



World Association
of Girl Guides
and Girl Scouts

Association mondiale
des Guides et des
Eclaireuses

Asociación
Mundial de las
Guías Scouts

5th World Centre

World Conference Document No 9



Document No 9



5th World Centre

1. Introduction

The call for a Fifth World Centre has continued to resonate in WAGGGS over many years and stimulated extensive discussions, strong opinions and emotional commitment to the idea of international opportunities in Africa for girls and young women from across the world. At the same time, the ongoing challenge of visa restrictions for many young women hoping to travel outside of the Africa Region and the high cost of events in some countries within Africa have remained a barrier to participation in international Girl Guiding and Girl Scouting.

The Fifth World Centre Pilot in Africa became a reality after the 34th World Conference in 2011 when the following motion was approved:

Motion 11.1 as amended and agreed

“That the Conference endorses the direction proposed by the World Board for developing the fifth World Centre concept, and that a report of the pilot project be provided at the 35th World Conference. This report should not only include content on the activities carried out but also evaluate structural and financial matters and should be written by active members of the pilot project group, the World Centres Committee as well as the treasurer of WAGGGS. That the recommendations for future actions are to be presented at the 35th World Conference.”

This paper reports on the pilot project undertaken in the past three years, including the findings of research undertaken by specialist consultants into options for operating a sustainable Fifth World Centre model for the future. These options are assessed, and a recommendation presented for decision by Conference.

2. Background

Following years of discussion in Africa (including the 9th Africa Region Conference in 2010), and at the World Centres Committee, the idea of the Fifth World Centre was born – a mobile World Centre rather than a building in Africa. A vision of World Centre experiences at training centres across Africa. This would offer Member Organizations the opportunity to host a World Centre event, and provide girls from around the world the opportunity to live that World Centre experience in Africa.

Over the past few years, there has been significant work to address the recommendation to develop a new understanding of the opportunities a Fifth World Centre could offer. Innovative thinking, coupled with learning from our existing World Centres and other programmes for girls and young women, have enabled potential new models to be researched and presented to the World Conference 2014.

A Fifth World Centre Team was established in 2011 to develop and oversee the pilot and support the work of a short term Project Manager. This Centre Team was added to over the triennium to ensure the best composition of experience, skills and talent. The Fifth World Centre pilot project began in July 2011 with events starting in July 2012. This pilot was significantly supported by the Africa Region Committee which has continued to embrace the pilot in their development plan for the region and contributed some funding for scholarships. The pilot phase one was also made possible by a donation from Maersk Moller Foundation to cover the period July 2011 to July 2013. Subsequent grants have also been received from other donors, including OB-PS, Girl Guides of Canada and the World Foundation,

towards specific events organised by the Fifth World Centre. WAGGGS reserves were also used to support phase two. See appendix one for more detail.

3. Findings of the pilot study: 2011 to 2014

As set out in the 34th World Conference document, the Fifth World Centre Pilot included the following elements:

- Defining the purpose and uniqueness of a Fifth World Centre – how the World Centre experience will be delivered in an African context.
- Review of existing training centres in Africa and the work required to upgrade the centres to accommodate international events.
- Planning and delivery of quality pilot events to meet the needs of Member Organizations.
- Development of a human resources plan for the practical and programme elements of the Fifth World Centre.
- Financial model and business planning.
- Risk assessment for developing a World Centre in Africa.
- Development of systems and processes to support the Centre (including information technology, finance, registration, health and safety, etc.).

During the pilot, a number of events were held to test these elements, focusing on different aspects of operations, program and delivery with each building on the knowledge of previous events. At the end of the first four events, a review of the pilot was prepared with recommendations made for any future activities.

Independent research was also commissioned to research the options for a Fifth World Centre model in Africa; develop a Strategic and Business Plan for 2014-2019; and prepare a financial model based on scenarios.

Challenges have included low levels of self-funded participants (the grant support for participants has been significantly higher than at other World Centres); complexity of organising activities without the infrastructure of an established staff team (as at other World Centres); varying degrees of capacity within MOs to achieve maximum benefit from events / activities, defining the model and the product and how this compliments the existing World Centres infrastructure and WAGGGS Strategic Plan (including the Africa Region Membership Development Strategy).

Overall the pilot events provided some great experiences for young women from Africa Region and elsewhere in the world. However, external funding and grants for scholarships remained a key requirement.

The findings of this evaluation and research are outlined below.

3.1 Summary of activities

The five events in the pilot have focused on testing the mandate given to WAGGGS by World Conference in 2011. The table below summarises how each event has contributed towards the objectives of the Centre. Whilst direct costs are shown here, the overheads are not included.

Mandate →	Realising Experiences in existing facilities – which part of the experience was this pilot realising? ²	Innovative approaches for girls and young women in Africa	What we have learned from this pilot event
Location and direct costs ¹ ↓			
2012 Ghana 19 participants for one week	Leadership and fund development	First ever Fifth World Centre pilot event. Blended elements of Four World Centres,	At the very first event international standard Operating Procedures, Health & Safety and Risk management processes were applied at a MO training centre and lessons learned

¹ Direct costs relate to the event costs e.g. venue and scholarship grants to participants – but do not include overheads such as WAGGGS staff time. All costs are shown in Pounds Sterling (£).

² The two first events would have happened as part of the regional development plan. The innovation was that they happened in centres belonging to MOs, the collaboration with other World Centres, the work to reinforce the capacity in management procedures and the upgrading of facilities.

(direct costs £10,032)		Africa, Leadership and Fund Development, for the first time.	for future events. 18 grants were awarded. Outcomes: leaders trained, MO venue improved.
2012 South Africa 21 participants for one week (direct costs £9,135)	Leadership and fund development	First ever multi regional event based in an MO training centre, linked programme to Our Cabana in real time.	This training centre was very well equipped and ready to receive a World Centre experience and the standard procedures were adapted to this context. A community programme was identified to enable participants to experience practical local action. 20 grants were awarded. Outcome: fund development skills applied in more MOs across the region.
2013 Rwanda 43 participants for one week (direct costs £61,232)	Stop The Violence (STV), advocacy	A focus on working with a key MO global advocacy programme in a local community. Collaboration between various WAGGGS teams.	Optimising WAGGGS' programmes and MO activities for girls and young women (All girls – both girl guides/scouts and community members). 75 grants were awarded – some for travel and some for accommodation. The first event to have the representatives of all five regions. Outcomes: More STV programmes delivered, membership growth for host MO due to heightened awareness.
2013 Kenya Eight participants for one month (direct costs £8,256)	Community action	WAGGGS' longest community action programme in Africa to date – a 30 day event based on an MO centre for girls with disabilities.	Developing a longer term experience without a traditional World Centre structure/ staff. Utilising World Centre staff expertise in programme and event planning alongside local centre staff. Outcomes: Model for community programme in Africa developed and delivered. Participants taking community action upon return.
2014 Nigeria 30 participants for one week	Leadership development	Leadership training and entrepreneurial skills.	An event focused on African participants only facilitated by an international team. Logistical challenges prevented the planned involvement of mentors to work alongside participants. The capacity building of the MO in management and international procedures. Hoped for outcomes: leadership and entrepreneurship skills developed. Profile of MO raised.

3.2 Review of the Pilot Project – Summary of findings

The *Review of the Fifth World Centre Pilot Project* focused on the performance of the first four Fifth World Centre events (i.e. not yet including the fifth event in Nigeria). Key findings (see appendix two for more detail) include:

- Generally there is a good understanding of the concept of the Fifth World Centre by MOs directly involved in the activities and most participants. However, more work is required to extend the understanding of the concept and how it may work into the future.
- Findings show that event participants appreciated being able to experience guiding in an African context, with a large number willing to recommend it to others – these results contribute to achieving global outcome four (WAGGGS Strategic Plan 2012 - 2014).
- Event participants who were asked about their community based guiding opportunities through the Fifth World Centre experience stated it met their expectations.
- The Fifth World Centre pilot has been able to meet its objective of providing world centre experiences to more African participants.

- Host MOs report benefits of hosting the event including: strengthening existing partnerships and establishing new ones; increased membership (Rwanda); showcasing strengths; and reaching into local communities (Kenya).
- Evidence would suggest that the objective of building MO capacity to host events of an international standard has been met and is a worthwhile approach to adopt.
- There has been donor interest in supporting the concept (demonstrated through considerable support for the pilot); and there is a need to improve the measures of long term impact into the next phase.

There is much to celebrate with 121 young women having an international experience in Africa. For many of these young women international travel outside of Africa might not have been possible due to cost and visa issues.

We know, from feedback, that young women have been empowered to take action in their communities using skills and knowledge gained from stop the violence, community action and leadership training. These statements speak volumes:

“It was a really overwhelming experience to be part of the fifth world centre project in South Africa. Imagine what it felt like to meet WAGGGS facilitators, see faces that only we knew from papers and face-to-face contact with them!...I personally learned a lot from other participants and from each one of the facilitators” (participant from Lesotho Girl Guides Association).

A participant from Pakistan who attended the event in Rwanda said “As a result of attending the event, it created a positive change in me, enhanced my management abilities...[I] have conducted STV trainings in different universities...conducted summer camp...[and] awareness session on marriage. The work is continuing.”

“Very pleased, a dream come true”(participant at the Ghana event).

Long term impact has also been evidenced by five Ghanaian participants embarking on various resource mobilisation projects to raise funds for the MO, and eleven STV participants implementing their action plans. Kenya has reported a greater interest in use of the centre’s facilities following the upgrade of the centre. Whilst in Rwanda the high media coverage of the event led to a 300 per cent growth in membership.

3.3 Summary of independent consultants’ review

The independent consultant (Social Acumen) reviewed the evaluation of the pilot; conducted desktop research on the African context for this concept; and interviewed a limited range of stakeholders. Based on this, advice was provided on a potential financial model for a Fifth World Centre, along with strategic and business plans which assessed potential sources of funding, risks and opportunities and the implementation of a workable and financially viable model for the Centre by 2020.

In conclusion, the findings demonstrate that there is clearly a passion for a Fifth World Centre and a desire for it to succeed, but it was also apparent that it will only be considered successful if it is developed in a way which makes it sustainable

- Social Acumen Consultant consultancy report finding

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The Social Acumen consultants compared a number of different delivery models and their preferred model would require WAGGGS to:

- “Commit to *capacity building, developing a core team and building up to a 42 week programme of delivery*. This option will enable WAGGGS to develop a Fifth World Centre that delivers a world class programme with a real Unique Selling Point based on the reach of WAGGGS in Africa, the Guiding method and the strength of partnerships. The Centre will move around different centres in Africa, mainly those operated by Member Organizations who have been supported through a capacity building programme to develop the physical infrastructure and project management expertise needed for successful Programme delivery.”

The key recommendations from Social Acumen are included as appendix three. The feedback from stakeholders identified the need for a model which is financially sustainable; for Social Acumen the proposal was a social enterprise model which after five years could be financially viable. However, the specific product and explicit evidence of consumer demand for such a product has not yet been confirmed.

We know that our existing World Centres operate between 42 and 48 weeks of the year, but that occupancy averages at around 40 per cent and scholarship funding remains a part of their model too. We also know that between 2006 and 2012 this was a business unit that required a regular subsidy from WAGGGS. Future aspirations need to be very focussed on identifying sufficient demand and realistic income and donor potential.

4. Moving forwards

The Fifth World Centre Team, the World Centres Committee, some members of the Africa Region Committee and the WAGGGS Treasurer considered the review and reports from the consultants. This was done within the context of WAGGGS Strategic Plan and the broader operating context of the existing World Centres. Five models/options were considered and three were discounted as they do not seem to be meeting the intent of the Fifth World Centre concept (for a mobile centre not based in one location), or the recommendation from the last Conference (to bring firm recommendations from the pilot phase if research demonstrated the value of the concept).

Options:

Options A and B could be considered for future application, exploration and viability in a concept phase.

- A. Social Enterprise** - The research report clearly articulates a mobile Social Enterprise model which would eventually need 42 weeks of programme delivered annually to be fully self-funding (indeed income generating). This option is dependent upon being able to generate enough fee paying interest in the product and it is envisaged that a partner on the ground would be essential for the success of this model. The research report provided a very creative response and would be a new way of working for WAGGGS, but could take us away from our core business of supporting Member Organizations. Serious market testing of the product and new methods of operational delivery would also need to be established to meet this level of delivery (i.e. 42 weeks of programme in multiple locations annually) and so this is potentially a resource intensive proposal. A social enterprise model would provide training and development in: business start-up, running a business, leadership skills, business modelling etc. We would need to ensure the partner organisation has the confidence to 'think big' and make sure we have a product that will sell beyond the WAGGGS community (i.e. to all women) and in turn meet Vision 2020. In this model WAGGGS would be the lead.

- B. Partnership model** – with an existing provider, perhaps with an existing built venue, MO training centre or other venues across the continent (e.g. a boarding school or hotel) where for a certain number of weeks per year, WAGGGS related programmes are delivered during school holidays or other times and support the work of the provider (for example Oprah Winfrey Leadership Academy, World Challenge, Me to We, Raleigh International). In this model WAGGGS would be the subsidiary partner (no potential partners have been approached as yet).

In both models, close engagement with the Africa Region Committee would be imperative. It is also deemed important to continue to invest in the training infrastructure within Africa Region – to support Africa Region Member Organizations to achieve higher quality training facilities and then in turn to use these venues for income generation and training (e.g. computer skills, business start-up skills) for the wider community.

As part of a concept phase WAGGGS could explore the potential of a social enterprise and business skills product. With financial growth predictions for Sub Saharan Africa continuing to be robust³ the Fifth World Centre could provide an ideal setting for this product. The objectives

³International Monetary Fund Regional Outlook Report, May 2013

could include providing girls and young women with relevant business and entrepreneurial skills and tools to support them in becoming active participants in their local communities (for example by setting up businesses and providing employment) as well as exploring business development in a multicultural context and sharing the knowledge and skills of representatives of African countries with non-African Fifth World Centre participants. This could also integrate with the WAGGGS leadership development programmes in a business environment, as well as supporting WAGGGS advocacy initiatives by providing a platform to advocate for equality and equal opportunity for women in the workplace/business environment (equal pay, working mothers etc.). Again this product could be run as an enterprise model with the possibility of providing the product to fee paying participants from outside the WAGGGS community. Thus also raising the profile of the organization and potentially attracting new recruits as leaders.

Three further options were considered as part of thinking widely, but were not recommended by the World Centres Committee:

- C. Cease the development of the Fifth World Centre concept** – the organization could determine to do no further work on this concept. However, evidence from the reviews of the events and independent research indicate value in the organization continuing to develop the concept, in line with Vision 2020. However, if external funding is not identified this could be the default position in two or three years' time.
- D. Member Organization model** – in line with the new way of working at Our Cabaña with Guías de México there might also be an option for an African MO to offer to source premises and to manage them long term. This would not require WAGGGS capital investment but would require WAGGGS commitment to ensure two or three WAGGGS led events each year to run alongside locally developed World Centre experiences. Programme delivery would have to be in French and English and ideally the venue would be located in a French speaking country (a gap in our current World Centre experience offer). This is not recommended due to our experience of the challenges of maintaining built premises when there is low demand for programme. The mobile model also better enables more MOs in the Region to have the opportunity to host an international event.
- E. Pilot event model continued** – we know from our pilot experience that funding can perhaps be found for one or two events each year – this could be an on-going long term model (funding led) or an interim process whilst further research is undertaken for an alternative model. This is not seen as meeting the intent of the recommendation that seeks progress beyond that which was achieved during this triennium. This is not recommended as it becomes funding dependent and funder-led, and much time would need to be spent on securing resources event by event, and is not a strategic approach.

The World Board (April 2014) propose that we move to the concept phase. The research report provides one road map of how a model could be established, and delivered – with all the requirements of an international standard World Centre experience unique to Africa. However, we recognise that there is no evidence of sustained and likely demand and a clearer definition of the product is still required. Other models may also present themselves as the concepts are explored. Funding would need to be secured to develop these concepts – and this is estimated at £150,000 over three years. The Fund Development Committee would need to identify the viability of seeking funds for this work – and they have already indicated that they believe securing funding for this purpose would be challenging. It should be noted that without funding for the concept development and without start-up funding for implementation the viability of this work is at risk.

Recommendations to 35th World Conference 2014

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:

- 1. That funds be raised externally in order that development work may continue in 2015 to 2017, with a view to having a financially sustainable model in place, which supports WAGGGS' strategic aims and objectives in relation to WAGGGS' international experiences, before the start of 2018.**
- 2. That responsibility for on-going evaluation and decision making on emerging options be delegated to the World Board, in consultation with the Africa Region Committee and World Centres Committee.**
- 3. That a further progress report be presented to the 36th World Conference in 2017.**
- 4. That for the next triennium (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 Member Organisation training centres, subject to funding, resources and partners being identified.**

Appendices attached

1. Financial information
2. Executive summary of WAGGGS evaluation for the first four pilot events
3. Executive summary from the Social Acumen research

NB All financial figures quoted are in Pounds Sterling (GBP or £).

APPENDICES

Appendix 1

Income Source	2011-12	2013-14
	Amount (GBP)	
Corporate grant - Maersk Moller	£150,000	0
WAGGGS donors - Trefoil grant Bluewater Group, Friends of World Centres, World Foundation, Martha Manley, OB-PS, Girl Guides Canada (all for Rwanda)		£47,643
WAGGGS reserves - maximum available investment		£100,000
Total	£150,000	£147,643

Expenditure	July 2011-Dec 2012 (18 months)	2013 (12 months) 6 months Phase One and 6 months Phase Two	2014 (6 months) Phase Two	Total
	Phase One	6 months Phase Two	Phase Two	
Events and MO facilities upgrades	£44,131	£62,380	£5,500 (1)	£112,011
Staff salaries (including pension) and office costs	£50,011	£26,134	£1,400 (1)	£77,545
Staff travel, accommodation and subsistence, visas and expenses, planning team costs	£10,841	£1,712	£12,299 (1)	£24,852
Research project	0	0	£17,575	£17,575
Scholarship fund	0	0	0	0
Total	£104,984	£90,226	£36,774	£231,983

(1) Full costs of event in Nigeria not yet included

Participant grants	Ghana	South Africa	Rwanda	Kenya	Nigeria
Total no. of grants given to Africa Region	11 ⁽¹⁾	16 ⁽¹⁾	26 ⁽²⁾	4	30
Total no. of grants given to other regions	0	1 ⁽¹⁾	21	1	0
Total no. of travel grants	7	3	28	2	23
Total value of travel grants	£4,496	£3,737	£26,950	£960	£12,934 ^[3]
Total no. of accommodation grants	4	12	19	4	16
Total value of accommodation grants	£1,320	£3,234	£10,070	£4,200	£3,600
TOTAL VALUE OF ALL	£5,816	£6,971	£37,020	£5,160	£16,534

Participant grants	Ghana	South Africa	Rwanda	Kenya	Nigeria
GRANTS					

⁽¹⁾ One participant was given a full grant i.e. to cover travel and accommodation

⁽²⁾ Ten participants received a full grant i.e. to cover travel and event costs

⁽³⁾ Not confirmed

⁽⁴⁾ Total scholarship grants in 2013 in the four built World Centres amounted to: GBP57,171 benefitting 97 women from 28 countries. Total scholarship grants during the Fifth World Centre pilot (over two years) amounted to GBP71,501 benefitting 110 women.

Appendix 2

Executive Summary of evaluation of the first four pilot events

The two-year Fifth World Centre pilot project began in July 2011 with actual events starting in July 2012. The two-year period was extended until July 2014. The pilot project was made possible by a £150,000 donation from Maersk Moller Foundation to cover the period July 2011-July 2013. Subsequent grants have also been received from other donors towards specific events organised by the Fifth World Centre, with a total of £297,643 received over the project duration. With the Fifth World Centre pilot project entering its final stages and the requirement to report to the 35th World Conference in 2014, the performance of the World Centre has been reviewed, with particular emphasis on the performance of the Fifth World Centre events.

Findings

a) Management of the pilot project:

- A Fifth World Centre Project Manager based in the Africa Region was appointed for a period of 24 months until end July 2013. Following this, management of the pilot project was taken over for the final year by a World Bureau-based member of staff – the Fifth World Centre Lead Coordinator. The World Centre’s progress has been monitored over the project period by the Fifth World Centre Team⁴ with governance oversight provided by the World Centres Committee.
- The management of the Fifth World Centre was facilitated by the sharing of experiences by the World Centre Committee and the Sangam World Centre staff. The previous experience of being a Development Executive for the Africa Region made it easier for the Project Manager to work with MOs in the region on the Fifth World Centre project initiatives.
- Project documentation and systematisation of project processes was sometimes weak, particularly in the earlier stages of the project.

b) Uniqueness of the Fifth World Centre

- The MOs directly involved in the Fifth World Centre activities and pilot project team share a common understanding of the concept and its unique features. It is likely that event participants do not have as clear an understanding of the concept.
- Some girls and young women who have visited other World Centres as well say that the Fifth World Centre experience is unique and incomparable.

c) Delivery of a World Centre experience in an African context

Several pilot events were delivered during the project period, which were meant to test among other things, whether a World Centre experience could be delivered when set in an African context, and participants’ satisfaction with such an experience. The events delivered were:

- i. A Fund Development and Leadership Training workshop in Ghana (July 2012)
- ii. A Fund Development and Leadership Training workshop in South Africa (October 2012)

⁴ The Fifth World Centres Team consisted of three Volunteers and four members of WAGGGS staff, namely the Fifth World Centre Manager, the Regional Director for Africa, the Director for Membership Development & World Centres and the Membership Development Manager.

- iii. A 'Stop the Violence' workshop in Rwanda (May 2013)
- iv. A Community Action experience at Shanzu Transitional Centre in Mombasa, Kenya (October-November 2013)

Findings show that Fifth World Centre participants appreciate being able to experience guiding in an African context and a large number would be willing to recommend it to others. Such results point to the Fifth World Centre being able to contribute to Global Outcome 4.

d) Provision of community development / action in guiding

Community development experiences were not provided at the Ghana event and so this aspect could not be assessed. It was, however, a key feature of the other three events and was, in fact, the main focus of the Kenya event. Fifth World Centre event participants who were asked about their community guiding experiences confirmed that the Fifth World Centre events met their expectations on this front.

e) Planning and delivery of quality pilot events to meet MO needs

- The performance of Fifth World Centre events was compared using a set of performance indicators (PIs) which, in turn, were based on participant feedback on 'Facilities' and 'Programmes'. Results show that participants were satisfied with the quality of the MO facilities and programme delivered by the Fifth World Centre. The average score for the Fifth World Centre events is lower than that of the other World Centres though it is above the World Centre quality benchmark of a score of '4' out of a possible '5'.
- Post-event follow up in the case of Rwanda shows that in addition to immediate participant gains, the MO has also further benefited in the form of increased membership and, thereby, income. If planned strategically, host MOs can benefit from these events on various fronts, which also contribute to the Global Outcomes.

f) Access to World Centre experiences for members of the Africa Region

- The Fifth World Centre has been able to meet its objective of providing World Centre experiences to more African participants. There is some evidence that participants from the region have also been able to overcome logistical challenges because of the location of the event.

g) Provide opportunities to showcase host MOs and build relationships

- Host MOs have confirmed that they have been able to strengthen partnerships in their communities as a result of hosting the Fifth World Centre events; in some cases new partnerships have been developed.
- Event participants have been exposed to the strengths of the host MOs and learnt from these.
- Gains from the events have extended beyond the immediate group of participants with non-guiding members also benefitting from the exposure to the Girl Guides and Girl Scouts involved in the events.

h) Building MO capacity to deliver activities to international standards

- One of the objectives of the Fifth World Centre was to use existing Training Centres belonging to MOs in the region. The Fifth World Centre team stated that as a rapidly growing region, the need to develop MO capacity to host events of an international standard was important in order to keep up with demand for suitable venues. By hosting the events at existing MO facilities, the intention was also to develop MO capacity to host international events. Three of the Fifth World Centre events were held at such MO facilities with the exception being the Rwanda event, which was hosted at an external venue.
- Evidence would suggest that the objective of building MO capacity to host events of an international standard has been met and has been a worthwhile approach to adopt, with host MOs taking advantage of the event to upgrade their training centres and strengthening their organisational systems.
- While the Fifth World Centre has its advantages, the mobile nature of the World Centre means that MOs have a one-time experience of hosting a World Centre event, which may not be sufficient to strengthen their practices in the long term. On-going support by

the Fifth World Centre after the event would ensure that changes being made by MOs remain on the right track and are sustained or else the gains will be lost.

i) Finance

- Expenditure to date for the Fifth World Centre is within budget limits. Donor interest in the Fifth World Centre events has made it possible to cover costs so far.
- The proportion of the budget used for planning an event and to cover staff costs should be monitored to ensure that it does not become disproportionate to the returns on investment.
- To calculate the actual returns on investment in an event, the wider gains of the event, namely, the satisfaction of the participants with the event and the impact of the work done by the participants by applying their learning from the Fifth World Centre pilot will need to be considered.
- The cost of grants for participants has implications for the cost effectiveness of the model. The value of grants to participants should, however, not be underestimated. It enables us to assist financially disadvantaged girls and young women to benefit from the World Centre pilot events and eventually bring about change through application of their learning.
- In order to engage donors, it will be important that we ensure that evidence of outcomes are captured and documented in order to demonstrate the value of their investment. This will be important for WAGGGS for other purposes as well such as advocacy and marketing.

j) Sustainability

- While changes made by the host MOs have been maintained, the extent to which they are sustained remains to be seen. Much depends on the commitment of the Association leaders to such changes and the financial viability of such changes.

Recommendations

Strategic Planning

- a) A results-based Monitoring & Evaluation framework should be developed for the next phase of the Fifth World Centre so that future progress can be measured systematically.
- b) If planned strategically, host MOs can benefit from the Fifth World Centre events on various fronts, which would also contribute to the Global Outcomes.

Sustainability

- a) Consistent guidance and support should continue to be provided by the Fifth World Centre to the MOs that are implementing the Fifth World Centre activities. This will have to be built into future plans of the Fifth World Centre so that the gains that are being realised in the short term are not lost.

Project management including project finances

- a) Irrespective of what shape or form the Fifth World Centre takes in future, it is essential that if it continues, project management processes including project financial management processes should be strengthened.
- b) Related to the above, overall responsibility for managing the World Centre event budgets should lie with a specific individual.
- c) In order to engage donors it will be important that we ensure that evidence of outcomes from pilot events is captured so that we can demonstrate the value of investing in such activities. Such evidence will also be important to WAGGGS for other purposes such as advocacy and marketing.
- d) The intention to introduce self-funding for event participants appears to be a sensible approach to adopt to ensure financial sustainability. Participation levels should however be monitored to ensure that as a result: (i) participant numbers do not reduce; (ii) regional participation levels are not imbalanced in favour of other regions other than Africa.

- e) Where possible, fees obtained for events should be paid directly to the Member Organization.
- f) The events should be planned well in advance with certain services outsourced where necessary.
- g) Economic cost: In addition to considering direct costs of events such as the location, staff and planning time involved, the opportunity costs of physical and human resources should not be underestimated when determining the economic cost of an event.

Communication

- a) Efforts should be made to ensure that the MOs in Africa have a clear understanding of the Fifth World Centre concept to ensure reasonable expectations. MOs are important for the success of the Fifth World Centre concept services and bringing them on board is critical.
- b) The media should be used by the host MO and the Fifth World Centre to their advantage to raise profile and visibility, which can bring further results.

Appendix 3

Social Acumen research executive summary

The World Association of Girl Guides and Girl Scouts (WAGGGS) is clearly committed to exploring the possibilities for a Fifth World Centre in Africa and has already undertaken a two year pilot project before commissioning this research.

The purpose of this Research Report is to share the methodology and findings of research undertaken into defining the model of a Fifth World Centre in Africa. The report will also contain clear advice on opportunities for partnerships in Africa and funding opportunities for a Fifth World Centre. The preferred model for a Fifth World Centre will be shared and a series of recommendations presented that will be most likely for success. Accompanying the research, a Strategic and Business Plan has also been produced, which with an initial investment funded by grants, donations or sponsorship, management of identified strategic and operational risks and the implementation of recommendations, demonstrates a workable and financially sustainable model for the Fifth World Centre in Africa by 2020.

The combination of desk top research and interviews has enabled Social Enterprise Acumen CIC to assess the lessons learned from the pilot project and other activity and to make recommendations on what the model should look like to maximise the likelihood for success. The recommendations arising from this work are summarised below, and expanded upon in further detail in the remainder of this document.

1. The Fifth World Centre needs to be clear on what its offer is and how this is distinct and adds value to an Africa Region international experience. In working towards this goal an engaging brand and identity kit will be essential for success.
2. It will be crucial to plan a rolling Programme of events for the Fifth World Centre which is in place for 2 to 3 years into the future and also considers the sequencing of experiences to complement offers from other fixed World Centres.
3. A permanent Fifth World Centre team comprising three full time members is recommended. The team should include a World Centre Manager, a Programme Manager and a Business Development/Capacity Building Manager. We recommend that one of the team should be a French speaker. The team will work with volunteers and staff from Member Organisations to organise the programme offer.
4. A Social Franchise Handbook should be produced to enable the roll out of the Fifth World Centre experience within agreed standards and criteria.
5. The introduction of Standard Operating Procedures, clearly identified roles and responsibilities, and longer lead-in times for planning Programmes will improve communication channels, and consequently management and administration functions.

6. The Fifth World Centre needs to be funding fed rather than funding led. By this we mean that the goals of the World Centre should be agreed and then funding identified to support it. Secondly, distinction should be made between the funding requirements for longer term capital developments, and revenue funding required delivering profitable World Centre Programmes and reimbursing World Bureau costs.
7. Develop and communicate clear selection criteria and an appropriate risk management strategy to bring the standards of accommodation and hospitality in a number of venues owned by African Member Organisations to within the agreed World Centre standard.
8. There is clearly an appetite to extend Programme content to include entrepreneurial skills development, leading to economic empowerment. This will be best delivered in partnership with an organisation(s) with this expertise so further development work will be required to find and build the appropriate relationships, develop programmes and investigate high level accreditation of programme content.
9. A Bursary or Sponsorship fund which is separate from the World Centre application process and accessed dependent on need should be developed to assist girls who cannot afford the full cost of a Fifth World Centre experience.
10. To enable the passion for the Fifth World Centre to be maintained and to provide sufficient time to undertake the strategic planning for a full roll out of this plan in 2016, our final recommendation is for WAGGGS to run two further Fifth World Centre pilot projects in Africa in 2015 using existing sponsors.
11. A full review of the Fifth World Centre model should be carried out in four years' time in order to assess the sustainability of the model in operational terms.