

# DOC 4B

## WAGGGS STRATEGY

### 2024-2029

SECOND DRAFT

March 2023



DREAM, ACT, LEAD:  
THE FUTURE IS OURS

38th WAGGGS World Conference



WORLD ASSOCIATION  
OF GIRL GUIDES  
AND GIRL SCOUTS

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Context and supporting information  
WAGGGS 2024 - 2029 Global Strategy



# Context and supporting information

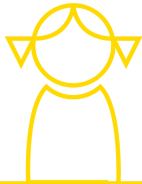


The draft 2024-2029 strategy has been developed following extensive consultation with **Member Organisations (MOs)**, staff, young women and volunteers. The information in this box provides context to the document by explaining the current situation and where this strategy sits in relation to the **12-6-3 model** adopted in 2018.

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

## Key challenges we must address through our strategy

1



Challenges facing our Member Organisations

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3



Getting our offer right



**Member Organisation (MOs):** Meaning all Girl Guiding and Girl Scouting organisations that are members of WAGGGS across each of the five Regions.

### **12-6-3 model:**

The core elements of the “12-6-3” cycle are:

- **Compass 2032:** a broad, aspirational 12-year vision for the Girl Guide and Girl Scout Movement. WAGGGS and Member Organisations should use it to set priorities, identify what needs attention, and strengthen our strategies.
- **WAGGGS Strategy:** a six-year strategy for the WAGGGS Global Team, which identifies the core focus areas that the Global Team, which includes the Regions, will deliver in support of Compass 2032 and to keep Member Organisations and the Movement united, thriving and growing.
- **Three year rolling action plan:** the activities WAGGGS will deliver at global and Regional levels to implement the WAGGGS. Whilst the strategy is approved at World Conference, it is the World Board that approves the three-year rolling action plan.

# 1. Challenges facing our Member Organisations

The Movement is emerging from an extremely challenging time. Most Member Organisations had to stop or restrict Girl Guiding/Scouting activities to online activity during the COVID-19 pandemic. Post-pandemic, the most significant challenge they are facing is to recruit and retain youth members and volunteers. All Regions have said this is having a huge impact on their financial sustainability and ability to operate (mentioned in the recent Member Organisation engagement surveys, and again at Regional Conferences).

For us to be a Movement for any and every girl, over the next six years, WAGGGS must support MOs to reverse the reduction in membership numbers and make sure Girl Guiding/Scouting remains relevant, exciting, and accessible for all girls and young women.

## 2. WAGGGS financial sustainability

### WAGGGS income

WAGGGS's funding consists of **restricted** and **unrestricted** income. Historically, a large proportion of our unrestricted income has come from Membership Fees. We also receive generous donations from **Olave Baden-Powell Society (OB-PS)**, the World Foundation and Friends groups. Since the COVID-19 pandemic, membership numbers have fallen from 10.2m in 2020 to 8.2m in 2021, resulting in a 20% drop in our unrestricted income (approx. £350k). In 2021, our total unrestricted income was £2.6m, of which £1.3m was from Membership Fees. In 2016, WAGGGS Membership Fees were £1.7m. This shows Membership Fee contributions have dropped significantly over the last five years.



**Olave Baden-Powell Society (OB-PS):** Olave Baden-Powell Society (OB-PS) is an international network of WAGGGS supporters, providing vital financial help to the Girl Guiding and Girl Scouting Movement worldwide.

**Restricted Income:** Income (money) that must be spent on a specific (or restricted) use, as defined by its donor. For instance, a grant may be received by WAGGGS to deliver a specific project or piece of work. Legally, these funds can only be used for this specified work.

**Unrestricted income:** This is income which can be used by the charity in pursuit of its charitable purpose and is not restricted to spending on a certain type of work or project. The charity, overseen by its Board, can decide where to spend these funds in the delivery of its charitable purpose. This income is useful to fund the core functions of a charity.

In contrast, between 2016 and 2021, we have more than doubled our restricted (grant) income, which has allowed us to offer a wider variety of programming to the Movement.

## **WAGGGS expenditure**

WAGGGS's previous strategies (2018-20 and 2021-2023) have required significant additional expenditure to deliver activities and to support the Movement well beyond the income received from Membership Fees. These are predominantly in the areas of capacity building, volunteer engagement, support to Member Organisations and the Regions, communications, and governance.

In 2021, a period of unprecedented pressure on MOs, WAGGGS spent over £3m of unrestricted funds on activity for Member Organisations; less than half of this was funded from Membership Fees (£1.3m). This **deficit** was funded through our fundraising efforts and by taking from our **reserves**.

## **WAGGGS financial position over time**

From 2010 to 2021, WAGGGS has had an average annual deficit of £438k, which over the 12-year period amounts to £5.26m. Every year, WAGGGS has funded this deficit from reserves.

Despite efforts to bring expenditure in line with income (our 2019 redesign), we have continued to spend from our reserves because of the impact of the COVID-19 pandemic on Membership Fees which means:

In 2020, we spent £336k of reserves

In 2021, we spent £116k of reserves.



**Deficit:** The amount by which something, especially money, is too small.

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

In 2017, our reserves stood at £6.19m, which included the OB-PS designated fund that was reclassified to free reserves. By the end of 2021, our reserves stood at £3.28m – a 53% drop in five years.

### Revising our financial model

Looking forward, we also see a challenging fundraising landscape because of global changes. WAGGGS has secured grants from corporates, foundations and trusts that have allowed us to increase our global programmes. However, following the COVID-19 pandemic, many funders are rethinking where to give money, and it is increasingly difficult to secure grant awards for unrestricted costs. Our donations from long standing supporters such as OB-PS, World Foundation and Friends groups, which form the bulk of our unrestricted income, grow annually but slowly.

As we emerge from the pandemic, we are seeing some hope. The latest census recorded an increase from 8.2 to 8.8 million members – but we know that that is not enough to turn around the pattern of deficit we have experienced.

The continued pattern of expenditure exceeding income means we have an unsustainable financial model that must be changed.

## 3) Getting our offer right

Alongside our financial challenges, WAGGGS is faced with a challenge to define what the right **offer** is for the Movement. Our 152 Member Organisations operate on vastly different scales, across different cultures, with different models, such as school-based Girl Guiding/Scouting, community-based Girl Guiding/Scouting, co-educational Scout and Guide National Organisations (SAGNOs) and girl-only MOs. This diversity is a strength of the Movement, but also poses a challenge for developing an offer that is universally beneficial.



**Offer:** The collection of services we provide to the Movement

Aside from the shared challenge of recruitment and retention of members, there are huge variations across the Movement in relation to capacity support needs, key challenges, strategic priorities, and take-up of WAGGGS's services. Although we can pick out some common themes the picture is very different Region to Region, MO to MO.

We know that our offer can be wide-ranging, but with the current financial situation, we know we can't deliver everything to every MO at the same time. In this strategy period, we must find a **financially sustainable operating model** for the organisation where we can deliver what the Movement needs, but within our financial means – without a deficit.

## Where this strategy sits in relation to Compass 2032.

In 2018, WAGGGS adopted the 12-6-3 model. This means we work towards a 12-year vision (Compass) through delivery of a 6-year strategy, approved at World Conference, and executed via a series of 3-year action plans approved by the World Board.

In 2021, Compass 2032 was approved as the long-term vision statement for the Girl Guide/Scout Movement. It provides the direction of travel for every Member Organisation and the WAGGGS Global Team from 2021 to 2032.

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

**Our vision is an equal world where all girls can thrive**

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



**Financially sustainable operating model:** Defined by how we work, our size, structure and approach to income generation, how we decide on expenditure.



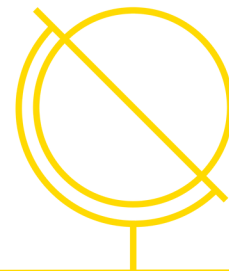
It was agreed that working towards Compass 2032 is a shared responsibility for the WAGGGS Global Team (comprised of volunteers and staff working across the five WAGGGS Regions) and all Girl Guide and Girl Scout organisations. We will all align our respective strategies to the Compass 2032 collective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

The 2024-2029 WAGGGS strategy outlines how the WAGGGS Global Team will contribute to achieving the Compass 2032 Vision over the next 6 years.

After the strategy is approved at the 38th World Conference in 2023, WAGGGS will develop a three-year rolling Action Plan with Key Performance Indicators. The plan will contain a detailed operational plan and budget outlining the detail of our offer for the first year of the strategy, as well as partial plans (50% and 25% respectively) for the second and third year. This will be updated annually until the end of the six-year period.

After three years, we will conduct a mid-term review of the strategy to ensure it remains fit-for purpose.

**WAGGGS 2024 - 2029**  
**Global Strategy**





## Our purpose

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

Our youth **members** across the 152 national **Member Organisations (MOs)** have told us they want to see a world that is equal, yet they feel uncertain about their futures. Gender inequality, the climate emergency, increasing mental health issues, and rising gender-based discrimination and violence continue to impact negatively on girls and young women around the world. They care about environmental sustainability, gender and racial inequalities, and peace and security. They want to live in a world that's fair and doesn't hold them back because of who they are, what they believe or where they live. Through Girl Guiding and Girl Scouting, girls can be themselves, feel safe, included, happy, connected, empowered and confident to learn new things and change their world.[1]

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



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

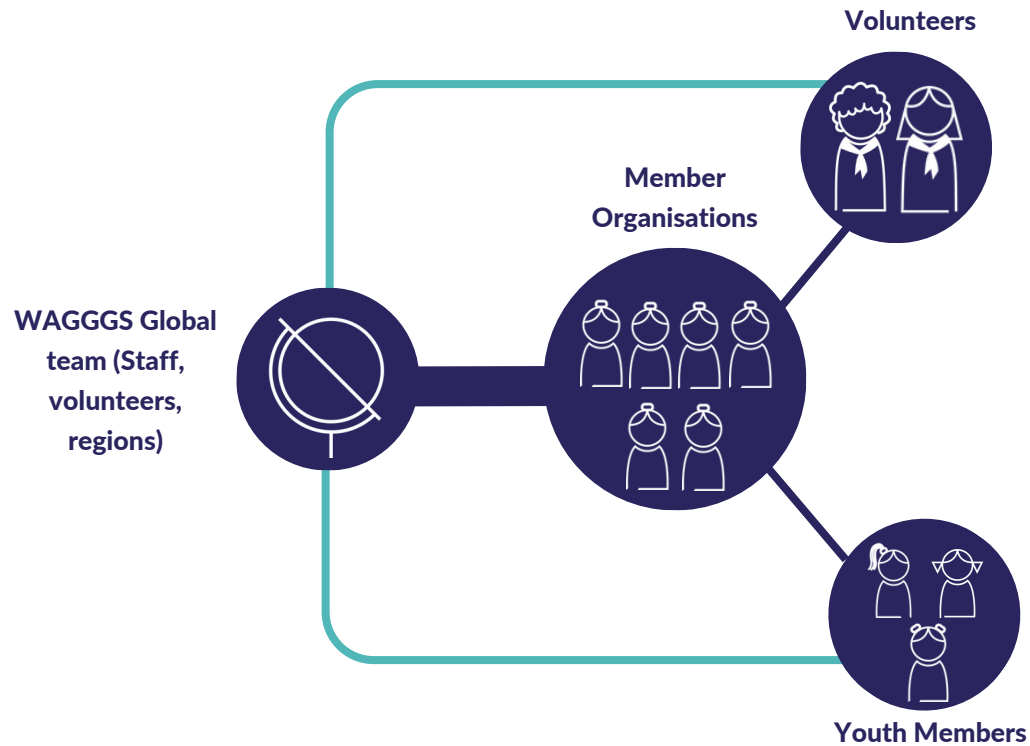
**Purpose:** Why we exist and the impact we make

**Member Organisation (MOs):** Member Organisation – meaning all Girl Guiding and Girl Scouting organisations that are members of WAGGGS across each of the five Regions.

**Member:** A youth participant or volunteer within the Movement

**Global Team:** The WAGGGS Global Team is the central 'business organisation' part of WAGGGS who manage the organisation's affairs and deliver WAGGGS's Strategy. It includes all staff and volunteers, governance and operational, at Regional and global levels.

We achieve this primarily through connecting and supporting our Member Organisations and coordinating governance of the Movement. In addition, we offer members (youth and volunteers) international experiences, global volunteering opportunities and leadership events to strengthen their connection to the global Movement. These initiatives support MOs to recruit, and retain members, and build the capacity of young women and volunteers.



## Our strengths

Our 152 national Member Organisations are all independent, yet are united by a shared history, values, and a belief that Girl Guiding/Scouting gives young people the space and the experiences they need to develop to their fullest potential. Together we have a global reach of 8.8 million members – we are the largest Movement for girls and young woman – highly recognisable by our trefoil and brand.





Our non-formal education methodology is central to the Girl Guide/Scout experience and sets us apart from other organisations. WAGGGS Global Team's expertise and knowledge, in non-formal education and leadership, position us as a thought leader, with a track-record of delivering high quality capacity building and resources to the Movement.

The dedicated pool of volunteers who give their time, skills, and tremendous energy to deliver WAGGGS work are a vital asset, hugely strengthening our capacity and expertise to meet the needs of the Movement.

## Our collective vision for the Movement

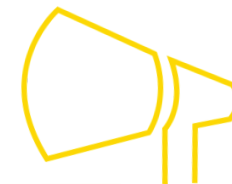
In 2021, we adopted Compass 2032 as the long-term vision statement for the Girl Guide/Scout Movement. It provides the direction of travel for every Member Organisation and the WAGGGS Global Team from 2021 to 2032.

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



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

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



Working towards Compass 2032 is a shared responsibility for the WAGGGS Global Team and all Girl Guide and Girl Scout organisations. We will all align our respective strategies to the Compass 2032 collective vision.

WAGGGS 2024-2029 strategy outlines how the Global Team will contribute to Compass 2032 over the next six years of the journey.



## **Our six-year strategy**

### **GOAL:**

**By 2029 WAGGGS will be a sustainable, girl-led organisation connecting an inclusive Movement where every and any girl can feel empowered, safe and confident to change her world.**



We will achieve this through delivering on two strategic Outcomes, underpinned by a sustainable organisational model:

### **Outcome 1: A united and connected girl-led Movement**

#### **This means:**

- Meaningful participation of girls and young women at all levels across WAGGGS, demonstrating best practice to the Movement.
- Stronger connections across the Movement between Member Organisations, volunteers, and youth members.
- Effective, inclusive, and intergenerational governance of the Movement.
- A shared and visible brand and voice for the Movement.

### **Outcome 2: Thriving and inclusive Member Organisations deliver a high-quality Girl Guiding/Scouting experience.**

#### **This means:**

- Member Organisations have expertise and capacity to deliver a high-quality Girl Guiding/Scouting experience to their members.
- Strong Member Organisations able to recruit and retain youth and volunteer members.
- Inclusive Member Organisations ensuring that Girl Guiding and Girl Scouting is an experience that every and any girl can access.



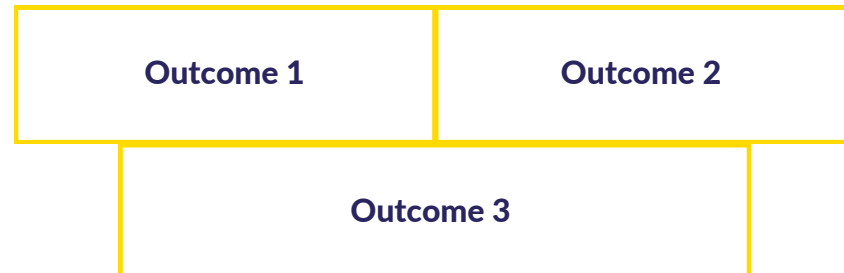
## Outcome 3: A sustainable WAGGGS

### This means:

WAGGGS has a financially sustainable and future proofed operating model delivered by skilled and committed volunteers and staff that is agile to meet the changing needs and priorities of the Movement.

The success of our strategy depends on a strong and sustainable organisational foundation. To enable us to deliver Outcomes 1 and 2, we must prioritise Outcome 3 to ensure WAGGGS is in a strong position financially and operationally.

To deliver on Outcome 3, we will conduct a strategic review of our offer that takes into consideration our operational and governance model. Specific areas of activity for Outcomes 1 and 2 will be confirmed in the 3-year action plan following the results of the MO survey and review of WAGGGS offer.



# Our strategic principles

Three principles, linked to our organisational values, will guide the way in which the WAGGGS Global Team will work over the next six years.

## 1. We will be girl-led

Our vision is shaped by the future girls want to see. We will achieve it if the young people looking for this future are the ones leading our work to get there.

We must be girl-led to remain relevant; to recognise girls as having rights within the organisation; to improve outcomes; and to amplify the voices and opinions of our members, both inside the Movement and externally.

WAGGGS is fully committed to being girl-led. We will look at all areas of our work, governance, strategy development and programme design and delivery, to ensure a) accessible and inclusive spaces for girls' meaningful participation and b) girls influence all levels of our organisation.

We will listen to, engage and empower girls – fostering opportunities for intergenerational conversations and leadership across the organisation. We will demonstrate best practice in meaningful participation in our delivery of this strategy, including future strategic processes and the development of action plans.



Empowering

Inclusive

## 2. We will make space for big conversations.

We must be brave to discuss challenges we face in being an inclusive Movement, so that Girl Guiding/Scouting is relevant for every and any girl. We will make space for conversations on topics such as disability, race, gender and intergenerational approaches to youth leadership to enable us to reflect on our offer, brand and relevance to girls and young women so that we evolve with our members.

Brave

Professional



### 3. We will be agile, realistic, and guided by what works.

The challenges brought about by the COVID-19 pandemic, coupled with the diversity of needs across our Member Organisations, has shown that we need to be able adapt our work and offer to respond to challenges.

We cannot set specific activities for the entire six-year period and we cannot offer everything: this strategy therefore intentionally moves away from language of **deliverables** to language of goal and broad outcomes, aligned to the Compass 2032 vision, so that we can be agile to select activities from our wide-ranging offer that suit the priority needs of our Movement at any given time.

We will be evidence-based in our approach to this work, looking at the impact of our offer and listen to, and collaborate with, girls and young women, and our MOs, to understand what is most useful. We will be transparent about what we can and cannot deliver within our financial means.

We will develop a three-year rolling action plan including budget and Key Performance Indicators to be approved by the World Board. This will take account of input received from Member Organisations and conversations about our future model. After three years, we will conduct a mid-term review of the strategy to ensure it remains fit-for purpose.



**Deliverables:** The activities we carry out to meet our outcomes and goal.

# Budget

WAGGGS projected income is £7,907,000, £8,481,000, and £9,111,340 for 2024, 2025 and 2026.

WAGGGS Income 2024-2026						
		2024		2025		2026
World Centre revenue	£	2,296,000	£	2,461,000	£	2,630,000
Membership fees	£	1,596,000	£	1,666,000	£	1,736,000
Fundraising income	£	3,550,000	£	3,889,000		4,280,340
Other income sources <i>(merchandise, investments, VC)</i>	£	465,000	£	465,000	£	465,000
<b>Total</b>	<b>£</b>	<b>7,907,000</b>	<b>£</b>	<b>8,481,000</b>	<b>£</b>	<b>9,111,340</b>

Key to this strategy is the need to find a financially sustainable operating model for the organisation where we can deliver what the Movement needs, but within our financial means – without a deficit.

We will therefore develop the expenditure side of the budget after we have received feedback from Member Organisations on this iteration of our strategy and on the offer questionnaire sent 1st March.

