Member Organisation, and my family, everything slowly came together.”
(Magdalene, Tanzania)

Kusafiri World Centre is the product of years of discussion to bring a World Centre experience to Africa. In 2010, at the Africa Regional Conference it was unanimously agreed that the Africa Committee would explore opportunities to deliver World Centre experiences in Africa. In July 2011, during the 34th World Conference in Edinburgh, Scotland, a motion was passed to create an experimental two-year pilot project that could potentially lead to the creation of a ‘Fifth’ World Centre in the Africa Region. The project was evaluated, with results and recommendations presented at the 35th World Conference. In October 2015, the World Centre was given its new name, Kusafiri World Centre. Kusafiri means ‘to journey’ in Swahili.

At the 35th World Conference, this Motion on the Fifth World Centre was unanimously passed:

The Fifth World Centre Pilot study has demonstrated the value of establishing a presence in Africa to host World Centre international experiences in line with WAGGGS Vision 2020. Noting the investment that has been made in developing the Fifth World Centre concept and the results within the last triennium and in order to enable WAGGGS to reach more girls and young women, and offer an experience based on the unique and special offerings of this continent it is recommended:

- That funds be raised externally in order that development work may continue in 2015 to 2017, with a view to having a financially sustainable model in place, which supports WAGGGS’ strategic aims and objectives in relation to WAGGGS’ international experiences, before the start of 2018.
- That responsibility for on-going evaluation and decision making on emerging options be delegated to the World Board, in consultation with the Africa Region Committee and World Centres Committee.
- That a further progress report be presented to the 36th World Conference in 2017.
- That for 2015 to 2017 the World Board, in consultation with Africa Region Committee, consider the possibility of one-off international activities or events in Africa which continue to invest in Member Organisation capacity development and capital improvements in MO training centres, subject to funding, resources and partners being identified.

In this triennium, the WAGGGS Global Team has raised appropriate funds to be able to deliver four events between 2015 and 2017. These are summarized below:-

Country	Date	The Kusafiri experience 2015 - 2017
South Africa	May 2015	26 participants from 14 countries participated in ‘Prepared to Learn, Prepared to Lead!’ Participants at both this and the following event in Benin explored key themes affecting the quality of the Girl Guide and Girl Scout experience in depth such as building educational frameworks, building a girl-led programme, and integrating WAGGGS initiatives. They also practiced developing a theory of change so they can describe the impact of the Girl Guide and Girl Scout experience on young people, and planned how to build new teams to focus on this area of work in their Member Organisations.
Benin	July 2015	29 participants from 14 French-speaking countries came together for another ‘Prepared to Learn, Prepared to Lead’ event.
Ghana	May - June 2015	65 participants from 55 countries came together for the Juliette Low Seminar. The event was themed ‘Transforming our World’. Member Organisations who had previously hosted a Kusafiri experience were invited to express an interest in hosting the event and Ghana was selected - showing how hosting World Centre experiences can really build capacity within Member Organisations.
Madagascar	April 2017	An Arts4Change event was held in April 2017. Africa Region Member Organisations were invited to express interest in hosting the event and Skotisma Zazavy Malagasy, the Federation of Girl Guiding and Girl Scouting in Madagascar was selected. The 59 general places for participants were advertised only through the Kusafiri Facebook page and sold out in just 2.5 days. Fundraising for nine scholarship places was also achieved.

Overall, the World Centres are performing strongly and Kusafiri has been an exciting addition to the WAGGGS international offer – bringing Africa to the world, and the world to Africa. It has been possible to utilise the staff resources at the other World Centres to support the essence of a World Centre delivery in a mobile setting across the Africa region.

Based on the experience of 2015-2017, we plan to offer one open Kusafiri World Centre event each year provided that it is based on the successful cost neutral model used in 2017, where all costs have been covered by event fees.

As well, multi-country events which take place in Africa, that are delivered as part of the budgeted 2018-2020 Strategic Plan, and which take place with the spirit and outcomes for a World Centre, will be branded as Kusafiri events. This will enable more young people to experience a Kusafiri event.

In this way, we plan to continue to deliver international World Centre experiences in Africa. This model of delivery reflects the ongoing innovation of WAGGGS in supporting MOs, and delivering international learning experiences for more girls and young women.

“
The workshop achieved its purpose 80% - because the last 20% is up to us, applying what we learned.
”
- Matsepiso Mohasi, Young Leader, Lesotho

“
Amazing event - loved every second... Kusafiri may not have a building but it is very much a world centre.
”
- Arts4change Kusafiri participant



APPENDIX 2

PROGRESS ON THE MOTIONS PASSED AT THE 35TH WORLD CONFERENCE

As an opportunity for self-reflection, and in the spirit of transparency, the World Board wish to report on progress in implementing Member Organisations' Motions that were passed at the 35th World Conference and required work across the 2015-17 triennium.

Overall, there has been strong progress against most areas which is impressive considering that Motions passed during the World Conference, which were not included in the 2015-2017 Strategic Plan, did not benefit from any additional resources to deliver them.

Therefore, the implementation of these Motions has largely been managed through incorporation into existing work areas or by shifting resources to ensure delivery. In some cases, the World Board decided to delay implementation where they lacked the necessary resources to be able to deliver the activity in this triennium.



Motion topic	Motion/s carried
1. The Fifth World Centre	<p>Motion 11.1</p> <p>The Fifth World Centre Pilot study has demonstrated the value of establishing a presence in Africa to host world centre international experiences in line with WAGGGS Vision 2020. Noting the investment that has been made in developing the Fifth World Centre concept and the results within the last triennium and in order to enable WAGGGS to reach more girls and young women, and offer an experience based on the unique and special offerings of this continent it is recommended:</p> <p>That funds be raised externally in order that development work may continue in 2015 to 2017, with a view to having a financially sustainable model in place, which supports WAGGGS' strategic aims and objectives in relation to WAGGGS' international experiences, before the start of 2018.</p> <p>Motion 11.2</p> <p>That responsibility for on-going evaluation and decision making on emerging options be delegated to the World Board, in consultation with the Africa Region Committee and World Centres Committee.</p> <p>Motion 11.3</p> <p>That a further progress report be presented to the 36th World Conference.</p> <p>Motion 11.4</p> <p>That for 2015 to 2017 the World Board, in consultation with Africa Region Committee, consider the possibility of one-off international activities or events in Africa which continue to invest in Member Organisation capacity development and capital improvements in MO training centres, subject to funding, resources and partners being identified.</p>

Summary of progress

In the last triennium development of the Fifth World Centre continued. We officially launched the new name of the centre – Kusafiri – and the first event under this name was the Juliette Low Seminar in Ghana in 2016. The first open event was held in Madagascar in 2017.

Two further Fifth World Centre events took place in South Africa and Benin focused on supporting MOs in reviewing their education programme, and other events included training on leadership and fund development, support and training for two MOs as part of the UPS programme, and the YESS exchange programme.

In future, the plans include an annual open event (which, through self-funding, has proven to be financially sustainable), and other activities in line with the 2018-2020 Strategic Plan.

A report on the Fifth World Centre is contained within Appendix 1 of this document.

Motion topic	Motion/s carried
2. Membership Fees	<p>Motion 12.3</p> <p>That there shall be no increase to any Member Organization's Quota (or Membership Fee) in 2018 to 2020 as a result of an increase in their membership since the 2012 census. Any increases due because an MO moves to a higher wealth band would continue to be applied.</p> <p>And</p> <p>That, during the remainder of 2014 and 2015, the World Board and World Bureau continue to explore alternative funding sources to reduce reliance on Quota (or Membership) Fees. That if alternative funding sources can be confidently estimated the World Board and World Bureau works together with Regions and Member Organizations to develop an approach to determining Quota (or Membership) Fees that:</p> <ul style="list-style-type: none"> • Supports growing Member Organizations • Helps make Girl Guiding / Girl Scouting more affordable • Supports WAGGGS' values and the achievement of our strategic aims

Summary of progress

The Membership Fee paper which will be presented to the World Conference does not include any uplift due to increases in membership since 2012 and does apply increases due to an MO moving to a higher wealth band.

In relation to the second part of the motion, in 2015 the Finance and Fund Development Committees assessed the potential for increasing sources of unrestricted income in the 2018-20 period to a level which would enable WAGGGS to reduce the Membership Fee. In conducting this review, the Committees were also mindful of concerns amongst some Member Organisations about further increases in funded corporate partnerships and of the time needed to generate significant income from the newer focus on High Net Worth Individuals. The conclusion of the review was that for the 2018-20 period we were not confident that we could generate high enough levels of unrestricted income to allow us to reduce the Membership Fee.

Motion topic	Motion/s carried
3. A web space for young people	<p>Motion 15.1</p> <p>The World Conference recommends:</p> <p>Having a web page on the waggs.org site where interested young people (between 17 and 30 years) can:</p> <ul style="list-style-type: none"> • Find contacts for participating project leaders from Member Organisations, • Share their experiences and talk about them (chat page, discussion forum). <p>Encourage and promote this opportunity during events and through available methods of communication.</p>

Summary of progress

The redevelopment of the WAGGGS website, which was launched in 2015, was given priority before new functions could be added. The development of a longer term technology approach will include more connection and sharing opportunities, and in the past triennium there was insufficient budget or staff capacity to manage the specific function noted in the Motion.

Whilst there are currently insufficient resources to facilitate the ongoing maintenance of this type of platform, we continue to welcome alternative solutions for networking through the use of existing platforms such as 'Facebook', 'WhatsApp' etc.

We have also introduced U-Report, a social messaging action platform which enables greater connection between girls and young women across the Movement on issues relevant to them.

Motion topic	Motion/s carried
4. Spirituality	<p>Motion 15.2</p> <p>The World Conference of Guides and Girl Scouts, strongly recommends and requests that, without financial implication on the part of WAGGGS,</p> <ul style="list-style-type: none"> • All networks working to develop the spiritual dimension be considered as special contact points by WAGGGS. • Special attention be given to facilitating opportunities for exchange and contribution on other matters of shared interest relating to spirituality <p>These networks and groups provide their support to WAGGGS when working on educational issues related to spiritual development; and to organising associations in order to collaboratively develop the content and Organisation of spiritual times during international events</p>

Summary of progress

The actions that have been undertaken without financial implications include the participation of ICCG at the 2016 Regional Conference and representation of the World Board at the ICCG 50th anniversary celebrations.

Spirituality continues to be incorporated within the wider context of the Girl Guiding and Girl Scouting experience and specific sessions on this topic were included at The Academy in Europe.

WAGGGS' primary contact point will always remain first and foremost its Member Organisations (MOs). But, WAGGGS will continue to support its members in their wider relationships and networks. For example, when we conducted the three World Conference consultations, we encouraged MOs to share these across their wider networks before feeding back to WAGGGS.

Motion topic	Motion/s carried
5. World Conference Motions	<p>Motion 15.3</p> <p>Taking into account the growing need for flexibility and responsiveness; Taking into account the evolution of world-wide systems of communication, both printed and digital, and the increased velocity of the diffusion of ideas and information;</p> <p>The World Conference 2014 proposes that the deadline for submission of proposed motions for the World Conferences is moved closer to the Conference, to four (4) months prior to the Conference.</p>

Summary of progress

The deadline for submission of proposed motions for the 36th World Conference is 17 May 2017; 4 months prior to Conference. The only exception was any proposed motions that would lead to a change in the Constitution or Bye-Laws which were submitted by 28 February 2017, to allow for sufficient time to notify the other MOs of these proposals (Bye-Law VIII requires 120 days' notice).

WAGGGS tries to balance allowing greater flexibility with these types of deadline, whilst also ensuring there is time for MOs to discuss these nationally and within their wider networks. To aid this, WAGGGS continues to provide information / documents as early as possible.

Motion topic	Motion/s carried
6. Amending motions during World Conference	<p>Motion 15.4</p> <p>Taking into account the growing need for flexibility and responsiveness,</p> <p>The Conference recommends that:</p> <p>The possibility to amend motions that require a simple majority during a World Conference is made permanent for all future conferences.</p>

Summary of progress

The World Board is proposing a motion to the 36th World Conference to address this point. All MOs have already been engaged in a consultation on the Rules of Procedure, where changes such as this one were explained.

Motion topic	Motion/s carried
7. Supporting tools and resources	<p>Motion 15.5</p> <p>That WAGGGS again makes a priority of, increases or accelerates the development of supportive tools and resources, such as WAGGGS' recent work on non-formal methods, evidenced in the resource Prepared to Learn, Prepared to Lead, including renewing the guidelines on programme and training, creating toolkits, together with other very useful tools for the management of associations.</p>

Summary of progress

These motions helped to shape the review and development of the new WAGGGS leadership model.

This model includes six WAGGGS leadership mindsets and the 'collaborative' mindset most closely addresses the concept of teamwork. By incorporating this concept and the essence of teamwork across the new leadership offer, we can effectively embed it within WAGGGS.

Motion topic	Motion/s carried
8. Leadership and Teamwork	<p>Motion 15.6 & Motion 15.7</p> <p>Leadership: Acknowledging the WLDP motion from World Conference 2011 which approved the development of WAGGGS Leadership Development Program (WLDP) to involve more direct contact with MOs, the importance of leadership development, and the necessity of the application of new educational methods for leadership, The World Conference 2014 proposes the continuous development of WAGGGS Leadership Development Program (WLDP) with focus on the leadership dimension:</p> <ul style="list-style-type: none"> • Leadership seminars arranged by WAGGGS in cooperation with MOs • The development of the WLDP concept as a future quality standard for leadership trainings on world, regional and national level • The continuous development of the concept of facilitation and the facilitator role. • The use of the capacity of the existing facilitator-working group to educate more facilitators from MOs. <p>Teamwork: Recommends that the World Board of WAGGGS considers and develops the existing concept of "Teamwork" at all levels of Leadership Training and where youth empowerment and youth involvement are developed</p> <p>Shares at the next Conference the outputs of the integration of this expanded concept of leadership within the existing framework of leadership training</p>

Summary of progress

These motions helped to shape the review and development of the new WAGGGS leadership model.

This model includes six WAGGGS leadership mindsets and the 'collaborative' mindset most closely addresses the concept of teamwork.

By incorporating this concept and the essence of teamwork across the new leadership offer, we can effectively embed it within WAGGGS.

This new leadership offer will be cascaded throughout the 2018-20 triennium and we have been able to secure funding to support its implementation.

Motion topic	Motion/s carried
9. Federations	<p>Motion 15.8</p> <p>Acknowledging the challenges that the absence of a Federation causes in certain Member Organisations, and with a view to recognising diversity and enabling a larger number of girls and young women to join Girl Guiding /Girl Scouting, in line with the Membership Development Strategy, it is proposed that: WAGGGS reviews its policy on the establishment of new Federations and the expansion of existing Federations, making explicit the process and conditions through which new Component Associations could be accepted into WAGGGS, when this is the most appropriate way to extend membership and support diversity.</p>

Summary of progress

The World Board has established a task group to specifically examine this area. The group surveyed 14 existing federations, and is currently developing guidelines to provide an overview of the constitutional position and requirements for federations.

We specifically recognize the conflict between the recognition of the federated model in the Constitution, without always being clear on how it can be executed or interpreted on the ground.

We want to address this matter through the new guidelines, to ensure that we support appropriate membership models, within the local context. This is part of WAGGGS' wider work to become more targeted and specific in our relationship management of individual MOs, being more responsive to individual needs.



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